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### A Project to Establish Linkages Between the Department of Defense, Tribes, and Industry Defense Contractors to Further Tribal Development

LaDonna Harris

*Americans for Indian Opportunity (AIO)*

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A PROPOSAL PRESENTED TO  
THE ADMINISTRATION FOR NATIVE AMERICANS

PRESENTED BY  
AMERICANS FOR INDIAN OPPORTUNITY

Project to Establish Linkages Between the Department of Defense,  
Tribes & Industry Defense Contractors  
to Further Tribal Development

..

CONTACTS:

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THIS ACKNOWLEDGES RECEIPT OF APPLICATION FOR:

1. NAME OF PROGRAM DIRECTOR (Last, First, Initial)

LOHAH, Elizabeth A.

2. TITLE OF PROPOSAL

Assessment of Self-Determination Policies Impact  
on Tribal Governments

3. HDS PROGRAM/POPULAR NAME

Administration for Native Americans

Do Not Write Below This Line

DATE RECEIVED

HDS GRANT/APPLICATION NUMBER

Instructions To Applicant: Address This Card To Yourself On Reverse Side, Complete Items 1, 2, 3, On This Side  
And Return With Application.

Rev. 1-77



Tear Off And Return This Card With Application.

<b>FEDERAL ASSISTANCE</b>		2. APPLICANT'S APPLICATION	a. NUMBER 82-101	3. STATE APPLICATION IDENTIFIER	a. NUMBER In process
1. TYPE OF ACTION <input type="checkbox"/> PREAPPLICATION <input checked="" type="checkbox"/> APPLICATION <small>(Mark appropriate box)</small> <input type="checkbox"/> NOTIFICATION OF INTENT (Opt) <input type="checkbox"/> REPORT OF FEDERAL ACTION		Leave Blank	b. DATE Year month day 1983 1 14		b. DATE Year month day ASSIGNED 19
4. LEGAL APPLICANT/RECIPIENT				5. FEDERAL EMPLOYER IDENTIFICATION NO.	
a. Applicant Name : LaDonna Harris b. Organization Unit : Americans for Indian Opportunity c. Street/P.O. Box : 1140 Connecticut Avenue, NW., #301 d. City : Washington e. County : f. State : DC g. ZIP Code: 20036 h. Contact Person (Name & telephone No.) : Elizabeth A. Lohah				6. PROGRAM (From Federal Catalog) a. NUMBER b. TITLE Native American Programs	
7. TITLE AND DESCRIPTION OF APPLICANT'S PROJECT Modification to Grant #90I1930; expansion of scope of work to establish linkages between Department of Defense, Tribes & industry Defense contractors to further tribal development				8. TYPE OF APPLICANT/RECIPIENT A-State H-Community Action Agency B-Interstate I-Higher Educational Institution C-Substate J-Indian Tribe D-District K-Other (Specify): E-City F-School District G-Special Purpose District Enter appropriate letter <input checked="" type="checkbox"/> K	
				9. TYPE OF ASSISTANCE A-Basic Grant D-Insurance B-Supplemental Grant E-Other C-Loan Enter appropriate letter(s) <input type="checkbox"/> B	
10. AREA OF PROJECT IMPACT (Names of cities, counties, States, etc.) Indian Tribes			11. ESTIMATED NUMBER OF PERSONS BENEFITING 1.5 million	12. TYPE OF APPLICATION A-New C-Revision E-Augmentation B-Renewal D-Continuation Enter appropriate letter <input type="checkbox"/> E	
13. PROPOSED FUNDING		14. CONGRESSIONAL DISTRICTS OF:		15. TYPE OF CHANGE (For 12c or 12e) A-Increase Dollars F-Other (Specify): B-Decrease Dollars C-Increase Duration D-Decrease Duration E-Cancellation Expand scope	
a. FEDERAL	\$ 64,760 .00	a. APPLICANT	b. PROJECT	Enter appropriate letter(s) <input type="checkbox"/> A <input type="checkbox"/> F	
b. APPLICANT	14,500 .00	16. PROJECT START DATE Year month day 1983 -2 -1	17. PROJECT DURATION Months	19. EXISTING FEDERAL IDENTIFICATION NUMBER 52-00900964	
c. STATE	.00	18. ESTIMATED DATE TO BE SUBMITTED TO FEDERAL AGENCY ▶	19	20. FEDERAL AGENCY TO RECEIVE REQUEST (Name, City, State, ZIP code) Administration for Native Americans	
d. LOCAL	.00	21. REMARKS ADDED <input type="checkbox"/> Yes <input type="checkbox"/> No			
e. OTHER	79,260 .00	22. THE APPLICANT CERTIFIES THAT ▶			
f. TOTAL	\$ .00	a. To the best of my knowledge and belief, data in this preapplication/application are true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is approved. b. If required by OMB Circular A-95 this application was submitted, pursuant to instructions therein, to appropriate clearinghouses and all responses are attached: spouse Response attached (1) <input type="checkbox"/> <input type="checkbox"/> (2) <input type="checkbox"/> <input type="checkbox"/> (3) <input type="checkbox"/> <input type="checkbox"/>			
23. CERTIFYING REPRESENTATIVE		a. TYPED NAME AND TITLE	b. SIGNATURE	c. DATE SIGNED	
		Betty Crouse Mele Board Project Supervisor	<i>Betty Crouse Mele</i>	Year month day 19 83 01 13	
24. AGENCY NAME			25. APPLICATION RECEIVED		
26. ORGANIZATIONAL UNIT			27. ADMINISTRATIVE OFFICE		
29. ADDRESS			28. FEDERAL APPLICATION IDENTIFICATION		
31. ACTION TAKEN			30. FEDERAL GRANT IDENTIFICATION		
32. FUNDING		33. ACTION DATE ▶ 19			
<input type="checkbox"/> a. AWARDED	a. FEDERAL \$ .00	34. STARTING DATE 19			
<input type="checkbox"/> b. REJECTED	b. APPLICANT .00	35. CONTACT FOR ADDITIONAL INFORMATION (Name and telephone number)			
<input type="checkbox"/> c. RETURNED FOR AMENDMENT	c. STATE .00	36. ENDING DATE 19			
<input type="checkbox"/> d. DEFERRED	d. LOCAL .00	37. REMARKS ADDED			
<input type="checkbox"/> e. WITHDRAWN	e. OTHER .00	<input type="checkbox"/> Yes <input type="checkbox"/> No			
f. TOTAL \$ .00					
38. FEDERAL AGENCY A-95 ACTION	a. In taking above action, any comments received from clearinghouses were considered. If agency response is due under provisions of Part 1, OMB Circular A-95, it has been or is being made.		b. FEDERAL AGENCY A-95 OFFICIAL (Name and telephone no.)		

SECTION I—APPLICANT/RECIPIENT DATA

SECTION II—CERTIFICATION

SECTION III—FEDERAL AGENCY ACTION



PART II

OMB NO. 80-RO 186

PROJECT APPROVAL INFORMATION

Item 1.

Does this assistance request require State, local, regional, or other priority rating? \_\_\_\_\_ Yes  No

Name of Governing Body \_\_\_\_\_  
Priority Rating \_\_\_\_\_

Item 2.

Does this assistance request require State, or local advisory, educational or health clearances? \_\_\_\_\_ Yes  No (Attach Documentation)

Name of Agency or Board \_\_\_\_\_

Item 3.

Does this assistance request require clearinghouse review in accordance with OMB Circular A-95? \_\_\_\_\_ Yes  No

(Attach Comments)

Item 4.

Does this assistance request require State, local, regional or other planning approval? \_\_\_\_\_ Yes \_\_\_\_\_ No

Name of Approving Agency \_\_\_\_\_  
Date \_\_\_\_\_

Item 5.

Is the proposed project covered by an approved comprehensive plan? \_\_\_\_\_ Yes \_\_\_\_\_ No

Check one: State   
Local   
Regional   
Location of Plan \_\_\_\_\_

Item 6.

Will the assistance requested serve a Federal installation? \_\_\_\_\_ Yes \_\_\_\_\_ No

Name of Federal Installation \_\_\_\_\_  
Federal Population benefiting from Project \_\_\_\_\_

Item 7.

Will the assistance requested be on Federal land or installation? \_\_\_\_\_ Yes \_\_\_\_\_ No

Name of Federal Installation \_\_\_\_\_  
Location of Federal Land \_\_\_\_\_  
Percent of Project \_\_\_\_\_

Item 8.

Will the assistance requested have an impact or effect on the environment? \_\_\_\_\_ Yes \_\_\_\_\_ No

See instructions for additional information to be provided.

Item 9.

Will the assistance requested cause the displacement of individuals, families, businesses, or farms? \_\_\_\_\_ Yes \_\_\_\_\_ No

Number of:  
Individuals \_\_\_\_\_  
Families \_\_\_\_\_  
Businesses \_\_\_\_\_  
Farms \_\_\_\_\_

Item 10.

Is there other related assistance on this project previous, pending, or anticipated? \_\_\_\_\_ Yes \_\_\_\_\_ No

See instructions for additional information to be provided.

**PART III - BUDGET INFORMATION**

**SECTION A - BUDGET SUMMARY**

Grant Program, Function or Activity (a)	Federal Catalog No. (b)	Estimated Unobligated Funds		New or Revised Budget			Total (g)
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)	
1. ANA		\$ 200,000	\$ 37,500	\$	\$	\$ 237,500	
2. ANA				64,760	14,500	79,260	
3.							
4.							
5. TOTALS		\$ 200,000	\$ 37,500	\$ 64,760	\$ 14,500	\$ 316,760	

**SECTION B - BUDGET CATEGORIES**

Object Class Categories	- Grant Program, Function or Activity				Total (5)
	(1)	(2)	(3)	(4)	
a. Personnel	\$ 53,268	\$ 18,000	\$	\$	\$ 71,268
b. Fringe Benefits	7,550	0			7,550
c. Travel	44,250	26,260			70,510
d. Equipment	1,200	1,500			2,700
e. Supplies	400	0			400
f. Contractual	50,000	0			50,000
g. Construction	0	0			0
h. Other	43,332	19,000			62,332
i. Total Direct Charges	200,000	64,760			264,760
j. Indirect Charges					
k. TOTALS	\$ 200,000	\$ 64,760	\$	\$	\$ 264,760
7. Program Income	\$ 200,000	\$ 64,760	\$	\$	\$ 264,760

**SECTION C – NON-FEDERAL RESOURCES**

(a) Grant Program	(b) APPLICANT	(c) STATE	(d) OTHER SOURCES	(e) TOTALS
8.	\$	\$	\$	\$
9.				
10.				
11.				
12. TOTALS	\$	\$	\$	\$

**SECTION D – FORECASTED CASH NEEDS**

	Total for 1st Year	FUTURE FUNDING PERIODS (YEARS)			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$ 264,760	\$ 50,000	\$ 82,380	\$ 82,380	\$ 50,000
14. Non-Federal					
15. TOTAL	\$ 52,000	\$ 9,375	\$ 16,625	\$ 16,625	\$ 9,375

**SECTION E – BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT**

(a) Grant Program	FUTURE FUNDING PERIODS (YEARS)			
	(b) FIRST	(c) SECOND	(d) THIRD	(e) FOURTH
16.	\$	\$	\$	\$
17.				
18.				
19.				
20. TOTALS	\$	\$	\$	\$

**SECTION F – OTHER BUDGET INFORMATION**

(Attach additional Sheets If Necessary)

21. Direct Charges:

22. Indirect Charges:

23. Remarks:

PART IV PROGRAM NARRATIVE (Attach per instruction)



## PART V

### ASSURANCES

The Applicant hereby assures and certifies that he will comply with the regulations, policies, guidelines, and requirements including OMB Circulars Nos. A-87, A-95, and A-102, as they relate to the application, acceptance and use of Federal funds for this Federally assisted project. Also the Applicant assures and certifies with respect to the grant that:

1. It possesses legal authority to apply for the grant; that a resolution, motion or similar action has been duly adopted or passed as an official act of the applicant's governing body, authorizing the filing of the application, including all understandings and assurances contained therein, and directing and authorizing the person identified as the official representative of the applicant to act in connection with the application and to provide such additional information as may be required.
2. It will comply with Title VI of the Civil Rights Act of 1964 (P.L. 88-352) and in accordance with Title VI of that Act, no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives Federal financial assistance and will immediately take any measures necessary to effectuate this agreement.
3. It will comply with Title VI of the Civil Rights Act of 1964 (42 USC 2000d) prohibiting employment discrimination where (1) the primary purpose of a grant is to provide employment or (2) discriminatory employment practices will result in unequal treatment of persons who are or should be benefiting from the grant-aided activity.
4. It will comply with requirements of the provisions of the Uniform Relocation Assistance and Real Property Acquisitions Act of 1970 (P.L. 91-646) which provides for fair and equitable treatment of persons displaced as a result of Federal and federally assisted programs.
5. It will comply with the provisions of the Hatch Act which limit the political activity of employees.
6. It will comply with the minimum wage and maximum hours provisions of the Federal Fair Labor Standards Act, as they apply to hospital and educational institution employees of State and local governments.
7. It will establish safeguards to prohibit employees from using their positions for a purpose that is or gives the appearance of being motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business, or other ties.
8. It will give the grantor agency or the Comptroller General through any authorized representative the access to and the right to examine all records, books, papers, or documents related to the grant.
9. It will comply with all requirements imposed by the Federal grantor agency concerning special requirements of law, program requirements, and other administrative requirements approved in accordance with Office of Management and Budget Circular No. A-102.

## BACKGROUND

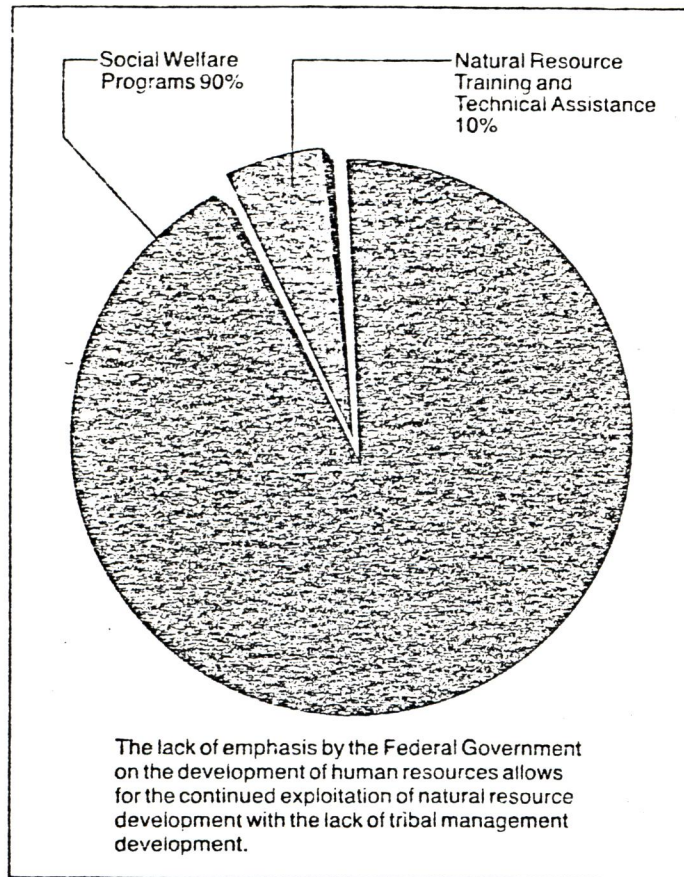
Americans for Indian Opportunity's (AIO) overriding concern since its inception in 1970 has been to seek ways to improve the social and economic conditions of all American Indians. Much of our work has been in the area of research, data collection, and information dissemination. Over the past twelve years we have come to firmly believe that in order to accomplish the goals of productive lives for Indian people there must be able and articulate Indian leadership; strong and competent tribal governments and sound, stable, and diversified economic environments on the reservation. One without the other is not enough.

Past Federal policy initiatives have resulted in the infusion of millions of dollars to tribal economies. These well intentioned dollars have not led to economic well-being or social progress; instead they have created a deeper more profound economic dependency upon the Federal government. This is because the majority of the funds were directed at social services programs -- not economic development priorities -- even though tribes are the largest private owners of undeveloped natural resources in the country. The fact is that 90% of these monies were for social welfare; a mere 10% for natural resource training or technical assistance.

The following graph comes from a study completed by AIO in 1977 (see Appendix A). That study sought to develop a process for self-evaluation for tribal governments. Then, as now, AIO



### Budget for Social Welfare Versus Resource Training



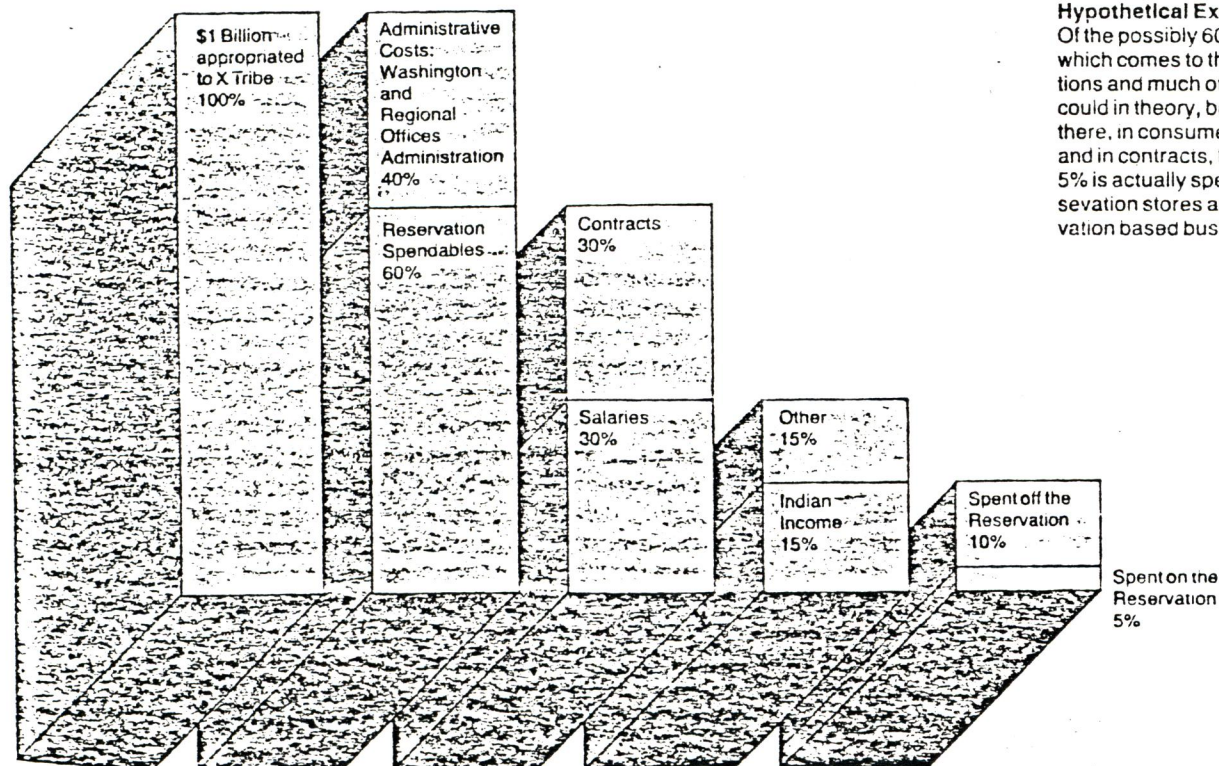
believed that unless we understand what is happening to tribal governments and take some counter action, tribal governments are in real danger of finding themselves bankrupted by the costs of administering the Federal social programs they have taken on in the name of self-determination.

The study resulted in some very interesting insights as to the economic and political conditions of a given reservation which have an immediate impact on a tribe's ability to govern in a meaningful and productive way. Whith the infusion of large scale social services program dollars, we found that tribes had become, in many cases, administrators of Federal programs - not governing entities. The Federal government is responsible for a

large share of this problem. By failing to make the joint funding process work smoothly, not coordinating administrative reporting requirements, and by issuing cumbersome regulations, to name a few examples, the Federal government contributed to additional administrative pressures which are indeed difficult to overcome.

Beyond that, however, there exists little or no private sector on the reservation. The dollars coming in to the reservation flow out again almost immediately. Even in the poorest communities a multiplier factor of five will turn over in the economy. The multiplier effect will generate further economic activity, but on reservations there is no multiplier effect. The surrounding economies/border towns will receive the benefit by providing goods and services absent on the reservation. The following graph is an example of what happens to the Federal dollars targeted to the tribes:

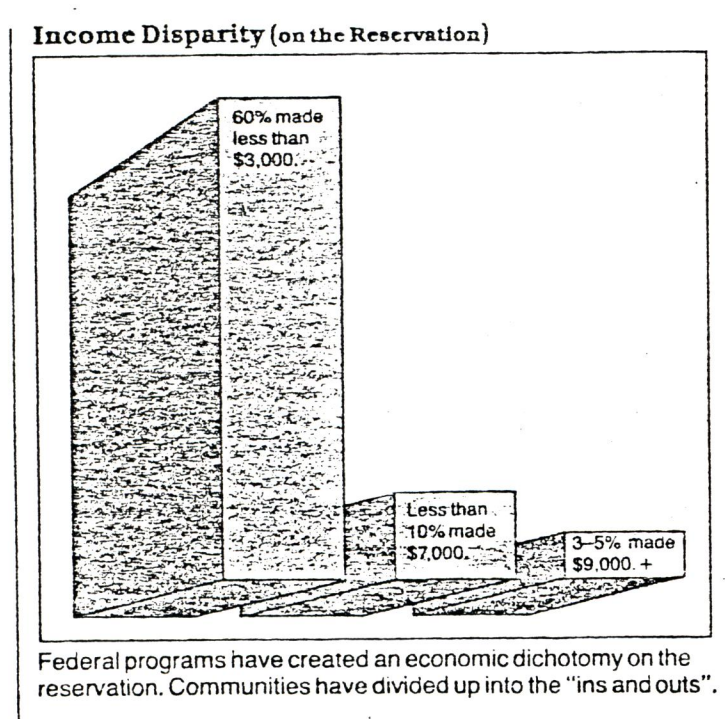
### Federal Dollars and Where They Go



**Hypothetical Example:** Of the possibly 600 million which comes to the reservations and much of which could in theory, be spent there, in consumer goods and in contracts, less than 5% is actually spent in reservation stores and reservation based businesses.



A third major problem delineated by the study which has both political and economic ramification is the fact that the Federal programs have created an economic dichotomy on the reservation. Generally, the programs could support higher wages than could otherwise be obtained in the outside reservation economy. From this a class structure heretofore unheard of was being established.



We found that this artificial economy based on soft dollars was placing a tremendous amount of pressure on tribal governments. Had more emphasis been placed on building economic infrastructures to establish a true economy, this income disparity would not be nearly so great.

AIO's experience with these issues have led us to the conclusion that direct and positive action must be taken to assure that never again do tribes, the Federal government, or any other

entity focus singly on one aspect of the problem while not addressing the other. Tribal self-determination is meaningless without strong tribal governments and sound economies.

The "New Federalism" as articulated by President Reagan offers a tremendous opportunity to turn the problems of yesterday into the advantages of today, and allow for the expectation of a better tomorrow.

Inherent to the New Federalism are fundamental questions regarding the role of government and its place in our daily lives. As the nation examines these issues there is no better time for tribal governments to take a similar look at their structures, roles, and functions to determine how they can function more effectively and productively. This is particularly important since there exists the potential for a drastic change in the Federal governing structure.

The current version of the New Federalism under consideration, by seeking greater autonomy for State and local authorities in the exercise of their governmental responsibilities, poses new opportunities and challenges to tribal governance. This transfer of authority will necessarily alter the existing structure of intergovernmental relations .

The history of the majority of our tribal governments is relatively recent. It was in the 1930's that the Federal government decided that all tribal governments should have constitutions, and toward that end they issued boilerplate constitutions

which many tribes accepted without much review on how it would fit their cultural concepts of governance or the needs of their people.

AIO has developed a program which has been funded by the Administration for Native Americans and the Bureau of Indian Affairs which we believe will be extremely useful to the entire process of reviewing and analyzing tribal governmental structures, as well as the success of the self-determination policies of the past decade. In consultation with officials from the Administration for Native Americans and the Bureau of Indian Affairs, five tribes have been selected to participate in the project. Those tribes are the Mississippi Choctaw, Laguna Pueblo, Ft. Peck, Colville, and Menominee. After finalizing the selection of five tribes for participation in the study, we realize that we have a serious gap in terms of the Oklahoma tribes and their unique situation; therefore, we are seeking ways to include at least two Oklahoma tribes in the project.

In addition to the tribal chairmen and a member of their council or staff, the project will include government representatives, State and local representatives and specialized expertise to serve as advisors in a series of three intensive, three-day work sessions. The first seminar will be an orientation/review session to elaborate a strategy for carrying out the project objectives and then two additional seminars will be organized in which tribes and advisors exchange and analyze information relevant to the assessment of governance policies. Between sessions,



the tribal decision-makers and advisors will carry out research and prepare short discussions papers for analysis in the subsequent sessions.

We believe that by undertaking a self-review and analysis that will perhaps result in some positive changes, tribes will be taking one more step toward self-determination. But, greater self sufficiency requires a sound economy to sustain it.

#### RATIONALE

We are seeking and firmly believe that we have discovered a method by which we can contribute to the goals of both strong tribal governments and to the growth of strong and diversified tribal economies.

In addition to the many ideals of the New Federalism is an emphasis on assuring a strong and adequate national security system. As the military forces of the United States are strengthened and expanded, so there will be a need for additional goods and services. Over the years tribal governments have been building businesses, enterprises, and services which can be utilized in this effort.

Senator Pete Domenici of New Mexico, realizing that tribal governments can make a significant contribution through their business enterprises to the security of the United States, included "Buy Indian" provisions in the 1982 Defense Appropriations Bill. The Defense Department has been most ame-

nable to this idea, but gaps exist in terms of information about tribal enterprises and, equally important, tribes lack knowledge concerning Defense procurement procedures.

Another aspect is the potential for creating linkages between tribal business enterprises and major industry Defense contractors. The same information gaps exist between industry and tribal enterprises, but the establishment of a working relationship between these two entities has the potential for exponential growth and benefit.

AIO has developed a program and plan of action which we believe will be valuable to the establishment of these crucial linkages. We are proposing to merge this program with our existing interagency agreement to perform the Governance project with the Administration for Native Americans and the Bureau of Indian Affairs, and include the participation of the Department of Defense to perform the project outlined below. We are committed to the belief that these two projects are two faces of the same coin. On one side we see strong tribal governments; on the other a new opportunity to add to the diversification of reservation economies.

#### PROGRAM NARRATIVE

During his campaign, President Reagan addressed the economic conditions of Indian people with the following:

"Economic self-sufficiency will be the goal of my administration, both in Indian affairs and in the nation at large. It would work to make available financial, technological, and management assistance which will enable tribal enterprises to develop their own project for self-sufficiency. This will result in the reduction of income dependency and an increase in productive employment -- which are the desires of Indian people."

Since his election, the President has shifted Federal emphasis away from the social services areas and more toward defense and national security issues. In the short term this shift will be painful to tribal governments who must provide for the needs of their people. However, tribal governments now have even more pressing incentives to create self-sufficient economies.

The Administration has proposed several economic development initiatives to assist tribal governments in these difficult times:

- The President's FY 83 budget requests \$10 million for new economic development initiatives. This grant program will help tribes obtain financial assistance or investment capital from private sources to develop natural resources.
- The FY 83 budget includes \$5 million to provide small tribes with basic government support services to assist in attracting industry.



- Indian reservations are defined as target areas which can receive economic incentives and reduction of regulatory impediments in the Administration's Enterprise Zone legislation. This legislation would entitle businesses locating in these zones to special Federal tax incentives, including certain tax credits and elimination of Federal capital gains taxes.
  
- The "Buy Indian" Act authority cite has been extended to the Defense Department. This authorizes the Secretary of Defense, at his discretion, to employ Indian labor or purchase the products of Indian industry for defense related purposes.

The potential economic benefit to Indian tribal governments who develop a mutually beneficial relationship with the Department of Defense is great. This is a new and unique idea as tribes have not historically, or otherwise, developed such a relationship with the Defense Department or its contractors.

Americans for Indian Opportunity (AIO) believes that we can assist in the beginning stages of this new and important relationship between the tribes and the Defense Department. We thoroughly realize and understand that the Defense Department is not a social action agency; nor do we believe that it should be. We do, however, clearly see the potential benefit to all parties in the development of this relationship. Further we also see the need to develop working relations between tribal enterprises and

industry, particularly those corporations which contract with the Defense Department

Our primary goal is the establishment of working linkages between tribal business enterprises, the Department of Defense and Defense contractors in order that tribes be able to have a new avenue of economic development while at the same time contributing to the national security. Such opportunities have the potential to generate real jobs, long term economic benefit, and to relieve Indian people from social programs which have for too long undermined self-reliance.

We have targeted the following objectives as those which we believe to be critical to this process.

1. Seek ways to match potential Defense contractors with Indian tribal business interests compatible with those corporations.
2. Inform the privator sector about the advantages of locating on Indian reservations and/or performing a substantial portion of a government contract on a reservation.
3. Inform tribes about the opportunities now available to them to apply directly for Defense contracts.
4. Inform tribes as to the proper procedure for applying for a Defense contract.
5. Inform tribes about sub-contracting with large Defense contractors.

6. Inform the Department of Defense of contracting opportunities in Indian Country.
7. Inform other Federal agencies as to the benefits of contracting with tribal governments based on the Defense model.

AIO believes that the best ways to accomplish these objectives is to bring together individuals from industry, defense and the tribes. The key is to establish direct contact between these entities.

We propose to plan and sponsor three regional 2 1/2-day seminars on defense contracting procedures and methods of subcontracting with large defense industry corporations. AIO has entered into discussions with the Department of Defense (DOD) about this project. DOD has agreed that they would assist in preparing the content of these seminars, obtaining speakers, and developing an agenda. The cooperation of DOD with AIO has been remarkable and we will work closely with DOD throughout the life of this project.

The conferences themselves will be structured in such a way as to maximize personal contacts. For example, the tribes will be asked to set up displays in an area specifically set aside for this purpose. We are envisioning displays about such things as economic development projects, tribal business information, etc. We will also host an evening reception and an informal luncheon at each conference.



The Department of Defense is preparing a Handbook which will summarize Defense contracting procedures for tribal business and individually owned Indian business for distribution at the seminars. Although this handbook will provide Indian tribal business and Indian private business with the information necessary to assist them in working with the Department of Defense and the private sector, an information gap would still exist in terms of DOD and private sector information concerning tribal and individual Indian business.

Therefore, AIO is willing to produce an additional resource tool for DOD and private industry to close this gap. AIO will produce a handbook which will provide information concerning how to do business with tribal government. This handbook will include such information as basic tribal governmental structure, a summary which will distinguish tribal governments in the lower 48 states with Alaska Native corporate structure, and will provide information about basic tribal decision-making procedure, specifically regarding business development. It is our understanding that the BIA is planning to produce a resource catalogue pertaining to tribal business development and tribal resource holdings. This catalogue will contain data such as existing business activity, labor force statistics, land base, etc. As an option to the current project that we are undertaking, AIO is willing to supplement that catalogue with information about non-Federally recognized tribes and their business activities, as well as privately owned Indian business or if requested, AIO would be willing to produce the entire catalogue.

This deliverable item is considered optional for the purpose of this proposal. To perform this function, AIO would utilize the following sources for data collection:

- Department of Commerce, Inventory of Federal and State Reserves, 1976.
- 1978 Report on Economic Resources, 0311-00076
- Council of Energy Resource Tribes, File Surveys
- U.S. Census, 1970: Preliminary Data from 1980 Census
- BIA, Financial Management Office Data Sources
- Department of Labor, CETA Grants Training Reports, especially from the Division of Native American Programs
- BIA current inventory of natural resources reserves, in process
- Department of Energy, data on tribal energy resources
- Chamber of Commerce and other association data on Indian membership and enterprises.

AIO would also be responsible for primary research as needed.

To summarize, we have three deliverable items which we feel would best accomplish the overall goals of the project:

1. A Handbook about doing business with Indian tribes.
2. Three 2½-day regional seminars.
3. A final written report.

Optional - A catalogue of Indian businesses

The key to the success of this project is private sector participation and we at AIO believe that we are in a unique position to succeed. Our primary advantage is that we have established

close relationships with corporate America from the beginning phases of our organizational development. In addition to our Board and Executive Committee, AIO has established a Corporate Advisory Board. Serving on that Board are executives from CBS, Exxon, Xerox, Equitable, Reader's Digest and Mobil. The Atlantic Richfield Company has established an Indian desk and we have a good relationship with the staff. We have discussed these ideas with Mr. Jerry Bathke of ARCO who has also agreed to help us in this endeavor. Finally, our list of corporate contributors is long and distinguished. (See appendix) These entities provide the core funding for AIO operations and are always willing to contribute further by providing the individuals with expertise to participate on AIO projects.

AIO believes that by developing the proposed items we will have accomplished an invaluable service for Indian tribes, corporate America, and the United States as a whole. By combining our resources and working together, we can all be a part of a stronger America.

#### MAINTENANCE OF EFFORT

The AIO Governance project currently underway has important implications for the strengthening of tribal governing structures. We believe that this project is one of the most critical and important projects that we have embarked upon.

All staff assignments have been made and are final. The addition of the Defense project will not detract from the level



of time or effort focused upon the Governance project. Nor will the Governance program staff be required to spend work time on the Defense project.

AIO's Board of Directors is so pleased that we have the opportunity to make such a valuable contribution to the economic development of tribal governments by working with the Defense Department that several of members of the Board, most notably, Mr. Coy Eklund, have agreed to assume some staff responsibility for the project.

We are confident that AIO has the level of expertise, experience, and ability to assure the success of both endeavors, which are, after all, an integral part of each other.

By combining these projects, AIO is able to more completely address our overall goals. To summarize, AIO's organizational goals are:

- 1) To make private and public agencies aware of and responsive to the rights of Native Americans to the services and benefits for which all citizens are eligible;
- 2) To help Native Americans become aware and obtain the services to which they are entitled by legislative authority and as citizens of the United States; and
- 3) To enhance coordination of local, State, and Federal programs which are necessary to sustained social and economic improvements for the community and its members.

In the Governance project, AIO's objectives are consistent with at least three of the ANA program objectives outlined in the program announcement:

- 1) To strengthen the ability of tribal governmental institutions and Indian leadership to plan, develop and implement community-determined programs supportive of balanced social and economic growth;
- 2) To strengthen the ability of tribes to function as units of government; and
- 3) To develop and/or access, in a comprehensive manner, resources, services, and benefits necessary for meeting the economic needs of the tribe.

However, by expanding the project to include the Defense initiative, positive action will be made toward contributing to five more ANA program objectives:

- 1) To develop programs which provide jobs, encourage business development and community co-operatives and otherwise promote the economic well-being of Native Americans and reduce dependency on services.
- 2) To plan and carry out programs to gain private sector investments, technical assistance, markets and job opportunities for Native Americans.
- 3) To develop and/or improve, in a comprehensive manner, the accessibility of resources, services, and benefits necessary for meeting the social needs of the Native American community.
- 4) To make private and public agencies more aware of and responsive to the rights of Native Americans to the services and benefits for which all citizens are eligible.
- 5) To assist Native Americans to become aware of obtain the services to which they are entitled by legislative authority and as citizens of the United States.

A look at the history of AIO programs and accomplishments will confirm the organization's commitment to its stated goals and objectives. We are content to stand upon our past record as we move forward toward the challenges and opportunities yet awaiting.



PARTICIPANTS

AIO will be working closely with the Department of Defense to determine the appropriate industry executives to participate in the four regional seminars. Mr. Coy Eklund, Chief Executive Officer and Chairman of the Board at Equitable Life Assurance Society and a member of AIO's Executive Committee, has also volunteered to assist in selecting industry representatives.

All Federally recognized tribes of the United States will receive invitations to attend; however, the meeting will be open to all tribes and Indian businesses.

AIO will look to the Department of Defense to determine who from that agency will attend. Defense personnel will serve as resource people at the conference, as well as participants.

The Secretary of each Federal agency will receive an invitation to participate. It is hoped that we will be able to induce Cabinet level participation, however that will be at the discretion of the Secretaries.

We will make every effort to secure Congressional participation. Special invitations will be sent to the members of the Senate Committee on Armed Services, the Senate Select Committee on Indian Affairs, the Senate Committee on Veteran Affairs, the House Committee on Armed Services, the House Committee on Veteran Affairs, and the House Interior Committee.

I. GOAL: To establish linkages between Indian Tribal business, the United States Department of Defense, and Defense contractors which will promote Tribal economic development and the national security of the United States.

TIMEFRAME	ACTIVITY	RESPONSIBLE PERSON	Number of Technical Assistance Days
FEBRUARY-Week 1	<p>Reorganize staff to meet needs of program initiation.</p> <p>Begin logistical planning for 1st Regional Seminar</p> <p>Select industry and Defense participants for planning meeting</p>	<p>AIO Director</p> <p>AIO Program Director</p> <p>AIO Program Director/ AIO Executive Comm. members/Coy Eklund/ Defense officials</p> <p>AIO Program Director/ Coy Eklund</p>	
Week 2	<p>Send invitation to planning meeting participants</p> <p>Hold site inspection trip</p>	<p>AIO Director</p>	
Week 3-7	<p>Formulate design for Tribal Handbook on Defense procedures</p> <p>Begin collection of information for Industry catalogue*</p> <p>Meet with Defense officials</p> <p>Begin collection of information for Tribal Handbook</p>	<p>AIO Program Director/ AIO Program Director</p> <p>AIO Program Director</p> <p>AIO Director and Program Director</p> <p>AIO Director and Program Director</p>	

\*Complete Catalogue can be substituted for Industry Catalogue leaving timeframe intact

TIMEFRAME	ACTIVITY	RESPONSIBLE PERSON	Number of Technical Assistance Days
Week 4-6	Collect data for Tribal Handbook	AIO Program Director	
Week 4	Assemble Handbook Rough draft of Industry Catalogue* Final approval of Handbook	AIO Program Director AIO Program Director AIO Director	
Week 10	Send invitations for 1st Regional Seminar to tribes, industry executives, and other Indian businesses and firms Finalize logistical arrangements for 1st Seminar	AIO Program Director	
MARCH 30 & 31	Complete logistical arrangements for 2nd and 3rd Regional Seminars	AIO Staff	
Week 8	Final draft and approval of Industry Catalogue*	AIO Program Director	
Week 9	Hold 1st Regional Seminar Write up summary of 1st Seminar for final Report	AIO Director AIO Program Director	
Week 12	Evaluate 1st Seminar Send invitations to 2nd and 3rd Regional Seminar participants Send follow-up to participants	AIO Program Director AIO Staff AIO Director	

\*Complete Catalogue can be substituted for Industry Catalogue leaving timeframe intact



TIMEFRAME	ACTIVITY	RESPONSIBLE PERSON	Number of Technical Assistance Days
<p>APRIL 28-29</p> <p>Week 11-12</p> <p>Week 16</p> <p>MAY 18-19</p> <p>Week 18</p> <p>Week 20</p> <p>Week 26</p> <p>Week 27</p>	<p>Hold 2nd Regional Seminar</p> <p>Evaluate Seminar 2</p> <p>Write up summary of Seminar 2 for final report</p> <p>Send follow-up letter to participants</p> <p>Hold 3rd Seminar</p> <p>Evaluate 3rd Seminar</p> <p>Write up summary for final report</p> <p>Send follow-up letter to participants</p> <p>Draft final report</p> <p>Approve final report, Tribal Handbook and Industry Catalogue</p> <p>Send final report to printer</p> <p>Close project</p> <p>Distribute final report to all Federal agencies, tribes, to major Defense contractors, participants, and other interested parties</p> <p>Conduct narrative final report to funding agencies</p>	<p>AIO Director</p> <p>AIO Program Director</p> <p>AIO Program Director</p> <p>AIO Staff</p> <p>AIO Director</p> <p>AIO Program Director</p> <p>AIO Program Director</p> <p>AIO Staff</p> <p>AIO Program Director</p> <p>AIO Director</p> <p>AIO Staff</p> <p>AIO Director</p> <p>AIO Program Director</p> <p>AIO Director/Program Director</p>	

ANA/BIA  
Complete  
Catalogue\*

TOTAL

AID

ANA

I. PERSONNEL

Program Director  
Program Assistant  
Research Assistant  
Secretary  
Bookkeeper

10,000  
5,000  
5,000  
2,000  
3,000

3,000  
1,000  
-0-  
-0-  
3,000

7,000  
4,000  
5,000  
2,000  
-0-

9,000  
6,000  
8,000  
3,000  
-0-

TOTAL PERSONNEL

25,000

7,000

18,000

26,000

II. CONSULTANT FEE

TOTAL CONSULTANT

3,000

-0-

3,000

3,000

TOTAL PERSONNEL

28,000

7,000

21,000

29,000

III. OFFICE EXPENSE

Space  
Telephone  
Postage  
Printing (Tribal Handbook)  
Printing (Industry Catalogue)  
Printing (Final Report/Handbook)  
Printing (Final Report/Catalogue)

3,000  
1,000  
800  
7,000  
4,000  
7,000  
4,000

1,000  
500  
300  
2,000  
1,000  
2,000  
1,000

2,000  
500  
500  
5,000  
3,000  
5,000  
3,000

3,000  
1,500  
1,500  
5,000  
8,000  
5,000  
8,000

TOTAL OFFICE EXPENSE

26,800

7,800

19,000

32,750

IV. EQUIPMENT

TOTAL EQUIPMENT

3,000

1,500

1,500

3,000

TOTAL THIS PAGE

57,800

16,300

41,500

64,250

\*Does not include matching funds

	Denver	Chicago	Los Angeles	ANA TOTAL*
Travel & Per Diem				
Staff Travel (4)				
Program Director	650	440	850	1,940
Program Assistant	650	440	850	1,940
Staff Support	650	440	850	1,940
Staff Support	650	440	850	1,940
TOTAL STAFF	2,600	1,760	3,400	7,760
Per Diem				
\$75 x 4 days				
Program Director	300	300	300	900
Program Assistant	300	300	300	900
Support Staff	300	300	300	900
Support Staff	300	300	300	900
TOTAL PER DIEM	1,200	1,200	1,200	3,600
Site Inspection				
AIO Program Director	350	220	430	1,000
Support Staff	350	220	430	1,000
Site Per Diem/2 days				
AIO Program Director	150	150	150	450
Support Staff	150	150	150	450
TOTAL SITE INSPECTION	1,000	740	1,160	2,900
Conference Space	3,000	3,000	3,000	9,000
TOTAL TRAVEL & PER DIEM	7,800	6,700	8,760	23,260

\*Travel costs will remain the same if Complete Catalogue is substituted for Industry Catalogue

DEFENSE CONFERENCE

SUMMARY	ANA	AIO	TOTAL	BIA/ANA Complete Catalogue
I. Personnel	18,000	7,000	25,000	26,000
II. Consultant Fees	3,000	-0-	3,000	3,000
III. Office Expense	19,000	7,800	26,800	32,000
IV. Equipment	1,500	1,500	3,000	3,000
V. Travel & Per Diem	<u>23,260</u>	<u>-0-</u>	<u>23,260</u>	<u>23,260</u>
TOTAL BUDGET	<u>64,760</u>	<u>16,300</u>	<u>81,060</u>	<u>87,260</u>



LADONNA HARRIS

LaDonna Harris is active in a broad range of social concerns, including Indian affairs and human rights, full employment, women's issues, the environment, and mental health.

Ms. Harris, a Comanche Indian, is the President and Executive Director of Americans for Indian Opportunity (AIO), a national organization whose headquarters are in Washington, DC. AIO serves as an Indian advocacy group and assists tribes in their efforts toward strengthening self-government and economic self-sufficiency.

Ms. Harris is a member of the National Committee for Full Employment. She was named by Secretary of State Cyrus Vance to the United States Commission on the Observance of the International Women's Year. During the Carter Administration she was named to serve on the "President's Commission on Mental Health." She serves and has served on the national boards of a number of organizations, including Common Cause, the National Urban League, the National Committee Against Discrimination in Housing, the Overseas Development Council, National Organization of Women, the National Women's Political Caucus, and Save the Children Federation. She is on the Board of UNESCO, ODC, Rockefeller Foundation's Awards, and the White House Fellows. She was recently asked to serve on the board of the newly-founded Wonder Woman Foundation located in New York.

Ms. Harris has three children: Kathryn Harris-Tijerina, Director of Indian Resources Development, University of New Mexico; Byron Harris who is engaged in television and film production in Hollywood; and Laura, a student at the University of New Mexico.

Ms. Harris is an Honorary member of the Delta Sigma Theta Sorority and is a recipient of their Human Rights Award. She has also received three Honorary Degrees, the most recent being an Honorary Doctor of Laws Degree from Dartmouth College in 1979. She has received numerous awards, including the Human Rights Award of the National Education Association. In 1972 she was named as one of the "Outstanding Women of the Year" in a nationwide balloting conducted by Ladies Home Journal, and was listed by the same magazine in 1979 for "Outstanding Women of the Decade" awards.

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Resume of

ELIZABETH A. LOHAH

Marital Status: Single  
Health: Excellent

Tribal Affiliation: Osage  
Address: 1334 22nd St., NW.  
Apartment #3  
Washington, DC 20037  
Telephone: 835-0608 (H)  
463-8635 (O)

WORK EXPERIENCE

January 1982 - Present

Americans for Indian Opportunity  
Deputy Director

Duties Include: Research and analysis of policy issues pertaining to American Indians and tribal governments. Oversee administration of organization and supervise staff. Perform all functions of the Executive Director in the absence of the Director; prepare reports to the Board and Executive Committee on the status of all functions of AIO; prepare position papers for circulation, and other related activities.

August 1980 - January 1982

Council of Energy Resource Tribes  
Policy Analyst

Duties Included: Research and analysis of issues pertaining to resource development on reservations and environmental issues. While at CERT I coordinated a conference on conservation and renewable energy resource development and served as an instructor on one of the panels; regularly submitted articles for publication in The CERT Report; made oral and written presentations to the Board of Directors on the status of CERT policy activities with regard to policy issues, and wrote monthly updates to the Board on the same, and other related activities.

January 1980 - August 1980

Osage Federal Programs  
Federal Programs Analyst

Duties Included: Coordination of program evaluations by program managers, technical assistance to program directors and the Federal Programs Director on program evaluation issues, monitoring the current status and performance of all Tribal programs, submission of monthly and quarterly reports outlining recommendations for better program integration and administration, completion of detailed evaluation studies of each of the Tribal programs, and other related functions.

## WORK EXPERIENCE (con't)

July 1979 - January 1980

Osage Federal Programs

Program Analyst, Osage Tribal CETA Program

Duties Included: Monitoring and evaluation of all program related activities, submissions of monthly and quarterly evaluation reports of CETA progress and impact, collection of statistical information pertaining to the management and progress of the CETA Program, serving in an advisory capacity to the Director of the CETA Program, and other related activities.

## EDUCATION

University of Colorado, Boulder, CO

9/74 to 12/75

9/77 to 5/79

Degree: Bachelor of Arts

Major: Political Science

Colorado Mountain College

January 1976 -

June 1977

Degree: Associate of Arts

Major: Liberal Arts

## CONFERENCES, WORKSHOPS, AND CONTINUING EDUCATION

Washington Research, Washington Researchers, Washington, DC	1982
Legal Research and Writing, Antioch School of Law, Washington, DC	1982
The Impact of Energy Resource Development on the Environment and Social Structure of America, Institute for Policy Studies, Washington, DC	1982
The Regulatory Process, The Washington Monitor, Inc. Washington, DC	1981
The Legislative Process, The Washington Monitor, Inc. Washington, DC	1981
Tribal Evaluation of Bureau Programs, Clary Inst. Bismark, ND	1980
Tribal Planning and Management Systems Seminar, Osage Federal Programs, Pawhuska, OK	1979
Tribal Management Seminar, Osage Federal Programs, Pawhuska OK	1979
Native American Awareness Week, University of CO, OYATE Indian Club, Boulder, CO	1979

## ACTIVITIES

Member - American Association of University Women, Pawhuska, OK	1980
Member - Planning Committee, Native American Youth Career Conference, University of Colorado	1979
Member - Coalition of Minority Students, University of Colorado, Boulder,	1979
Member - Political Science Society, University of Colorado, Boulder,	1979
Council Member - OYATE Indian Club, University of Colorado, Boulder,	1979
Member - Colorado Mountain College Women's Group, Leadville, Colorado	1977-78
Member - Colorado Mountain College Student Organization, Leadville, Colorado	1977-78
Co-Chairperson - Colorado Student Lobby, University of Colorado, Boulder,	1975-76
Member - Tim Wirth Congressional Campaign Committee, Boulder, Colorado	1976
Member - Boulder County Democratic Party Affirmative Action Committee, Boulder, Colorado	1975
Member - Drama Club, University of Colorado, Boulder	1974-75
Council Member - OYATE Indian Club, University of Colorado, Boulder	1974

References available upon request



Steven L. Kline  
Route 1, Box 177B9  
Kearneysville, West Virginia 25430

July 1970  
to  
September 1973

Assistant Manager,  
Rose, Inc.  
Henderson, North Carolina

September 1973  
to  
January 1979

Senior Sales Representative,  
Bankers Life of Des Moines, Iowa.

Estate Planning; Health and Group Life  
Insurance; Million Dollar Round Table.

March 1979  
to  
August 1981

Senior Bookkeeper/Jr. Accountant -  
Council of Energy Resource Tribes

Major responsibilities -- Payroll for 75  
employees; payroll taxes, both Federal  
and State; retirement plan; health  
coverage; dental coverage; and claims.  
Was also responsible for travel advances;  
reimbursement for travel; per diem;  
government per diem; local travel. In  
addition, I was also responsible for  
posting to the general ledger; cash dis-  
bursement ledger; project reports;  
monthly reports; petty cash; accounts  
payable and receivable; daily cash  
reports; depositing of grants received;  
preparing checks and filing back-up  
documentation.

CERT was fully funded by government agen-  
cies as a non-profit organization.

February 1982  
to  
Present

Accountant  
Americans for Indian Opportunity

Solely responsible for payroll for four  
employees; all taxes, travel, accounts  
payable and receiveable, cash disbur-  
sements, general ledger, subsidiary  
ledgers, cash reports, petty cash, finan-  
cial statements and balance sheet

3201 Landover Street  
Alexandria, VA 22305

549-1536 (H)  
252-6210 (W)

### PROFESSIONAL EXPERIENCE

- 8/80 to Present      Department of Energy, Office of the Secretary - One of three secretaries in the immediate Office of the Secretary, I help to facilitate the work of the Secretary by performing a wide variety of personal and confidential, secretarial, and administrative duties generally associated with a Cabinet level office. Prior to the new Administration, I was assigned to the Office of the Deputy Secretary where I was responsible for all travel arrangements and expenses, conference arrangements and occasional personal correspondence. In addition, over the past two years I have frequently worked overtime for the Office of General Counsel typing briefs, indexing case documents, etc.
- 3/80 - 6/80          Department of Energy, Intergovernmental Affairs - I served as Staff Assistant to the Director providing assistance in the organizing, coordinating, and monitoring of all supportive, administrative and special assignments in the office. Acted as primary contact/operator for the IBM System 6. Developed and implemented a System 6 tracking system for all office correspondence, projects and studies and a ten-region communications network. Reviewed all correspondence to ensure accuracy in content and style; kept calendar for the Director; and made all office arrangements for travel and conferences.
- 1/78 - 3/80          Department of Energy, Office of Leasing Policy Development - I was personal secretary to the Assistant Director and provided secretarial support for approximately eight professionals. Duties included review of all outgoing correspondence; travel arrangements for the entire Division; all typing and filing support performed on the Lanier word processor; and keeping the Assistant Director's calendar.
- 5/74 - 5/77          Federal Energy Administration, Advisory Committee Management Office/ Executive Secretariat - I was one of two people responsible for some 20 Advisory Committees to the FEA. My duties included all logistical arrangements for each Advisory Committee meeting (approximately two each week) in Washington and the regions and travel arrangements for the majority of members. In May of 1976, I became the FEA contact for all public hearings; received, compiled, and distributed all public comments; established hearing dates, times, locations, and speaking schedule for hearings; wrote and prepared acknowledgment letters to all comments.
- 1/72 - 5/77          Employed as secretary for Federal and State agency and private industry - details upon request.

### SKILLS AND EDUCATION

Typing - 90; Shorthand - 60; Word Processing Equipment - IBM Mag Card I, II, and A; IBM System 6; Lanier; Vydec; Education - Graduated 9/71 from Phillips Business College, Lynchburg, VA in the Executive Secretarial course.



COY EKLUND

Chairman of the Board and Chief Executive Officer, The Equitable Life Assurance of the U.S.

Date of Employment: 1938-8-13

Coy G. Eklund, a native of Minnesota, is a graduate of Michigan State University. He began his insurance career with The Equitable as an Agent in 1938. He entered the Army in 1942 and saw World War II service in Europe, advancing to the rank of Lieutenant Colonel on the Staff of General Patton. Awarded five Battle Stars, he was decorated with the Croix De Guerre by General De Gaulle, then president of France.

After the war, Mr. Eklund rejoined The Equitable, and in 1947, was appointed Agency Manager to start a new agency in Detroit, which in twelve years he built to the second largest of the company.

He was elected Vice President in 1959, Agency Vice President in 1961, and Senior Vice President in 1964. Named to the Board of Directors in 1965, Mr. Eklund was elected Executive Vice President in 1969, President in 1973, and Chief Executive Officer on April 1, 1975.

Mr. Eklund has received honorary doctorates from Michigan State University, Northern Michigan University, and St. Augustine's College.

He is a director of the Bendix Corporation, the Salk Institute, and Grand Central Art Galleries. Additionally, he is a member of the President's Commission on Executive Exchange, Co-Chair of the Department of Transportation Task Force for the President's Private Sector Survey on Cost Control; Chairman of the President's Council on International Youth Exchange; Corporate Public Involvement Committee of ACLI and the Advisory Board of the National Women's Political Caucus. He also serves on the Boards of Americans for Indian Opportunity, the Women's Action Alliance, the Wonder Woman Foundation, and the National Urban League, of which he is Chairman.

September 1982



ROBERT E. MELE

Home Address:

2624 Wagon Drive, #1D  
Alexandria, Virginia 22303  
(703) 960-2833

TRIBAL AFFILIATION: Enrolled member - Seneca Nation of Indians  
Irving, New York

EDUCATION: Harvard University, A.B. Economics, 1980

PROFESSIONAL EXPERIENCE

- 1980 Economist with Native American Consultants, Inc. Responsibilities include marketing; writing proposals; transportation economics (railroad passenger fare policy); providing management and technical assistance to Indian-owned businesses; conducting congressional lobbying efforts on behalf of clients; and acting as an advisor to Louis R. Bruce, the President of Native American Consultants, Inc.
- 1979 Research Assistant for the Council of Energy Resource Tribes. Participated in a study of the economic feasibility of a small-scale oil and gas refinery, and advised upon the economic, environmental and legal implications of development of tribal oil shale reserves.
- 1977 - 1978 Tax Analyst, the Navajo Tax Commission. Participated in the development and implementation of a comprehensive tax program for the Navajo Tribe. The program developed for the tribe consisted of a Possessory Interest Tax, a Value Added Tax, and a Charge on Sulfur Emissions. Responsibilities included presentation of the various taxes to the Navajo Tribal Council; preparation for expected litigation; negotiations with affected enterprises; revenue projections under different rate structures; net present value calculations; and public relations with the local Indian and non-Indian population.
- 1976 Supervisor and Counselor for the Standing Rock Indian Youth Ranch. Worked with 25 adolescents convicted of juvenile delinquency. The Youth Ranch was founded by the Standing Rock Sioux Tribe to provide a community controlled alternative to the state institutions for juvenile delinquents.
- 1975 Worked as a Research Intern for the American Indian Policy review Commission. Assisted the professional staff in the formation of office procedures and prepared support material for the Commission's twelve task forces.

ADDITIONAL EXPERIENCE

Member, Advisory Board to the American Indian National Bank, 1981 - Present  
Member, Benefit Committee, Night of the First Americans, 1982  
Seminar on Indian Law, Harvard Law School, 1979  
President, American Indians at Harvard, 1978-1980  
Treasurer, American Indians at Harvard, 1979-1977  
Coordinator, Undergraduate Minority Recruitment, 1975-1977 and 1978-1980  
Organizing Committee for Minority Pre-Freshmen Orientation, 1975-1977 and  
1978-1979  
Organizing Committee for Freshmen Orientation, 1975-1979  
Indian Advisory Committee to the Peabody Museum of Anthropology and  
Ethnology, 1975-1977  
Performance Evaluation and Appraisal Seminar, Northern Arizona University,  
1978  
Harvard Freshmen and Junior Varsity Lacrosse, 1975-1976  
Harvard Indian Basketball Team, 1978-1979  
Honorary Member of Estudiantil Boriqua at Harvard, 1978-1980  
Member of Harvard Caribbean Club, 1979-1980  
President of Northfield Mount Hermon Indian Student Association, 1974-1975

INTERESTS

Athletics, Politics, Economics, Youth counseling, Traditional  
Iroquois Crafts

REFERENCES

Ed Gabriel, Executive Director, Council of Energy Resource Tribes  
Conley Ricker, President and CEO, American Indian National Bank  
Louis R. Bruce, President, Native American Consultants, Inc.  
Professor David Cole, Harvard Institute for International Development

VERONICA ELAINE TILLER  
TILLER RESEARCH, INC.  
315 5th St. N.E.  
Washington, D.C. 20002  
202-547-2385

EDUCATION:

1976	Ph.D.	University of New Mexico, Albuquerque, (American History: American West and American Indian) Dissertation: A HISTORY OF THE JICARILLA APACHE TRIBE
1973	M.A.	University of New Mexico, (U.S. History)
1970	B.A.	University of New Mexico, (Political Science)

PROFESSIONAL EXPERIENCE:

1982-present	President and Director of Tiller Research Incorporated, Washington, D.C.
1976--1982	Assistant Professor of History, University of Utah, Department of History <u>Courses taught:</u> History of the Indians of the Western United States, American West in Twentieth Century, Historiography of the Indians of the Americas, The Indian, The Frontier and the West, The Indians of the Southwest, United States History:1776-1980 <u>Principal Investigator, Indian Energy Policy Study</u> under grant from the Bureau of Indian Affairs to University of Utah, 1981-1982 <u>Research Consultant, "Jicarilla Apache Water Rights Litigation</u> on the Historic Use of Water Resources on The Jicarilla Apache Reservation", Jicarilla Apache Tribe, 1982 <u>Historical Consultant, "Jicarilla Apache Pottery"</u> a film project sponsored by the National Endowment for the Humanities and directed by the Community Education Programs, Jicarilla Apache Tribe, 1981.
1977:	<u>Historical Consultant, "The Jicarilla Apache Tribe</u> and Its Historic Relationship with the State of New Mexico." <u>Merrion &amp; Bayless vs. Jicarilla Apache</u> <u>Tribe, United States Federal District Court,</u> Albuquerque, New Mexico
1973-1976	Tribal Historian, Jicarilla Apache Tribe, Dulce, NM to write a history of the Jicarilla Apache Tribe
1973	Visiting Lecturer, University of Denver, Department of History, Denver, Colorado
1970	Instructor, Navajo Community College, Dept. of History, Many Farms, Arizona



PUBLICATIONS AND REPORTS:

"The Tiller Report: The Social and Economic Impact of Recent Budget Cuts on Native American Programs, A Study prepared for Office of the Assistant Secretary for Indian Affairs, BIA, Dept. of Interior, and the Administration for Native Americans, Dept. of Health and Human Services, Washington, D.C. 1982

The Jicarilla Apache Tribe: A History:1846-1970, Lincoln: University of Nebraska Press, forthcoming 1982

"The Jicarilla Apache Tribe," Handbook of North American Indians, Southwest Volume X, Washington, D.C.: Smithsonian Institution, forthcoming 1982

Tiller, Veronica E. and Harrison, David C., "The Native American Perspective on the Revolt of the Colonies," The American West: Colonies in Revolt, Ketchum, Idaho: The Institute of the American West, 1981

"The American Indian Experience in the Southwest," Part I and II, Lecture Series on Film: To Extend the Use of American Indian History, Fund for the Improvement of Post Secondary Education, Department of Health, Education, and Welfare, Washington, D.C., 1980

Other: Book Reviews in Journal of the West, Arizona and the West, New Mexico Historical Review, Utah Historical Quarterly, Western Historical Quarterly, Pacific Historical Review, and American West Magazine

CONFERENCE PRESENTATIONS:

Phi Alpha Theta Regional Conference, 1975  
Organization of American Historians, 1976  
Pacific Coast Branch, American Historical Association, 1977  
Cultural Preservation Symposium, Jackson State Univ., 1978  
Organization of American Historians, 1979,  
Western History Association, 1980  
Conference on Teaching History, AHA, Tex. Tech. Univ. 1980  
Berkshire Women's History Conference, Vassar College, 1981  
American Indian History Association, Univ. of Wash., 1981  
Institute of the American West, Sun Valley, Idaho, 1981  
National Symposium on American Indian Research, Wash., D.C. 1981

PROFESSIONAL HONORS:

Phi Alpha Theta (History Honorary)  
Fellowship, Ford Foundation Doctoral Fellowship, 1973-1976  
Director's Fellowship, Center for the History of the American Indian, Newberry Library, Chicago.

American Philosophical Society, Research Award, 1977  
University of Utah, Research Award Receptient, 1977-78  
Chairman, Utah Historical Quarterly, "Women in Utah History"  
Contest, Salt Lake City, 1977  
Oral Historian, International Women's Year Conference, Houston,  
1977  
Member, Zonta International (Organization of Business Women  
Executives and Women in the Professions) Zonta Club of Salt  
Lake, Representative to Legislative Council of Utah, Committee  
on Energy and Natural Resources, 1979-80  
Member, National Advisory Council, Mormon Pioneer National Historic  
Trail, Office of the Secretary of the Interior, Department of  
the Interior, Washington, D.C. 1980-1981  
Member, Committee for the Humanities in Television Films, Dept.  
of Communications and History, University of Utah, 1977  
Member, Program Committee, Western History Association, 1982

PROFESSIONAL MEMBERSHIPS: Western History Association, American  
Historical Association, Organization of American Historians, American  
Indian History Association



AMERICANS FOR INDIAN OPPORTUNITY

Resolution 12-82  
Federal Economic Development Initiatives

WHEREAS, economic development on Indian lands lags far behind national trends, as evidenced by the unemployment and income conditions on most reservations; and

WHEREAS, one of AIO's primary goals is to establish viable economies on our reservations through the prudent management of our natural and human resources; and

WHEREAS, the Federal government has a special obligation to assist Indian tribes and individuals in this effort because of its trust responsibility and the national benefits of healthy reservation economies; and

WHEREAS, several Federal agencies have provided assistance to Indian tribes and individuals for such purposes as economic development planning, technical assistance, and the development of public facilities; and

WHEREAS, most of these programs have been terminated or drastically reduced as a result of cutbacks in the Federal budget; and

WHEREAS, there is an urgent need for sustaining aid for Indian economic development; and

WHEREAS, the Congress is considering various tax incentives, tax reforms, block grant programs and other initiatives to promote growth in economically-depressed areas, such as Indian reservations; and

WHEREAS, the Administration has made a commitment to develop a new strategy specifically for economic development on Indian reservations;

NOW THEREFORE BE IT RESOLVED, that the AIO Board of Directors urges the Congress and the Administration to take immediate action to provide assistance for Indian economic development; and

BE IT FURTHER RESOLVED, that this Federal Indian economic development initiative must be designed to foster the Indian private sector -- especially to meet the capital, financing, and technical assistance needs of tribal and individual enterprises; and

BE IT FURTHER RESOLVED, that this initiative must include the following elements:

1. Federal economic development assistance should be available to all Indian tribes;

2. The mix of programs and tax measures should have regard the needs of the Indian private sector and tribal-private joint ventures and enterprises.



3. Federal policies should recognize the role of tribally-owned enterprises, especially in the area of natural resource development;

4. The eligibility and funding procedures for programs or tax measures must recognize the status of Indian tribes as governments, and provide for a direct Federal-tribal relationship;


5. Federal agencies must continue assistance to tribal governments for developing the legal, managerial, and financial capability to perform governmental functions related to economic development; and

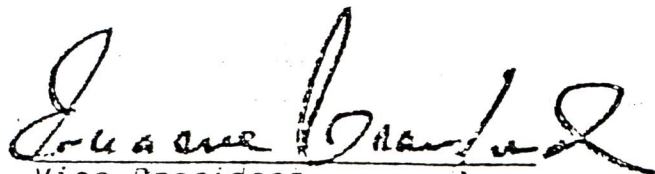
6. Federal agencies must continue assistance for education and training to enable Indian people to be productive members of the labor force.

AND BE IT FURTHER RESOLVED, that the AIO Board of Directors hereby directs staff to develop and recommend options to the Board for Indian economic development strategies consistent with the goals and objectives of AIO.

#### CERTIFICATE

The undersigned President and Vice President of AIO certify that the above resolution was adopted by the Board of Directors at the meeting of said Board duly called and held on the ninth day of August, 1982.

  
President

  
Vice President

AMERICANS FOR INDIAN OPPORTUNITY

Resolution No. 82-1  
New Federalism Proposal to be Submitted to the  
Administration for Native Americans

WHEREAS, Americans for Indian Opportunity stands for self-determination, the right of American Indians, Eskimos, and Aleuts individually and collectively, to make their own decisions, run their own governments, and develop policies to promote the welfare of their people, and

WHEREAS, the President of the United States has proposed a new policy for alignment of responsibilities for providing services to the people of the United States commonly known as "New Federalism, and

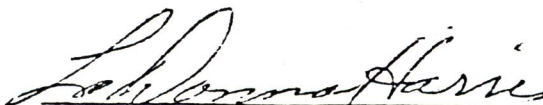
WHEREAS, the President's New Federalism policy is founded in the concept of self-sufficiency, self-determination and economic development, and

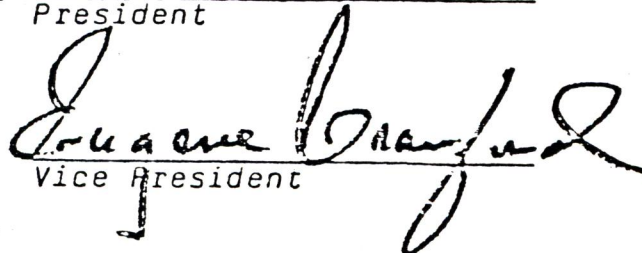
WHEREAS, AIO is concerned that there are major questions that have not yet been addressed regarding the President's proposed policy as it pertains to Indian tribes, including but not limited to the capacity of tribal governments to assume responsibilities and functions currently exercised by the Federal government.

THEREFORE, be it be resolved, that Americans for Indian Opportunity will design a program and submit a proposal to the Administration for Native Americans and the Bureau of Indian Affairs seeking to address the issue of the impact to and potential of the concepts of New Federalism as it applies to American Indian, Eskimo and Aleut governmental units.

CERTIFICATE

The undersigned President and Vice President of AIO certify that the above resolution was adopted by the Executive Committee at a meeting of said Committee duly called and held the fifth day of May, 1982.

  
President

  
Vice President

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Self-determinatio

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## Letter from the President

When Americans for Indian Opportunity was formed as a national Indian organization in Washington, D.C. in February of 1970, we had little idea of where the Indian community — or the country — might be ten years later. What we did know, then, was that American Indians ranked at the bottom in virtually every social and economic measurement — housing, health, employment, family income, educational level. We thought something ought to be done about these dreadful statistics — and we started out to do it, with the help of dedicated board members, staff members, officers, leaders of other Indian organizations, and sensitive, interested non-Indians.

Looking back over the past ten years, now it is clear that the problems have not been solved in any final or total sense. It is also clear that a lot of good changes have come during the past decade — and that AIO has been in the forefront of these changes, often pioneering the concepts involved.

As our 1971 Annual Report stated: "The organization stands for self-determination, the right of American Indians, Eskimos, and Aleuts, individually and collectively, to make their own decisions, run their own programs and do things their own way. AIO believes that Native Americans are entitled to a fair share and to equality of opportunity, while still retaining the right to be different — a fundamental American ideal." Those are still our beliefs.

Our 1973 Annual Report pointed out that AIO seeks to achieve its objectives and purposes as follows:

- To provide technical assistance to local Indian tribes and groups as they strive to improve conditions in their local communities.
- To act as an advocate for Indian people on the national level and with the federal government.
- To act as a catalyst for action and at the same time to serve as a unifying force in the Indian community.
- To advise and educate non-Indian institutions on Indian issues and on their responsibilities to the Indian community.
- To seek and develop opportunities for Native Americans to participate in the larger non-Indian society while maintaining pride in their Indian culture and heritage.

During the past ten years, we have seen — and have helped to lead — a resurgence of pride in Indianness, a closer sense of community among Native Americans, a greater recognition by the federal government that the government's trust responsibility is "government wide," not just centered in the Bureau of Indian Affairs, an increased understanding by the federal government that Indians are Indians, no matter where they live, in urban areas or in traditional areas, increased assertion by American Indians that, through their tribal organizations, they are entitled to govern themselves and control their own natural resources, recognition in the courts and by local, state, and federal governments that Indian tribes are units of government and must be dealt with as such, and widespread awareness among American Indians that they can exercise far greater control over their own cultures, economy, governments, and environments, than was earlier understood.

With each forward step of progress taken by American Indians and Indian tribes, new and different challenges have developed. As tribes have begun to strengthen their governments, rather than leaving government decisions to the Bureau of Indian Affairs or others, internal controversies have been generated. As Indian individuals and tribes have begun to assert more aggressively their civil, political, and economic rights, non-Indians who had benefitted from earlier Indian passivity have often been hostilely resistant.

So, Americans for Indian Opportunity's work goes on — and must continue to work with all Americans who believe in Indian Opportunity — until American Indians, individually and collectively, truly can be said to fully possess the American right to participate in the social, political, economic, and environmental decisions which affect their lives. We thank all those who have helped — and continue to help — in this struggle.



A handwritten signature in cursive script that reads "LaDonna Harris". The signature is written in dark ink on a light background.

LaDonna Harris  
President



## AIO's Philosophy

American Indians, or Native Americans, are, of course, U.S. citizens, with all of the same rights and privileges that other citizens have. But they are unlike any other ethnic group in America in that they also have "dual citizenship" and "dual entitlement."

*Dual citizenship* of American Indians who are members of Indian tribes means that, like all American citizens (although this was not spelled out clearly until a 1924 Act of Congress), American Indians are first, American citizens, (as a result of which, by operation of the Fourteenth Amendment to the U.S. Constitution, they have state citizenship, too) and, second, they are *also* citizens of the Indian tribes of which they are members. Because of treaties, constitutional provisions, acts of Congress, and decisions of the federal courts and the U.S. Supreme Court, the tribal governments of American Indians — unlike *private* organizations of other ethnic groups, are *units of government*.

*Dual entitlement* means that American Indians are not only entitled to all of the services of the federal government that all other citizens are entitled to, they are also entitled to additional services because of legal binding agreements set out in treaties, constitutional provisions and acts of Congress which have been upheld by decisions of federal courts and the U.S. Supreme Court.

*Who is an American Indian?* An Indian is a person who is a member of an Indian tribe. Only a tribe can determine who its members are. AIO believes that there are legitimate Indian tribes that have not been recognized as such by the Federal government and we support their right to establish their credentials. We also believe strongly, as affirmed by the Snyder Act, that an American Indian is an Indian wherever he or she decides to live — on reservation or off reservation — and is therefore entitled to all benefits allowed any tribal

member. AIO recognizes that the relocation and termination policies of the Federal government in the early fifties did severe damage to the fabric of the Indian community and puts a great deal of effort into reversing those policies and trying to heal the wounds they inflicted. AIO has always seen all American Indians as our constituents.

*Self-Determination.* We believe that self-determination for American Indians means, among other things, that there must be full political self-government for American Indians and economic self-sufficiency, including the right to control their own economic resources. We have fought for every measure which would strengthen tribal

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*"Many social and economic problems that we face have been caused by non-Indian actions towards us, but they are not going to be solved by non-Indian actions. They are only going to be solved by Indian actions. I think that failure to begin building the social, economic, and political systems that we need to care for our people will be the larger failure."*

A. David Lester - Creek - 1980

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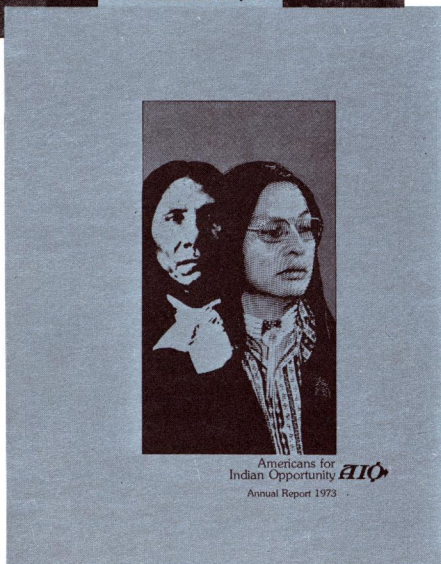
governments and have aided tribes to make their governments more viable. We also believe that no people are truly free unless they control their own economic resources. There has been a great deal of colonialism in relations with American Indians and Indian tribes — both by paternalistic government officials and by private corporations. AIO pioneered the concept that American Indian tribes are much like developing nations and that, even though they might have the appearance of self-government, following a change in the colonial

situation they did not really have self-government as long as outside, non-Indian interests controlled their resources.

AIO is neither anti-development or pro-development in regard to tribal economic resources. We are anti-exploitation. We have worked to help tribes wrest back control of their own natural resources, so that they can make their own economic decisions, and, should they decide in favor of one or another kind of development of such resources, we have worked to see that they understand the trade-offs involved in those decisions — cultural, environmental, and economic.

In the early 1800's, U.S. Supreme Court decisions made clear that the role of tribal governments in the U.S. federal system and the relationship between the U.S. government and American Indians is a unique one, unlike any other relationship in our system. We think the right to be different is a fundamental right in this country, that America never was, and never should have been, a "melting pot," with everyone having to look alike, speak alike, worship alike, or act alike. In recent years, American Indians wherever they live — on reservation or off-reservation — have gained enormous personal strength from increased pride in Indianness. They have reached out to each other — across tribal lines, cultures, and languages — to find renewed strength and a sense of community in each other. They are helping to show Americans that the right to be different is a fundamental right in this country — a good one for the country and for the people involved. They are helping to show, also — out of their traditional respect for the earth and living things — that all life is interdependent and that humans must assume greater responsibility for the protection of the earth's environment. These are important contributions which can have growing significance in America.





## American Indians Working Together

organizations, tribes, and individuals so that concerted action could develop on central issues. AIO started a weekly "Thursday meeting" in Washington including all Washington-based Indian organizations, the Indian Desks in Federal agencies, and representatives of educational and religious organizations. This engendered increased cooperation on important matters, and helped share staff work and spread information. After AIO moved its national headquarters to New Mexico, we continued this

timely manner. The "Red Alert" is a newsletter which is mailed to all Indian tribes and organizations, with subject matters ranging from government programs and information on funding sources to new regulations and announcement of impending policy decisions on which American Indians may have some impact. The "Red Alert" has proved to be very popular and useful in Indian country, as well as within the non-Indian sector.

Officers and staff members of Americans for Indian Opportunity work very closely with other Indian organizations, such as the National Congress of American Indians. We work closely with the Native American Rights Fund in regard to lobbying and advocacy. We participate in most of the national conventions and meetings of other national and regional Indian organizations. We share information with other Indian organizations and with Indian tribes through local and regional meetings, making presentations concerning present-day issues. We continue to work closely with the Council of Energy Resource Tribes whenever we can be helpful toward Indian control of Indian resources. At our own meetings, we invite representatives of other national Indian organizations. In 1980, for example, the principal officers of the National Congress of American Indians and the National Tribal Chairmen's Association took an active part in seminars on modern problems which were sponsored by AIO at its annual Board meeting.

Just as the strength of American Indians is in the Indian community itself, so is the strength of AIO. From the very first, we have made it one of our principal aims to help pull the Indian community together, so that American Indians can realize the full impact of our influence.

That fact that over 300 Indian tribes, most with differing languages and cultures, can work together so closely in their common interests should be an inspiration for the non-Indian society in America. We have some disagreements among ourselves of course, but whether we live in the cities or on reservations, Native Americans agree on the fundamental issues that affect our lives: education, jobs, health, treaty rights, self-determination, tribal sovereignty, and the right to be different.

AIO began very early to share information with other Indian

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*Brothers: When we look into the history of our race, we see some green spots that are pleasing to us. We also find many things to make the heart sad. When we look upon the first council-fire kindled by our forefathers, when the pipe of peace was smoked in brotherly friendship between the different nations of red people, our hearts rejoice in the goodness of our Creator in having thus united the heart and hand of the red man in peace.*

*For it is in peace only that our women and children can enjoy happiness and increase in numbers.*

*By peace our condition has been improved in the pursuit of life. We should, therefore, extend the hand of friendship from tribe to tribe, until peace shall be established between every nation of red men within the reach of our voice.*

*John Ross - Cherokee - 1843*

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function by holding regular receptions and other meetings in Washington when AIO officers and staff members are there on important business.

In addition, AIO uses such vehicles as the "Red Alert" to inform the total Indian community of crucial issues in a

As AIO develops new reports and new materials on particular issues, we share them with other Indian organizations, both general and specialized. For example, our reports and materials in regard to the environmental impacts of resource development were shared in meetings such as the National Indian Physician's Association, the National Indian Social Workers Association, the National Indian Nurses Association, and the National Indian Health Board.



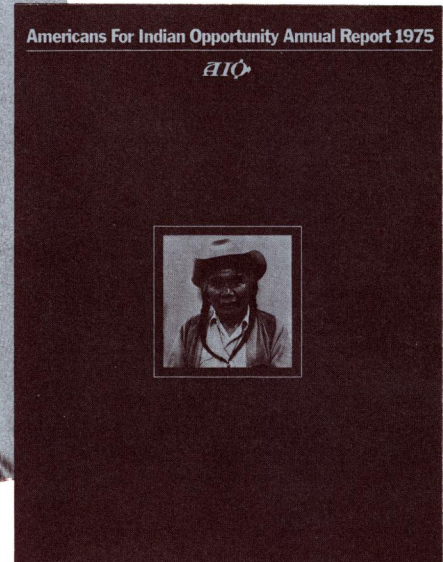
## Coalition With Others

Solidarity and mutual support are essential in the Indian community if we are to have greater control of our own lives. But, we also need non-Indian allies — and we have been fortunate to find them at crucial times. We found them, for example, when we were working to get new legislation passed to restore federal recognition of the Menominee Indian tribe. Church and women's organizations were particularly helpful then, as they were later, when we were successful in getting legislation passed to return Havasupai lands in the Grand Canyon.

In the interest of coalition-building, AIO's officers and staff appear before many non-Indian groups. They give lectures, invite non-Indian representatives to AIO meetings, and join together on general issues, such as environmental issues, with non-Indian organizations like the Environmental Action Foundation. AIO's officers attend the meetings of other non-Indian organizations with similar interests, such as the 1980 Annual Dinner of the Congressional Hispanic Caucus, and the Urban League. AIO's President also serves as a member of the Executive Committee of the U.S. Commission on UNESCO, using their meetings as a way of spreading information about the problems and needs which face American Indians.

As another means of coalition-building, AIO continues to accept a number of non-Indian interns and volunteers to work in our national office — from Dartmouth College, Gettysburg College, the University of New Mexico, and from some church groups. Invariably, these interns and volunteers go away, back to their communities, yet they leave with an increased awareness of the problems American Indians face and greater sense of advocacy for helping to solve these problems.

AIO's President serves on a number of the national boards of non-Indian organizations, and continues to take



part in a number of non-Indian meetings and conferences. AIO holds meetings with corporate executives to encourage them to include Indians when considering contributions of their corporate trust funds. AIO has successfully involved a number of major corporations in providing

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*"Indian institutions of government are an integral part of the federal system, and I think that it's possible to convince the larger public that the concept of Indian rights to self-government are not radically different from the rights that they have secured for themselves, and, therefore, is not revolutionary but rather red, white, and blue Americanism."*

A. David Lester - Creek - 1980

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technical assistance to Indian tribes. Perhaps most importantly, we have encouraged them to make financial investment partnerships with Indian tribes.

AIO's efforts towards coalition-building among non-Indians will continue to increase the strength of the Indian cause in America.

## National Advocacy

From the very first, AIO has been a strong voice for American Indian concerns to local, state, and federal governments. Our 1971 Annual Report states, for example, "support was given to the Administration's stated policy of self-determination for Native Americans." As a matter of fact, AIO's President helped draft President Nixon's landmark message on that subject. The 1971 Annual Report also details AIO's efforts in support of Indian control of Indian education, the revision of the Johnson-O'Malley regulations helping them to better serve American Indian children, support for the Taos Pueblo Blue Lake restoration, for the reorganization of the Bureau of Indian Affairs, and for increased appropriations for Indian Health Services.

That record of advocacy continued throughout the past decade. The 1973 Annual Report, for example, details how AIO formed a national conference on "Justice and Native Americans," a conference which brought together Indians, law enforcement officials, and U.S. Justice Department



representatives. This resulted in a television documentary film and a list of important law enforcement recommendations which were widely adopted. The 1973 Annual Report also called attention to the fact that AIO caused important improvements to be made in the regulations implementing the Indian Claims Distribution Act.

The 1976-1977 Annual Report lists other advocacy successes: "Raising the head of the Indian Desk in the Department of Agriculture to the level of Special Assistant to the Secretary, seeing that Indian interests were protected in legislation and administration of laws pertaining to safe drinking water, clean air, and pesticides; securing the Federal Energy Administration's continued support of the Council of Energy Resource Tribes; securing Interior Department regulations protecting Indian tribes in mineral development contracts, separate from the Department's regulations concerning federal public lands; getting Indian tribes included along with States in President Carter's Energy Message." These are only the highlights of those years.

The 1978 Annual Report pointed out: "As a result of this kind of AIO activity, the U.S. Department of Energy has created an Indian division, and the department has determined to deal directly with Indian tribes as political entities and give support to the Council of Energy Resource Tribes."

"Another example of our advocacy role is our work with the U.S. Environmental Protection Agency. This agency has now activated an internal working group with a specific coordinator to insure that Indian concerns are heard throughout the agency, that EPA deals directly with tribes as political entities, and that Indian tribes are informed about EPA laws and programs."

"We have been successful in helping expand the concern of the U.S.

Department of Agriculture with Indian needs and have helped the Department move toward making their programs more applicable to Indian tribes."

"Our efforts have helped bring about the enactment of new legislation to elevate the head of Indian housing in the U.S. Department of Housing and Urban Development to the level of Assistant to the Secretary."

"We have maintained close liaison with the U.S. Office of Management and Budget and with members of the White House staff, and we have intervened with them at crucial times in regard to Indian legislation, federal regulations concerning Indians, and the funding of Indian programs."

"In the U.S. Department of the Interior, we have helped set up, together with the National Congress of American Indians and the National Tribal Chairmen's Association, a meeting on Indian water rights. We helped make sure that the Bureau of Mines and other divisions within the Department of the Interior worked directly with Indian tribes as political entities. The Bureau of Indian Affairs has instituted a program for providing natural resource inventories to tribes. AIO played a major role in the institution of this program."

"AIO was asked by the Office of Indian Education in the U.S. Department of Health, Education, and Welfare to conduct a regional training seminar for school administrators and Indian parents on the subject of Indian education programs. The Office of Indian Education officials state that this seminar, which was held in October, 1977, was the best such seminar ever held, and that it was the only one that had enjoyed participation by Indian students."

During 1979, and again in 1980, AIO was active in securing the extension of the life of the Senate Select Committee on

Indian Affairs. We worked closely with the U.S. Department of Agriculture and helped sponsor a Small Farms Conference. AIO hosted the White House Fellows during their tour to the Southwest and briefed them on Indian issues. Both the Indian Child Welfare Act and the Indian Religious Freedom Act were passed with AIO's support and active efforts.

AIO has continued to work closely with key committees and members of Congress, providing information and martialing influence from Indians and non-Indians in regard to pending legislation. As the Reagan administration took office, a representative of AIO appeared to

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*Our fight for existence is today, not in the future. Our lands, our waters, our air, our fish and wildlife, and our right to utilize and protect them, must be foremost in our minds at all times.*

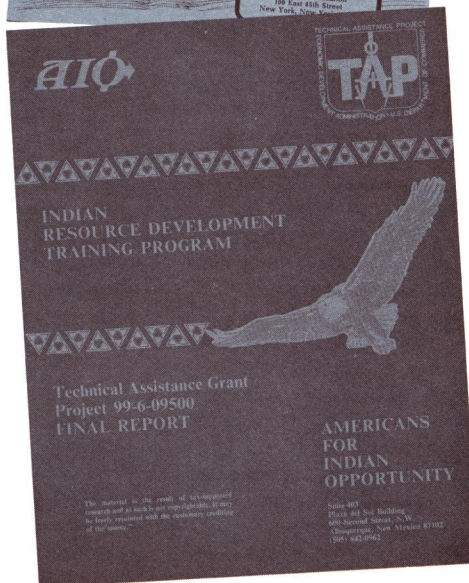
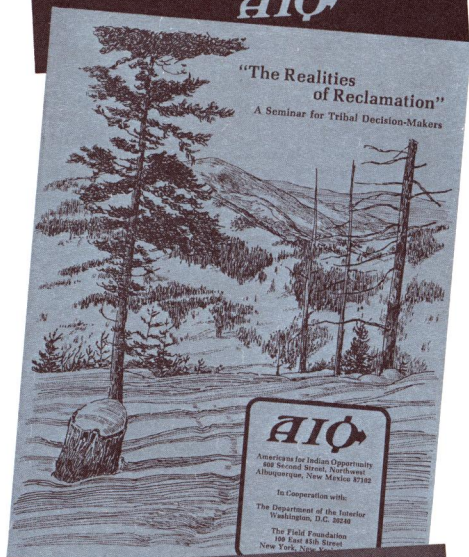
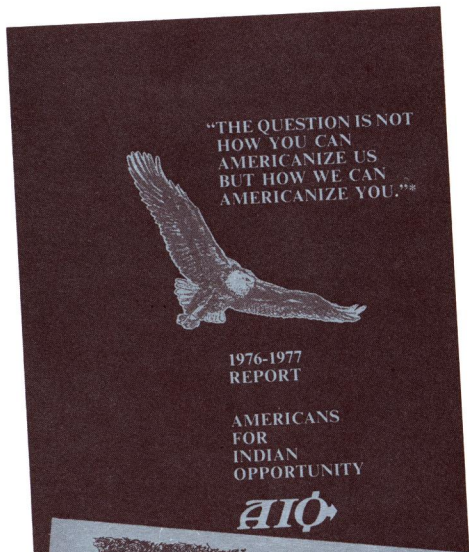
*Colville Representative - 1980*

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testify at the confirmation hearings for the Reagan appointment as Secretary of the Interior, not with any thought of blocking the nomination, but with the desire to make sure the nominee affirmed his own personal support of the statements of President Reagan in favor of Indian political self-government and economic self-sufficiency; which he did, on the record.

More than any other people, Native Americans are greatly affected by what the Federal government does. AIO's work, therefore, necessarily requires close and continued contact with the Congress and with Federal agencies and departments on behalf of Indian people.





## Indians of the Hemisphere

From the beginning, AIO felt a need to establish closer contact with native peoples of various countries, particularly the native peoples of this hemisphere. Thus, our 1973 Annual Report calls attention to a conference on native people of the North American continent, which AIO sponsored in conjunction with the Commission to Study the Organization of Peace, and the Johnson Foundation. This conference discussed common interests and problems, and developed a beginning strategy for focusing international attention on Indian issues. The conference proceedings were videotaped for television and educational purposes. AIO believes that closer cooperation with native peoples of other countries, and especially native peoples of this hemisphere, can help produce a better climate within this country for progress on American Indian problems and needs.

At our 1980 Board meeting, a number of AIO Board members expressed the feeling that AIO should increase its efforts toward closer cooperation and contact with native peoples of this hemisphere. Similar sentiments were expressed by invited guests, such as Ron Andrade, Executive Director of the National Congress of American Indians, and Gerald Wilkinson, Executive Director of the National Indian Youth Council. Accordingly, AIO's President has been working closely with the U.S. Commission of UNESCO and its Executive Board, drawing greater attention to the problems of Native

Americans of this hemisphere. She has had conversations on this subject with such officials as the U.S. Ambassador to the Organization of American States,

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*It is for reviving the ancient talk of our forefathers, and of perpetuating forever the old fire and pipe of peace brought from the east, and of extending them from nation to nation, and for adopting such international laws as may be necessary to redress the wrongs which may be done by individuals of our respective nations upon each other, that you have been invited to attend the present council.*

*Let us so then act that the peace and friendship which so happily existed between our forefathers, may be forever preserved; and that we may always live as brothers of the same family.*

John Ross - Cherokee - 1843

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Gale McGee, and in 1980, she attended and presented a paper at the Eighth Inter-American Indigenous Congress in Merida, Mexico.

AIO believes that by reaching out to other native peoples, particularly of this hemisphere, assistance can be given to them, strength can be drawn from them, and greater pressures can be generated for solutions to Native American problems in this country.



## Strengthening Tribal Governments and Improving Indian Life

Challenges facing tribal governments have mounted rapidly in recent years because of court decisions and new acts of Congress. Tribes moved rapidly to assume civil and criminal jurisdiction on the reservation and assert increasing control over their reservation resources. AIO sees it as its central role to strengthen tribal governments and assist the tribes toward economic self-sufficiency.

Back in 1974, AIO sponsored a national meeting of Indian leaders, government officials, and knowledgeable consultants in regard to Indian natural resources. Out of this meeting came the concept of Indian tribes as

*"It is my opinion that the most important Indian right, and this is taking into account treaty rights, any other rights that we have as Indians, our most important right is the right to self-government. Indian self-government is not derived from the federal government. It is derived from the tribal society, itself. In order to be able to exercise that right, we do need the label of recognition, but that recognition does not confer on Indian government the right to self-government. Only the tribal people, tribal members, can confer on tribal government the right to govern."*

A. David Lester - Creek - 1980

developing nations, which could not really have self-government until they controlled their own resources. This national meeting was followed by a series of regional seminars for tribal leaders and a contract with the U.S. Economic Development Administration

providing assistance to tribal leaders. A textbook was produced, written, and edited by Maggie Gover, "You Don't Have to be Poor to be Indian."

All of this began when AIO asked the question: "If we have some of the richest lands, minerals, and other natural resources, why are we still the poorest people in the United States?" AIO's seminars and studies showed that money which came to the reservations from the outside did not stay on the reservation, but was spent off the reservation, because of a lack of Indian businesses, enterprises, and infrastructure. Out of this came a publication detailing the problem, "We, the People(s)." AIO's seminars and studies also showed that Indians did not benefit from their own resources as they should because somebody else controlled their resources and the management of them. The Council of Energy Resource Tribes was established to wrest back Indian control of Indian resources. The U.S. Department of Energy established an Indian office and an Indian energy policy.

From these steps, we moved one step further. We came to the conclusion that Indian tribal governments would have to be strengthened so they could protect themselves from the negative effects of economic development. We sponsored conferences on the "realities of reclamation," bringing together Indian tribal officials and federal agencies. We held seminars on tribal environment and control — involving pesticides, model environmental codes, reclamation, and possible state-tribal compacts.

Every new experience led us to another step. We are now engaged in a project

to assess the environmental health impacts of development on Indian communities and the roles of government agencies charged with the responsibilities for various aspects of environmental protection and individual safety. Our earlier projects made us acutely aware that tribal governments are, as are other governmental entities including the federal government, making daily decisions with far reaching effects with very little information regarding the impacts of those decisions. We are also convinced that while there are many federal agencies that have certain responsibilities for protecting the nation's environment and health, very

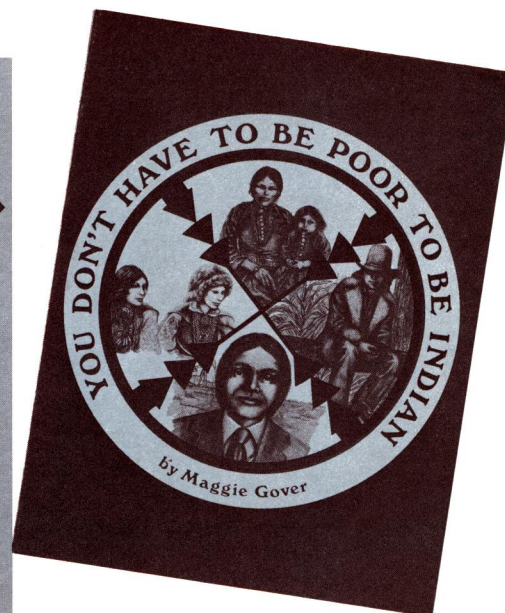
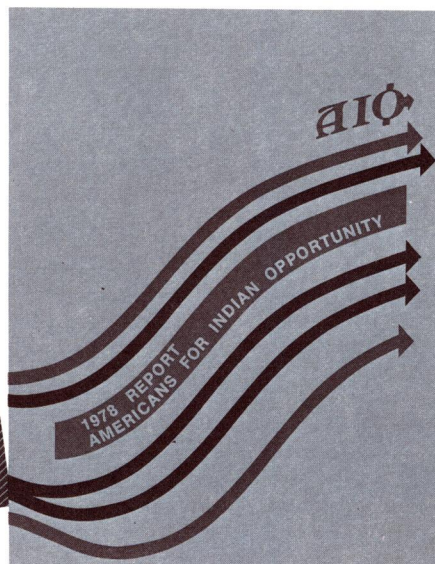
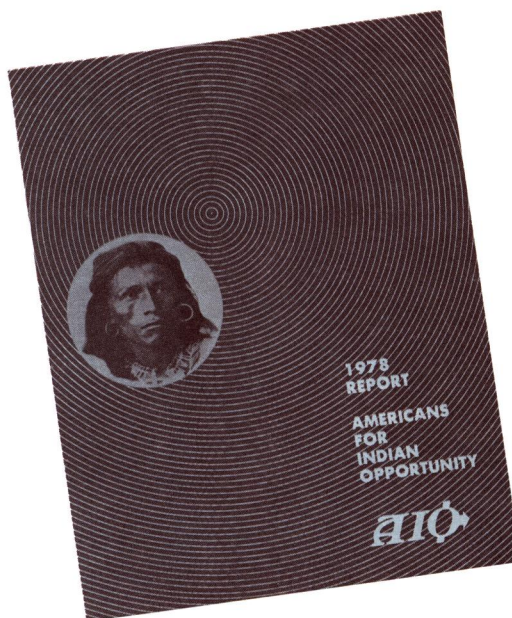
*"The land, air and water, are the living creatures which inhabit these realms, are interwoven with and essential to human life. Many may take what is needed, even that which will add to his comfort and enjoyment of life. The taking must be done, however, with a sense of respect and responsibility. For mankind to use up or poison the natural resources upon which he depends is not only unlawful, but suicidal."*

Governor Wilfred Pehrson - Penobscot  
1980

little is understood about cumulative environmental and health impacts, and even less coordination and information exchange goes on between responsible agencies. There appear to be both gaps and overlaps in areas of responsibility.

We have begun to make an assessment of the environmental and health hazards of resource and other





economic development and of federal programs. We are providing the information we develop to tribal decision-makers in regional seminars, Red Alerts, and Red Papers on subjects such as asbestos, low level radiation, timber, mineral and agricultural development.

A final report will be prepared incorporating this information. We are also preparing a handbook on the federal agencies involved in various areas of environmental and/or health regulation and service delivery for the use of the tribes.

This project is unique in that we have the financial support of six federal agencies as well as their active participation in every phase of the project. Those agencies are the Departments of Labor and Energy, Environmental Protection Agency, Bureau of Indian Affairs and Indian Health Service with the Administration for Native Americans as the lead agency. The Departments of Agriculture and Transportation are also participating in the seminars.

The primary goal of this project is that tribes will develop their own individual systems for incorporating environmental and health concerns in all their decision-making. The Federal government has not been able to develop such a system nor have the states. AIO believes that tribes can and will lead the way in community environmental and health protection systems. Thus they will not only protect their own peoples, they will make a major contribution to the nation as a whole.

AIO is proud of the role it has played in bringing environmental health concerns to the attention of the Indian community and to the various federal agencies. Changes are already underway, the most prominent being that the Environmental Protection Agency has now issued a national Indian Policy statement.

In all of this, we have been guided by U.S. law as it pertains to American Indians, particularly as set forth in two principle early Supreme Court cases, *Cherokee v. Georgia* and *Worcester v.*

*Georgia*, and more recent cases, such as *Wheeler v. U.S.* These decisions make clear that Indian tribes are "distinct, independent, political communities, retaining their original natural rights," that tribes and their members have a "unique relationship" with the federal government, and that tribes, today, have all the inherent powers of sovereignty which they have not specifically given or had taken away from them.

AIO believes that by complying with its legal and other obligations to American Indians, the United States can reaffirm its own dedication to justice for all, can see the strength in pluralism among all our people — Indians and others — and can, through tribal governments, deliver services to people at the most close-to-the-people level. In the process, other Americans can learn from the principles and heritage that American Indians bring to the total American community.

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## AIO STAFF AND THEIR TITLES

LaDonna Harris -	President & Executive Director
Maggie Gover -	Program Director & Assistant to the President
Mary Alice Archuleta -	Administrative Assistant/Conference Coordinator
Regis Pecos -	Research Director/Assistant to the Program Director
Jon Jantzen -	Editor/Writer
Kim Kinsey -	Researcher/Conference Coordinator
Ed M. Paz -	Accountant/Financial Administrator
Julie Caton -	Project Secretary
Teresa Trujillo -	Executive Secretary to the President
Julia Provost -	Researcher/Conference Coordinator
Sandy Begay -	Receptionist

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## Americans for Indian Opportunity Board of Directors

**James Abourezk** of South Dakota was the first Lebanese American elected to the United States Senate. He was one of the greatest civil libertarians and consumer advocates that served in the U.S. Senate, especially on behalf of American Indians. He now has law offices in Washington, D.C.

**Bill Alcaida** is a member of the Chemehuevi tribe of Parker, Arizona. He is now Manager of the Colorado River Indian Tribal Farm, which he helped create, and is one of the most recognized and successful tribal enterprises in the country.

**Lionel Bordeaux** is a member of the Rosebud Sioux tribe. He is a distinguished educator and is one of the founders of the Sinte Gleska Community College in South Dakota. Lionel was later made President of the college.

**Joan Bordman** is a member of the Sioux tribe and is presently living in Newark, California. She excels strongly in community organizing and the use of organizational development techniques to bring about social change. Joan is now in private consultation practice.

**Edgan Bowen**, from Myrtle Point, Oregon, now serves as Chief of the Coos, Lower Umpqua, and Siuslaw Indian tribes. He has 25 years teaching experience and 17 of those years were spent as a teaching Principal.

**Mary Jo Butterfield** of Neah Bay, Washington, is a former member of the Makah Tribal Council. She is an advocate for Indian children and families. Mary Jo is also a member of the President's Commission on Mental Health for Indians, the National Indian Lutheran Board, and other distinguished groups.

**Ron Cournoyer** is a member of the Rosebud Sioux tribe. He is presently living in Sarasota, Florida where he owns a consulting firm. Ron is the former Director of the United South Eastern Tribes.

**Eugene Crawford**, a member of the Sisseton Sioux tribe, is the first American Indian staff member of a Lutheran organization. He serves as Director for Indian Services in the Division of Mission Services of the Lutheran Council in the USA. Gene gives daily and valuable support to American Indian individuals, tribes, and organizations.

**Ada E. Deer** is a member of the Menominee Indian tribe of Wisconsin. She is a former Chairperson of her tribe and pursues an outstanding career in social work. She was a strong figure in her tribe's regaining federal recognition. She has served on many prominent national boards and commissions and is now a lobbyist for the Native American Rights Fund.

**Andrew Ebona** is a member of the Tlingit-Haida tribe of Alaska. He has the distinction of being the only former AIO staff member who made it to AIO's Board of Directors. He is the former Director of the United Indian Planners Association and is now the Executive Director of the Central Council of the Tlingit-Haida.

**Coy Eklund**, a native of Minnesota, is President and Chief Executive Officer of the Equitable Life Assurance Society of the United States based in New York. He is a leading corporate executive in areas of corporate responsibility and is an outstanding advocate on women's rights and human rights.

**LaDonna Harris** is a member of the Comanche Tribe. She is President and Executive Director of Americans for Indian Opportunity. LaDonna is a noted human rights and political activist and has served on the Boards of many national organizations including Common Cause, National Organization of Women, National Women's Political Caucus, and the National Urban League.



*Reverend Theodore M. Hesburgh* is a former Director of the State Commission on Civil Rights. He is a devout human rights activist and now serves as President of the University of Notre Dame.

*Minerva Jenkins* is originally from the Fort Mojave Reservation in Arizona. She has served on the Tribal Council and has helped on many important decisions. Minerva has given many distinguished services to her tribe and to all Indian people.

*Louis LaRose* is a member of the Winnebago tribe in Winnebago, Nebraska. He is a nationally recognized Indian leader and philosopher. Louis has served as Chairman of his tribe as well as many other honorable positions.

*Charles Lohah* is a member of the Osage tribe of Oklahoma. He has served as a judge, a professor at Antioch College and a staff attorney for the Native American Rights Fund. He helped in establishing and organizing CERT, of which he is now a staff member.

*Grace McCullah* is a member of the Navajo tribe. She is presently Executive Director of the Indian Development District of Arizona in Phoenix. Grace was selected as one of five American women noted for outstanding contribution to the economic development endeavors of American communities in the United States.

*Bette Mele* is a member of the Seneca Nation of the Alleghany Reservation in New York State. She is a graduate of the University of Rochester School of Nursing. She is former President of the Indian Rights Association. Bette is a strong defender of Indian rights and an advocate for women's rights.

*Edwin M. Mitchell* is a member of the Penobscot Indian Nation, Indian Island, Old Town, Maine. At present he is the Lt. Governor of the Penobscot Nation. Edwin has also served on many Tribal Boards and is the present Chairman of the Police and Safety Commission.

*Jerry Muskrat*, an Oklahoma Cherokee, now living in California, is an Associate Professor of Law. He is also author of outstanding publications in the area of Indian law.

*Morgan Otis, Jr.* is a member of the Kiowa and Arapaho tribes. At present he is an Associate Professor for the School of Education at California State University, Sacramento. He is an outstanding educator and author of many Indian educational publications.

*Ray Paddock* is President of the Tlingit-Haida tribe of Alaska. He also serves on the Board of Directors of the Goldbelt Corporation located in Juneau, Alaska. Ray is an ex-officio Board member of AIO.

*Elma Patterson*, of the Tuscarora tribe, presently lives in Lewiston, New York. Her specialty is social work and she now works in the New York State Department of Social Services Office of Indian Services. Elma has received many awards for "Outstanding Work."

*Calvin Peters* is now the Executive Director of the Squaxin Island tribe of Washington State. He has also been active in the Small Tribes of Western Washington and has been an important facilitator in the struggle to help Indian people attain a higher standard of living while still maintaining their Indian heritage.

*Allen Rowland* is a member of the Northern Cheyenne tribe and presently resides in Lame Deer, Montana. He is Chairman of his tribe and serves on the Executive Board of CERT. Allen is a distinguished leader in the area of Indian natural resources, particularly in the area of environmental control.

*Jack Rushing* is a member of the Creek Nation and is now residing in New York State. He is currently practicing law and investment banking.

*Joe Sando*, noted author, lecturer, and teacher, is a native New Mexican, born in Jemez Pueblo, New Mexico. He is a well-known authority on "The Pueblo Indians," which is the title of one of his several important books.

*Vicki Santana* is a member of the Blackfeet tribe and now lives in Browning, Montana. She is an outstanding young Indian woman lawyer. She served as Senior Staff Attorney at the American Indian Law Center, University of New Mexico, on the Indian Religious Freedom Project.

*Eddie Tullis*, member of the Alabama Creek tribe, is a strong advocate for non-federally recognized tribes. He is regional Vice President of the National Congress of American Indians and is recognized as a national Indian leader.

*Jake Whitecrow* is a member of the Seneca, Quapaw, and Cayuga tribes. He is the former Chairman of his tribe and has served on the American Indian Policy Review Commission. He is now the Director of the National Indian Health Board.



**AMERICANS  
FOR INDIAN  
OPPORTUNITY, INC.**

**BALANCE SHEETS,  
OCTOBER 31, 1980 and 1979**

<b>Assets</b>	<b>1980</b>	<b>1979</b>
<b>Unrestricted Fund</b>		
Cash (including savings of \$31,627 in 1980 and \$30,077 in 1979)	\$217,550	\$ 52,244
<b>Receivables:</b>		
Grants		1,500
Due from restricted funds	44,083	91,380
Accounts	1,449	6,141
Employee advances	4,890	3,332
Total receivables	50,422	102,353
<b>Other Assets</b>	7,450	5,741
TOTAL	\$275,422	\$160,338
<b>Restricted Funds</b>		
Cash	\$ 91,853	\$ 43,896
Due From Unrestricted Fund	141,750	35,523
Grants Receivable	231,451	429,603
TOTAL	\$465,054	\$509,022
<b>Property Fund</b>		
FURNITURE, FIXTURES, AND EQUIPMENT - At cost		
less accumulated depreciation: 1980, \$16,049;		
1979, \$12,912	\$ 9,362	\$ 10,945
<b>Liabilities and Fund Balances</b>		
	<b>1980</b>	<b>1979</b>
<b>Unrestricted Fund</b>		
Accounts Payable	\$ 4,170	\$ 7,405
Accrued and Other Liabilities	13,099	21,020
Due to Restricted Funds	141,750	35,523
Total Liabilities	159,019	63,948
<b>Fund Balance</b>	116,403	96,390
TOTAL	\$275,422	\$160,338
<b>Restricted Funds</b>		
Due to Unrestricted Fund	\$ 44,083	\$ 91,380
Deferred Revenue - Designated for Future Periods	420,971	417,642
TOTAL	\$465,054	\$509,022
<b>Property Fund</b>		
FUND BALANCE	\$ 9,362	\$ 10,945

See notes to financial statements.

**AMERICANS  
FOR INDIAN  
OPPORTUNITY, INC.**

**STATEMENTS OF SUPPORT, REVENUE, AND EXPENSES  
AND CHANGES IN FUND BALANCES FOR THE  
YEAR ENDED OCTOBER 31, 1980 WITH  
COMPARATIVE TOTALS FOR 1979**

	NOTES	1980			1979	
		UNRESTRICTED FUND	RESTRICTED FUNDS	PROPERTY FUND	TOTAL ALL FUNDS 1980	TOTAL ALL FUNDS 1979
<b>PUBLIC SUPPORT AND REVENUE:</b>						
Public support:						
Grants and contributions		\$130,125	\$259,116		\$389,241	\$315,051
Donated services		17,420			17,420	27,914
Gifts in kind		33,246			33,246	22,212
Other		9,447			9,447	3,296
Total public support		190,238	259,116		449,354	368,473
Interest revenue		1,427			1,427	1,488
Total public support and revenue		191,665	259,116		450,781	369,961
<b>EXPENSES:</b>						
Program services:						
Community services		16,032		282	16,314	11,211
Education and information dissemination		40,974		722	41,696	19,018
Federal agencies liaison		7,125		125	7,250	13,078
Natural resources		51,663	251,066	910	303,639	257,907
Lobbying		1,783		31	1,814	3,738
Total program services		117,577	251,066	2,070	370,713	304,952
Supporting services:						
Fund raising		7,125		125	7,250	7,474
Administration		53,446		942	54,388	37,368
Total supporting services		60,571		1,067	61,638	44,842
Total expenses		178,148	251,066	3,137	432,351	349,794
<b>EXCESS (DEFICIENCY) OF PUBLIC SUPPORT AND REVENUE OVER EXPENSES</b>		13,517	8,050	(3,137)	<u>\$ 18,430</u>	<u>\$ 20,167</u>
<b>FUND TRANSFERS:</b>						
Restricted funds	2	8,050	(8,050)			
Property		(1,554)		1,554		
<b>FUND BALANCE AT BEGINNING OF YEAR</b>		96,390		10,945		
<b>FUND BALANCE AT END OF YEAR</b>		<u>\$116,403</u>		<u>\$ 9,362</u>		

See notes to financial statements.



**AMERICANS  
FOR INDIAN  
OPPORTUNITY, INC.**

**STATEMENTS OF FUNCTIONAL EXPENSES  
FOR THE YEAR ENDED OCTOBER 31, 1980  
AND COMPARATIVE TOTALS FOR 1979**

	PROGRAM SERVICES					TOTAL
	Community Services	Education and Information Dissemination	Federal Agencies Liaison	Natural Resources	Lobbying	
Salaries and payroll taxes	\$ 4,803	\$12,275	\$2,135	\$157,970	\$ 534	\$177,717
Fringe benefits	1,049	2,680	466	28,220	117	32,532
Total	5,852	14,955	2,601	186,190	651	210,249
Professional fees	6,333	16,185	2,815	21,136	704	47,173
Office supplies, printing and postage	953	2,436	424	20,869	106	24,788
Office rental (See Note 4)	347	889	154	12,529	39	13,958
Equipment rental	275	703	122	11,084	31	12,215
Travel and conferences	1,479	3,780	657	35,080	164	41,160
Telephone	344	879	152	11,206	38	12,619
Miscellaneous	449	1,147	200	4,635	50	6,481
Total expenses before depreciation	16,032	40,974	7,125	302,729	1,783	368,643
Depreciation	282	722	125	910	31	2,070
<b>TOTAL EXPENSES</b>	<b>\$16,314</b>	<b>\$41,696</b>	<b>\$7,250</b>	<b>\$303,639</b>	<b>\$1,814</b>	<b>\$370,713</b>

See notes to financial statements

**NOTES TO FINANCIAL STATEMENTS FOR  
THE YEAR ENDED OCTOBER 31, 1980**

**1. ACCOUNTING POLICIES**

The financial statements of Americans for Indian Opportunity, Inc. (AIO) have been prepared on the accrual basis. The significant accounting policies followed are described below.

**Property and Depreciation**

Property acquisitions in excess of \$50 are capitalized. Depreciation is provided utilizing the straight-line method over the estimated useful lives of the assets.

**Grants and Contributions**

All grants and contributions are considered to be available for unrestricted use unless specifically restricted by the donor.

Those restricted by the donor, grantor, or other outside party for a particular purpose are deemed to be earned and reported as revenues when expenditures are incurred in compliance with the specific restrictions. Such amounts received but not yet earned are reported as deferred revenue.

**Donated Materials and Services**

Donated materials are recorded at estimated fair market values. Donated services have been recorded at amounts paid individuals in equivalent positions, or at amounts indicated by the donor in the case of professional services.

Other donated services of a substantial number of volunteers who have donated significant portions of time in AIO's program services and fund raising efforts are not shown in the accompanying financial statements inasmuch as no objective basis is available to measure the value of such services.

**2. FUND TRANSFERS**

**Property Fund**

Expenditures during the year from the general fund for property and equipment are treated as a reduction of the general fund balance and recorded as additions to the property fund.

**Restricted Fund**

An excess or deficiency of revenues over expenses in the restricted funds is transferred to the unrestricted fund balance at the completion of each project.

SUPPORTING SERVICES			TOTAL EXPENSES	
Fund Raising	Administration	TOTAL	1980	1979
\$2,135	\$16,011	\$18,146	\$195,863	\$158,399
466	3,496	3,962	36,494	22,003
2,601	19,507	22,108	232,357	180,402
2,815	21,111	23,926	71,099	55,086
424	3,178	3,602	28,390	19,157
154	1,160	1,314	15,272	13,232
122	917	1,039	13,254	8,349
657	4,930	5,587	46,747	53,375
152	1,146	1,298	13,917	11,399
200	1,497	1,697	8,178	5,859
7,125	53,446	60,571	429,214	346,859
125	942	1,067	3,137	2,935
\$7,250	\$54,388	\$61,638	\$432,351	\$349,794

### 3. FUNCTIONAL ALLOCATION OF EXPENSES

The costs of providing the various programs and other activities at AIO have been summarized on a functional basis in the statement of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

### 4. COMMITMENT

AIO leases its office facilities and a copier under non-cancellable operating leases expiring through 1983. The office lease contains a yearly escalation clause based upon changes in the Consumer Price Index. The following is a schedule by years of future minimum rental payments required under the above leases as of October 31, 1980:

Year Ending October 31	Amount
1981	\$19,885
1982	15,205
1983	11,404
Total	<u>\$46,494</u>

Rental expense was \$28,586 for the year ended October 31, 1980.

### AUDITORS' OPINION

Americans for Indian Opportunity, Inc.:

We have examined the balance sheet of Americans for Indian Opportunity, Inc. as of October 31, 1980 and the related statements of support, revenue, and expenses and changes in fund balances and of functional expenses for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of Americans for Indian Opportunity, Inc. at October 31, 1980 and the results of its operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

*Deloitte Haskins & Sells*

Albuquerque, New Mexico  
January 28, 1981





AMERICANS  
FOR  
INDIAN  
OPPORTUNITY

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Contributions to AIO  
are tax deductible