

APPENDICES

APPENDIX A

SPOKANE TRIBE OF INDIANS UNMET NEEDS REPORT

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NOVEMBER 17, 2011

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1.0 INTRODUCTION

The tribal government of the Spokane Tribe of Indians (Tribe) is responsible for providing essential services to its ever expanding membership and preserving natural resources for future generations. The basic needs the tribal Government strives to provide to its members include public safety, housing, financial assistance, education, social services, and cultural preservation. The Tribe's vision statement is as follows:

Our vision is to achieve true sovereignty by attaining self-sufficiency. We will preserve and enhance our traditional values by living and teaching the inherent principles of respect, honor and integrity as embodied in our language and life-ways. We will develop strong leadership through education, accountability, experience and positive reinforcement.

As demonstrated by the analysis below, the Tribe is in need of a new source of revenue in order to provide essential governmental, social, and other services to its members. This report provides a brief history of the Tribe, discusses the current economic standing of the Tribe, and provides examples of the Tribe's current and projected unmet needs and the estimated amount of funding necessary to meet those needs.

1.1 ABBREVIATED HISTORY OF THE SPOKANE TRIBE OF INDIANS

In its early existence, the Spokane Indians lived on over three million acres of land in what is now eastern Washington State. The Spokane Indians fished in the Spokane and Columbia Rivers and used the grand Spokane Falls as a gathering place for their community events. The Spokane Indians lived along the river in three bands known as the Upper, Middle, and Lower Spokane Indians.

The Spokane Tribe Indian Reservation (Reservation) was formally and lawfully established in August 1877, after the Tribe was removed by force from its ancestral land covering a large area of Eastern Washington along the length of the Spokane River. The three bands of Indians (Upper, Middle, and Lower) were split up into three reservations now known as the Coeur d'Alene Indian Reservation, the Flathead Indian Reservation, and the Colville Indian Reservation. President Hayes gave formal sanction to the August 1877 establishment by an Executive Order signed on January 18, 1881 (Knight, 2010).

The Tribe practiced self-governance within the Reservation lands established by the 1881 Executive Order. To meet the challenges of a modern society, in 1951 the people of the Spokane Tribe of Indians voted to structure their government under the Indian Reorganization Act, 25 USC §§ 461 *et seq.* (Knight, 2010). Governed by an three-member Tribal Council, the tribal government is responsible for providing a full range of services, including education, health and recreation, public safety and law enforcement, public utilities, natural resources management, economic development, and community assistance. In

In addition to overseeing governmental services, the Tribal Council charters and oversees the Tribe's economic enterprises. Today the Spokane Indian Reservation is 157,376 acres in size and is located approximately 50 miles northwest of the City of Spokane, Washington.

1.2 OVERVIEW OF TRIBAL MEMBERSHIP

3.7.1 SOCIOECONOMIC CHARACTERISTICS OF THE SPOKANE TRIBE OF INDIANS

As shown in **Table 1-1**, the Spokane Tribe of Indians has a total enrollment of 2,705 members, of which approximately 1,214 members live within approximately 40 miles of the project site, and 969 members live on the reservation. Approximately 680 members of the Tribe are under the age of 18, of which approximately 130 are preschool-aged (ages 3 through 5) and 455 are school-aged (ages 6 through 17); approximately 1,725 members are between the ages of 18 and 64; and approximately 300 members are age 65 or older (Raymond, 2011). Of the 1,954 members that live within approximately 40 miles of the project site, approximately 1,214 members are between the ages of 18 and 64.

TABLE 1-1
SPOKANE TRIBE DEMOGRAPHIC ESTIMATES

	Total
Tribal Enrollment	
Total	2,705
Under Age 3	95
Age 3 through 5	130
Age 6 through 17	455
Age 18 through 64	1,725
Age 65 and over	300
Tribal Population Living on Reservation	
Total	969
Unemployment Rate ¹	47%
Employed but below the poverty line ¹	198
Employed but below the poverty line (percentage) ¹	45.3%
Tribal Population Living within 40 Miles of Project Site	
Total	1,954
Age 18 through 64	1,214
Source: Raymond, 2011; ¹ Bureau of Indian Affairs, "Labor Survey Information on the Indian Labor Force, Survey for Calendar Year 2009 (and 2008)," submitted by the Spokane Tribe of Indians (BIA, 2010).	

The unemployment rate on the Spokane Reservation rose in 2009 to 47 percent, up from 34 percent in 2008. Employment declined by 13.6 percent, or 69 workers. In addition, 45.3 percent of the employed

have such low earnings that they fall beneath the federal poverty level. According to the 2000 Census, nearly one-quarter of families on the Spokane Reservation were living in poverty in 2000, compared with 11.7% in Stevens County and 7.6% in the state of Washington. Further, only approximately 15 percent of the Spokane reservation population (age 25 and over) have a college degree, compared to 24 percent in Stevens County and 36 percent in Spokane as well as statewide. The Reservation has double the rate of high school dropouts as Stevens County, and 2.5 times that of Spokane. The educational and economic development needs of the Tribe are expected to grow as the population of the Spokane Tribe increases.

2.0 SPOKANE TRIBE ECONOMIC TRENDS AND CURRENT FISCAL CONDITIONS

2.1 GENERAL FUND

REVENUES

Historically, most of the Tribe's revenues to support governmental services were derived from migrating salmon fishing (until Grand Coulee Dam was completed on the Columbia River in 1940) and uranium mining receipts. Throughout the 1970s and into the early 1980s, two uranium mines operated, employing hundreds of tribal members. The mines were closed in 1982. In recent years, timber has been a contributing source of revenue (Innovation Group, 2011).

In an effort to improve economic stability, the Tribe operates two gaming facilities in eastern Washington: The Two Rivers Resort Casino, located approximately 45 miles northwest of the City of Spokane along State Route 25, and the Chewelah Casino located approximately 42 miles north of the City of Spokane along U.S. 395. Both casinos were generating substantial revenue in 2000; however, for a variety of reasons, including increasing competition from other gaming venues and the economic downturn, revenues from gaming have significantly decreased. Additionally, until 2004, the Tribe received a share of the gaming revenue from slot machines placed in private locations. When the gaming compact with the State was signed, these private location lease agreements were cancelled (Innovation Group, 2011).

The gross annual gaming revenue history from 1998 through 2009 is provided in **Table 2-1** below.

TABLE 2-1
GAMING REVENUE 1998-2009

Fiscal Year ending Sept. 30	Two Rivers	Percent Change (%)	Chewelah	Percent Change (%)	Spokane Indian Gaming ¹	Percent Change (%)	Total	Percent Change (%)
1998	\$9,899,651		\$7,655,269		\$5,599,903		\$23,154,823	
1999	\$8,236,738	-16.8%	\$7,364,377	-3.8%	\$6,039,982	7.9%	\$21,641,097	-6.5%
2000	\$7,664,285	-6.9%	\$7,956,841	8.0%	\$5,739,318	-5.0%	\$21,360,444	-1.3%
2001	\$6,023,901	-21.4%	\$8,750,073	10.0%	\$4,308,785	-24.9%	\$19,082,759	-10.7%
2002	\$5,945,571	-1.3%	\$9,114,244	4.2%	\$3,673,879	-14.7%	\$18,733,694	-1.8%
2003	\$7,520,311	26.5%	\$10,883,082	19.4%	\$3,277,087	-10.8%	\$21,680,480	15.7%
2004	\$6,626,143	-11.9%	\$10,491,622	-3.6%			\$17,117,765	-21.0%
2005	\$6,409,837	-3.3%	\$11,136,899	6.2%			\$17,546,736	2.5%
2006	\$6,422,975	0.2%	\$12,644,935	13.5%			\$19,067,910	8.7%
2007	\$5,601,669	-12.8%	\$12,050,058	-4.7%			\$17,651,727	-7.4%
2008	\$4,758,072	-15.1%	\$11,857,527	-1.6%			\$16,615,599	-5.9%
2009	\$2,206,806	-53.6%	\$12,317,974	3.9%			\$14,524,780	-12.6%

Source: Innovation Group, 2011

¹ Gaming revenue from slot machines placed in private locations.

The net operating income for Two Rivers and Chewelah is presented in **Table 2-2**. Both the Two Rivers and Chewelah Casinos have experienced significant revenue losses since the neighboring Kalispell Tribe opened a casino in Airway Heights, Washington, a western suburb of Spokane, in 2000. As described in **Table 2-2**, the operating income at Chewelah has declined from \$5.5 million in 2006 to \$3.4 million in 2009 (Innovation Group, 2011).

TABLE 2-2
CASINO OPERATING INCOME (LOSS) 1998-2009

Fiscal Year ending Sept. 30	Two Rivers	Chewelah	Spokane Indian Gaming ¹	Total	% Change
1998	\$1,768,426	\$305,056	\$2,110,715	\$4,184,197	
1999	\$1,509,097	\$874,632	\$2,827,364	\$5,211,093	24.5%
2000	\$1,870,895	\$1,720,498	\$3,033,859	\$6,625,252	27.1%
2001	\$570,369	\$819,083	\$2,221,391	\$3,610,843	-45.5%
2002	\$1,206,705	\$1,861,433	\$1,807,972	\$4,876,110	35.0%
2003	\$1,282,808	\$3,322,322	\$1,784,877	\$6,390,007	31.0%
2004	\$476,080	\$4,386,613		\$4,862,693	-23.9%
2005	\$610,365	\$4,816,898		\$5,427,263	11.6%
2006	\$663,988	\$5,507,899		\$6,171,887	13.7%
2007	\$50,130	\$4,633,461		\$4,683,591	-24.1%
2008	(\$818,394)	\$3,343,662		\$2,525,268	-46.1%
2009	(\$291,210)	\$3,412,207		\$3,120,997	23.6%

Source: Innovation Group, 2011

¹ Gaming revenue from slot machines placed in private locations.

As a result of the decline in operating income from the casino enterprises, the transfer of revenues to the Tribe to fund government programs has dropped precipitously. From 1998 through 2005 transfers from the gaming operations to the Tribe ranged from \$4.0 million to \$7.0 million. Since 2005, transfers have declined until in 2009 transfers totaled less than \$20,000. In 2009, \$983,300 had to be transferred from the Tribe to Two Rivers Casino in order to compensate for the Casino's operating losses (Innovation Group, 2011). Annual transfers are illustrated in **Table 2-3** below.

EXPENDITURES

For reasons described above, the Tribe has experienced a financial deterioration particularly over the last two fiscal years, which has resulted in implementation of budget cuts (**Table 2-4**). As a result of the budget cuts, a decreased amount of funding is available for Tribal government programs. For example, in 1999 the Tribe was able to allot \$1,732,143 to fund 12 Health and Human Services programs including the Youth Alcohol Program, Indian Child Welfare, Senior Services Program, Personal Care Support, and Head Start Support (Evans, 2011). This funding is no longer in place causing an increase in Tribal unmet needs, as described in **Section 3.0**. Additionally, cash reserves for the Tribe have continued to decrease as well (**Table 2-5**), despite the reduced amount of spending in recent years.

TABLE 2-3
ANNUAL TRANSFERS TO THE SPOKANE TRIBE OF INDIANS

Fiscal Year ending Sept. 30	Two Rivers	Chewelah	Spokane Indian Gaming ¹	Total	% Change
1998	\$2,738,029	\$1,258,163	\$1,766,000	\$5,762,192	
1999	\$1,816,975	\$1,010,850	\$2,378,370	\$5,206,195	-9.6%
2000	\$1,984,157	\$1,669,590	\$1,885,195	\$5,538,942	6.4%
2001	\$445,012	\$1,191,430	\$3,416,283	\$5,052,725	-8.8%
2002	\$744,679	\$1,912,798	\$1,336,578	\$3,994,055	-21.0%
2003	\$366,399	\$1,659,359	\$1,753,964	\$3,779,722	-5.4%
2004	\$240,857	\$3,870,970		\$4,111,827	8.8%
2005	\$175,462	\$7,522,022		\$7,697,484	87.2%
2006	\$605,918	\$6,040,618		\$6,646,536	-13.7%
2007	\$549,948	\$5,021,656		\$5,571,604	-16.2%
2008	\$68,630	\$2,050,619		\$2,119,249	-62.0%
2009	(\$983,300)	\$1,002,020		\$18,720	-99.1%
A.A.G. 1998-2009	-100.0%	-2.5%		-47.1%	
Source: Innovation Group, 2011					
¹ Gaming revenue from slot machines placed in private locations.					

TABLE 2-4
SPOKANE TRIBE GENERAL FUNDS BUDGETS

2009	2010	2011
\$15,606,018	12,985,232	11,261,238
Source: Innovation Group, 2011		

TABLE 2-5
SPOKANE TRIBE CASH RESERVES

Year	Cash Reserves (Millions)
2005	10.7
2006	9.8
2007	7.2
2008	7.2
2009	3.3
2010	4.4*
Source: Innovation Group, 2011; *2.7 is restricted	

For FY 2010, the projected budget shortfall was \$4.6 million, leading to an additional number of budget cuts. Through a reduction in benefits, per capita payments, and two weeks of furlough, the Tribe effectively reduced the income of its employees and membership by \$2.8 million, which has resulted in economic hardship for the Tribe as well as wider impacts throughout the community (**Table 2-6**).

TABLE 2-6
BUDGET CUTS FY 2010: EMPLOYEE AND PER CAPITA PAYMENTS

Category	Description of Cut	Amount of Cut
Employee Pension Plan	Eliminate 5% contribution	\$375,000
Medical Premiums	Require 25% from employees	\$250,000
Annual and Sick Leave	2 hour reduction	\$308,521
Committee Members	Pay eliminated	\$51,038
Per Capita	Reduced by \$300	\$810,000
Employee Furlough	2 weeks	\$46,000
Per Capita	August payment eliminated	\$780,000
Employee Work Week	Reduced to 32 hours in April	\$206,145
Total		\$2,826,704
Source: Innovation Group, 2011		

In addition to the employee and per capita payments, funding support of the Enterprise Board and the Tribal College was also eliminated (\$361,588 and \$200,000, respectively), jeopardizing vital economic development programs. A number of social services were reduced or eliminated altogether, including the Spirited Adults Program, which supported a second-hand store staffed by handicapped Tribal members that rely on social security and support from their families. The Tribal Energy Assistance program was also eliminated in order to save \$10,000. An additional \$1.1 million in budget cuts were made to a wide range of departments in FY 2010 (Evans, 2010a).

Approximately \$11,261,238 of general fund expenditures are projected for 2011. A list of programs, services, and other areas that will require expenditures made by the Spokane Tribe of Indians in 2011 is presented in **Table 2-7** below.

TABLE 2-7
SPOKANE TRIBE 2011 SOURCES OF EXPENDITURES

General Operations	Business Council	Tribal Public Relations	Executive Administration
Enterprise Board	IT Department	Human Resources	Property Management
Contract/Grant Compliance	Tribal Enrollment	Accounting/Finance	Spokane Tribal College
Rawhide Press	Legal Support	Veterans Program	PowWow
Tribal Auto Repair	Tribal Planning	Tribal Water/Sewer Program	Tribal Solid Waste Program
Emergency Services Program	Gaming Commission	Chewelah Casino Surveillance	Two Rivers Casino Surveillance
Cigarette Tax Regulation	Language/Culture Program	Third Party Billing	HHS Operations
Advisory Committee	Foster Care Program	Tribal Energy Assistance Program	Head Start
Tribal Food Distribution	Senior Services Program	Medicaid Transport	Tribal DNR Operations
Tribal Forestry Scholarships	Tribal Parks Department	Tribal Wildlife Conservation	Tribal Roads
Tribal Law Enforcement	Tribal Fire Department	Scholarship Program	Tribal Water Resources Program
Source: Evans, 2010a			

2.2 GRANT FUNDING

In addition to the sources discussed above, the Tribe makes use of several grant programs to supplement its income. The Tribe spent approximately \$30,671,123 in grant funding during the 2010 fiscal year, which was equivalent to approximately 74 percent of all expenditures made in 2010 (Evans, 2010a). As described in **Table 2-8**, the amount of grant funding spent has increased every year between 2005 and 2010.

TABLE 2-8
CONTRACT/GRANT SPENDING 2005-2010

Year	Total Grant Funds Available	Total Grant Funds Spent	Percent Spent	Percent Change in Amount Spent from Previous Year
2005	\$37,795,360	\$20,484,476	54%	N/A
2006	\$40,422,870	\$20,797,814	51%	+1.5%
2007	\$44,408,027	\$23,761,430	54%	+14.3%
2009	\$47,443,840	\$27,925,958	59%	+17.5%
2010	\$50,349,541	\$30,671,123	61%	+9.8%
Source: Evans, 2010a				

Based on recent trends presented above, it is anticipated that the financial condition of the Tribe will continue to decline, and the amount of grant funds spent will continue to increase if no change to existing conditions occurs.

3.0 EXAMPLES OF CURRENT UNMET NEEDS OF THE TRIBE

A growing tribal population combined with recent significant declines in income from existing tribal business enterprises (described fully in **Section 2.0**) has placed a significant strain on the Tribal Government's ability to provide essential services to its members. The Tribe is faced with high poverty levels, limited employment opportunities, and a demand for safe, sanitary infrastructure and housing within the reservation. In addition to program cuts, the Tribe has become increasingly reliant on grants from the federal government to maintain a basic and often inadequate level of services for its members. Even with federal assistance, the Tribe lacks the funds necessary to maintain programs and services necessary to improve the overall condition of the tribal membership and achieve its goal of true sovereignty through self-sufficiency.

The Spokane Tribe is in need of a new reliable income source or it will continue to face economic challenges, with its members living far below the standards of the non-Indian community. The following are examples of the Tribe's current unmet needs and the estimated revenue necessary to meet those needs.

3.1 TRIBAL GOVERNMENT PROGRAMS

COURT BUILDING

The tribal court currently operates out of a modular unit in poor condition. The court is currently backlogged and requires at least one law-trained judge, one public defender, one prosecuting attorney, and an administrator to meet current and projected demands (Evans, 2010b). The existing court building is an approximately 1,200-square-foot modular structure (Evans, 2010c). An approximately 2,000-square foot building is needed to accommodate the existing tribal court and additional staff. At approximately \$145/square foot, the cost of the new building would be approximately **\$290,000**. Assuming an annual salary of \$87,620 for the law-trained judge, \$129,020 for the public defender and prosecuting attorney and \$58,630 for the legal administrator (BLS, 2009), the total annual cost to support operation of the tribal court would be approximately **\$404,290/** year.

FIRE AND EMERGENCY MEDICAL SERVICES

The Tribe currently has a joint Fire and Emergency Medical Services (EMS) Department. The Fire Service is a full volunteer force made up of approximately 20 trained volunteers. The EMS is made up of 10 full-time and 10 volunteer paramedics. Because of budget cuts from the Tribe's General Fund, the EMS staff was cut from 48 to 40 hours a week. This has resulted in the EMS's hours being reduced from 24 hours a day 7 days a week to 24 hours a day Thursday through Sunday and from 8 a.m. to 4 p.m. Monday through Wednesday. Emergencies that occur during the off-hours are responded to by available

paramedics and fire service volunteers. Emergency services are provided through three stations, the main Police/Fire/EMS station in Wellpinit and two auxiliary stations near West End and Ford, respectively. The Fire/EMS department is funded through the Indian Health Service (IHS) and the Tribe's General Fund. IHS only provides funding to allow service from 8 a.m. to 4 p.m. Monday through Friday, not including holidays; any additional service is funded through the general fund. The Tribe also receives limited government funding for insurance, equipment, and training supplies through a grant. Last year the Tribes Fire/EMS department responded to approximately 45 fires and 600 medical emergencies (Haglin, 2011).

In order to service tribal lands sufficiently, the Tribe needs an additional auxiliary fire/EMS station east of Wellpinit and north of Ford. The Tribe has estimated that the fire station would cost approximately \$65,000 to construct. The Tribe is also in need of a new engine at approximately \$225,000 for its station near West End because their current engine does not meet fire rating standards. In addition, the Tribe needs an additional water tender at approximately \$250,000 to guarantee sufficient water is available during an emergency (Haglin, 2011). The new fire/EMS station and trucks would incur a onetime cost of **\$540,000**.

In order to increase safety and reduce maintenance cost the Fire/EMS Department estimates that it would need approximately \$825,000 every five years to replace a minimum of three trucks (engines, water tenders, brush trucks, rescue trucks, etc) and all of their fire gear (fire suites, helmets, breathing apparatuses, safety equipment, etc) (Haglin, 2011). Assuming the tribe would set aside funds annually to replace its trucks and equipment every five years, the total annual cost to maintain adequate fire/EMS services would be approximately **\$165,000**.

GAMING COMMISSION

The Gaming Commission and staff are currently housed within an approximately 2,592-square foot house that is in poor condition and not large enough to support the number of staff employed at the Commission (Evans, 2010b). The Gaming Commission office needs to be relocated into a larger building closer to the tribal Administration Building. The new building would need to be approximately 3,000 square feet (300 square feet/ employee). At approximately \$145/ square foot, the cost of the new building would be approximately **\$435,000**.

LAW AND ORDER CODE REVISIONS

In order to enhance the justice and efficiency of tribal laws, a code review needs to be completed by a qualified professional. This initial review would provide an opportunity to revise and enhance laws so that in future the code could be maintained by existing legal staff. The code review is estimated to take six months and would require one full time lawyer and one full time paralegal (Evans, 2010b). Assuming an annual salary of \$129,020 for the lawyer and \$50,080 for the paralegal (BLS, 2009), the total onetime cost of labor to update the Tribe's law and order code would be approximately **\$89,550**.

ASSISTANCE PROGRAM

The Tribe currently operates an assistance program that provides approximately \$279 dollars a month to disabled and/or unemployed individuals (Evans, 2010b). The cost to enhance this program to provide job training and GED classes would be approximately **\$300,000/** year. Providing training and education to achieve self sufficiency would reduce the length of time individuals would require the assistance program.

SPIRITED ADULTS PROGRAM

Historically the Tribe has funded the Spirited Adults Program to assist the developmental disabled to become more self-sufficient. The program consisted of a thrift store that developmental disabled individuals worked at part time. The monies earned at the thrift store would go to life learning classes and field trips for the workers. A manager oversaw the thrift store and guided its workers in both the business and other life skills. The thrift store also provided a needed service to the community as it sold clothes at very low prices. This program was cut in 2010 due to Tribal budget shortfalls (Evans, 2010b). The annual budget needed to maintain this program is approximately **\$200,000/year**.

ECONOMIC DEVELOPMENT/ INCUBATION CENTER

In order to encourage small business development on the reservation, the Tribe proposed to develop a small business development/ incubation center. The center would provide a rent free office space, free accounting services, marketing consultation, and other guidance to assist new businesses through the first year of operations. Tribal members proposing to start a new business could apply to use the facility and its resources. As the start-up businesses begin to generate revenue, the center would gradually start charging for use of the space and services until the new businesses are capable of running independently. Construction of the Economic Development Center would cost approximately **\$800,000**. Assuming the center would require one full-time business consultant/ manager with an approximate salary of \$75,000/ year and approximately \$150,000 in annual funding for small business assistance (Best, 2011), the total annual operating cost would be approximately **\$225,000/** year.

TRIBAL BANK REVOLVING LOAN PROGRAM

The Tribe's revolving loan program has provided loans to tribal members to fund various tribal needs since 1965. The Tribal government at that time provided the initial funding that has been used for short term loans for tribal members. As repayments were on the initial loans, funds became available for new loans. The revolving loan program has been self-funding since the mid-eighties; however, with rising costs and an increasing membership the program is not able to meet demand. The revolving loan program needs approximately **\$300,000** to supplement its available funds and, therefore, increase the number of long term loans awarded (Evans, 2010b).

BUSINESS DEVELOPMENT PROGRAM (8(A) ENTITY)

The Tribe proposes to operate a Business Development Program (8(a) entity) in order to provide employment for tribal members and a more diversified tribal economy. An "8(a) business development" is a Small Business Administration (SBA) program that allows 8(a) certified companies to establish set-asides and practice sole source contracting. The 8(a) program is only available to disadvantaged individuals, Alaska Native Corporations, Native Hawaiian, and Tribes. The 8(a) status would be advantageous for the Spokane Tribe because (1) tribal 8(a)s are not subject to the contract limits of other 8(a) companies; (2) tribal 8(a) awards cannot be disputed; and (3) tribes can create an unlimited number of 8(a) certified companies. The Tribe estimates that the operating cost would be approximately **\$200,000/** year (LeBret, 2011).

PLANNING AND ZONING DEVELOPMENT

The Tribe needs to develop a Comprehensive Land Use Plan which outlines the Tribe's objectives, goals, and policies to guide future development and growth within Tribal lands. The Tribe estimates that it would need two additional planning staff to prepare and implement the comprehensive plan (Evans, 2010b). Assuming an annual salary for each planner of \$45,000, the Tribe cost to initiate and enforce a Comprehensive Land Use Plan would be approximately **\$90,000/** year.

SUSTAINABILITY COMMITTEE

The Tribe needs additional staff to develop a sustainability plan to assist the tribal community in achieving cost and resource efficiency. The sustainability plan should include a recycling program, green energy use, energy saving construction and operation techniques, etc. The sustainability plan needs to be scoped within a 20-year financial plan to ensure that the necessary funds are available to implement policies. The Tribe estimates that it would need one additional staff person to develop and implement the sustainability plan (Evans, 2010b). The approximate annual salary for this position would be **\$45,000/** year.

FOOD DISTRIBUTION PROGRAM

The food distribution program provides safe and nutritious food to low-income individuals and families. The existing food distribution center is located in a 1,000-square foot section of the 2,400-square foot Trading Post. The food distribution center needs to be expanded by approximately 3,000 square feet to accommodate a fresh produce area, an additional walk in cooler, a walk in freezer, and additional dry storage needed for the emergency food bank (Pione, 2011). At approximately \$145/ square foot, the cost of the expanded food distribution center would be approximately **\$435,000**.

3.2 HEALTH CARE AND SOCIAL SERVICES

HEALTH CARE FOR TRIBAL MEMBERS

According to IHS, the American Indian and Alaska Native people have historically experienced lower health status when compared with other Americans. American Indians and Alaska Natives have a higher risk of death than other Americans from tuberculosis (500% higher), alcoholism (519% higher), diabetes (195% higher), unintentional injuries (149% higher), homicide (92% higher) and suicide (72% higher) (IHS, 2010). The IHS currently funds a small health clinic in Wellpinit for the benefit of the Tribe. In order to adequately protect against the trauma and financial hardship that accompanies sickness and injury, the Tribe needs to provide health insurance to its members. The Tribe would need approximately **\$19.3 million**/ year (assumes an insurance cost of approximately \$600/month for 2681 members) for all of its members to participate in a sufficient health insurance program (Evans, 2010b).

HEALTH AND HUMAN SERVICES BUILDING

The existing 10,560-square foot health and human services building is part of the existing grade school campus (Evans, 2010c). The grade school needs the building to house additional classrooms as they are now using modular units for the overflow enrollment. The new building would need to be approximately 12,500 square feet to accommodate the existing staff as well as 6 additional staff (one full-time psychiatrist, two mental health counselors, one substance abuse counselor, and two Department of Children and Family Services (DCFS) caseworkers). Currently the health clinic has one part-time psychiatrist who cannot meet the mental health needs of the Tribe (Evans, 2010b). At approximately \$145/ square foot, the cost of the new building would be approximately **\$1,812,500**. Assuming an annual salary of approximately \$163,660 for the psychiatrist, \$41,710 for the mental health counselors, \$40,420 for the substance abuse counselor, and \$43,540 for the DCFS caseworkers (BLS, 2009), the total annual cost to provide the necessary staff to meet the demands of the Tribal population would be approximately **\$620,370**/ year.

WELLNESS CENTER

An important step in improving the health of tribal members is to increase focus on prevention, wellness, and health maintenance. In order to provide a more holistic approach to healthcare, the Tribe needs a multi-purposed wellness center that would provide services for tribal members as well as the local community. The multi-purpose wellness center could include: a lap pool, therapy pool, hot tub, kiddie pool, full size basketball and racquetball court, indoor walking/jogging track, aerobics rooms, weight training and cardio equipment, physical therapy services, day care, and youth activities/conference area. Currently, the Tribe's veterans and injured commute to the Kalispel Tribe of Indians' Camas Center for Community Wellness for physical therapy. Based on the recent construction of the Coeur d'Alene Tribal Wellness Center, the cost of construction for an approximately 43,000 square foot facility is approximately **\$5 million** (BMCWC, 2011). The operational cost of the wellness center is expected to range between \$1.1 and 1.3 million/year and would be partially funded through membership fees as well

as an approximately **\$300,000/** year supplement from the tribal government. This practice is similar to other tribally run wellness centers in the area (Wexal, 2011) and would allow the wellness center to provide discounts for tribal members, the elderly, low-income families, ect.

RECOVERY HOUSE

As described above, American Indians and Alaska Natives die from alcoholism at an astounding 519% higher rate than other Americans. The Tribe needs a recovery program that will assist tribal members in becoming and staying sober. Historically the recovery program for recovering drug addicts and alcoholics has been a grass-roots program operating out of a tribally owned home. During the recent hard economic times this program has lost funding. In order to be successful the recovery program needs to be fully funded and operate out of building that is properly suited for the use. The Tribe would need approximately **\$100,000** to appropriately furnish an existing home for this purpose. The recovery house would be equipped to serve eight clients at a time (Evans, 2010b). According to the Alcohol and Drug Services Study's Cost Study (SAMHSA, 2004), the average cost per enrolled client per day for non-hospital residential type treatment was approximately \$76.13 (costs estimated to 2002 levels). Assuming that the recovery house would operate at full capacity 365 days a year, the annual cost would be approximately **\$222,299**.

YOUTH CENTERS

The Tribe currently has four youth centers (Wellpinit, Spokane, Ford, and West End), each with an area of approximately 10,000 square feet. The Wellpinit, Spokane, and West End youth centers are in need of a complete remodel and HVAC upgrade (Evans, 2010b). Assuming an average rate of approximately \$100/ square foot for renovation costs (includes HVAC equipment) the renovation of the four youth centers would cost approximately **\$4,000,000**.

3.3 HOUSING

The Tribe has identified the following unmet needs related to providing safe and sanitary housing for its membership:

- **Tribal Housing** - There are currently 200 people on the waiting lists to either rent or own a home on the reservation. The Tribe estimates that it has a current housing shortage of approximately 100 homes and this shortage is expected to increase as the tribal population grows. The tribe estimates that construction of approximately 10 homes per year would be necessary to meet existing and future housing demands. Assuming an average size of 1,600 square-feet and a construction cost of approximately \$120/ square foot, the Tribe needs approximately \$1.92 million/ year to construct 10 homes per year.

- **Land Purchasing** – In order to construct the necessary homes for its members, the Tribe must purchase some additional land for future home sites. The quantity of land that would be purchased would be dependent on the available budget and need from year to year.
- **Emergency Shelters** - The Tribe currently has only one facility to house residents in case of an emergency (i.e. flood, fire, fallen trees, etc.). This need is particularly acute given the remote nature of the reservation and the lack of access during severe weather events. The Tribe estimates that it needs, at minimum, a 6,000 square-foot six-plex with approximately 3 beds/ unit. Assuming a construction cost of approximately \$120/ square foot, the Tribe needs approximately \$720,000 to construct the emergency shelter.
- **Urban Housing** - A considerable portion of tribal members reside or work in the vicinity of the City of Spokane. The Tribe would like to develop a low-income apartment building with approximately 50 units to serve the needs of their off-reservation community employed or attending school in Spokane County, or attending to family members in health care facilities. The facility should include a day care center so that residents can meet employment and education goals. One on-site manager would be required for the complex. In addition, the Tribe wishes to establish a convalescent/ retirement center in the CAWH/ City of Spokane area to provide services for off-reservation members.
- **Weatherization** - The Tribe currently has a program that identifies homes in need of weatherization (i.e. insulation, dual-pane windows, alternate heating methods, etc.); however, this program does not provide for the purchase and installation of equipment and materials. The Tribe needs funding to provide essential weatherization to homes on the reservation in order to insure the wellbeing of its residents during harsh weather conditions.
- **Maintenance** – The Tribe needs additional funding to provide essential maintenance to existing and future homes on the reservation (i.e. roof repairs, fumigation, general maintenance, etc.).
- **Additional Staff** - In order to maintain acceptable levels of service to the additional facilities proposed above, the Tribe estimates that it would need to hire, at minimum, 3 additional maintenance men, 2 resident service providers, and 1 accountant.

The Tribe estimates that it would require approximately **\$8 million/** year to provide the services listed above to its members (Flepp, 2010).

3.4 ELDER SERVICES

SOCIAL SECURITY / RETIREMENT FUND

The Tribe currently does not have a retirement fund to assist elders in need with living expenses. The Tribe would need approximately **\$3 million/** year to establish and maintain an endowment fund that would provide assistance to existing and future tribal elder population (Evans, 2010b).

SENIOR CITIZEN CENTER

The Tribe's senior citizen program provides for nutrition and socialization needs of tribal elders. Historically the Tribe maintained two senior centers, one in Wellpinit and one in West End. The senior center in West End was closed recently due to funding shortfalls. A new senior center for Wellpinit has been designed and would cost approximately \$1.02 million; approximately \$650,000 has already been set aside through grants and tribal match. The Tribe needs an additional **\$372,000** in funding before it can be constructed. The center was designed in cooperation with the members and would include a dining room, lounge area, outdoor patio, crafts room, offices, restrooms, and storage. In addition the facility will include a commercial kitchen capable of producing 100 meals/ day. Meals would be provided to seniors unable to make it to the facility through the "meals-on-wheels" program, which will be run out of the facility (Earnst, 2010).

3.5 EDUCATION

TRIBAL COLLEGE

The Spokane Tribal College (STC) is an accredited satellite campus of the Salish Kootenai College in Pablo, Montana. STC has been serving the Spokane Tribal community in eastern Washington State since 1995. STC currently offers Associate of Arts (A.A.), Associate of Applied Science (A.A.S.), and Associate of Science (A.S.) degrees as well as Certificates of Completion. Historically the Tribe has allotted \$200,000/year from its general fund to supplement the STC's funding from tuition and grants. In 2010 this supplemental funding was cut due to Tribal budget shortfalls. The Tribe needs to reinstate the **\$200,000/year** funding in order to maintain STC's accreditation as a satellite campus of Salish Kootenai College (Evans, 2010b).

The ultimate goal of STC is to become an independently accredited four-year college. In order to become accredited the STC must meet certain criteria within the context of a seven-year accreditation cycle. The criteria are grouped into the five Standards for Accreditation, which include (1) mission, core themes, and expectations; (2) resources and capacity; (3) planning and implementation; (4) effectiveness and improvement; and (5) mission fulfillment, adaptation, and sustainability (NWCCU, 2011). The costs associated with becoming accredited as a four-year college varies greatly.

SCHOLARSHIP ENDOWMENT – HIGHER EDUCATION PROGRAM

As the cost of higher education increases, it becomes harder for tribal high-school graduates to afford continuing their education. Historically there has been a restrictive cash reserve for higher education scholarships. The scholarship was awarded to applicants (approximately 80-100/year) that completed all the necessary steps, including an annual application and submittal of grade reports every quarter. The scholarships provide tuition for the applicants' school of choice as well as a stipend for living expenses. With stipends that meet students' needs for room/board, transportation, personal expenses, etc., scholarship recipients can focus efforts on their studies to maximize their educational benefits and

performance. The scholarship program was funded through a portion of timber revenue being put into a separate account to accrue every year. Since timber revenue has been declining, funds are no longer going into the account. Approximately \$630,000 was expended between August 1, 2009 and July 31, 2010 on 85 students. For the 2010-2011 school year approximately \$412,471 is available. Sixty-six higher education students are currently approved and eligible for the scholarship program; by the end of Spring 2011, 80-90 students are expected to be eligible. Due to budget cuts, restrictions have been placed on the scholarship program: there is no longer a living wage stipend, funds for tuition has been limited to approximately the tuition of a four year state school (applicants attending private or out of state institutions must to pay the difference out of pocket). It is estimated that the remaining funds in the account will be depleted by 2011. The Tribe predicts that without an additional source of funding for the program, many students may choose not to pursue higher education or lower their education goals. Ensuring that the next generation of tribal members is provided an opportunity to achieve a secondary college education is a high priority of the tribal government and central to achieving its goal of developing strong leadership through education (Evans, 2010d). The Tribe estimates that an annual cost of **\$1,000,000** would be the ideal amount of funding for the growing demand for college scholarships (Evans, 2010b).

HEAD START PROGRAM

Good pre-school education leads to immediate and lasting social and educational benefits for all children, especially those from disadvantaged backgrounds (Ball, 1994). The Tribe's Head Start Program is a pre-school program for kids ages 3-5 years old. The program currently serves 70 children; however, there is a waitlist for an additional 30 children. The current facility is housed in 2 modular units totaling approximately 3,600 square feet with leaking roofs. The Tribe would like to construct a new permanent structure near the existing schools to house the headstart program (Evans, 2010b). In order to accommodate approximately 100 children, the new structure would need to be approximately 3,500 square feet (35 square feet / child). At approximately \$145/ square foot, the cost of the new building would be approximately **\$507,500**. Assuming the expanded capacity of the Head Start Program would require two additional teachers (1 teacher/ 10 students) at an average salary of \$27,450/year (BLS, 2009) and additional direct costs of at least \$30,000/year (\$1,000 / student for 30 additional students) for school supplies, fieldtrips, etc., the total additional annual operational cost of the improved Head Start Program would be approximately **\$84,900/** year.

TUTORING PROGRAM

In general Tribal schools typically score low in standardized testing. Currently the Tribe has a "Read Right" program which operates at the schools and youth centers. The Read Right program focuses solely on assisting youth in improving their reading levels and is funded through the Indian Employment, Training, and Related Services Demonstration Act (Public Law 102-477), which allows Federally-recognized Tribes and Alaska Native entities to combine formula-funded Federal grants funds, which are employment and training-related into a single plan with a single budget and a single reporting system.

The 477 plan currently provides approximately \$8,800/ year to fund the Read Right program (Spencer, 2011).

In order to supplement in-class education and raise test scores the Tribe needs to broaden its tutoring programs to include, at a minimum, math, physical sciences, life sciences, writing, and social sciences. The Tribe has estimated that the necessary level of tutoring to meet educational performance goals would cost approximately **\$44,000/** year (\$8,800/ year per additional subject).

ADULT VOCATIONAL TRAINING PROGRAM

The adult vocational training (AVT) program prepares trainees for jobs that are based on manual or practical activities, rather than academic, and are completely related to a specific trade or occupation. The AVT Program had a budget of \$23,992 for FY 2009 and a budget of \$31,774 for CY 2010. For the 2009-2010 school year there were 8 students enrolled in the program. Seven students graduated with certificates ranging from Pharmacy Technician, HVAC Master Technician, Medical Assisting, and Museum Studies. Currently 4 students have been approved for enrollment within the program for the 2010-2011 school year, and it is anticipated they will obtain certificates in Cosmetology, Massage Therapy, and HVAC (Heating/Cooling) (Johnstone, 2011).

When the Higher Education Program was forced to cut costs, the AVT Program took cuts as well. The monthly stipends (for living expenses) for AVT students are the same as for Higher Education students, \$130/month. This does not meet students' needs for transportation, room & board, books/tools, and personal expenses. The maximum amount the Tribe will pay for tuition is \$8,500 for long-term AVT Programs which are longer than 10 months, and \$4,000 for AVT Programs that are 10 months or less. A majority of AVT Programs sought after are well over these costs. With tuition costs ranging \$10,000-\$15,000 for the certificates in demand, AVT funding may only be obligated on a handful of students each year, significantly limiting the benefits this program has to the tribal membership (Johnstone, 2011).

An additional AVT budget of **\$500,000/** year would allow for the program to grow to a level that helps more Tribal members attain training needed for skilled, permanent, satisfactory employment. With this budget the AVT Program could be operated similarly to the Higher Education Program and help Tribal members gain the education required for desirable salaried jobs in less time than most higher education degrees (Johnstone, 2011).

APPRENTICESHIP PROGRAMS

The apprenticeship program prepares trainees for skilled labor by combining training on the job with related and supplemental instruction at school. Historically, the apprenticeship program had an annual budget of \$12 million; however, due to lack of tribal funding the budget has been reduced to \$9 million. In order to continue the success of the program the budget would need to be reinstated to its full amount. The unmet need to run the program at its fullest benefit to the Tribe is **\$3 million/** year (Evans, 2010b).

3.6 CULTURAL PRESERVATION

The cultural preservation of the Spokane Tribe is maintained by two entities: the cultural preservation office and the language preservation program. The cultural preservation office is charged with preserving culturally significant artifacts; protecting culturally significant sites, including many sites along the Spokane River especially during draw downs; and doing cultural clearance for the Integrated Resource Management Plan (IRMP; 25 USCS § 3703 (11)) process (Matt, 2011). The language preservation office currently has several teachers and fluent speakers who strive to continue the use of the Spokane Tribe's native language, Salish. The current preservation office is housed in a building which the tribe is currently renting in Wellpinit and the language preservation office is housed in an adjacent modular building. The preservation office facility houses a repository for cultural artifacts in its basement. The primary humidity and climate controlled repository is contained in a separate facility. The Culture Department is operated and maintained through a \$450,000 / year Bonneville Power Administration (BPA) cultural grant. The language preservation office itself is operated and maintained with a \$167,000/ year budget from the Tribal General Fund and a \$200,000 federal grant. The Tribe has a need to expand its cultural preservation programs in order to support and protect its cultural heritage. Available funding for the cultural preservation programs is insufficient to operate at the capacity needed to ensure adequate protection of cultural resources for future generations (Evans, 2010b).

CULTURAL CENTER

The cultural preservation office and the language preservation program needs a cultural/heritage center that includes: a climate controlled museum and repository for displaying and preserving cultural artifacts; office space for both the cultural and language preservation offices; large conference/activity room for group activities; classrooms for language classes and field trips; and outdoor performing arts area. The new center would facilitate the Tribe's wish to preserve and share its heritage with future generations and visitors. It is estimated that a facility of that nature would cost approximately **\$10 million** to construct and furnish (Earnst, 2010).

CULTURE PRESERVATION PROGRAM

The cultural preservation program currently has five full time staff and five seasonal field staff. The seasonal staff works an average of seven months per year and performs timber and archaeological surveys as well as monitoring archaeologically sensitive sites. In order to operate the proposed cultural center, described above, and to increase the amount of surveying that can be done, the cultural preservation office needs to increase the hours of its seasonal staff to full time and hire five additional full time staff. The seasonal field staff is paid approximately \$13/ hour while full time staff is paid approximately \$15/ hour (Matt, 2011). The total increase in labor cost for the cultural preservation office to operate at its ideal capacity would be approximately **\$187,200/ year**.

LANGUAGE PRESERVATION PROGRAM

The number of fluent Salish speakers has diminished because Salish is not being taught to younger generations. To preserve the Salish language and reinforce cultural pride and values, the language preservation office is planning to start an immersion program where students will have all of their classes taught in both Salish, the native Spokane Language, and English. In order to provide this program, the language preservation office would need to double its existing staff; since the language preservation office is currently operating with \$367,000/ year, it would need approximately **\$350,000** more a year to operate the immersion program and double its staff (Evans, 2010b).

3.7 PUBLIC WORKS

ROADS

There are over 1,000 miles of roads on the reservation, 180 miles of which are paved. The Tribe currently operates a road maintenance program through its public works department to maintain these roads. The road maintenance program is charged with maintaining all roads within the reservation which includes, but is not limited to, snow plowing/removal and re-surfacing as needed. The road maintenance equipment is 10-20 years old and requires a substantial amount of maintenance to keep in operating condition. The Tribe receives funding for road maintenance through BIA grants and fuel tax revenue. The BIA grant provides approximately \$700,000/ year which is roughly equivalent to paving 1 mile of road per year. This limited funding is insufficient to ensure 180 miles of roads within the reservation able to provide safe pedestrian and emergency access. To properly maintain and improve existing roads, the Tribe is in need of new equipment (to be replaced every five years), more staff, and a larger general budget for the maintenance costs (Wynecoop, 2010).

New equipment including two graders, three dump trucks, one roller, one front loader, one paver, and one line striper would initially cost **\$2.5-3 million**. The Tribe would need an additional \$1.5-2 million every five years, to replace the equipment, as is standard in the state and county maintenance departments. The equipment dealer would buy back the used equipment at 50 percent of the original cost. The maintenance program would also need four additional heavy equipment operators at approximately \$208,000/ year (assumes fulltime wages at \$25/ hour). Additionally, to re-surface and pave roads on the reservation the Tribe would need approximately \$3.5 million/year (assumes 5 miles/ year at \$700,000/ mile). Assuming the tribe would set aside funds annually to replace road equipment every five years, the total annual unmet need to maintain tribal roads at the level needed to provide safe vehicular access to the reservation would be **\$4,108,000** (Wynecoop, 2010).

DUMP CLOSURE AND RECLAMATION

Historically the Tribe operated two dumps, one in Wellpinit and one in the western portion of the reservation. Neither of the dumps were appropriately lined to limit groundwater contamination. The land fill in the western portion of the reservation was abandoned and covered with clay in June 2010. The cost

of covering the dump was approximately \$300,000. Although the clay covering does reduce the amount of water percolating through the abandoned site, there is still a risk to groundwater quality. The Wellpinit dump landfill now serves as the only dump for the reservation and has been in use for approximately 45 years. To adequately reduce groundwater contamination, the Tribe must remediate both dump sites and start transferring the waste generated on the reservation to a facility that is appropriately equipped. The Indian Health Service (IHS) completed an initial estimate for remediation of the Wellpinit site, which concluded that the proper removal of the dump would cost approximately \$4-5 million. Assuming that the dump on the western portion of the reservation would have an equivalent cost, the Tribe needs approximately **\$9 million** to safely close and reclaim the two existing dumps. To begin transferring solid waste to a more appropriate facility the Tribe needs to construct and operate a transfer station. Construction of the transfer station would cost approximately **\$310,000**. The Tribe is currently seeking to have the cost of the construction funded through a federal grant. Tribe has an unmet need of approximately **\$250,000/** year to operate the transfer station. The Tribe would contract with the appropriate entities for use of an off reservation landfill (Wynecoop, 2010).

GROUNDWATER TREATMENT

All of the homes on the reservation use groundwater for drinking and domestic use and, therefore, wells are tested on a regular basis to monitor water quality. Recently, arsenic has been found in many wells at increasingly hazardous levels throughout the reservation. The most efficient way to reduce the amount of arsenic in the drinking water would be to install filters on every well. These filters cost approximately \$1,500 to purchase and install (Wynecoop, 2010). The Tribe needs approximately **\$1.12 million** to install the necessary filters at the reservation's approximately 750 homes (assuming 1 filter/ home at \$1,500/ filter).

WATER SYSTEM AT TWO-RIVERS SITE

An expansion of the potable water system near the Two-Rivers site is needed to provide drinking water to 15 homes in that area. The wells near these homes have high levels of arsenic which makes them unsafe. It would cost approximately **\$320,000** to install the new potable water system (Wynecoop, 2011).

CELL PHONE TOWERS

The current number of cell phone towers on the reservation is insufficient for the growing need of residents, visitors, and businesses. More towers are needed to improve cell phone coverage on the reservation for safety and convenience. The number of additional towers has not been determined at this time and, therefore, a final cost has not been determined; however, it is estimated that at a minimum of **\$500,000** would be required.

HIGH-SPEED INTERNET

Currently, only residents in the vicinity of Wellpinit and West End have access to high-speed internet. Other areas of the reservation only have access to dial-up. High-speed internet is necessary to accommodate new businesses and improve communication. The method and extent of internet expansion has not been determined at this time and, therefore, a final cost has not been determined; however, it is estimated that at a minimum **\$750,000** would be required.

4.0 ADDITIONAL GOALS

4.1 ELIMINATE GRANT SPENDING

One of the Tribe's goals for the future is to become a completely self-sufficient entity. As described in **Section 2.0**, the Tribe spent approximately \$30,671,123 in contract/grant funding during the 2010 fiscal year, which was equivalent to approximately 74 percent of all expenditures made in 2010. Since 2005, the use of contract/grant funds has increased by approximately 50 percent due to the decline of the Tribe's financial condition. For the Tribe to eliminate the use of contract/ grant funds, the Tribe must increase the revenues from its enterprises and other sources of funds (Spokane Tribal Finance Office, 2005-2010).

4.2 RE-ESTABLISH RESERVES

In 2005, the Tribe had approximately \$10.7 million in cash reserves (Evans, 2010b). Because of the decline in revenue the Tribe has had to use a substantial amount of its reserves to supplement funding. Since 2005 the reserves have decreased by approximately 59 percent to approximately \$4.4 million, \$2.7 million of which has restrictions on its use. To ensure the stability of the Tribe through tough economic times in the future, the Tribe has a goal to re-establish its reserves to a minimum of \$10 million dollars.

5.0 SUMMARY/CONCLUSION

As summarized in **Table 5-1** below, the Tribe has an unmet need of \$39,681,550 in initial funding and \$42,796,059 in annual funding in order to provide the services and amenities listed in **Section 3.0** to improve the general welfare of its members. With these resources, the Tribe will be able to provide for health care, social services, housing, cultural planning and preservation, and an efficient Tribal government for its people. In addition, the Tribe needs an additional \$30,671,123/ year to eliminate grant spending which is vital to becoming a truly self-sufficient entity. In total the Tribe requires **\$39,681,550** in initial funding and **\$73,467,182** in annual funding to fulfill their unmet needs.

TABLE 5-1
SUMMARY OF UNMET NEEDS

Unmet Need	Initial Cost	Annual Cost
Tribal Government Programs	2,889,550	1,629,290
Court Building	290,000	404,290
Fire/EMS Services	540,000	165,000
Gaming Commission	435,000	-
Law and Order Code Revisions	89,550	-
Assistance Programs	-	300,000
Spirited Adults Program		200,000
Economic Development Center	800,000	225,000
Tribal Back Revolving Loan Program	300,000	-
Business Development Program (8(a) Entity	-	200,000
Planning and Zoning Development	-	90,000
Sustainability Committee	-	45,000
Food Distribution Program	435,000	-
Health Care and Social Services	10,912,500	20,442,669
Health Care for Tribal Members	-	19,300,000
Health and Human Services Building	1,812,500	620,370
Wellness Center	5,000,000	300,000
Recovery house	100,000	222,299
Youth Centers	4,000,000	-
Housing	-	8,000,000
Elder Services	372,000	3,000,000
Social Security/ Retirement Fund	-	3,000,000
Senior Citizen Center	372,000	-
Education	507,500	4,828,900
Tribal College	-	200,000
Scholarship Endowment	-	1,000,000
Head Start Program	507,500	84,900

Unmet Need	Initial Cost	Annual Cost
Tutoring Program	-	44,000
Vocational Education Programs	-	500,000
Apprenticeship Programs	-	3,000,000
Cultural Preservation	10,000,000	537,200
Cultural Department	-	187,200
Language Preservation	-	350,000
Public Works	15,000,000	4,358,000
Roads	3,000,000	4,108,000
Dump Closure and Reclamation	9,310,000	250,000
Groundwater Treatment	1,120,000	-
Water system at Two-Rivers Site	320,000	-
Cell Phone Towers	500,000	-
High-Speed Internet Service	750,000	-
Sub-Total	\$39,681,550	\$42,796,059
Eliminate Grant Spending	-	\$30,671,123
Total	\$39,681,550	\$73,467,182

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