

# JONATHAN B. TAYLOR

THE TAYLOR POLICY GROUP, INC.  
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## PROFESSIONAL EXPERIENCE

THE TAYLOR POLICY GROUP, INC. – Cambridge, MA, Sarasota, FL, & Hyannis, MA, *President*, 2003–present.

HARVARD PROJECT ON AMERICAN INDIAN ECONOMIC DEVELOPMENT, Harvard Kennedy School of Government – Cambridge, MA, *Research Fellow/Affiliate*, 1998–present; *Research Analyst*, 1992–1998.

NATIVE NATIONS INSTITUTE FOR LEADERSHIP, MANAGEMENT, AND POLICY, University of Arizona – Tucson AZ, *Associate*, 2016–present; *Senior Policy Associate*, 2005–2016; *Senior Policy Scholar*, 1998–2005.

ASSOCIATION FOR ECONOMIC RESEARCH OF INDIGENOUS PEOPLES, *Board Treasurer*, 2018–present.

OSAGE, LLC – Pawhuska, OK, *Board Member*, 2008–2014.

LEXECON INC (formerly The Economics Resource Group, Inc.) – Cambridge, MA, *Senior Consultant*, 1998–2003; *Consultant*, 1992–1998.

COMMISSION TO STUDY THE POTENTIAL EXPANSION OF LEGALIZED GAMING, Commonwealth of Massachusetts – Boston, MA, *Commissioner*, 2002.

JOHN F. KENNEDY SCHOOL OF GOVERNMENT, Harvard University – Cambridge, MA, *Teaching Assistant*, Microeconomics and Environmental and Natural Resource Economics, 1991–1992.

RESOURCES FOR THE FUTURE – Washington, DC, *Economic Researcher*, 1991.

THE SELWYN SCHOOL – Denton, TX, *Teacher*, History and Civics, 1986–1990.

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## EDUCATION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
Courses in graduate microeconomics (industrial organization), 1995–96.

JOHN F. KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY  
M.P.P., 1992. Thesis: “Principles of Comprehensive Resource Management Planning and a Planning Process Prototype for the White Mountain Apache Tribe.”

PRINCETON UNIVERSITY  
A.B., Politics, 1986.

## PUBLICATIONS AND RESEARCH

- Indian Country Jobs: Quantity *and* Quality (with Elijah S. Moreno). *The NAFOA Navigator*, 88-90. Spring 2020.
- Why Beggar Thy Indian Neighbor? The Case for Tribal Primacy in Taxation in Indian Country (with Kelly S. Croman). Joint Occasional Papers on Native Affairs, JOPNA 2016-1, May 4, 2016.
- Twenty-five years of the Indian Gaming Regulatory Act and its effects on American Indian economic development (with Randall K.Q. Akee & Katherine A. Spilde). *Journal of Economic Perspectives*, 29(3), 185–208, Summer 2015.
- Social and economic changes on American Indian reservations in California: An examination of twenty years of tribal government gaming (with Randall K.Q. Akee & Katherine A. Spilde). *UNLV Gaming Research & Review Journal* 18(2) 39–64, 2014.
- Social and economic change on American Indian reservations: A databook of the US Censuses and American Community Survey, 1990–2010 (with Randall K.Q. Akee). Sarasota, FL: Taylor Policy Group, Inc., 2014.
- Economic evidence on the effects of the Indian Gaming Regulatory Act on Indians and non-Indians (with Katherine A. Spilde). *UNLV Gaming Research & Review Journal* 17(1) 13–30.
- Book Review: Casino state: legalized gambling in Canada by Cosgrave & Klassen. *Journal of Gambling Issues* 25 June 2011 136–139.
- Determinants of Development Success in the Native Nations of the United States*. Cambridge, MA and Tucson, AZ: Harvard Project on American Indian Economic Development and Native Nations Institute for Leadership, Management, and Policy, 2008.
- Managing the Boundary between Business and Politics: Strategies for Improving the Chances for Success in Tribally Owned Enterprises (with Kenneth W. Grant II). In Jorgensen, Miriam R., ed., *Rebuilding Native nations: Strategies for governance and development* pp. 175–196. Tucson: University of Arizona Press, 2008.
- The State of the Native Nations: Conditions under U.S. Policies of Self-Determination* (with the Harvard Project on American Indian Economic Development, Joseph P. Kalt, Eric C. Henson, Catherine E. A. Curtis, Stephen Cornell, Kenneth W. Grant, Miriam R. Jorgensen, Andrew J. Lee, Harry W. Nelson). New York: Oxford University Press, 2007.
- American Indians on Reservations: A Databook of Socioeconomic Change Between the 1990 and 2000 Censuses (with Joseph P. Kalt). Cambridge, MA: The Harvard Project on American Indian Economic Development, 2005.
- Social and Economic Consequences of Indian Gaming in Oklahoma (with Kenneth W. Grant II and Katherine A. Spilde). *American Indian Culture and Research Journal* 28:2 (2004) 97–129.
- A Comparative Analysis of Tribal and Indigenous Community Enterprises (with Kenneth W. Grant II, Rodolfo Lopez, James Austin). Cambridge, MA: Harvard University Native American Program, 2003.
- The National Evidence on the Socioeconomic Impacts of American Indian Gaming on Non-Indian Communities (with Matthew B. Krepps and Patrick Wang). Cambridge, MA: Harvard Project on American Indian Economic Development, 2000.

- Nation Building Leadership, Governance, and Economic Policy: A New Strategic Approach For The Navajo Nation (with Kenneth W. Grant II). Cambridge, MA: The Harvard Project on American Indian Economic Development, May 2001.
- Means-Testing Indian Governments: Taxing What Works (with Joseph P. Kalt). In Monk, Richard C., *ed.*, *Taking Sides: Race and Ethnicity*. McGraw-Hill/Dushkin, 2001.
- The Peril of Quick Fixes in Indian Policy (with Kenneth W. Grant II). *The Hartford Courant* January 30, 2001.
- What determines economic development success? Evidence from Tribal and Individual Indian Enterprises (with Miriam Jorgensen). *Red Ink* 8:2 Spring 2000 45–51.
- How the West Was Worked Over. Review of *Nature's Bounty: Historical and Modern Environmental Perspectives* by Anthony N. Penna. *Northeastern University Magazine*. March 2000.
- Patterns of Indian Enterprise Success: A Statistical Analysis of Tribal and Individual Indian Enterprise Performance, A Report to the National Congress of American Indians, (with Miriam R. Jorgensen), The Harvard Project on American Indian Economic Development, February 2000.
- Untangling the Determinants of Casino Authorization: An Analysis of State-Tribal Casino Compacting (with Matthew Krepps and Brian K. Bucks). *Gaming Law Review* December 1998.
- Gaming: a Tool Tribes Have the Right to Use (with Stephen Cornell). *The Arizona Republic* October 6, 1998.
- Self-Governance Compacting as Nation-Building: The Case of the Wampanoag Tribe of Gay Head (Aquinnah), Massachusetts (with Kenneth Grant and Philippe Jordi). *Sovereign Nations* July/August 1998.
- Measures Against Tribes Are Counterproductive (with Joseph P. Kalt). *Indian Country Today* September 22–29, 1997.
- Oglala Sioux License Plates: A Tribal Manager Tries to Assert Tribal Sovereignty. A Teaching Case Study in Tribal Management for Oglala Lakota College, July 1996.
- Mending the Sacred Hoop of the Lakota Nation: The Chief Big Foot Memorial Rides [Si Tanka Wokiksuye Okolakiciye]. A Teaching Case Study in Tribal Management for Oglala Lakota College, July 1996.
- Negotiating a Vision: Principles of Comprehensive Resource Planning and a Planning Process for the White Mountain Apache Tribe. Cambridge, MA: Harvard Project on American Indian Economic Development, Project Report 92–2, December 1992.

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SELECTED REPORTS, TESTIMONY, AND PRESENTATIONS

- Superior Court of the State of Arizona in and for the County of Apache, *In Re the General Adjudication of All Rights to Use Water in the Little Colorado River System*, Case No. CV6417-300; Report, April 30, 2021.
- Economic Impact of the Seneca Nation. Salamanca, NY, Cattaraugus, NY, & Hyannis, MA: Seneca Nation & Taylor Policy Group, Inc., 2020.
- Economic Impact of the Prairie Band Potawatomi Nation. Mayetta, KS & Hyannis, MA: Prairie Band Potawatomi Nation & The Taylor Policy Group, Inc., 2020.

- Economic Impact of the Otoe-Missouria Tribe of Oklahoma. Red Rock, OK & Hyannis, MA: Otoe-Missouria Tribe & Taylor Policy Group, Inc., 2019.
- Economic Impact of the Mashantucket Pequot Tribal Nation. Mashantucket, CT & Hyannis, MA: Mashantucket Pequot Tribal Nation & Taylor Policy Group, Inc., 2019.
- The Economic and Community Benefits of Tribes in Washington. Olympia, WA & Hyannis, MA: Washington Indian Gaming Association & Taylor Policy Group, Inc., 2019.
- TCSA Databook of Tribal Convenience Stores, 2018. Gig Harbor, WA & Hyannis, MA: Tribal Convenience Store Association & Taylor Policy Group, Inc., 2019.
- United States District Court, District of Alaska, *United States of America*, ex rel. *Ben Ferris v. Afognak Native Corporation, and Alutiig, LLC*, Civil No. 3:15-cv0150-HRH; Report, August 20, 2018.
- 2016 Economic Impact: San Manuel Band of Mission Indians. San Bernardino, CA & Hyannis, MA: San Manuel Band of Mission Indians & Taylor Policy Group, Inc., 2017.
- TSG Databook of Tribal Convenience Stores, 2016. Gig Harbor, WA & Sarasota, FL: Tribal Summit Group & Taylor Policy Group, Inc., 2017.
- Economic Impact of the Snoqualmie Tribe. Snoqualmie, WA & Hyannis, MA: Snoqualmie Tribe & Taylor Policy Group, Inc., 2017.
- Toward a Nation-Building Approach to Kahnawà:ke Economic Development: Strategies for Tawatohnhi'saktha (with Miriam R. Jorgensen). Kahnawake Mohawk Territory, QC & Hyannis, MA: Tawatohnhi'saktha & Taylor Policy Group, Inc., 2016.
- United States District Court, District of South Dakota, *Flandreau Santee Sioux Tribe v. Gerlach*, Civil No. 14-4171; Report, July 22, 2016; Oral Deposition, September 1, 2016; Declarations, February 9, 2017, and August 27, 2017.
- The Economic Impact of Tribal Gaming in Arizona, 2014. Tempe, AZ & Sarasota, FL: Arizona Indian Gaming Association & The Taylor Policy Group, Inc., September 2015.
- TSG Databook of Tribal Convenience Stores, 2014. Gig Harbor, WA & Sarasota, FL: Tribal Summit Group & The Taylor Policy Group, Inc., 2015.
- New paths home: the impact of Four Directions Development Corporation on Indian Island Maine, 2001 – 2014 (with Miriam R. Jorgensen). Orono, ME: Four Directions Development Corporation, 2015.
- The San Manuel Band of Mission Indians, 2011: New Horizons of Growth for San Bernardino County. Sarasota, FL: The Taylor Policy Group, Inc., 2013.
- Economic Losses Imposed on the Mandan, Hidatsa, and Arikara Tribes by the Garrison Dam. Sarasota, FL: Taylor Policy Group, Inc., 2013.
- The Economic Impact of Tribal Government Gaming in Arizona. Sarasota, FL: Taylor Policy Group, Inc., 2012.
- Report on the Economic, Social & Cultural Impacts of the Native 8(a) Program. Sarasota, FL: Taylor Policy Group, Inc., 2012.

- The Seneca Nation Economy: Its Foundations, Size, and Impact on New York State and the Western New York Region 2010. Sarasota, FL: Taylor Policy Group, Inc., 2012.
- The Economic and Fiscal Impacts of Indian Tribes in Washington. Sarasota, FL: Taylor Policy Group, Inc., 2012.
- “Economic & Fiscal Effects of Indian Gaming in Washington, 2010,” Presentation to the Washington State House State Government & Tribal Affairs Committee, Work Session: Fiscal impact of tribal economic activity on Washington State, January 18, 2012.
- United States District Court, District of South Dakota, *Flandreau Santee Sioux Tribe v. State of South Dakota*, et al., Civil No. 07-4040; Report, November 1, 2010; Oral Deposition, January 13, 2011.
- United States District Court, Western District of New York, *Seneca Nation of Indians v. David Paterson*, et al. Case No. 10-CV-687-RJA; Declaration, August 20, 2010; Oral Testimony, September 14–15, 2010.
- The Economics of Seneca Tobacco Tax Immunity in New York. Sarasota, FL: Taylor Policy Group, Inc., 2009.
- The State of the Tohono O’Odham Nation: A review of socioeconomic conditions and change. Sarasota, FL: Taylor Policy Group, Inc., 2009.
- Economic Impact of the St. Regis Mohawk Tribe, 2008. Sarasota, FL: Taylor Policy Group, Inc., 2009.
- Economic Evidence on the Effects of the Indian Gaming Regulatory Act on Indians and Non-Indians (with Katherine Spilde Contreras). Presentation in R. N. Clinton, ed., *Indian Country’s winning hand: 20 years of IGRA*. Radisson Fort McDowell Resort & Casino, Scottsdale, Arizona Sandra Day O’Connor College of Law, Arizona State University.
- The Seneca Nation Economy: Its Foundations, Size and Impact on New York State and the Western New York Region, 2007. Sarasota, FL: Taylor Policy Group, Inc., 2008.
- The Osage Nation Economy: Its Structure, Size, and Impact on Oklahoma in 2007. Sarasota, FL: Taylor Policy Group, Inc., 2008.
- The San Manuel Band of Serrano Mission Indians, 2005: A Growing Economic Engine for San Bernardino County and California. Sarasota, FL: Taylor Policy Group, Inc., 2008.
- Native American Contracting Under Section 8(a) of the Small Business Act: Economic, Social, and Cultural Impacts. Sarasota, FL: Taylor Policy Group, Inc., 2007.
- Statement to the United States House of Representatives, Committee on Natural Resources, Oversight Hearing on Diversifying Native Economies, September 19, 2007.
- The Seneca Nation Economy: Its Foundations, Size and Impact on New York State and the Western New York Region, 2005. Sarasota, FL: Taylor Policy Group, Inc., 2007.
- Indian Self-Government in Washington, Vol. II: The Character and Effects of the Indian Economy in Washington State. Cambridge, MA: Taylor Policy Group, Inc., 2006.
- United States District Court for the Southern District of California, *Rincon Band of Luiseño Indians v. Schwarzenegger*, Case No. 04-cv-1151-WMC; Report May 5, 2006; Second Report November 3, 2006.

- Keynote Address, National Center for American Indian Enterprise Development, Reservation Economic Summit 2006, Las Vegas, NV, February 7, 2006.
- The Greenville Rancheria of Maidu Indians' Proposal for a Red Bluff Casino: A Public Policy Analysis of Economic, Fiscal, and Social Effects Alleged by the Paskenta Band of Nomlaki Indians and the County of Tehama, California. Cambridge, MA: Taylor Policy Group, Inc., 2005.
- A Critique of Market and Economic Impacts of a Tribal Casino in Wayland Township, Michigan by the Anderson Economic Group. Cambridge, MA: Taylor Policy Group, Inc., 2004.
- American Indian Economic Development. Presentation to the Washington State House Committee on Economic Development, Agriculture and Trade, Olympia, WA, March 22, 2005.
- Indian Self-Government in Washington, Vol. I: Tribal Self-Government and Gaming Policy: The Outcomes for Indians and Washington State. Cambridge, MA: Taylor Policy Group, Inc., 2005.
- Tribal-State Cooperation and Economic Development in Maine. Presentation to the State-Tribal Relations Project of the National Congress of American Indians and the National Conference of State Legislatures, Augusta, ME, May 26, 2004.
- Statement Before the Rhode Island Special House Commission to Study Gaming, March 7, 2003.
- Social and Economic Analysis of Tribal Government Gaming in Oklahoma. (with Katherine A. Spilde and Kenneth W. Grant II), Cambridge, MA: The Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University, July 1, 2002.
- Public Policy Analysis of Indian Gaming in Massachusetts: A Report to the Government of the Wampanoag Tribe of Gay Head (Aquinnah) (with Joseph P. Kalt and Kenneth W. Grant II). Faculty Research Working Paper Series #RWP02-019, John F. Kennedy School of Government, Harvard University, May 13, 2002.
- United States District Court, Eastern District of Texas, *Alabama-Coushatta Tribes of Texas v. State of Texas*, et al., Civ. No. 01-CV-29-JH; Expert Report, April 1, 2002; Oral Testimony, April 3, 2002.
- State and Tribal Interests in Indian Economic Diversification: The Case for Lifting State Sales Taxation from Quil Ceda Village (with Miriam Jorgensen, Kenneth Grant, and Christina Rader). Cambridge, MA: Lexecon Inc., 2002.
- An Analysis of the Economic Impacts of Pascua Yaqui Tribal Operations on the Arizona Economy (with Stephen Cornell and Laura Ledwith). Report prepared for the Native Nations Institute for Leadership, Management, and Policy, Udall Center for Studies in Public Policy, University of Arizona, February 2002.
- Talking Points Regarding Expected Socioeconomic Impacts of a Casino in Sullivan County New York. Report prepared for Trading Cove New York, LLC, September 19, 2001.
- An Analysis of the Economic Impacts of Indian Gaming in the State of Arizona, (with Stephen Cornell), prepared for the Arizona Indian Gaming Association, June 15, 2001.
- Sovereignty, Devolution, and the Future of Tribal-State Relations (with Stephen Cornell). Presented at the National Congress of American Indians, Mid-Year Session, Juneau, AK, June 26, 2000.



- The Boyd Gaming Proposal's Economic Projections for a West Warwick Casino Are Ambitious and As Yet Unsupported. Presentation before the Rhode Island General Assembly House Committee on Finance, April 28, 2000.
- The Costs, Benefits, and Public Policy Merits of the Proposed Western Navajo–Hopi Lake Powell Pipeline (with Joseph P. Kalt and Kenneth W. Grant II). December 22, 1999.
- A Public Policy Evaluation of the Arizona State Land Department's Treatment of the Island Lands Trust Properties at Lake Havasu City (with Joseph P. Kalt and Matthew S. Hellman). August 16, 1999.
- Indian Gaming in Arizona: Social and Economic Impacts on the State of Arizona (with Kenneth W. Grant II, Miriam R. Jorgensen, and Matthew B. Krepps). June 4, 1999.
- Inconsistent Financial and Impact Projections in the Narragansett Casino Proposal for West Warwick (with Matthew B. Krepps). Presentation before the Rhode Island General Assembly Finance Committee, May 12, 1999.
- Alaska Native Self-Governance Policy Reform: Toward Implementation of the Alaska Natives Commission Report (with Stephen Cornell, Kenneth Grant, Victor Fischer, and Thomas Morehouse). Discussion Document prepared for the Alaska Federation of Natives, August 1, 1998.
- American Indian Gaming Policy and Its Socio-Economic Effects: A Report to the National Gambling Impact Study Commission (with Stephen Cornell, Joseph Kalt, and Matthew Krepps). July 31, 1998.
- Economic and Socio-Economic Deficiencies in the Midwest Project Environmental Impact Statement. Presentation given on behalf of The Hatchet Lake Band, Wollaston Post, Saskatchewan, before the Joint Federal-Provincial Panel on Uranium Mining Developments in Northern Saskatchewan, Saskatoon, Saskatchewan, May 29, 1996.
- Natural Resource Trade Restraints: Impact on Product Markets (with David Reishus). Paper presented at the Western Economics Association Conference, July 6, 1995.
- The Investment Consequences of the Re-Regulation of Cable Television (with William M. Emmons III and Adam B. Jaffe). December 20, 1994.
- Avoided Cost Due Diligence Analysis of Northeast Energy Associates' Bellingham Generation Facility (with Scott T. Jones and Henry Lee). October 29, 1993.

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SELECTED CONSULTING EXPERIENCE

A Tribe in the Great Plains

Conducted an analysis of gambling expansion in its home state, showing that contemporary policy was exporting jobs, casino revenue, and taxes to neighboring states. (2020)

A Tribe in a Great Lakes State

Performed a 100-year analysis of tribal enrollment: 50-years of retrospective understanding of fertility, mortality, and out-marriage and 50-years of population projection under a  $\frac{1}{4}$  - quantum, a  $\frac{1}{8}$  - quantum, and a lineal descent policy. (2019)

Several Tribes in Southwestern States

Analyzed intertribal gaming competition under different future policy scenarios in support of negotiation and

litigation strategy. Applied demographic and geographic models to client’s internal data and experience to resolve in internal debate about market potentials. (2017–20)

Tribal Convenience Store Association (formerly, Tribal Summit Group)

Conducted benchmarking studies of tribally owned businesses. Collected private financial and operational performance data from companies and assembled a statistical report for member tribes and their enterprise managers used to assess individual firm performance. (2015, 2017, 2019, 2021)

A Tribe in a Great Lakes State

Supported the tribe’s negotiation/litigation strategy by analyzing the economic performance of a quarter-century old tax agreement, benchmarking the agreement’s terms and fiscal performance against historical tax collection and alternatives. (2014-15)

A Southwest Indian Tribe

Prepared a 70-year projection of tribal population based on tribal age structure, birth and death records, national life tables, and a Monte Carlo simulation of tribal futures. Showed that available data and tribal enrollment policy implied a member growth rate many times greater than normally expected. (2013)

A New Mexico Pueblo

Evaluated a complex water settlement agreement for economic reasonableness—of both the market value of particular terms and of the dynamics of negotiation incentives—to help resolve internal debates about the value of the agreement. (2013)

Tulalip Tribes

Performed a community impact study required by the tribe-state compact. Analyzed employment, vendor outlays, investment in off-reservation communities, and programs to revitalize culture, society, and environment. (2010)

Penobscot Indian Nation Enterprises

Advised the board of directors on matters of corporate governance. Conducted a corporate strategy retreat and taught business apprentices the essentials of valuation. Assisted owner in monitoring performance and managing the boundary between politics and business. (2008–2009)

St. Regis Mohawk Tribe

Conducted a detailed economic impact study, including a review of employment, outlays, and investments made by the tribe. Showed that St. Regis was one of the top employers in its home region and a major exporter of goods and services. (2009)

Island Enterprises, Squaxin Island Tribe

Reviewed corporate charter and conducted board executive education on corporate governance, including a discussion of the relationship between management, board, and owner tribe. (2009)

Tohono O’Odham Nation

Analyzed tribal socioeconomic needs and status for a land-into-trust application to the federal government. Assembled dozens of indicators of social, economic, and environmental conditions on the reservation and among the O’Odham people. (2009)

A New England Indian Tribe

Educated elected leaders and a corporation development task force about the principles of corporate governance in tribally owned enterprises and facilitated construction of a corporate charter giving independent powers to a board of directors subject to tribal government oversight. (2007)



A New England Indian Tribe

Worked with tribal employees and a directors' task force to develop strategic approaches to budgeting. Helped develop a logic model template that oriented departments toward long-term strategic goals and focused tribal council attention on outcomes of tribal programs, not just inputs and outputs. (2006–2011)

US Small Business Administration

Served on an advisory panel for a project to design a tribal economic development self-diagnosis tool and drafted diagnosis elements related to governance. (2006–8)

San Manuel Band of Serrano Mission Indians

Analyzed tribal enterprise and government payroll and purchasing to quantify tribal economic impact. Applied regional attendance and survey data to assess the net recapture of gambling expenditure from Nevada for the California economy. (2006–7)

Seneca Nation of Indians

Conducted analysis of Seneca Nation government, enterprise, and private sector economic activity and evaluated net impacts to Western New York and New York generally of substantial exportation and import substitution by Seneca enterprises. (2007)

A Great Lakes Region Indian Tribe

Educated elected leaders and an economic development task force about the principles of corporate governance in tribally owned enterprises and facilitated construction of a corporate charter giving independent powers to a board of directors subject to council oversight. (2006)

The Washington Indian Gaming Association

Assessed claims that Indian tribes were a net tax drain on the regional economy with a public policy analysis of American Indian sovereignty and self-determination and a statistical analysis of tax collections near reservations as Indian casinos were introduced. Analyzed socioeconomic effects of Indian gaming, on and off the reservations, documenting employment and spending patterns and program innovations by Native governments. (2004–2006)

Maine Manufacturing Extension Partnership

Advised the Maine MEP regarding best practices of corporate governance in tribally owned enterprises. Presented research on corporate governance to the tribes of Maine and advised tribes regarding enterprise governing documents. (2005–2006)

Standing Rock Sioux Tribe

Provided prime consulting economist with analysis of discount and interest rates for use in a settlement claim against hydroelectric dam impoundments. Identified an internal inconsistency in the rates used by the General Accounting Office to reduce damage estimates. (2005)

Match-E-Be-Nash-She-Wish (Gun Lake) Band of Pottawatomi

Assessed claims made in an economic forecast critical of a proposed casino in Allegan County, MI. Weighed evidence compiled by other researchers against forecasting assumptions, techniques, and conclusions. (2005)

Greenville Rancheria of Maidu Indians

Analyzed claims of casino market saturation, public infrastructure inadequacy, and community harm. Compared market in question to a similarly situated market elsewhere, and evaluated the actions of market & government actors. (2005)

A Northern Plains Tribe

Advised elected leadership and a mineral development committee on institutional structures of corporate governance that separate business from politics in a tribally owned corporation. (2004–2005)

A Southwest Tribe

Researched existing and prospective competition in casino markets using customer loyalty and census data. By applying models of competitive effects, overturned internal conventional wisdom about threats and altered strategy. (2004)

KPMG (Montreal)

Assisted in articulating treaty approaches that could be expected to lead toward financial autonomy and economic self-sufficiency for the First Nations of Mamuitun and Nutashkuan, Quebec. (2004)

National Indian Gaming Association

Conducted a broad analysis of Census statistics comparing the socioeconomic status of reservation Indians in 1990 and 2000 with changes in the US at large across gaming and non-gaming tribes in the lower forty-eight states. (2004)

Colorado River Indian Tribes

Analyzed economic features of neighboring tax jurisdictions; assembled database of commercial, consensual, and other relations between the Tribes and establishments on the Reservation, and assessed economic incidence of proposed taxes. (2003–2004)

Swinomish Indian Tribal Community

Analyzed assumptions and public policy conclusions of a cost-benefit analysis assessing potential economic impacts of riparian buffers that would protect salmon habitat in Washington State. (2003)

An Indian Tribe

Conducted an evaluation of US Census undercounting on an Indian reservation. Examined Census data for internal consistency and gathered data from ancillary sources to assess consistency with reported census declines. (2002–2003)

The Northwest Indian Fisheries Commission

Examined the economics of natural resource valuation applicable to fish rights and protection policies for internal use by the consortium. Conducted economic literature review and prepared frameworks for continuing consortium analysis. (2002–2003)

An Indian Tribe

Assisted in the negotiation of a gas pipeline right-of-way renewal. Provided market analysis of company options and supported tribal negotiators. (2000–2002)

Little Traverse Bay Bands of Odawa Indians

Evaluated corporate governance and economic development institutions and conducted executive education for the Economic Development Commission. Provided a strategic review for the corporation. (2002)

Tulalip Tribes

Conducted a public finance assessment of Quil Ceda Village, a sub-tribal municipality. Demonstrated comparability between Quil Ceda and other Washington municipalities and showed the need for Quil Ceda to receive tax revenues from enterprises in the Village. (2002)

Wampanoag Tribe of Gay Head (Aquinnah)

Examined the effects of a proposed tribal casino in Southeastern Massachusetts. Examined two areas of

specific concern to Massachusetts policymakers: competition with the Commonwealth's lottery and social change. (2002)

Harvard Project on American Indian Economic Development

Managed data gathering efforts and application of the REMI model to estimate the direct and indirect impacts of Indian gaming in Oklahoma. (2001-2)

The Osage Tribe

Conducted a strategic retreat for tribal elected leaders. (2001)

Trading Cove New York, LLC

Analyzed the correspondence between casino impact forecasts made by New York local governments and available relevant research. (2001)

Shivwits Band of Paiute Indians (Whiteing and Smith)

Provided valuation analysis and negotiation support in lease negotiations governing a cobalt and tungsten reprocessing facility on trust land. In the absence of reliable comparables, developed a framework that both tribe and tenant supported as the basis for negotiation. (2001)

An Indian Tribe

Analyzed the evolution of casino markets in the United States to predict the feasibility of a tribal facility. Derived a spatial market model of non-Indian casinos and applied it to the client tribe's regional context. Regional managers in the casino industry independently confirmed revenue projections. (2001)

Arizona Indian Gaming Association

In conjunction with the Udall Center for Studies in Public Policy, conducted a gross impact assessment of Indian casinos on the state of Arizona. (2001)

White Mountain Apache Tribe (Brauchli & Brauchli)

Executed a benefit transfer study to estimate the recreational value of in-stream riparian flows. Reviewed the economic literature on non-anadromous fishing benefits and provided estimates of benefit for incorporation into a cost-benefit analysis. (2001)

The Assiniboine and Sioux Tribes of the Ft. Peck Indian Reservation

Conducted a strategic review of tribal enterprise operations and structures and directed a strategic retreat for elected tribal leaders. Provided an analysis of enterprise structure and performance, and of tribal governing institutions. (2000-2001)

BP Amoco (Hinkle, Cox, Eaton, Coffield & Hensley)

Analyzed gas royalty instruments; gathering, treatment, processing, and transportation markets; and federal and state taxation and regulation policy relating to natural gas development. Demonstrated the economic propriety and feasibility of determining the value of natural gas at the wellhead for the purposes of paying mineral royalty. (2000)

Confederated Tribes of the Grand Ronde Community

Conducted an executive education workshop and strategic retreat for tribal elected leaders. Brokered a strategic retreat for the Tribal Council and enterprise board to work out structural problems undermining performance. Recommended improvements to systems of corporate governance. (1999-2000)

Te Ohu Kai Moana (Treaty of Waitangi Fisheries Commission) (Walters Williams & Co.)

Documented the features of American Indian policy that foster economic development and evaluated treaty settlement distribution mechanisms in light of the North American experience with settlement agreements. (1999-2000)

Hopi Tribe & Navajo Nation (Sonosky, Chambers, Sachse & Endreson)

Wrote cost-benefit analysis of municipal water pipeline for presentation to Arizona congressional delegation. Calculated consumer surplus and economic development benefits, showing they exceeded costs of construction. (1999)

Confederated Tribes of the Warm Springs Reservation (Karnopp, Petersen, Noteboom, Hansen, Arnett & Sayeg)

Wrote chapter in application to Federal Energy Regulatory Commission for hydroelectric dam license. Conducted policy analysis, documented reservation economic development activities and social conditions and demonstrated that licensing the tribe to operate a hydroelectric dam would advance the purposes of the reservation. (1999)

Gila River Indian Community (GRIC)

Authored the analysis of the social and economic impacts of Class III American Indian gaming on the State of Arizona for GRIC on behalf of seven gaming tribes in Arizona. Applied input-output model to tribal expenditure data; documented tribal investments in infrastructure and social well-being; and assessed claims in academic literature regarding social and fiscal impacts of Indian casino gaming. (1999)

Citizens' Island Bridge Company (New West Policy Group, LLC)

Conducted economic review of Arizona School Trust leasing decisions in the Lake Havasu City region and compared them to the benefits that might accrue from an outright sale. (1999)

Government of Canada, Department of Foreign Affairs and International Trade

Managed the analysis of trade in softwood lumber in the context of an arbitration proceeding under the Canada-US Softwood Lumber Agreement. Examined the effect of changes in British Columbia stumpage collections on the operation of a tariff-rate quota system. Analyzed pricing and shipping behavior of firms and assessed impact of stumpage changes on volumes harvested, produced, and exported. (1999)

Alaska Federation of Natives

Conducted review of governing regimes with de facto jurisdiction over Alaska Native Villages and made recommendations for improvement of self-governance on the basis of case studies of Native governments in Alaska and the lower forty-eight states. (1998)

The Oneida Tribe of Wisconsin, the Ho-Chunk Nation, the Sault Ste. Marie Tribe of Chippewa Indians, the Standing Rock Sioux Tribe, the Mohegan Tribe (Sonosky, Chambers, Sachse and Endreson)

Co-authored an analysis of a diverse sample of Indian casino gaming operations and their socio-economic effects which was presented to the National Gambling Impact Study Commission in public hearings. Documented on- and off-reservation impacts such as competition with retailers and eating and drinking establishments, the employment of Indian and non-Indian workers, and changes in welfare program participation rates. (1998)

Class I Railroad (Steptoe & Johnson)

Analyzed rail transportation markets in market dominance proceeding before the Surface Transportation Board. (1998)

Wampanoag Tribe of Gay Head (Aquinnah)

Undertook strategic analysis of tribal decisionmaking capabilities within the context of existing federal policy of selfdetermination for tribes. Project focused on the capacity of the current tribal constitution to serve the Tribe and the impact of new federal legislation allowing tribal discretion over federal spending. (1997)

American Indian Tribe

Analyzed a joint venture proposal for a forest products facility facing volatile demand and a potentially crowded supply sector. Modeled the JV from the tribal perspective and recommended tribal action. (1997)

**Amoco Corporation (Modrall, Sperling, Roehl, Harris & Sisk)**

Managed economic analysis of carbon dioxide royalty, transportation, and use markets in support of royalty litigation. Investigated vertical integration, user market structure, CO2 seller incentives, historical pricing patterns and their effects on royalty levels (1997).

**Yellowstone Pipe Line Company (Knight, Massar & Poore)**

Managed project assessing economic impact of pipeline right-of-way easement contemplated by US Forest Service. Evaluated petroleum product transportation alternatives and effect on markets in the interior Northwest. (1997)

**Fond du Lac Band of Chippewa Indians (Sonosky, Chambers, Sachse, and Endreson)**

Managed analysis of Band standard of living in conjunction with treaty rights litigation. Assessed effects of gaming-derived expenditures and distributions on personal income and other indicators of social well-being. (1996–97)

**Burlington Northern Railroad/Santa Fe Railroad (Mayer, Brown, & Platt)**

Performed economic analysis of the competitive effects of the merger between Union Pacific and Southern Pacific. Assessed the settlement agreement giving BN/SF trackage rights. Investigated claims of competitive harm to shippers, other railroads. Analyzed interaction of merger and Mexican railroad privatization. (1996)

**Hatchet Lake Band**

Conducted analysis of public policy merits of uranium mining in Band traditional lands. Submitted report to Joint Federal–Provincial Panel on Mining Developments in Northern Saskatchewan and joined Band leadership in negotiations with mining industry. (1996–97)

**The Ho-Chunk Nation**

Assisted in implementation of a new constitution. Presented strategies to Nation concerning the transition from old government, and restructured the executive branch and General Council. (1994–95)

**Boston Ventures Management**

Analyzed the effects of the FCC's cable television rate regulation on investment in the industry. Presented data on five flows of capital in the industry and assessed the policy merits and risks associated with price control and rate-of-return regulation of the sector. (1995)

**Yavapai-Prescott Tribe**

Determined the tax incidence of a state-imposed transaction fee on a hotel/conference center located on the Tribe's reservation. Showed that Tribe was an equity holder in the enterprise, and as such, bore the burden of the tax—a violation of Federal law and Indian policy. (1995)

**Attorney General of the State of Michigan**

Determined the competitive market rental value of oil and gas leases for leases determined to be taken by a State of Michigan natural resource conservation decision. Analysis required valuation in the absence of a market for leases during the taking. (1994–95)

**Burlington Northern Railroad/Santa Fe Railroad (Steptoe & Johnson/Mayer, Brown, & Platt)**

Performed economic analysis of the competitive effects of this proposed merger. Assessed the value of service improvements to shippers. Investigated claims of competitive harm to large coal users. (1994–95)

**Government of British Columbia (Miller & Chevalier)**

Analyzed the core economic issues surrounding an international timber trade dispute. Investigated markets for British Columbian lumber and logs, assessing impacts of log-trade bans and modeling the propagation of price changes across geographic markets of heterogeneous goods. Critiqued methodologies for estimating countervailing duties. (1993–94)

**Cheyenne River Sioux Tribe**

Critiqued a cost-benefit analysis of the economic harms of dam construction. Analysis was submitted to Congress in pursuit of compensation for harms to the Tribe's subsistence economy. (1993)

**Intercontinental Energy Corporation**

Conducted a due diligence analysis of an independent power producer's relative market position. Analysis of the firm's power contracts and available evidence of arm's-length power transactions led ultimately to a successful bond issue. (1993)

**Coalition of Non-Utility Generators**

Conducted a broad policy analysis of Massachusetts' independent power producer policy. Assessed financial externalities on utilities and measured relative costs. (1992)

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PROFESSIONAL MEMBERSHIPS

Association for Economic Research of Indigenous Peoples

American Economic Association.

Association for Public Policy Analysis & Management.