

**RESOLUTION OF THE  
WHITE MOUNTAIN APACHE TRIBE OF THE  
FORT APACHE INDIAN RESERVATION**

- WHEREAS,** the Fort Apache Reservation has been recognized by the Department of Commerce, Economic Development Administration, as an economically depressed area; and
- WHEREAS,** the White Mountain Apache Tribal Council has appointed an Overall Economic Development Program committee to plan for, coordinate and promote economic development on the Fort Apache Reservation; and
- WHEREAS,** the Overall Economic Development Plan must be updated and substantially revised every five years and annual updates produced; and
- WHEREAS,** the OEDP committee has followed the guidelines of EDA and produced a new OEDP document attached hereto and incorporated by reference herein for the Tribe reflecting the White Mountain Apache approach to economic development on the reservation; and
- WHEREAS,** said OEDP document will be used to guide economic development over the next five years and serves as a comprehensive approach to solving the problems facing the Tribe.

**BE IT RESOLVED** by the Tribal Council of the White Mountain Apache Tribe that this attached OEDP document is hereby adopted as the Tribal economic development guide.

**BE IT FURTHER RESOLVED** by the Tribal Council that it hereby directs that the attached OEDP document be delivered to the EDA as the official approved economic development guide for the White Mountain Apache Tribe.

The foregoing resolution was on July 14, 1993, duly adopted by a vote of five for and zero against by the Tribal Council of the White Mountain Apache Tribe, pursuant to authority vested in it by Article V, Section 1 (i) of the Amended Constitution and Bylaws of the Tribe, ratified by the Tribe June 27, 1958, and approved by the Secretary of the Interior on May 29, 1958, pursuant to Section 16 of the Act of June 18, 1934 (48 Stat. 984).

**RECEIVED**

JUL 21 1993

FORT APACHE INDIAN AGENT  
WHITERIVER, ARIZONA

*Herb Kane*  
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Chairman of the Tribal Council

*Virginia M. Dalton*  
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Secretary of the Tribal Council

## I. THE TRIBAL ORGANIZATION RESPONSIBLE FOR THE OEDP ACTIVITY

The organization of the Tribal Council is spelled out in the Tribal Constitution adopted pursuant to the Indian Reorganization Act of 1934. The current membership of the Tribal Council and officers of the Council is contained in Appendix A.

To carry out the OEDP activity, the Tribal Council established the OEDP committee. This Committee represents a broad base of Tribal interest. Representatives are chosen to represent the major communities, the major employers, and the elected and appointed officials of the Tribe. A full listing of the current members and their affiliations are in Appendix A. To assure that the coordination that is essential to the OEDP process occurs, three ex-officio members of the Committee have been appointed representing the BIA, Tribal Planning, and the Tribal Attorney.

The planning department serves as staff to the committee. Duties include: preparation assistance with the appropriate applications, oversight of the various projects as they are implemented, accumulation and generation of data, analysis of the status of economic development on the Reservation, drafting the OEDP document for committee review according to OEDP guidelines and committee direction. The OEDP committee directs the preparation of the document, reviews and modifies the drafts, and upon approval, recommends the document to the Tribal Council for adoption. The Tribal Council reviews the OEDP document, approves of its adoption by resolution, and reviews progress toward achieving economic development goals.

In preparation of this current OEDP, the OEDP committee has built on the past, envisioned the desired future, and has designed a decision process for evaluating and analyzing individual projects to assist the committee and the Council in choosing among competing demands for resource allocations.

## II. HISTORICAL ASSESSMENT OF PAST DEVELOPMENT EFFORTS

An accurate assessment of past development efforts must take into account nontribal efforts ( essentially BIA ) as well as more recent Tribal directed development. The thrusts and policies governing current development efforts result from the lessons, many painful, learned from past development efforts. Most of these lessons are indigenous to the White Mountain Tribe, although some valuable lessons have been learned from other Tribes.

Externally directed "development" began for the White Mountain Apaches with the initial incursion of nonhispanic whites into the area. Apaches historically were gatherers, hunters, and raiders. The Mexican trade was an important source of food, wealth, and trade goods. External policy that prohibited raiding Mexicans - an activity that had resulted in an extremely favorable balance of trade from the Apache point of view - was a negative development factor for the White Mountain Apache bands. Prior to the introduction of a foreign, dominant, capitalistic, profit maximizing economic system, the Apaches had lived with the natural resources of their area. They planted in the spring, left the fields for the cooler mountains until harvest time. Naturally occurring plants provided the bulk of the food supply, augmented by hunting and foreign trade.

The first Anglo incursion into the area resulted in the almost immediate establishment of Fort Apache. Fort Apache produced job opportunities for indigenous people as Apache Scouts who were paid in cash and in provisions. Markets were created for hay and firewood; payment was again in cash and in provisions. Self reliance was severely undermined as the U.S. insisted that the Apache people present themselves in person at the Fort for rations. Rations were necessary to achieve the policy objective of the United States of constraining the Apaches to Reservations. The Apaches were forced to give up their traditional nomadic ways and settle on farms. Rather than plant and return for harvest if Nature saw fit to provide a harvest, the Apaches were expected to tend the crops in the field.

The sixty-odd years from the establishment of the Fort Apache Reservation to the implementation of the Indian Self Determination Act, passed in 1934, were years when the resources of the White Mountain Apaches were wholly controlled by external forces. Rangelands were leased to white ranchers without regard for the carrying capacity of the land. Deals were made to modify Reservation boundaries to suit white settlers. Water was appropriated for use in other locales within the state. White traders were authorized to provide goods to the Tribe. No record exists of efforts to provide development for the benefit of the Tribe or Tribal members. The Apache people were expected to survive without regard to cultural or economic needs. The demands of the dominant society were the instrumental factor in resource allocation decision. In short, the resources were "developed"; the people were not.

The beginnings of cultural and economic efforts aimed at benefitting primarily the Tribe and Tribal members came with the Indian Reorganization Act in 1934. Although Tribal independence from the domination of the U.S. acting through the BIA was not realized, actions for, by, and on behalf of Apaches were initiated. Three notable examples show the gradual shift in focus. Timbering

became a major economic activity. Cody Lumber Company, operating under a lease arrangement, established a mill at McNary and cut

timber from the Reservation. Although Tribal members were employed in the mill and in timbering, the activity traced past economic activity in that the facility and thus the profits accrued to the white owners who systematically exported the monies off the Reservation. Tribal livestock association replaced the off-reservation absentee lessors utilizing Tribal rangelands for the cattle industry. Hawley lake was developed under armed guard, protecting the Tribe's water resources from the State of Arizona who claimed that they had the right to the precious water. Lakeside lots were leased to outsiders.

From this embryonic stirring of internal economic development, the Tribe has progressed to the diverse economic activities of today. Internally directed economic policy focuses on creating job opportunities for tribal members in enterprises that are profitable for the Tribe. Profitability is an important ingredient in that long range employment is possible only if the enterprises are self-supporting. The largest employers are the tribal owned Fort Apache Timber Company (FATCO), which originated in 1963 to take the place of Southwest Timber Company, which had replaced Cody, and Sunrise Park Ski Resort, a tribal owned venture that is the gem in the tourist related industry not only on the Reservation but in the White Mountain region.

Currently, internal development efforts have a multitude of thrusts. First, upgrading and expanding the activities surrounding FATCO and the timber industry. The remanufacturing plant for edge-gluing and finger jointing is a prime example. Second, broadening the tourist base from an almost exclusive concentration on active outdoor activities ( fishing, hunting, skiing ) to include more passive activities. The opening of the Fort Apache Historic District as a Historic Park with a walking tour and Apache Village for sightseeing and educational activities is an example. In addition to these efforts that are directed at a consuming market beyond the Reservation, the development of retail and service facilities to serve the Apache population is a third thrust. The development of commercial centers in Whiteriver and Cibecue and the opening of the new FATCO Home Center in Hondah are representative of this thrust.

In many ways the economic development of the White Mountain Apache Tribe is a thirty year history. The policies that are articulated in the sections below and the projects identified are results of both the external and internally directed eras. First, the prime lesson from the externally controlled ninety years is that unless the Tribe controls its own economic efforts, any benefits will accrue to the outside world and the Apache land and people will be exploited, not developed. Second, the lesson from

early efforts is that leasing land and/or facilities to interests outside the Reservation is only a marginal step up. Such leases in the past have resulted in demands from leaseholders that the leased lands be separated from the Reservation and sold to the lessees. Joint ventures between the Tribe and external economic forces have most often resulted in the joint venture partner thriving and the tribal interest suffering or taking second position. The dependence upon the abundant natural resource base is another consideration that have yielded policy lessons. Thus, a strong, self-owned and controlled development effort without outside "partners" except in the role of a granting agency has evolved into the mode that satisfies the need for employment and income for the Tribe and tribal members. Joint ventures are not absolutely ruled out but do call for careful scrutiny to assure that Tribal interests are adequately protected.

The OEDP committee is acutely aware that the progress in a time perspective of thirty years is quite spectacular, although the year to year progress at times appears to be painfully slow and small. The adopted tribal approach to economic development has identified a number of needs. It is likely that some of these needs would not have been expressed if the change from external to internal control had not taken place. Tribal members today are seen to be freer to express wants, needs, and dissatisfactions to elected tribal leaders. Thus, the demand for housing and community facilities is more open and acute than would have been the case with an external directed economy.

Historically, the Tribe was the provider for its members. Food, clothing, and goods were shared with all members. The esteem and worth of an individual was judged not on what he had but on what he was able to share with the larger group. The influence of a dominant culture with a value system based on individual accumulation of wealth was disruptive to the Apaches. This disruption is reflected in the era of external directed economic development. Now these traditional values have been fused with the economic know how so that the Tribe can and does assume its historical function in a capitalistic economic system.

### III. THE RESERVATION SETTING AND ECONOMIC ACTIVITY

Introduction: The population of the White Mountain Apache Reservation totals 13,500 Indians and non-Indians, ages 0 - 85+. This figure was calculated in January 1993 from the 1990 Census of Population, taken April 1, 1990, and adjusted according to the results of the March 1, 1991 BIA Report on Service Population and Labor Force. The ethnic breakdown of the population today is: approximately 11,000 individuals are enrolled as tribal members. Membership is based on a constitutional requirement for an individual to meet the one-half (1/2) degree or more White Mountain Apache blood quantum to be enrolled. Approximately 2,500 are from

other Indian tribes, primarily Navajo, and the remaining 600 residents are non-Indians employed by Indian Health Service, Bureau of Indian Affairs, public schools, and the Tribe as health care providers, administrators, or teachers.

The population has been growing at a steady rate of almost three percent per year since 1980. Factors contributing to this increase include a significant decline in infant mortality due to health interventions introduced in the last decade, such as vaccination for the major childhood diseases and treatments for infant diarrhea that were causing pervasive death in the first year of life. Improved housing and sanitation are other contributing factors to the decline in infant mortality. In addition, the number of births per year recorded by the Whiteriver IHS Service Unit have increased approximately 61 percent over the last decade. The current birth rate is roughly 2 1/2 times the U.S. average. Similar to the general U.S. population, the elderly population is living longer. The population growth on the White Mountain Apache Reservation over the last decade (1980-90) is approximately 14 percent higher than Navajo County's growth rate (the majority of our reservation's population resides in Navajo County), but is 6 percent lower than the State's total population growth rate, according to 1990 U.S. Census Bureau data. The Tribal growth is essentially all natural while the State has experienced substantial in-migration.

Presently, 50 percent of the population is 16 years old or younger. The next twenty-five percent age bracket falls between 17 and 32 years of age and the senior-most twenty-five percent falls between 33 and 85+ years of age. Three and four year old children total 754. The IHS Hospital in Whiteriver treated over 450 pregnancy cases in calendar year 1992, indicating a continuing increase in population in the youngest ages. These statistics demonstrate the need to place heavy emphasis on developing programs for youth and young adults in creating job opportunities and permanent, adequate incomes.

**Geographic Profile:** The White Mountain Apache Reservation is located in north central Arizona in portions of Navajo, Apache and Gila Counties. It is 75 miles long and 45 miles wide, encompassing more than 1.6 million acres, with 25 fishing lakes, and at least 420 miles of river and streams.

The reservation has a wide range of topography and climate. The southwestern desert foothills with an elevation of 2,700 feet in the Salt River Canyon contrast sharply with the mountainous pine forests in the northeastern portions of the reservation, where elevations exceed 11,000 feet in the Mt. Baldy area. Whiteriver, the largest population center of the reservation and the seat of the Tribal Government, is located 35 miles southeast of Show Low, 95 miles northeast of Globe, and 190 miles northeast of Phoenix. At an elevation of 5,280 feet, Whiteriver enjoys a moderate four season climate.

The towns of Pinetop/Lakeside and Show Low are the nearest off-reservation communities, from Whiteriver. Historically little social interaction existed between tribal members and off-reservation communities. Our members travel "up the hill" to shop

for clothing, dry goods, groceries, and durable goods. Residents of Show Low and Pinetop are among the annual influx of tourists to the reservation who take advantage of the hunting, fishing, hiking or skiing area. BIA, IHS, Public School and Tribal employees who work on the reservation and live "up the hill" are bridging the gap between our community and "theirs." The economic interrelationships are also evidenced by the high percentage of tourist-related businesses and employment in Pinetop. Reservation attractions, such as Sunrise Park Ski Resort, fishing lakes, historical sites, and other attractions are the prime draw for the influx of tourists.

Educational Profile: Of the population ages 25 and older, less than half (43%) have graduated from high school, compared with 64.6% in Navajo County, and 78.9% for the State of Arizona. Roughly 1.3 % of our Tribal members have graduated from college.

Eighty-seven percent of school age children are enrolled in grades K-12. In 1988, school enrollment was 1,943; in 1989, 1,979; and, in 1990, 2,011. The climb in enrollment is indicative of population growth in this age group rather than a higher percentage of attendance.

There is a range of schools operating on the reservation: five public schools, two Bureau of Indian Affairs schools, two Lutheran Mission Schools and a tribal contract school in Cibecue. Table I describes the composition and location of the existing schools:

TABLE I

SCHOOLS (K-12): WHITE MOUNTAIN APACHE RESERVATION

<u>School</u>	<u>System</u>	<u>No. Faculty</u>	<u>No. Students (Grades)</u>
Whiteriver Elemen..	Public	50	866 (K-5)
Whiteriver Middle	Public	28	445 (6, 7, 8)
7-Mile Elemen.	Public	27	450 (K-5)
East Fort Lutheran	Private	12	255 (K-12)
Alchesay H.S.	Public	37	418 (9-12)
Theodore Roosevelt	U.S. Govt.	6	58 (6, 7, 8)
John F. Kennedy	U.S. Govt.	11	168 (K-8)
Cibecue Lutheran	Private	2	42 (K-8)
Cibecue Community	Grant	22	327 (K-12)
McNary Public	Public	25	81 (K-8)

A well established Head Start program, founded in the late 1970's, provides preschool education for 4-year-olds. 192 children are enrolled in Head Start, 22 of whom have "Special Ed" needs. Fifty children ages 0 to 3 are enrolled in the "Special Needs"

program. There is currently a waiting list of children whose parents would like to enroll them in Head Start, but who cannot be accommodated due to lack of space and staff. The waiting list was cut off due to the small turnover and the desire not to raise false hopes of enrollment. The 192 students represent only 25% of the 3 and 4 year olds. Further, the reservation poverty rate of 54% indicates that 407 children are Head Start eligible. The program currently can accommodate less than half that number.

Northland Pioneer College, headquartered in Holbrook, Arizona, has a satellite campus in Whiteriver offering part-time and full-time certificate and undergraduate post-secondary degree programs. Approximately, 350 adults register each year for local courses that are taught by some 40 residential faculty members.

Socioeconomic Profile: The economy of the White Mountain Apache tribe is closely tied to the natural resource base. The major source of income is from the Fort Apache Timber Company (FATCO). The tribe owns and manages FATCO, operating a sawmill that directly or indirectly employs 450 persons. Sunrise Park Ski Resort, the second largest business and employer, owned and operated by the tribe, accommodates up to 15,000 skiers on trails across three of the reservation's largest mountains. The site includes a 25,000 square-foot ski lodge, with dining and summertime recreational activities. The importance of these two enterprises is reflected in Tribal revenues; over 85% of Tribal revenues stem directly from these activities. To enhance revenues and to eliminate the seasonal peaks and valleys in employment resulting from the ski lodge, Sunrise has opened this year as a year around facility.

Hunting, fishing, hiking and camping provide a stable source of revenue by attracting a steady flow of tourists. In addition, many Apaches are engaged in raising livestock sold to off-reservation buyers. Other major employers include the Tribal government, the Indian Health Service, the Bureau of Indian Affairs, and the public schools.

Despite these business ventures, unemployment is intolerably high and the per capita income, dangerously low. From 1980 to 1990 unemployment rates on the reservation rose from 33 to 61 percent, according to the BIA Labor Force Report. During the same time, Navajo County's rates rose from roughly 6 to 12 percent, and in the State of Arizona, the rise was merely 3 to 6 percent. The severe surge in unemployment is a reflection of the Tribe's increasing population. Although rates of unemployment doubled across the state and county, the Tribe this year saw an unemployment rate 10 times the State level.

The latest census data indicate that median income for males on the reservation is \$4,400/year, and for females, \$2,800/year. The median family income is \$9,200 year. More than 50 percent of households fall below the U.S. poverty line. Per capita income for



reservation residents is not rising parallel to state rates, and has failed to keep pace with inflation.

Community Profile: There are 8 to 10 formally recognized churches on the reservation, which includes the following denominations: Assembly of God, Roman Catholic, Church of Jesus Christ of Latter Day Saints, Baptist, Lutheran, Native American, Miracle Church (Pentecostal) and others. Approximately 50 percent of the population is affiliated with a church; an even higher percentage of families have one or more members who are involved in church activities.

Apache Cultural activities typically operate outside the church structure. These activities include Sunrise (puberty) Dances for young females' rites of passage into womanhood, sweatlodges, traditional songs and dances, the Gaan or Crown Dance performed by men.

Other community facilities include the Tribal Fairgrounds, where annual fairs and festivals are held, rodeo grounds, two athletic centers housed in a recreational duplex, named Aday and Alchessay Memorial Halls, a library, and the Apache Culture Center. A movie theater in Whiteriver. A once active indoor pool and bowling alley, both built in the 1970's, were closed in the early 1980's due to a lack of economic resources to maintain them.

In 1977, the Tribal Council established a supermarket in Whiteriver. Whiteriver's White Mountain Apache Motel & Restaurant, the only restaurant on the reservation besides the dining facility at Sunrise Lodge and a restaurant at the motel in Hondah, is the unofficial gathering place for conversation and much adult socializing.

On-reservation medical facilities include the Indian Health Service Whiteriver Service Unit, which provides inpatient, outpatient and community health care. Inpatient service provided at the Whiteriver hospital, include General Medical, Pediatrics and Obstetrics. Auxiliary outpatient and emergency services are provided by a separate, permanently staffed clinic located at Cibecue, 50 miles from Whiteriver

#### IV. POTENTIALS FOR ECONOMIC DEVELOPMENT

The three primary thrusts cited above, build on timber related products, passive as well as active tourism, and buildup of retail and service businesses to serve the reservation population and curtail the flow of shopping dollars off the Reservation, summarize the potentials for economic development at this time. It must be emphasized that Tribal economic development take place within the framework of protection of the Tribe's water, land and other Tribal rights. The major constraints to the rapid development of these potentials is first, money, and second, trained manpower.

The White Mountain Apache Tribe is in a fortunate position in that the signing of a gaming compact marks the beginning of an anticipated unprecedented cash flow that will provide funds for other development on the Reservation. The development of gaming on the Reservation will provide employment as well as tribal income. This passive tourist activity is projected to have many positive benefits. First, increased employment opportunities for tribal members who are unemployed or have dropped out of the labor force due to the knowledge that no jobs are available will result. Second, the Tribe will have a new source of revenue to finance other ventures and provide upgraded community services. Third, and in some ways this impact may rank as the most important, tribal members will have new hope and incentive. One problem that is obvious but nonquantifiable is that the lack of job opportunities creates a sense of hopelessness that is reflected in high dropout rates, high rates of substance abuse, an attitude that the world is defeating the individual who has little or no control over his\her own destiny. Thus the advent of gaming appears to offer an opportunity and hence incentive to tribal members. The manpower problem may be solved by this provision of adequate incentive.

The ability to finance new ventures to upgrade the quality of life for the White Mountain Apache people may eventually lessen the need of the Tribe to seek outside capital for financing its projects. Until that event is realized if it does come to pass, the Tribe must continue to develop its potential. The three thrust cited above - timber, tourism, and commercial development - represent the prime potentials for future economic activity.

#### V. GOALS

The goals for economic development for the White Mountain Apache Tribe are rather simple. The goals are:

- GOAL I : Protection of Tribal Sovereignty
- GOAL II : Conservation of Tribal lands and waters to assure future generations of the adequate availability and quality of resources
- GOAL III: Enhancement of the traditional Apache culture and values
- GOAL IV : Full employment of tribal members
- GOAL V : A strong, efficient Tribal government capable of providing opportunity for those tribal members unable to provide for themselves.

#### VI. PROGRAM AND PROJECT SELECTION

The translation from goals to specific projects that the Tribe allocates resources to requires the adoption of a specific

strategy and a selection criteria that priorities the projects. This section therefore lists the tribe's chosen strategy and details the decision matrix that serves to rank projects for resource allocation.

#### E. DEVELOPMENT STRATEGIES

1. Protection of Tribal sovereignty, Human resources, and conservation (wise use) of Tribal natural resources and the quality of the environment on the reservation are paramount objectives in the development of any economic project. Maintenance of the Federal Trust responsibility is of major importance to achieving these objectives. Improvement of the quality of life and the environment on the reservation are central concerns in the Tribal economic program.
2. Improving the Tribal financial picture is vital. Means of doing so are related to improved efficiency and management of existing enterprises; development of new Tribal business enterprises based on the resources available; and aggressive grantsmanship.
3. Expansion of existing successful Tribal enterprises to their practicable limits may create more income and more jobs in less time and with less money investment. Curtailing unsuccessful enterprises, or improving their efficiency is just as important.
4. Development of new or expansion of existing commercial, industrial and recreational sources or revenue is the means of creating jobs for the increasing labor force.
5. The reservation generates much business for nearby communities both from Tribal members spending their money "up the hill" and from the tourists who come primarily to visit the reservation. Another source of new business development would be to stop this leakage by better serving the needs of these consumers. In this connection, it must be kept in mind that the facilities which are already in place outside the reservation will compete strenuously to keep the existing business; more business will permit expansion of on-reservation economic opportunities and preserve the vitality of surrounding communities.
6. For economic development projects, grant funds or other resources should be used as much as possible and Tribal funds should be used as a last resort and reserved as much as possible.

7. Integration of established enterprises should be considered wherever practicable and where resources are available to do so at little or no cost.
8. Development of small resource based manufactories or cottage industries should be considered as low cost ways of putting people to work in remote communities without investing or risking large sums of money. The establishment of a Tribal sponsored cooperative to facilitate the marketing of the finished products off reservation is an example of the strategy.

The decision makers must often decide between and among projects that are compatible with the strategy and helps accomplish Tribal goals. Therefore, a mechanism must be established to permit the decision makers to evaluate projects and assist them to rank projects. The White Mountain Apache Tribe has adopted the following decision matrix to permit a quick look at a number of project, highlighting their strengths and weaknesses, and facilitating consideration by focusing attention on the items that are exceptional.

The project must be positively rated on at least one of the first four items to receive further consideration.

#### DECISION MATRIX

	<b>RATING</b>		
DECISION CRITERIA	Positive Impact \ Promotes	No Impact or Neutral	Negative Impact\ Detracts
1) Tribal Sovereignty			
2) Employment of Tribal Members			
3) Profitability			
4) <u>Environment</u>			
5) Permanent Employment			
6) Fills gap in service\retail sector			
7) Leads to\fosters other development			
8) Wage rates			
9) Uses renewable resources			

- 10) Growth potential
- 11) Uses non\under utilized resources
- 12) Traditional values
- 13) Tribal self sufficiency
- 14) Tribal or Apache owned
- 15) Teaches\employs transferable skills
- 16) Diversifies employment\tribal income centers
- 17) Availability of funding
- 18) Develops infrastructure for other uses

Based on the application of the decision matrix, the following projects are rated as priority for the next five years.

**F. DEVELOPMENT PROJECTS: 1993 - 1997**

**PROJECT**

**SOURCE**

**AMT.**

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**I. Natural Resource Protection and Development**

**A. Water Resources**

1) Miner Flat Dam/Canyon Day		
a) Feasibility Update	BIA	150K
b) Environmental Impact Statement	BIA	100
c) Construction	Cong/Other	30M
2) Investigations/Litigation:		
a) Tribal Water Rights	BIA/Tribe	300K
b) 22-H Land Claim	Tribe	200K
3) Other Water Resource Development		
a) Fish Hatchery - C-42 Spring	BIA	500K
b) Other Recreation Lakes	BIA	500K

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**B. Forest Products**

1) FATCO Sawmill Upgrade (Stud Mill)	Tribe/Bank	5M
2) Integrated Resource Management Planning Process	BIA/EPA	200K
3) Forest Regeneration		200M
4) Wood By-Product Industry		

ODEP - Development Projects (Continue)

	(Chips, Shavings, Bark, Timber Slash, etc.)		
	Cogeneration Plant - 10 - 15 MW	Tribal Bonds	25M
5)	Retail Lumber Outlet	Tribe	300K
6)	Value-Added Wood Products	Tribe/Other	500K

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C. Agricultural Resources

1)	Rangeland Regeneration	BIA/Cong.	100M
2)	Riparian Farmland Restoration	BIA/Cong.	20M
3)	PIA Development	BIA/Tribe	500K
4)	Development of Cattle Industry	BIA/Tribe	500K

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D. Mineral Resources

1)	Mineral Assessment (Phase II)	BIA	200K
2)	Feasibility of Micaceous Iron	Tribe	20K
3)	Improved Marketing of Sand/ Gravel/Clay/Rock etc.	Tribe	200K
4)	Assessment of Oil/Gas etc.	Tribe/BIA	300K

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II. Reservation Natural Resource and Recreation Development Projects

A. Tourism/Recreation

1)	Sunrise Year Round Resort		
a)	Development of Sunrise Marina and Summer Activities	Tribe/BIA	500K
b)	Upgrade Sunrise Hotel	Tribe	300K
c)	Development of Family Cabin Units	EDA/CDBG	1M
d)	Upgrade Sunrise Park Infrastructure	Tribe/BIA	3M
e)	Develop New Hotel	BIA/Other	30M
2)	Hondah Tourism Center		
a)	Gaming Center Development	EDA/Other	30M
b)	Tourism/Visitor Center	EDA/CDBG	500K
c)	Hondah Land Use Plan	Tribe/BIA	30K
3)	Apache Culture Center/Fort Apache		
a)	Apache Culture Center Project	EDA/CDBG	500K
b)	Fort Apache Historic Site	EDA/BIA CDBG/Other	5M

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ODEP - Development Project (Continue)

4) Recreation Improvements			
a) Campgrounds Improvements	CDBG/BIA		500K
b) Recreation Lake Enhancements	BIA/Other		2M
c) Recreation Vehicle Park	CDBG/Other		250K
d) Hunting/Fishing Expansion	BIA/Other		500K
e) Develop Hawley Lake Resort	CDBG/Other		5M
f) Develop West Side Recreation	BIA/Tribe		1M
g) Develop Salt River Canyon	BIA/Tribe		1M
h) RV Park - Hwy 260	CDBG/ANA		500K
5) Expansion of Tribal Member Recreation			
a) Development of Tribal Park	Tribe/CDBG		300K
b) Development of Community Mini-parks	Tribe/CDBG		200K

III. Expansion of Light Manufacturing Enterprises/ Cottage Industries/ Private Businesses

A. Expansion of Apache Aerospace			
1. Apache Aerospace Strategic Plan	Tribe/State		50K
2. Apache Aerospace Expansion	BIA/Other		500K
B. Development of Other Light Manufacturing Businesses			
1. Feasibility of Cibecue Manufacturing Plant	BIA/Tribe		15K
2. Development of Cibecue Plant	BIA/Other		400K
3. Building and Equipment Apache Materials	Tribe		300K
C. Support and Enhancement of Cottage Industry			
1. Marketing Assistance	BIA/Tribe		15K
2. Communications Repair	Tribe/BIA		300K
D. Stimulation and Support for Private Business Development			
1. Information Sessions	Tribe/Other		5K
2. Technical Assistance	Tribe/Other		30K

IV. Community Infrastructure - Environmental Concerns

A. Water Distribution System			
1) Rebuild Water System	IHS/HUD/Tribe		20M
2) Repair WR Water Leaks	HUD/IHS		500K
3) FATCO Housing Water System	IHS/Tribe		100K

ODEP - Development Projects (Continue)

B. Solid Waste Disposal Systems		
1) Develop Solid Waste Systems	CDBG/IHS	3M
C. Community Sewer Systems		
1) Repair McNary Sewer System	EPA/IHS	100K
2) Construct Eastfork Sewer	EPA/IHS	1M
3) Construct Cedar Creek Sewer	EPA/IHS	400K
4) Repair Whiteriver Compound Sewer	EPA/IHS	400K
5) Repair Hondah Sewer System	EPA/IHS	100K
D. Develop Reservation Roads System		
1) Develop 5 Year Roads Plan	BIA	200K
2) Construct Priority Roads	BIA/State	20M
3) Construct Whiteriver Streets	State	10M
4) Road Improvements from Sunrise to Hawley Lake	Tribe/BIA	3M
E. Reservation Housing		
1) Planned Housing Developments	HUD	100K
2) Construct Housing Developments	HUD	50M
3) Rehabilitate Existing Housing	Tribe/CDBG	10M
F. Communications Network		
1) TV Translators	Tribe	350K
2) Tribal Tv Station	Tribe/ETV	1M

V. Tribal Governance Infrastructure

A. Governance Improvement Plan		
1) Develop Governance Improvement Plan -Identifying Problem Areas	ANA	300K
2) Implement Improvements in Tribal Governance e.g. Tribal Courts, Personnel Systems, Enterprise Boards, Financial Accountability, etc.	Tribe/Other	1M
B. Human Resource Development		
1) Increase Management Training	BIA/Other	75K
2) Develop Certified Skill Center	Educ/BIA/Other	300K
3) Develop Career Ladder/Mentor System	Tribe/Other	500K
4) Increase College and Advanced Education Opportunities	Educ/Tribe/BIA	1M