

Economic Development and Project Management



AIS 275 A
Department of American Indian Studies
Tribal Gaming and Hospitality Management Program

Pacific Northwest TERO Region

Spring Conference

April 13 & 14, 2026

Snoqualmie Casino Hotel

37500 SE North Bend Way,
Snoqualmie, WA 98065



John MacClain, MSM

Instructor

Tuesday, April 14th, 2026

Snoqualmie Casino & Hotel

The Standard Approach to Reservation Economic Development

- Is short-term, non-strategic
- Lets someone else set the development agenda
- Treats economic development as an economic problem
- Views indigenous culture as an obstacle to development
- Reduces elected leadership to a distributor of resources



The Six-Step Development Process under the Standard Approach

- The tribal council or president tells the tribal planner to identify business ideas and funding sources
- The planner applies for federal grants or other funds and responds to outside initiatives
- The tribe starts whatever it can find funding for
- Tribal politicians appoint their political supporters to run development projects
- The tribal council micromanages enterprises and programs
- Everybody prays

Typical Results of the Standard Approach to Development

- Failed enterprises
- A politics of spoils
- An economy highly dependent on federal dollars and decision making
- Brain drain
- An impression of incompetence and chaos that undermines the defense of tribal sovereignty
- Continued poverty

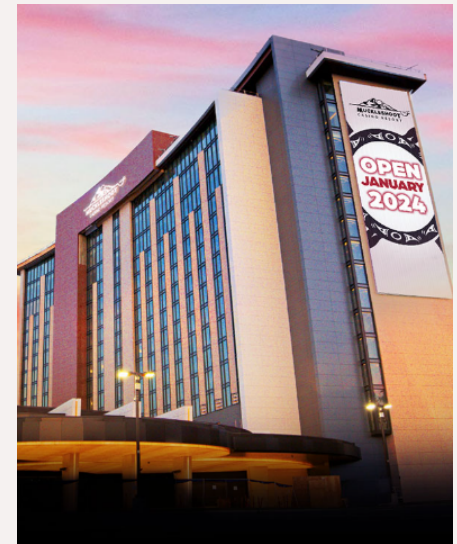
The Nation-Building Approach to Reservation Economic Development

- Practical sovereignty
- Effective governing institutions
- Cultural match
- Strategic orientation
- Nation-building leadership



The Development Process under the Nation-Building Approach

- Asserting control
- Building capable governing institutions
- Thinking strategically
- Crafting policies that support objectives
- Choosing development projects
- Implementation

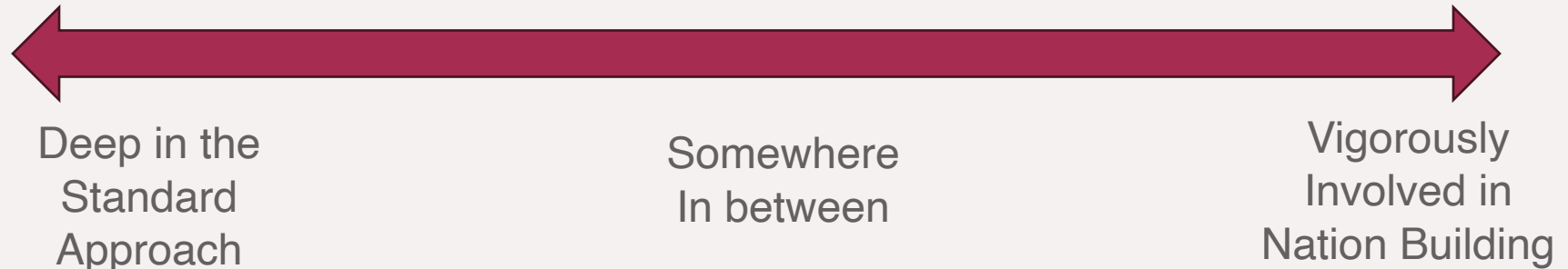


Results Under the Nation-Building Approach to Development

- More effective access to and use of resources
- Increased chances of sustained and self-determined economic development
- A more effective defense of sovereignty
- Societies that work



Where Does your Nation Stand?



Where Does the Nation Stand?

Standard Approach

Institutions are unstable, perhaps corrupt, viewed with suspicion by the people, and incapable of exercising sovereignty effectively

Governing Institutions



Nation Building Approach

Institutions are stable, fair, legitimate in the eyes of the people, and capable of exercising sovereignty effectively

Tribal government hinders development through micromanagement, politics, and over-regulation

Business and Economic Development



Tribal government clears path for development through appropriate "rules of the game" and even-handed enforcement

Tribal government is dependent on federal funding policies and hostage to federal decisions

Relations with Other Governments



Tribal government has the resources and capabilities to make its own decisions and fund its own programs

Elected leaders are preoccupied with quick fixes, crises, patronage, handing out resources, and factional politics

Elected Leadership



Elected leaders focus on strategic decisions, long-term vision, and setting good rules, and bring the community with them



WHAT IS A PROJECT?

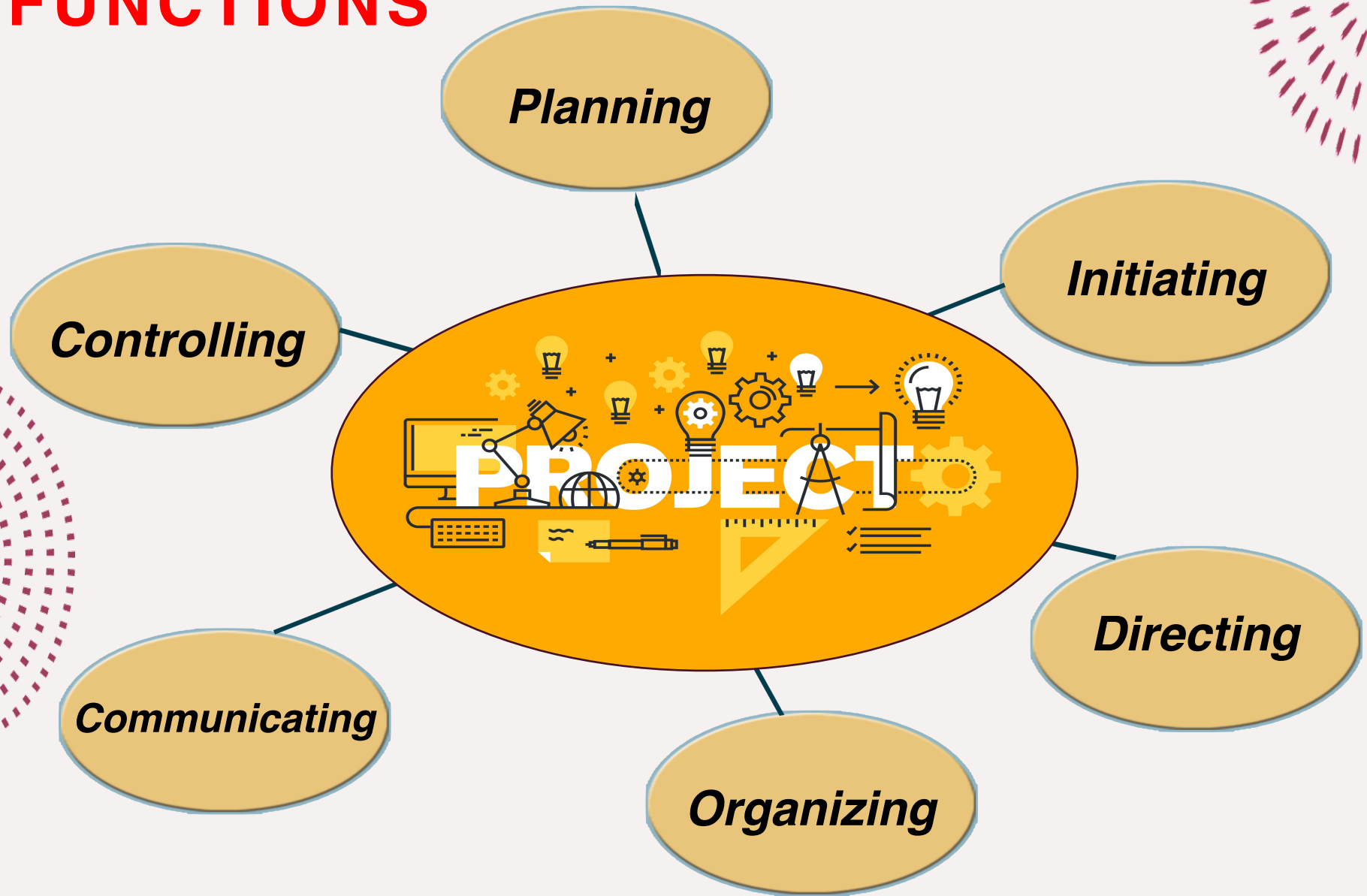
- Start date + completion date
- Scope of work
- Cost of goods & services



“A project is a temporary endeavor undertaken to create a unique product or service.”



FUNCTIONS





- Work breakdown structure
- Critical path method
- Brainstorming
- Analyze potential risks
- Staffing
- Prioritizing
- Problem-solving
- Tribal Steering Committee



- Relationship building
- Customer needs
- Budget “resources”

- Evaluate drawings & specs
- Estimate accurately
- Communicate effectively

Directing



- Positive attitude
- Talent building
- Clarity in communicating
- Solid leadership
- Confidence
- Politics (*understanding of it, not engaging*)

Organizing



- Formal tool = team organization chart
- Delegation
- Identify authority
- Accountability
- Identify responsibilities
- Span of Control
- Channels of communication
- Informal Tool="grapevine"



- Performance measurements
- Measuring progress
- Correction methods
- Resource controls
- Quality controls
- Cost controls

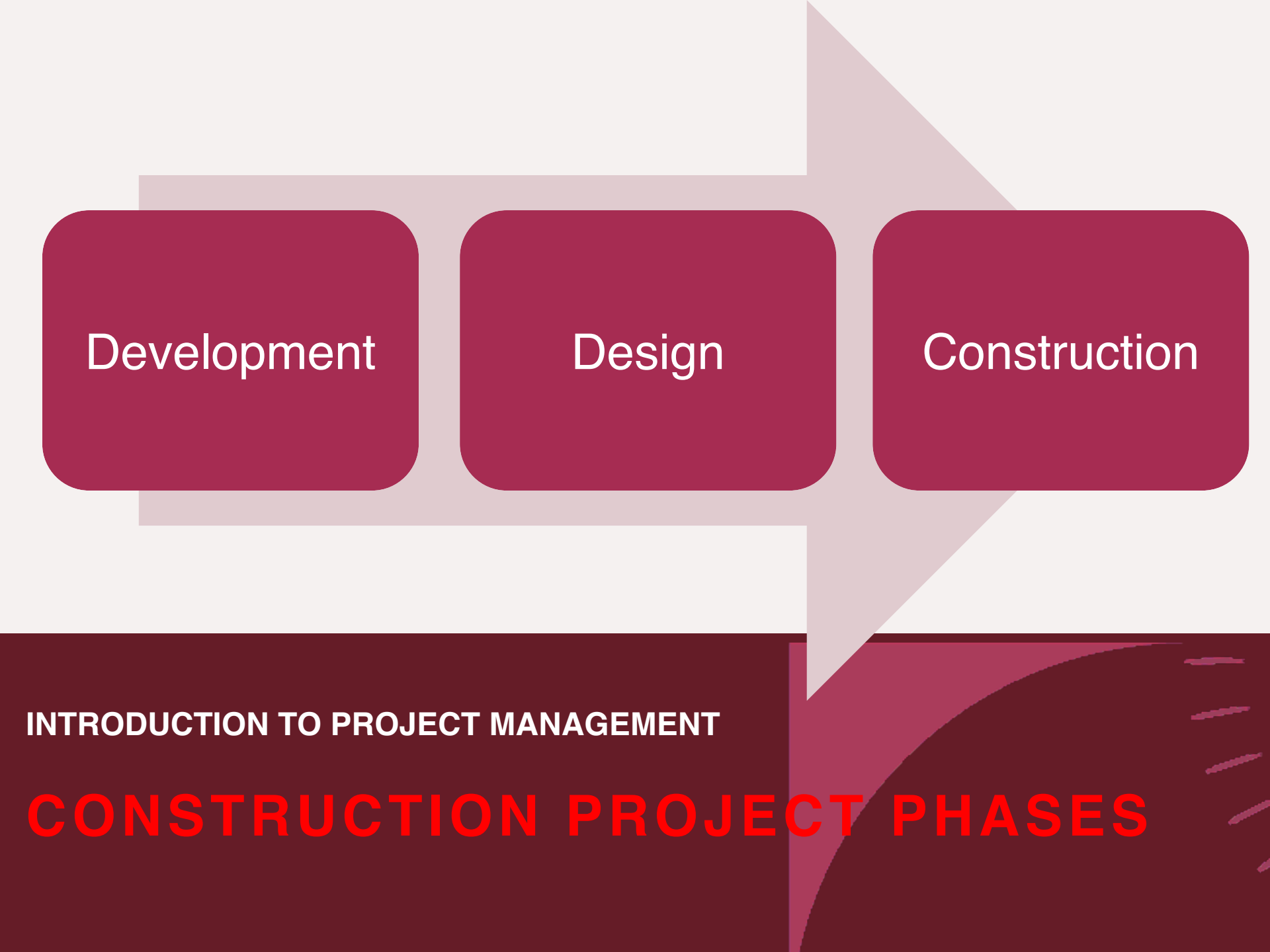
INTRODUCTION TO PROJECT MANAGEMENT

ETHICAL APPROACHES

- Job related examples?
- Consequences
 - Impact service to client
 - Contractual
 - Conflicts of interest
 - Confidentiality
 - Legal
 - Safety
 - Others . . .



“Doing the moral and right things . . . honesty and integrity are foremost values that govern ethical situations.”



Development

Design

Construction

INTRODUCTION TO PROJECT MANAGEMENT

CONSTRUCTION PROJECT PHASES

CONCEPTUAL DESIGN

DESIGN

- Scoping
- Project Feasibility
- Project Administration

SITE ANALYSIS

- Site Evaluation
- Environmental Impact Report
- Permits

SCHEMATIC DESIGN

- Conceptual Plans
- Project Budget
- Project Schedule

DESIGN DEVELOPMENT

- Approved Floor Plans
- Programming Completion
- Low-Level Budget Estimate

CONSTRUCTION DOCUMENTS (CDs)

- Construction Plans
- Specifications

CONSTRUCTION PHASE

- Procurement of Construction Documents
- Completion of Construction

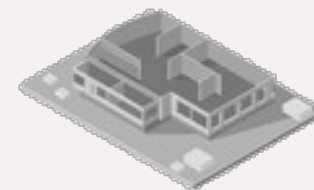
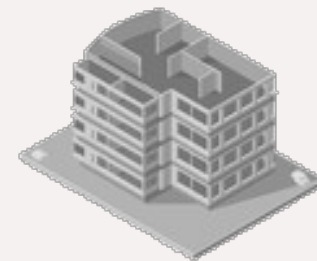
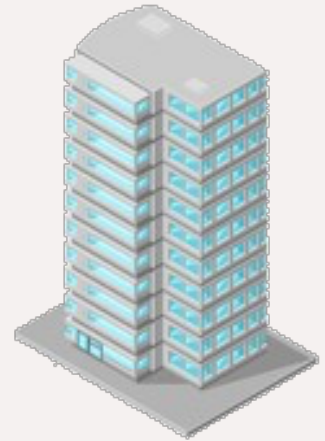
OPERATION AND MAINTENANCE

- Owner acceptance of facility
- Training of Systems

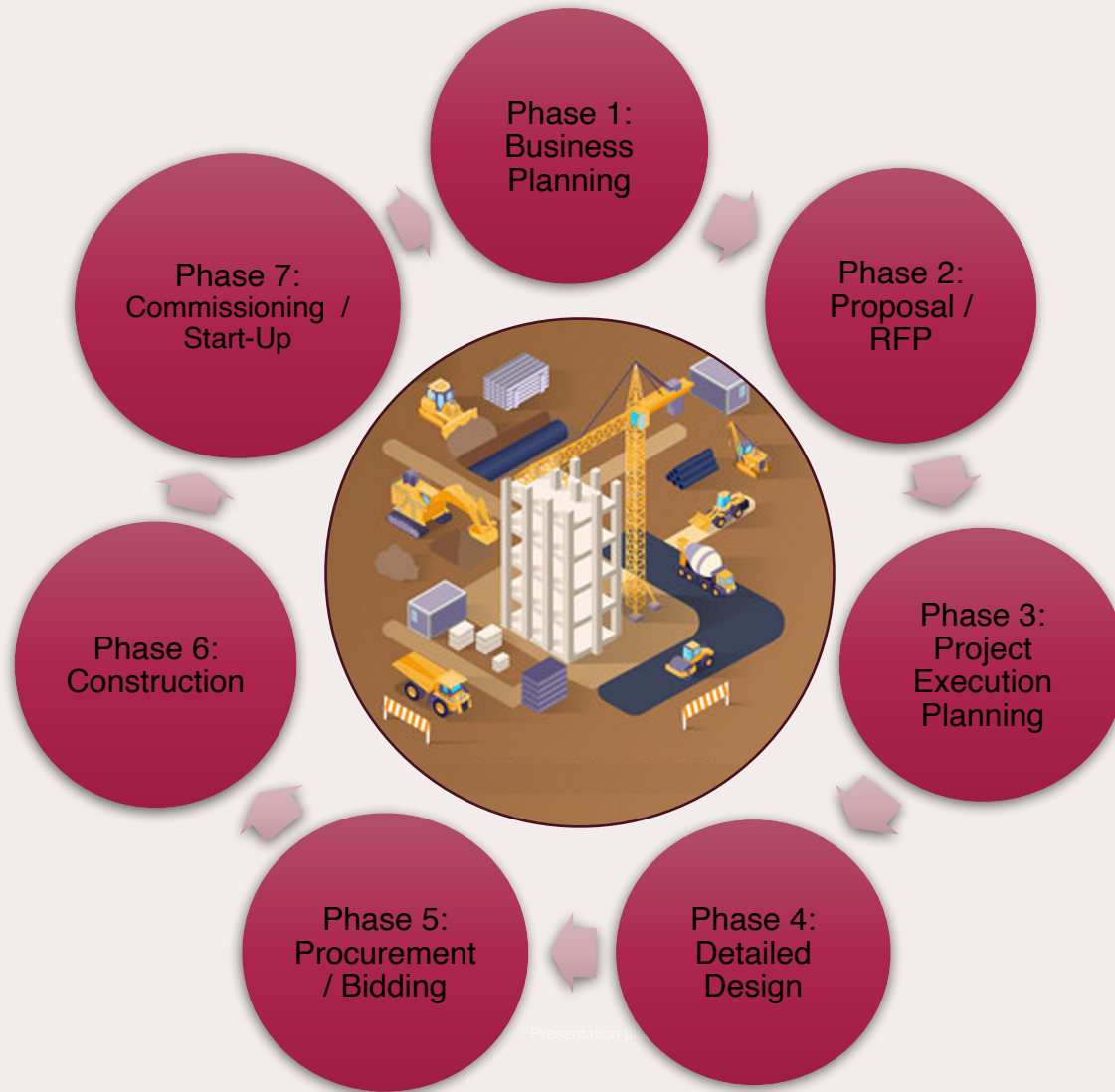
PROJECT CLOSEOUT/ BUILDING STARTUP

- Warranties
- System Startup

Phases of a Construction Project



INTRODUCTION TO PROJECT MANAGEMENT



INTRODUCTION TO PROJECT MANAGEMENT

CONSTRUCTION DELIVERY SYSTEMS

Traditional
*(a.k.a.
design-bid-
build)*

Pros

Cons

Design-Build

Pros

Cons

Construction
Management

Pros

Cons

Engineering
Procurement
Construction
(a.k.a. turnkey)

Pros

Cons