

Survey of Native Nations Tribal Participant Report: Demo Tribe

August 2025

Center for Indian Country Development team

This demonstration report contains no actual tribal data.

This report reflects the views of the authors but not necessarily those of the Center for Indian Country Development (CICD) or the Federal Reserve System. As a research and policy institute, CICD focuses on advancing the economic self-determination and prosperity of Native nations and Indigenous communities through actionable data and research that inform public policy discussions. This report contributes to that mission by providing evidence and ideas that may be useful to decision-makers in Indian Country.



CENTER FOR
INDIAN COUNTRY
DEVELOPMENT



FEDERAL RESERVE BANK OF MINNEAPOLIS

“High-quality inter-tribal data would complement our lived experience and allow Indian Country to pen its own accurate economic narrative.”

– Casey Lozar, Vice President, Federal Reserve Bank of Minneapolis, and Director of the Center for Indian Country Development (*Confederated Salish and Kootenai Tribes*)





August 5, 2025

Xest Sxlxalt, Demo Tribe leaders:

With immense gratitude, we thank you for your participation in the Survey of Native Nations. We hope that the results contained in this report serve your tribal government well. The Survey of Native Nations is an important Center for Indian Country Development initiative that helps us meet our mission to advance the economic self-determination and prosperity of Native nations and Indigenous communities through actionable data and research that inform public policy discussions.

It is with this mission that we crafted the Survey of Native Nations to address gaps in public finance data available to tribal governments. For nearly 70 years, state and local governments have had access to data on the revenues and expenditures of peer governments through the U.S. Census Bureau's Census of Governments. This type of benchmark government finance data has long informed budgeting, policy development, and program planning for state and local governments. Until now, tribal governments have not had access to the same type and quality of government finance data. The Survey of Native Nations aims to close that gap and is modeled after the Census of Governments. Our team went to great lengths to design the questionnaire based on Indigenous research principles. We hope that the survey will provide benchmark public finance data for tribal governments for many years to come.

In putting together this report, we have handled your tribal government's financial data with the utmost respect for tribal data sovereignty and with great care to protect your data. As data stewards, we hold your data in safekeeping within the Federal Reserve Bank of Minneapolis, one of 12 independent Reserve Banks within the Federal Reserve System. We greatly appreciate that your tribal government chose to participate in the Survey of Native Nations and trust us with your government finance data.

Your and other tribes' participation in the Survey of Native Nations helps close a long-standing data gap in government financial data. We thank you for taking part in this important project.

Lem'lmnts,

Casey Lozar
Confederated Salish and Kootenai Tribes
Director, Center for Indian Country Development
Vice President, Federal Reserve Bank of Minneapolis

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EXECUTIVE SUMMARY

Overview of report purpose and key findings

Introduction

Thank you for your participation in the Survey of Native Nations! This report contains Demo Tribe's confidential results. The Center for Indian Country Development (CICD) is honored to engage in this first-of-its-kind partnership with tribes across the country to provide tribal governments with the types of benchmark public finance data that have long been available to state and local governments.

Phase 2 participants

Demo Tribe was one of ____ tribes from the Pacific Northwest to the East Coast to participate in Phase 2 of the survey. Tribal aggregate results shown throughout this report reflect all responses submitted through July 3, 2025, that were sufficiently complete for analysis. Phase 2 of the Survey of Native Nations builds on an initial survey pilot conducted with five Montana-based tribes in summer 2023.

Survey year 2022

Survey of Native Nations data presented in this report reflect participating tribes' fiscal years ending between July 1, 2022, and June 30, 2023. In sharing this report, CICD recognizes that your knowledge of Demo Tribe's context during the survey year will determine the meaningfulness and usefulness of any given datapoint herein.

For example, survey year 2022 was in many ways an anomalous year for tribal governments. During the pandemic, tribal governments, enterprises, and other entities across Indian Country grappled with lost revenue, increased operating costs, and reduced services. Tribes' revenues and expenditures also reflected temporary COVID-19 relief programs which were not expected to be recurring. In writing this report, CICD considered what impacts tribes were still experiencing in 2022 related to the COVID-19 pandemic.

Data in Indian Country

In 2025, CICD marks our tenth anniversary. The Federal Reserve Bank of Minneapolis founded CICD in 2015 in recognition that thriving Native economies are vital to overall economic prosperity. Through the course of our economic research this past decade, we've encountered a persistent challenge to better understanding tribal economies: a lack of accessible data.

Data gaps in Indian Country

To veterans of tribal government, this is a familiar story: Public data about tribal governments and communities can be difficult to access. In many surveys, data on Indian Country may also be insufficient to accurately reflect the experiences of tribal citizens and communities. For example, data structured around cities or counties may not provide meaningful information specific to Native geographies or to tribal nations with geographically dispersed populations. Such data gaps impact the extent to which tribal government finances are understood by financial institutions and decision-makers—and can pose challenges to tribal governments in providing the data required for some federal funding streams.

Recognizing the limitations of public data

In cases where publicly available data *are* available, they may not fully reflect the unique situation of each tribe. For example, public data from the U.S. Census Bureau's American Community Survey reflect estimates, such as population estimates, rather than directly measured quantities. Estimation methods and data privacy protection measures can introduce inaccuracies when applied to small-area and small-population geographies, including some tribal lands.

In some cases, expenditures associated with distinctive comparison government functions—such as those of school boards or boards of

corrections—may have been reported separately on U.S. Census Bureau surveys and therefore may not be reflected in the comparison data presented here from the Census of Governments.

Addressing economic data gaps

CICD is working to increase the availability and accessibility of high-quality economic data in and about Indian Country. To this end, we have developed a suite of data tools, available on our website, which provide a variety of data to help understand economic conditions in individual Native communities and across Indian Country as a whole. We also conduct and share research on a variety of topics related to access to capital in Indian Country, the economic contributions of Native enterprises, and Indian Country financing policies. Each year, we host a data summit to share and discuss economic innovations taking place across Indian Country.

As a next step in this work to advance Indian Country economic data, CICD is developing private data collaborations—based on trust and reciprocity—that address a key information gap for tribal governments: their comparative fiscal development relative to each other and to state and local governments. CICD is well-positioned to address this gap based on our relationships in Indian Country and our access to the Federal Reserve System’s secure data infrastructure.

Indigenous data sovereignty in economics

The Survey of Native Nations, and all of CICD’s work to address economic data gaps in Indian Country, rests on a key concept: Indigenous data sovereignty. Over the last 15 years, awareness and application of Indigenous data sovereignty principles have spread throughout Indian Country. Indigenous data sovereignty honors Native nations’ inherent right to govern the collection, ownership, and application of their data. Tribal governments may interact with this concept in health care and a variety of contexts—including, in this case, applied economics research.

In keeping with Indigenous data sovereignty principles, in 2022 CICD developed Principles for Research and Data Use that guide our

approach to economic research and data work. Available at the end of this report and on our website, these principles commit CICD to protecting private tribal data gathered through partnerships such as the Survey of Native Nations. Our research principles emphasize informed consent and deference to tribal governments’ own policies regarding data sovereignty. The principles also challenge CICD to critically examine our research and data projects to ensure not only that they do no harm, but that they advance Indian Country research priorities and economic self-determination.

Data stewardship and the Survey of Native Nations

CICD refers to the ways we put our research principles into practice as “data stewardship.” We understand that CICD is not the owner of tribal data, but rather a caretaker—or steward—responsible for protecting and safeguarding the data that you choose to share with us. In the context of the Survey of Native Nations, important aspects of data stewardship include the survey’s design and secure data-collection and storage infrastructure. Our safeguards include:

- Designing the survey instrument to enable your government to choose exactly how much data to share;
- Offering a data memorandum of understanding (MOU);
- Using two-factor authentication (Okta) to ensure that only authorized individuals could access the survey; and
- Keeping the raw data in secure data storage.

Flexible survey design

As data stewards committed to Indigenous data sovereignty, CICD designed the Survey of Native Nations to give tribes the flexibility to choose which parts they did and did not want to participate in. Even after choosing to participate in the survey, tribes had discretion to decline to answer individual survey questions. For this reason, the number of responding tribes varies for individual datapoints throughout this report.

Additionally, only survey questions with a sufficient number of responses to ensure confidentiality are included in the reporting.

Every participating tribe was also offered the opportunity to sign a data memorandum of understanding (MOU) with CICD. The data MOU offers tribal leaders a detailed view of the Survey of Native Nations' data access and use procedures, including how the collected data will be returned to the tribe in the form of reports and applied in CICD research only in anonymized and aggregated formats.

Secure data infrastructure

The Survey of Native Nations leverages the Federal Reserve System's extensive experience with collecting and safeguarding confidential data for research purposes. Data are collected through the Qualtrics platform used by the Federal Reserve System. To ensure that only individuals authorized by the tribal government could access the tribe's Survey of Native Nations portal, participants were required to authenticate their identity when they logged in using Okta.

Data entered into the survey are safeguarded in secure Federal Reserve System data storage and protected from third-party access. In preparing this report, only specific CICD staff designated to work with Survey of Native Nations data were given access to the tribes' information.

CICD understands that strict data-security protocols are critical to your trust in us as a research partner. Above all, we strive to be a dependable, established partner that tribal governments can rely on to support your efforts to gather, organize, and apply your own economic data. Data partnerships such as the Survey of Native Nations not only facilitate Indian Country's ability to tell its own data stories, but also advance broader understanding of the economic contributions and constraints of tribal treasuries.

Key findings

This report provides Demo Tribe's data as compared to designated state and local governments in your geographic area, and as

compared with the aggregated data of the ____ tribes participating in Phase 2 of the survey.

State and local government comparisons

Based on the local jurisdictions you noted as relevant and for which quality data were available, Demo Tribe's data are shown in comparison to the City of Minneapolis, Hennepin County, Steele County, and the State of Minnesota. Comparison data on state and local governments come from the U.S. Census Bureau's Census of Governments, which provides benchmark public finance and employment data for local and state governments across the United States. At the time of this reporting, the most recent comparison data available from the Census of Governments reflected local and state governments' fiscal years ending from July 1, 2021, through June 30, 2022.

Detailed results of these comparisons are presented in the State and Local Government Comparisons section of this report. Key findings include the following:

- [Placeholder for key section II finding];
- [Placeholder for key section II finding];
- [Placeholder for key section II finding]

Tribal government aggregate comparisons

Tribes that participated in Phase 2 of the Survey of Native Nations reflect a wide variety of distinctive communities across the United States, from the Pacific Northwest to the East Coast. CICD worked with the Affiliated Tribes of Northwest Indians (ATNI) and United South and Eastern Tribes (USET) to make the survey available to their member governments.

Detailed results of these comparisons—reflecting aggregate data for tribes that had responded by July 3, 2025—are presented in the Tribal Government Comparisons section. Key findings include the following:

- [Placeholder for key section III finding];
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- [Placeholder for key section III finding]

Conclusion

Results from Phase 2 of the Survey of Native Nations reinforce how distinct tribal government revenues and expenditures are from those of state and local governments. Examples include the importance of tribally owned enterprise transfers to tribal treasuries and a lesser reliance, relative to state and local governments, on taxation as a revenue source. Findings also highlight extensive variation among tribal government treasuries based on individual tribes' unique community needs and circumstances.

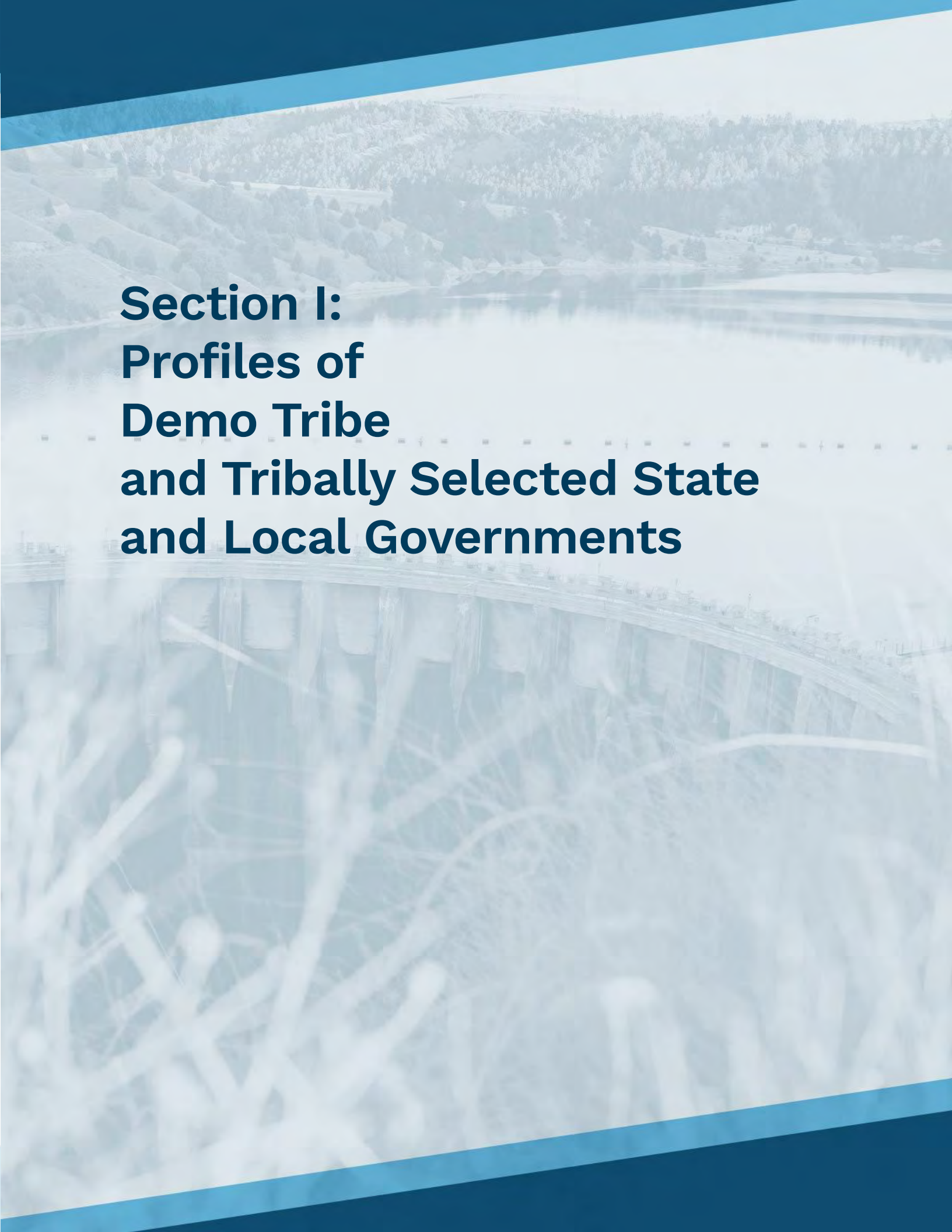
In compiling the information presented in this report, the authors strived to share data in a neutral way, recognizing that tribes are best positioned to interpret their own data. This report reflects the views of the authors—with attention to independence and neutrality—and not necessarily those of CICD or the Federal Reserve System. The information contained

herein should not be taken as recommendations, but rather as fact-based data comparisons for the tribe's own interpretation.

We hope the data in this report can be useful in informing a variety of tribal decision-making, such as forming budgets and considering policy options to meet economic development goals.

Your participation in the Survey of Native Nations represents an important milestone in work to advance economic data in Indian Country. By participating in this survey, you are not only expanding the decision-making information available to your own tribal government but also contributing to a broader effort to equip tribal governments with the information they need.

We take our partnership with you very seriously and thank you for your trust with your data and your contributions to advancing Indian Country's economic data future.

The background image is a scenic landscape. In the foreground, there is a body of water, likely a reservoir or a wide river. In the middle ground, a large concrete dam with multiple spillways is visible. Behind the dam, a steep, forested hill rises. The sky is overcast. The entire image is overlaid with a semi-transparent blue filter. The title text is positioned on the left side of the image, overlaid on the blue filter.

Section I: Profiles of Demo Tribe and Tribally Selected State and Local Governments

DEMO TRIBE

DEMOGRAPHIC DATA

Demo Tribe data characteristics

Indian Country features rich variation in history, geography, tradition, culture, industry, and all facets of life. As such, tribal governments—and the communities they serve—are distinctive from each other in important ways. In interpreting Demo Tribe’s Survey of Native Nations results, we encourage you to consider findings in the context of your unique community attributes, history, circumstances, and needs. We recognize that tribal governments understand their communities better than anyone.

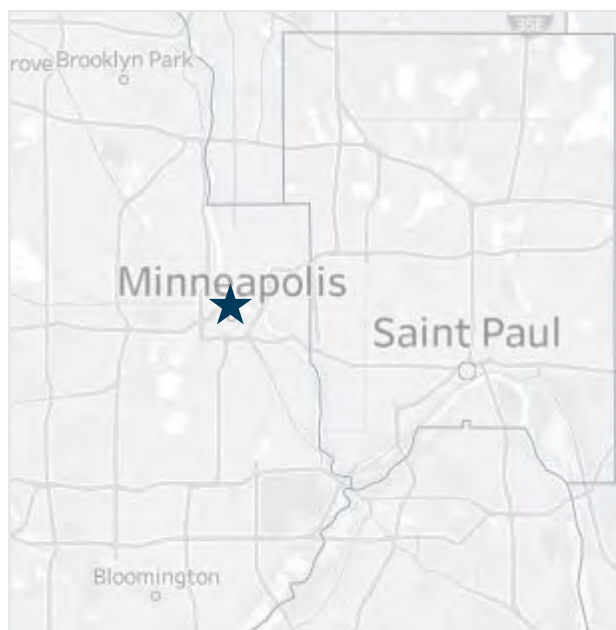
To that end, this section presents information that may be useful in considering how Demo Tribe differs from other jurisdictions in this report. Figure 2 provides demographic data available from federal data sources, and Figure 3 summarizes key revenue, expenditure, and payroll information reported in your survey submission. In providing this information, we recognize that neither CICD nor any external entity can paint a holistic picture of your community. The data herein are best interpreted in the context of your knowledge and lived experiences.

Enrollment and services

Demo Tribe is based in Minnesota. As of 2022, Demo Tribe had a total enrollment count of ____ tribal citizens. The tribal government supported their well-being through a variety of public goods and services highlighted throughout this report.

Demo Tribe reported total revenues of \$____ and total expenditures of \$____ for survey year 2022. Tribes are important contributors to regional economies, and Demo Tribe estimated that ____% percent of those expenditures went toward provision of services for the benefit of people other than enrolled tribal citizens.

Figure 1: Tribe's location



★ Federal Reserve Bank of Minneapolis
Mapped for demonstration purposes

Sources: U.S. Census Bureau TIGER/Line shapefile (2024) and Bureau of Indian Affairs Tribal Leaders Directory (current).

Geography

Demo Tribe’s land and physical location are inextricably linked to its economic infrastructure, industries, and role in regional economies. Demo Tribe’s location overlaps with Hennepin County. Figure 1 depicts Demo Tribe’s geographical location.

The tribe’s land includes the Demo Reservation geography. This geography includes ____ square miles of land and ____ square miles of water. The U.S. Census Bureau estimated that ____ individuals lived in the geography, including both tribal citizens and non-citizens. The top three

industries of residents in the geography were ___, ___, and ___.

Data notes

Figure 2 presents a collection of datapoints pertaining to the Demo Reservation geography from the U.S. Census Bureau, including demographic data from the American Community Survey (ACS) 2018–2022 five-year estimates. Data presented in Figure 2 are available in CICD’s Native Community Data Profiles tool, which connects data from a variety of public sources.

The relevance of Figure 2 to your Survey of Native Nations results likely depends on the extent to which Demo Tribe’s tribal enrollment overlaps with individuals living in the Demo

Reservation geography. In some cases, statistical techniques used in federal data sources to protect respondent confidentiality can also affect the accuracy of demographic estimates, particularly in the cases of smaller geographies.

Figure 3 highlights key revenue, expenditure, and payroll information reported in your Survey of Native Nations. These figures may be helpful in considering how the size of your tribal government compares to and differs from that of comparison governments in this report.

For additional datapoints available from the Native Community Data Profiles and other CICD data resources, visit minneapolisfed.org/indiancountry/resources.

Figure 2: Demo Reservation demographic profile

	Estimates
Land	
Size of geography (including land and water)	___ mi ²
Population	
Total population	___
Share of population who self-identify as AIAN alone (AIANa)	___%
Share of population who self-identify as AIAN alone or in combination with one or more other races (AIANac)	___%
Income	
Median AIANa household income in this geography	\$___
Median household income in this geography overall	\$___
Median household income in the United States	\$75,149
Poverty	
Share of AIANa households in this geography experiencing poverty	___%
Share of all households in this geography experiencing poverty	___%
Share of all households in the United States experiencing poverty	12.5%
Employment	
AIANa unemployment rate (ACS) in this geography	___%
Overall unemployment rate (ACS) in this geography	___%

Notes: The tribal geography's population as tabulated in the American Community Survey (ACS) is a different datapoint than the tribal enrollment count reported on your Survey of Native Nations. "AIAN" refers to individuals who self-identified as American Indian or Alaska Native alone (AIANa) or in combination with one or more other races (AIANac). There are many ways to calculate unemployment, and ACS calculations differ from the Current Population Survey (CPS). Unemployment rates presented in this table reflect the ACS, whereas CIGD's Native American Labor Market Dashboard relies on the CPS.

Source: ACS 2018–2022 five-year data products.

Figure 3: Demo Tribe government profile

2022	
Revenues and expenditures	
Total revenues	\$__
Total expenditures	\$__
Employee count and payroll	
Full-time employees	__
Part-time employees	__
Total gross payroll for all employees	\$__

Source: Survey of Native Nations (2022).

STATE AND LOCAL JURISDICTIONS

Overview of your comparison state and local governments

The Survey of Native Nations aims to equip tribal governments with benchmark information about how their revenues and expenditures compare to those of similar governments. Our hope is that the information and data analysis herein are helpful in informing policy and governance discussions.

This section of the report presents Demo Tribe's revenue and expenditure data in the context of comparable data from state and local governments in your geographic area. Based on CICD's conversations with Demo Tribe, your data are presented in comparison with the City of Minneapolis, Hennepin County, Steele County, and the State of Minnesota.

In some cases, expenditures associated with distinctive comparison government functions—such as those of school boards or boards of corrections—may have been reported separately on U.S. Census Bureau surveys and therefore may not be reflected in the comparison data presented here from the Census of Governments.

Figure 4: Location of comparison jurisdictions



★ Federal Reserve Bank of Minneapolis
Mapped for demonstration purposes

Sources: U.S. Census Bureau TIGER/Line shapefiles (2024).

We encourage you to consider how Demo Tribe is similar to and, in important ways, different from your comparison state and local governments, their service populations, resources, histories, and policy levers. To this end, Figure 5 provides demographic information for each government, and Figure 6 provides data useful in considering your tribal government's size in relation to that of the comparison jurisdictions.

In providing these comparisons, CICD recognizes that tribal governments are not, and should not be equated to, local governments. The benchmark information herein is intended to help illustrate the unique needs, contributions,

and services of your tribal government. For example, a tribe's enrollment can extend beyond the physical boundaries of a reservation; in contrast, population estimates for states and localities pertain only to residents.

Local comparisons

As shown in Figures 5 and 6, Demo Tribe and your local comparison jurisdictions differed in substantial ways.

The City Of Minneapolis

Demo Tribe's first comparison jurisdiction is the City of Minneapolis. As shown in Figure 5, the City of Minneapolis had a population of 426,877 people as of the U.S. Census Bureau American Community Survey (ACS) 2018–2022 estimates. Of that population, 1.2 percent self-identified as American Indian or Alaska Native (AIAN) alone (that is, without indicating any other race) and 3.1 percent self-identified as AIAN alone or in combination with one or more other races, as measured by the U.S. Census Bureau (Figure 5).

Total revenues and expenditures for the City of Minneapolis were \$1.17B and \$1.50B, respectively, compared to Demo Tribe's total revenues of \$___ and total expenditures of \$___ (Figure 6).

Hennepin County

Demo Tribe's second comparison jurisdiction, Hennepin County, had a population of 1,270,787 individuals, with 0.6 percent self-identifying as AIAN alone and 1.9 percent self-identifying as AIAN alone or in combination with one or more other races.

Total revenues and expenditures for Hennepin County were \$3.41B and \$3.09B, respectively.

Steele County

Demo Tribe's third local comparison jurisdiction, Steele County, had a population of 37,396, with 0.2 percent self-identifying as AIAN alone and 0.6 percent self-identifying as AIAN alone or in combination with one or more other races.

Total revenues for Steele County were \$51,439,000, and total expenditures were \$47,061,000.

State comparison

Both tribal and state governments provide public goods and services to their constituents—and strive to do so as cost-effectively as possible. At the same time, tribal and state governments differ in important ways—from their histories to their service populations to their treasuries. Across these similarities and differences, tribes and states maintain vital relationships necessary for coordinating services, navigating overlapping taxation authority, and stewarding natural resources and a variety of public interests. Figures 5 and 6 illustrate a few of the ways Demo Tribe compares to and differs from the State of Minnesota in population size, demographics, revenues, expenditures, and payroll size.

As of the 2018–2022 ACS estimates, the population of Minnesota was 5,695,292, with 0.9 percent self-identifying as AIAN alone and 2.1 percent self-identifying as AIAN alone or in combination with one or more other races (Figure 5).

State revenues totaled \$60.6B, and state expenditures were \$53.4B (Figure 6).

Data notes

Tribal, local, and state demographic data come from the U.S. Census Bureau's ACS 2018–2022 five-year data products. Local and state revenue, expenditure, and employee payroll data come from the U.S. Census Bureau's 2022 Census of Governments, which provides benchmark public finance and employment data for local and state governments across the United States.

Figure 5: Comparison state and local jurisdictions demographic profile

	Demo Reservation	City of Minneapolis	Hennepin County	Steele County	State of Minnesota
Land					
Size of geography	___ mi ²	57.5 mi ²	607 mi ²	432 mi ²	86,943 mi ²
Population					
Total population	___	426,877	1,270,787	37,396	5,695,292
Share of population who self-identify as AIAN alone (AIANA)	___%	1.2%	0.6%	0.2%	0.9%
Share of population who self-identify as AIAN alone or in combination with one or more other races (AIANac)	___%	3.1%	1.9%	0.6%	2.1%
Income					
Median AIANA household income in this geography	\$___	\$37,188	\$44,329	\$250,001	\$45,289
Median household income in this geography overall	\$___	\$76,332	\$92,595	\$79,722	\$84,313
Poverty					
Share of AIANA households in this geography experiencing poverty	___%	41.0%	34.0%	52.8%	31.2%
Share of all households in this geography experiencing poverty	___%	16.8%	9.8%	8.5%	9.3%
Employment					
AIANA unemployment rate (ACS) in this geography	___%	15.0%	10.8%	3.7%	11.9%
Overall unemployment rate (ACS) in this geography	___%	5.8%	4.3%	3.4%	4.0%

Notes: The tribal geography's population as tabulated in the American Community Survey (ACS) is a different datapoint than the tribal enrollment count reported on your Survey of Native Nations. "AIAN" refers to individuals who self-identified as American Indian or Alaska Native alone (AIANA) or in combination with one or more other races (AIANac). There are many ways to calculate unemployment, and ACS calculations differ from the Current Population Survey (CPS). Unemployment rates presented in this table reflect the ACS, whereas CICD's Native American Labor Market Dashboard relies on the CPS.

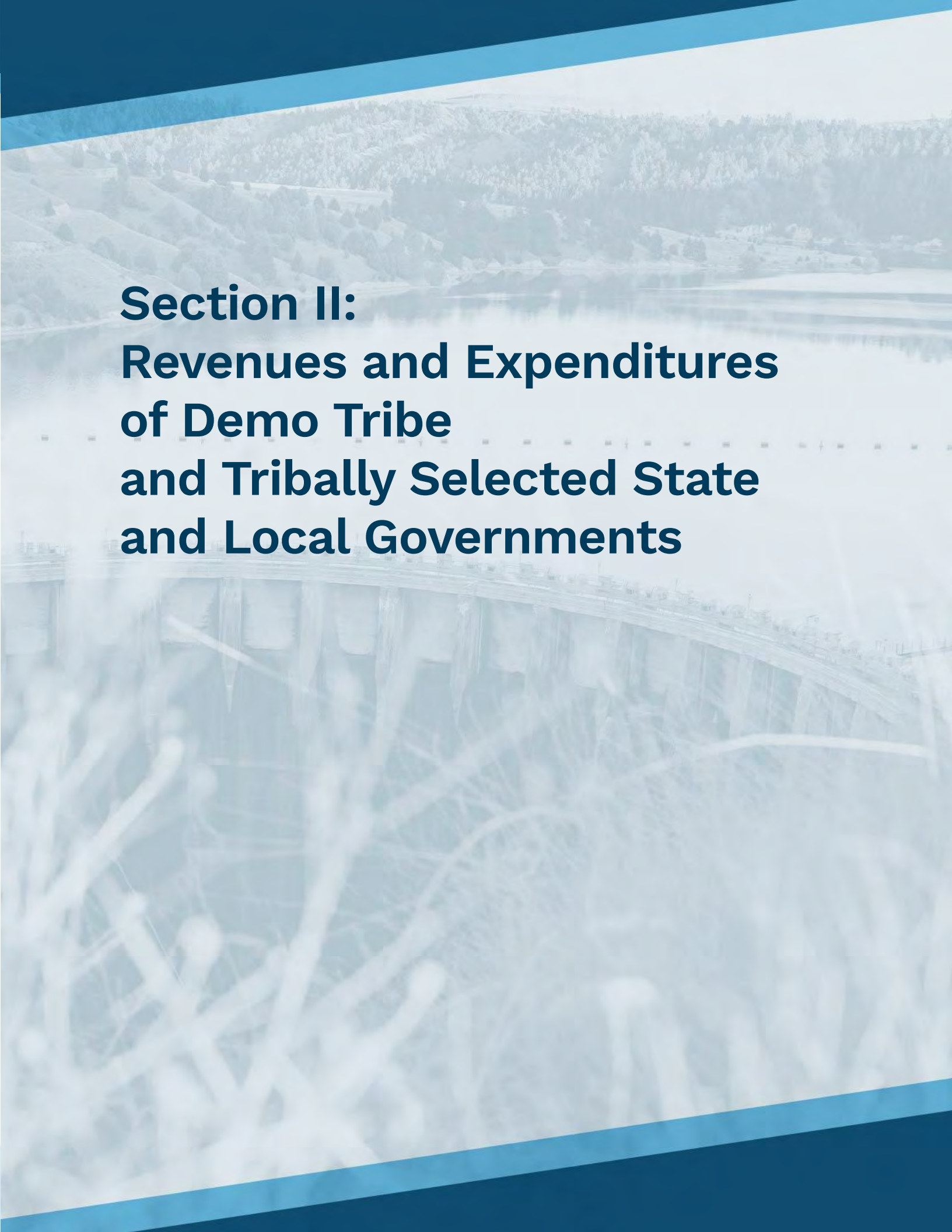
Source: ACS 2018–2022 five-year data products.

Figure 6: Comparison state and local jurisdictions government profile

	Demo Tribe	City of Minneapolis	Hennepin County	Steele County	State of Minnesota
Revenues and expenditures					
Total revenues	\$___	\$1.17B*	\$3.41B*	\$51,439,000	\$60.6B
Total expenditures	\$___	\$1.50B	\$3.09B*	\$47,061,000	\$53.4B
Employee count and payroll					
Full-time employees	___	4,213*	7,733	190	67,991
Part-time employees	___	2,091*	776	59	28,872
Total gross payroll for all employees	\$___	\$347,543,000	\$653,031,641‡	Not reported	\$6.24B

Notes: Survey of Native Nations data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Comparison data from the 2022 Census of Governments reflect the fiscal year that ended from July 1, 2021, through June 30, 2022. Asterisks (*) indicate numbers imputed by the U.S. Census Bureau rather than directly reported by the responding government. Daggers (§) indicate instances in which CICD identified data-quality issues with the payroll amount reported on a responding government's Annual Survey of State and Local Government Finances and substituted an annualized amount using that government's Annual Survey of Public Employment and Payroll response.

Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

The background of the slide features a light blue-tinted photograph. In the foreground, there is a large concrete dam with multiple buttresses, spanning across a river. Behind the dam, the river flows towards a dense forest of evergreen trees that covers rolling hills. The sky is overcast. The overall aesthetic is professional and nature-oriented.

Section II: Revenues and Expenditures of Demo Tribe and Tribally Selected State and Local Governments

STATE AND LOCAL REVENUE COMPARISONS

Your revenue data compared with that of tribally selected state and local governments

This section provides detailed comparisons of Demo Tribe's revenues in relation to those of your comparison state and local governments. Demo Tribe's data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. The most recent comparison state and local government data available at the time of this report reflect the fiscal year that ended from July 1, 2021, through June 30, 2022.

We start by looking at total revenues across all sources and then provide a more detailed look at revenue from intergovernmental transfers, taxes, and other revenue sources.

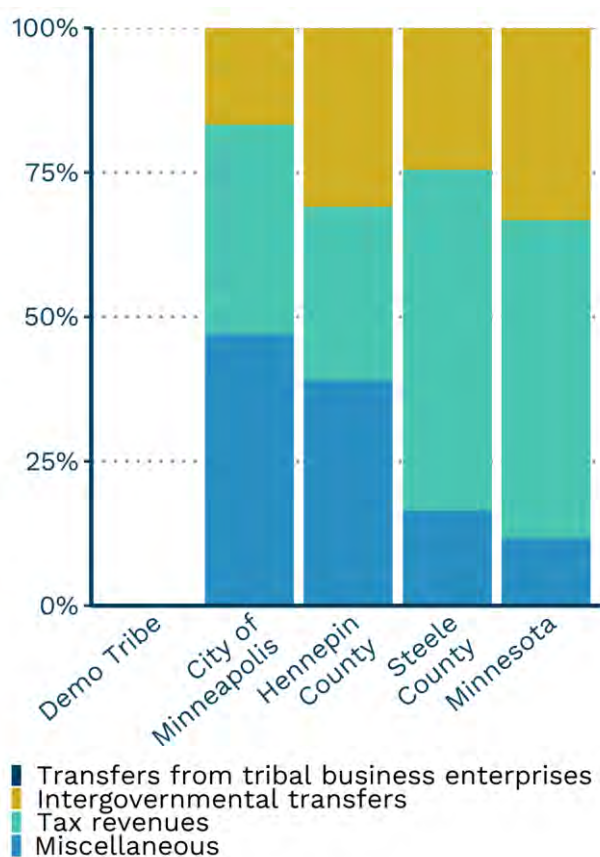
Total revenues

Demo Tribe reported collecting \$___ in total revenue by the tribal government and its service entities, including any transfers and distributions from tribally owned business enterprises and their component units (Figure 10). The largest reported sources of your tribal government's revenues were ___, followed by ___ and ___ (Figures 10–12).

Revenue sources

In our analysis of Survey of Native Nations data, it is clear that tribal revenue sources differ from those of local and state governments, reflecting differences in the application of tribes' taxation authority and the federal government's trust responsibility to tribes. Figure 7 illustrates the primary reported revenue sources for Demo Tribe and each comparison jurisdiction.

Figure 7: Revenues by type



Notes: Data about transfers and distributions from enterprises owned by state and local governments are collected by the U.S. Census Bureau as sales and service revenues, reported by function. Where they exist, these revenues would be included in the figure under "Miscellaneous."

Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

The following subsections describe how Demo Tribe's revenues compared to and differed from those of your comparison jurisdictions in specific revenue categories. For additional

details on how Demo Tribe’s revenues compared to those of the comparison jurisdictions, see Figures 10–12 at the end of this section.

Revenue from temporary programs

The COVID-19 pandemic had a substantial impact on tribal finances ([CICD, March 2021](#)). The U.S. Government Accountability Office (U.S. GAO) has stated that the pandemic “disproportionately harmed the public health and economies of federally recognized tribes and their members.” In the years surrounding this public health emergency, federal pandemic-relief funding provided a vital revenue source for tribes, with approximately \$43.6 billion going toward programs that tribes could use to address their related needs ([U.S. GAO, December 2022](#)).

In comparing Demo Tribe’s survey year 2022 revenues to those of comparison local and state jurisdictions, it’s important to consider what share of your revenues were from non-recurring sources such as pandemic-relief funding. Demo Tribe reported that revenue from temporary programs accounted for ___ percent of total revenue in survey year 2022.

Intergovernmental transfers

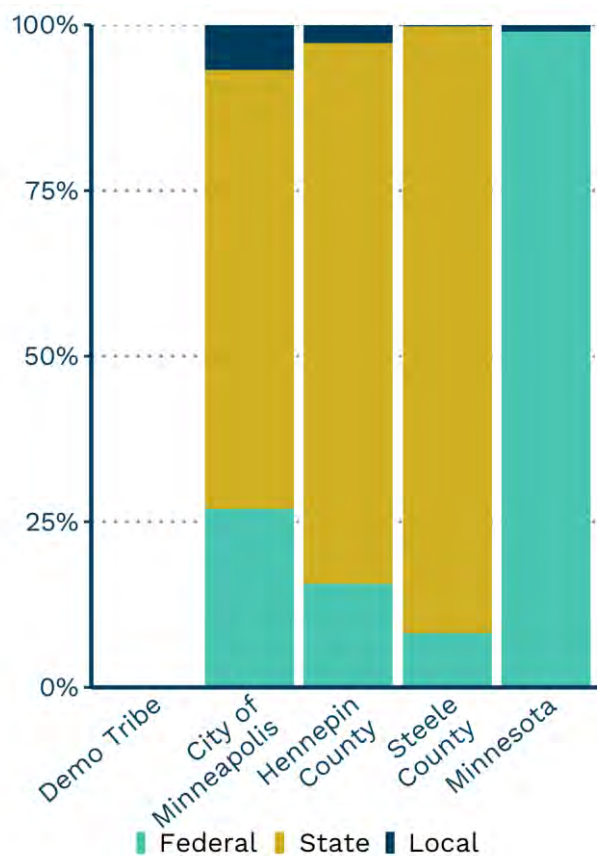
Turning to specific sources of revenue, intergovernmental transfers represent one important source of revenue for tribal governments. These include grants and programmatic funds distributed from one governmental entity to another, such as federal support transferred to a tribe for housing or transportation, or state support to a tribe for broadband infrastructure. Revenues from intergovernmental transfers may account for a sizable portion of revenues among tribal, local, and state governments alike.

Demo Tribe reported \$___ from intergovernmental transfers, which represented ___ percent of total revenue in survey year 2022 (Figure 10). For reference, intergovernmental transfers made up 16.8 to 33.3 percent of the comparison jurisdictions’ total revenues.

Figure 8 illustrates the share of intergovernmental transfer revenues that came from local, state, and federal sources for Demo Tribe and your comparison governments.

Intergovernmental transfers from the federal government are a revenue source that reflects the federal government’s trust responsibility to tribes defined in longstanding treaties and laws.

Figure 8: Intergovernmental transfer revenue by source



Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Tax revenues

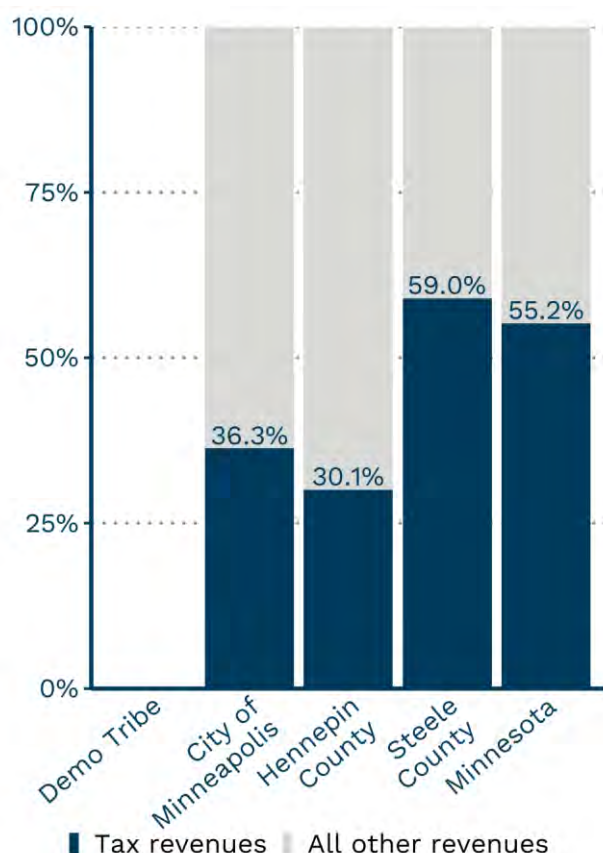
Taxation is a primary tool for funding government operations and essential public goods. Tax revenues can be raised and spent flexibly to fund the needs identified by the taxing government, in contrast to funding streams such as government grants that are often restricted for specific uses.

However, tribal, local, and state governments differ in their taxation authority. In tribal areas, restrictions on taxing certain kinds of businesses and sales transactions within a reservation can limit tribal governments’ taxation authority. The risk of dual taxation can

also stifle economic activity. As shown in our analysis of Survey of Native Nations data, taxes represent a smaller share of revenues for tribal governments than for state and local governments.

In total, Demo Tribe collected \$___ in tax revenues in survey year 2022 (Figure 10). This represented ___ percent of total revenue. For reference, tax revenue represented 30.1 to 59.0 percent of the comparison jurisdictions' total revenues (Figure 9).

Figure 9: Tax revenues as a share of total revenues



Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Demo Tribe reported collecting tax revenues from ___. Details on every reported source of tax revenue are available in Figure 11.

For tribes, tribal-state tax agreements can be an important tool for regulating tax collection and distribution in cases where tribal and state tax authority overlap, such as when both a

tribal and state government might impose a sales tax on goods purchased by non-tribal citizens on a reservation. Such dual taxation can impede economic development and cause legal conflict between governments. Demo Tribe declined to report on the receipt of tax revenue from intergovernmental tax agreements.

Other revenue sources

Tribes rely on a variety of revenue streams. In addition to intergovernmental transfers and tax revenues, the Survey of Native Nations asked participating tribes to report any revenues from transfers and distributions from tribally owned enterprises, joint ventures, and other investments; licensing and permits; sales and service revenues; interest earnings; rents; royalties; settlement income; private donations; and any other sources. Figures 10 and 12 show additional revenue sources for Demo Tribe and your comparison jurisdictions.

Tribally owned enterprises

While state, local, and tribal governments can use enterprises as vehicles for economic development and revenue generation, our analysis of Survey of Native Nations data as well as past research from CICD suggests that enterprise revenues play a unique role in Indian Country ([CICD, April 2025](#)). For many tribal governments and communities, tribal enterprises provide an important source of revenue and help fund critical community services. The largest three industries for tribes in terms of overall revenue are gaming, federal contracting, and natural resource development ([CICD, December 2022](#)).

Figure 10 shows the transfers and distributions Demo Tribe reported from your tribally owned business enterprises and their component units, whether wholly, majority-, or minority-owned.

Miscellaneous revenue sources

Revenue diversification is a strategy for tribal governments to grow, develop steady revenue streams, and withstand economic shocks. Figure 12 details a variety of other revenue sources that were reported by Demo Tribe and comparison governments.

Miscellaneous revenue sources accounted for ___ percent of Demo Tribe's total revenues. The three largest miscellaneous revenue sources reported by Demo Tribe were ___, followed by ___ and ___.

Figure 10: Revenue comparisons

	Demo Tribe	City of Minneapolis	Hennepin County	Steele County	State of Minnesota
Total reported revenues	\$___	\$1.17B*	\$3.41B*	\$51,439,000	\$60.6B
<u>Transfers and distributions from tribally owned business enterprises</u>	\$___	Not applicable	Not applicable	Not applicable	Not applicable
From wholly or majority-owned business enterprises	\$___	Not applicable	Not applicable	Not applicable	Not applicable
From minority-owned business enterprises such as joint ventures	\$___	Not applicable	Not applicable	Not applicable	Not applicable
<u>Intergovernmental transfers</u>	\$___	\$196,543,000	\$1.06B	\$12,632,000	\$20.2B
From the federal government	\$___	\$52,978,000	\$165,542,000	\$1,030,000	\$20.0B
From state government(s)	\$___	\$130,261,000	\$861,869,000	\$11,575,000	Not applicable
From local government(s)	\$___	\$13,304,000	\$29,122,000	\$27,000	\$209,460,000
<u>Tax revenues</u>	\$___	\$425,581,000	\$1.02B*	\$30,352,000	\$33.4B
<u>Miscellaneous revenues</u>	\$___	\$550,878,000	\$1.33B	\$8,455,000	\$7.01B

Notes: Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Comparison data from the 2022 Annual Survey of State and Local Government Finances reflect the fiscal year that ended from July 1, 2021, through June 30, 2022. Asterisks (*) indicate numbers imputed by the U.S. Census Bureau rather than directly reported by the respondent government.

Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Figure 11: Sources of tax revenue

	Demo Tribe	City of Minneapolis	Hennepin County	Steele County	State of Minnesota
<u>Total tax revenues</u>	\$___	\$425,581,000	\$1.02B*	\$30,352,000	\$33.4B
<u>Property taxes</u>	\$___	\$356,101,000	\$980,265,000	\$26,901,000	\$773,877,000
<u>Sales and gross receipts</u>	\$___	\$69,480,000	\$41,531,000	\$3,374,000	\$12.1B
<i>General sales tax</i>	\$___	\$24,580,000	\$41,531,000	\$3,374,000	\$7.29B
<i>Selective sales taxes</i>	\$___	\$44,900,000	\$0	\$0	\$4.80B
Alcoholic beverages	\$___	\$2,319,000	\$0	\$0	\$105,074,000
Motor fuels	\$___	\$0	\$0	\$0	\$900,563,000
Tobacco	\$___	\$0	\$0	\$0	\$610,055,000
Cannabis	\$___	Not applicable	Not applicable	Not applicable	Not applicable
Other selective sales	\$___	\$42,581,000	\$0	\$0	\$3.19B
<u>Income taxes</u>	\$___	\$0	\$0	\$0	\$19.9B
<i>Individual</i>	\$___	\$0	\$0	\$0	\$15.1B
<i>Corporate</i>	\$___	\$0	\$0	\$0	\$4.73B
<u>Severance taxes</u>	\$___	\$0	\$0	\$77,000	\$104,616,000
<u>Other taxes</u>	\$___	\$0	\$2,521,000	\$0	\$606,367,000

Notes: Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Comparison data from the 2022 Annual Survey of State and Local Government Finances reflect the fiscal year that ended from July 1, 2021, through June 30, 2022. Asterisks (*) indicate numbers imputed by the U.S. Census Bureau rather than directly reported by the respondent government.

Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Figure 12: Sources of miscellaneous revenue

	Demo Tribe	City of Minneapolis	Hennepin County	Steele County	State of Minnesota
<u>Total miscellaneous revenues</u>	\$___	\$550,878,000	\$1.33B	\$8,455,000	\$7.01B
Licensing and permits	\$___	\$42,021,000	\$8,394,000*	\$249,000	\$1.47B
Sales and service revenues	\$___	\$430,664,000	\$1.29B	\$7,232,000	\$2.96B
Interest earnings	\$___	\$8,258,000	\$-337,000	\$-291,000	\$387,468,000
Rents	\$___	\$6,223,000*	\$7,175,000	\$0	\$27,000
Royalties	\$___	\$0	\$0	\$0	\$47,603,000
Settlement income	\$___	Not applicable	Not applicable	Not applicable	Not applicable
Private donations	\$___	\$0	\$406,000	\$0	\$713,935,000
All other	\$___	\$63,712,000*	\$24,793,000	\$1,265,000	\$1.42B

Notes: This figure provides details on the specific revenue sources included in the “Miscellaneous” category in Figure 10. Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Comparison data from the 2022 Annual Survey of State and Local Government Finances reflect the fiscal year that ended from July 1, 2021, through June 30, 2022. Asterisks (*) indicate numbers imputed by the U.S. Census Bureau rather than directly reported by the respondent government.

Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

STATE AND LOCAL EXPENDITURE COMPARISONS

Your expenditure data compared with that of tribally selected state and local governments

This section provides detailed comparisons of Demo Tribe's expenditures in relation to those of your comparison state and local governments.

We start by looking at total expenditures across all types of expenditure and then focus on several key categories, including general administrative expenditures, public safety, natural resources stewardship, education and culture, health and human services, infrastructure, and other expenditures.

Total expenditures

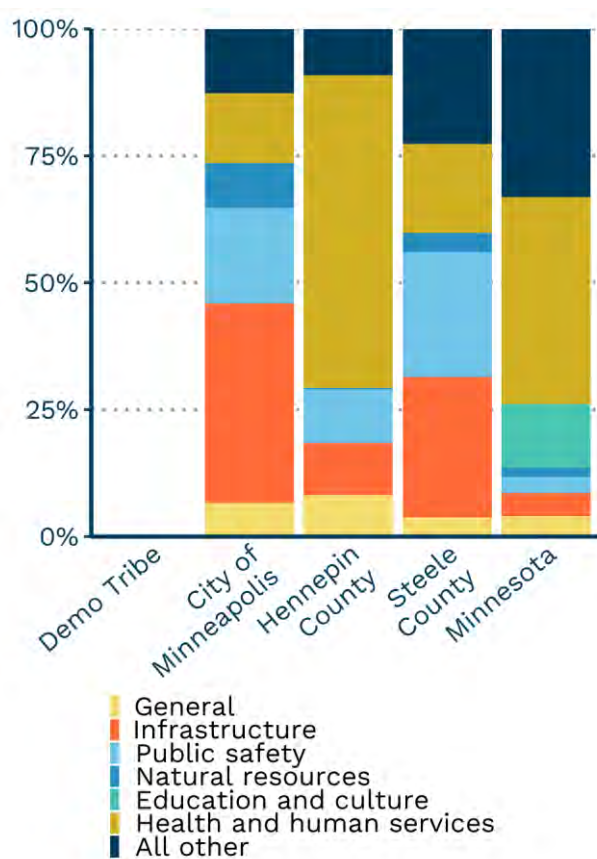
Expenditures reported by tribal governments reflect the wide range of public goods and services they provide. Like other forms of government, tribal governments fund public goods such as education, health care, roads, and bridges. However, in ways that set them apart from other forms of government, tribal governments also fund tribal-specific activities such as language preservation, cultural programs, and elder assistance.

In survey year 2022, Demo Tribe reported \$___ in total expenditures by the tribal government and its service entities. The largest expenditures reported by your tribal government were ___, followed by ___ and ___ (Figure 18).

Expenditure types

Figure 13 illustrates the primary reported expenditures for Demo Tribe and each comparison jurisdiction. Components of each expenditure category shown in the figure are detailed below.

Figure 13: Expenditures by type



Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

The following subsections provide greater detail on how Demo Tribe's expenditures in different categories compared to and differed from those of your comparison jurisdictions. For additional details on how Demo Tribe's expenditures compared to those of the comparison

jurisdictions by expenditure category, see Figure 18 at the end of this section.

Expenditures for temporary programs

In reviewing your results, it can be helpful to consider which expenditures are recurring and which may have been one-time or temporary expenditures in survey year 2022, such as expenditures related to COVID-19 relief. Demo Tribe reported that expenditures for temporary programs for which the tribe did not anticipate recurring or future expenditures accounted for ___ percent of total expenditures.

Expenditures for services benefitting non-tribal citizens

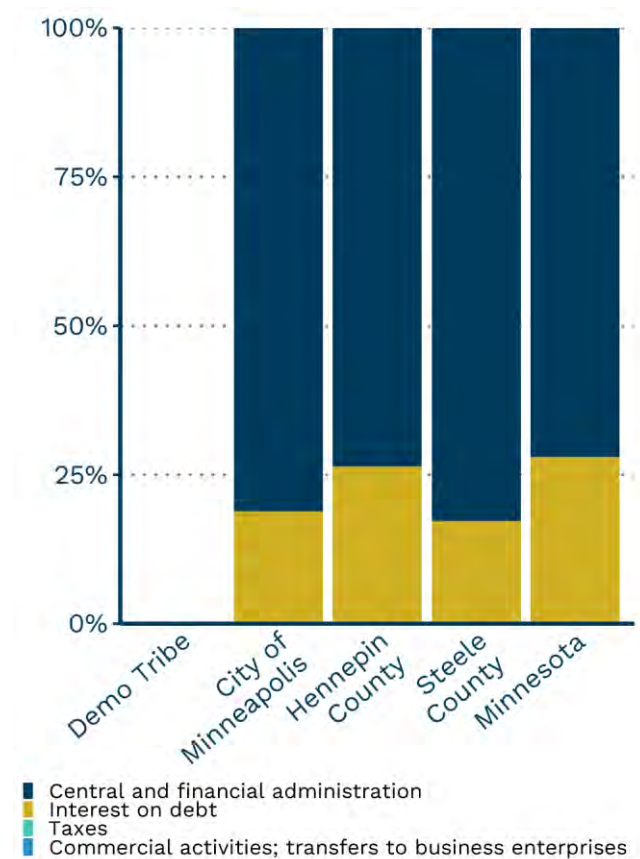
Tribes' public investments benefit tribal citizens and other individuals living both within and outside of the tribe's home geography. For example, tribal government investment in infrastructure such as roads and dams benefits individuals, businesses, and communities on and off the reservation. Likewise, tribally funded police and fire protection, fish and wildlife management, and a variety of other public goods may benefit the broader public. Demo Tribe estimated that ___% percent of the tribe's survey year 2022 expenditures went toward the provision of services that benefited people other than enrolled tribal citizens.

General expenditures

The Survey of Native Nations invited tribes to report on a variety of administrative and tax-related expenditures, including expenses for central and financial administration, transfers from the tribal government and its service entities to tribally owned business enterprises, interest on debt, and taxes remitted. These expenditure subcategories are collectively presented together here as general expenditures.

Demo Tribe did not report general expenditures.

Figure 14: Share of general expenditures by type



Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Central and financial administration

Central and financial administration costs incurred by a tribal government might include administrative costs associated with operations of the tribal council, legislature, and other government offices; tax assessment and collection; central accounting, budgeting, and purchasing services; tribal enrollment; lease management; construction, maintenance, and operation of government office buildings; and indirect cost expenses. Like other governments, tribal governments also have administrative costs associated with managing federal programs.

Demo Tribe reported \$___ in expenditures for central and financial administration, which represented ___ percent of your total expenditures (Figure 18). For reference, central and financial administration expenditures made

up 2.9 to 6.0 percent of the comparison jurisdictions' total expenditures.

Transfers from tribal government to its business enterprises

In survey year 2022, Demo Tribe reported \$____ in expenditures for transfers from the tribal government and its service entities to tribally owned business enterprises that are primarily intended to be profit-generating businesses, which represented ____ percent of your total expenditures (Figure 18). For reference, expenditures for commercial activities—the comparable line item for state and local governments—made up 0 to 0 percent of the comparison jurisdictions' total expenditures.

Interest on debt

Interest on debt may be of interest in understanding a government's use of debt to fund government activities and other economic opportunities. Demo Tribe reported \$____ in expenditures for interest on debt, which represented ____ percent of your total expenditures (Figure 18). For reference, expenditures for interest on debt made up 0.7 to 2.2 percent of the comparison jurisdictions' total expenditures.

Taxes

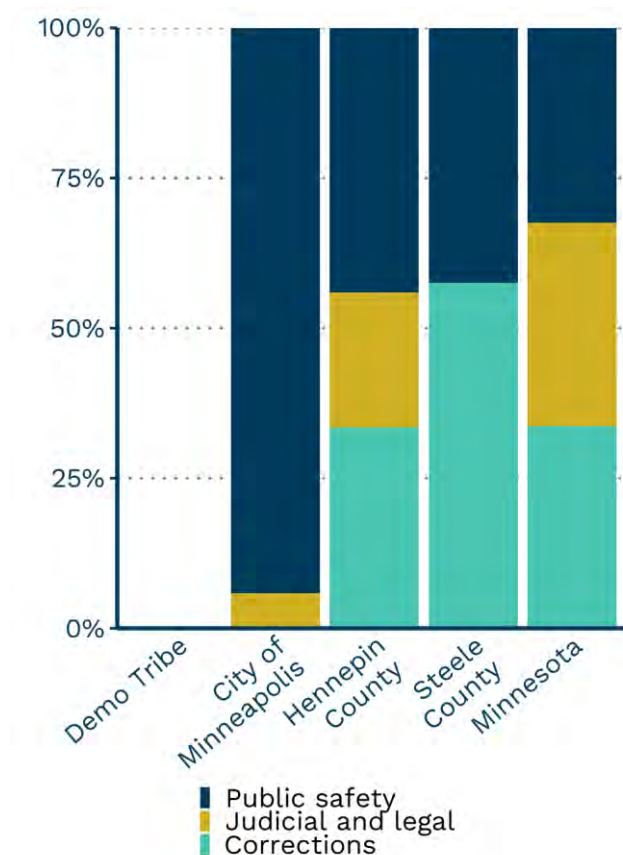
Demo Tribe reported \$____ in property or other types of taxes paid by the tribal government and its service entities. This represented ____ percent of your total expenditures (Figure 18).

Public safety, judicial, and corrections

Tribal governments safeguard their communities through the provision of public safety services, judicial and legal activities, and corrections. Demo Tribe reported expenditures in this area.

In total, your tribal government reported \$____ in expenditures across these three subcategories, which accounted for ____ percent of Demo Tribe's total expenditures. Figure 15 illustrates the share of total public safety expenditures that went toward each of these three subcategories for Demo Tribe and your comparison jurisdictions.

Figure 15: Share of public safety expenditures by type



Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Public safety

Demo Tribe reported \$____ in expenditures for public safety, which might include fire services, ambulance and paramedic services, law enforcement, coroners and medical examiners, vehicular inspection and traffic control and safety activities, contributions to fire and police pension funds, and protective inspection and regulation. This represented ____ percent of your total expenditures (Figure 18). For reference, public safety expenditures made up 1.0 to 17.7 percent of the comparison jurisdictions' total expenditures.

Judicial and legal

Judicial and legal expenses incurred by a tribe might include tribal court and court-related activities and judicial recording activities. In survey year 2022, Demo Tribe reported \$____ in expenditures for judicial and legal expenses, of

which ____ were for temporary or one-time outlays. This does not include expenditures for police or corrections, which were reported in other categories.

Corrections

Demo Tribe reported \$____ in expenditures for corrections, which might include construction, maintenance, and operation of correctional facilities, reformatories, and detention facilities as well as activities related to probation and parole, training of corrections officers, nonresidential halfway houses, and community corrections centers. This represented ____ percent of your total expenditures (Figure 18). For reference, corrections expenditures made up 0 to 14.1 percent of the comparison jurisdictions' total expenditures.

Natural resources and land

Tribes have relationships with the land that are deeply embedded in their history and culture. Legal and administrative definitions of Native land areas—including reservations, trust lands, restricted fee lands, and other land categories—also profoundly impact the governing authority of tribes and daily lives of their citizens ([CICD, October 2023](#)). As such, expenditures related to the stewardship of natural resources, efforts to regain lost lands, and provision of services from soil and water conservation to parks and recreation can constitute an important source of tribal expenditures. Demo Tribe reported expenditures in this category.

Taken together, your tribal government reported a total of \$____ in expenditures for natural resources and parks and recreation as well as land acquisition, which accounted for ____ percent of Demo Tribe's total expenditures.

Natural resources and parks and recreation

Demo Tribe reported \$____ in expenditures specifically for natural resources and parks and recreation, which might include expenditures for playgrounds, golf courses, swimming pools, marinas, zoos, flood control, soil and water conservation, drainage and irrigation, forestry and forest fire protection, agricultural fairs, and Tribal Historic Preservation Office (THPO) activities. This represented ____ percent of Demo Tribe's total expenditures (Figure 18). For

reference, natural resources and parks and recreation expenditures made up 0.2 to 8.8 percent of the comparison jurisdictions' total expenditures.

Land acquisition

In survey year 2022, Demo Tribe reported \$____ in expenditures for land purchases and related activities, which represented ____ percent of your total expenditures (Figure 18).

Education and culture

Tribal governments and their enterprises have distinct missions to support the well-being of their communities through a variety of public goods and services, including education and cultural activities. Demo Tribe reported expenditures in this category.

Taken together, Demo Tribe reported a total of \$____ in expenditures for education, job training and workforce development, and cultural programming and preservation, which accounted for ____ percent of your total expenditures.

Education

According to the U.S. Census Bureau, a total of ____ Kindergarten through 12th-grade students lived in Demo Reservation as of the 2018–2022 American Community Survey (ACS) estimates. Among American Indian and Alaska Native (AIAN) adults in the geography, ____ percent had a bachelor's degree or higher, and another ____ percent had attended some college or completed an associate's degree.

Demo Tribe reported \$____ in expenditures for education-related activities, which might include Head Start or other early childhood development programs; elementary through secondary education, including special education and vocational education; adult basic education, such as GED high school equivalency programs; and higher education, including college scholarships. These expenditures represented ____ percent of your total expenditures (Figure 18). For reference, expenditures related to education made up 0 to 12.7 percent of the comparison jurisdictions' total expenditures.

Job training and workforce development

Job training and workforce development programs can support individual success in the labor force and broader community economic prosperity. In 2022, the unemployment rate for working-age AIAN individuals across the United States was 6.1 percent, compared to 3.6 percent for all working-age individuals in the United States, according to Current Population Survey data ([CICD, 2022](#)).

Demo Tribe reported \$___ in expenditures for job training, skill development, and employment programs. These expenditures represented ___ percent of your total expenditures (Figure 18).

Cultural programming and preservation

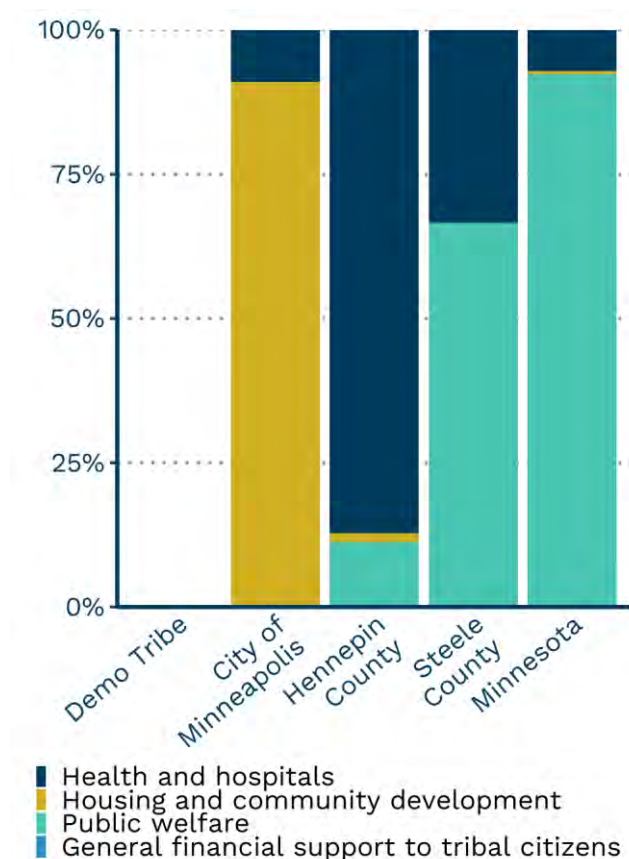
Many tribal governments and their enterprises support the preservation of their tribes' cultures by investing in community services and culturally specific activities. In survey year 2022, Demo Tribe reported \$___ in expenditures for cultural programming and preservation. These expenditures represented ___ percent of your total expenditures (Figure 18), and may include activities or services such as traditional healing and medicine, ceremonial activities, regalia and art workshops, repatriation, and language preservation and revitalization.

Health and human services

Tribes, like state and local governments, provide a variety of services to support the health and welfare of their communities. Research has also documented health disparities that disproportionately affect Native communities ([Indian Health Service, 2019](#)). In Demo Reservation, the average life expectancy is approximately ___ years according to data available in CICD's Native Community Data Profiles tool, compared to 78.3 in the United States as a whole. There were ___ hospital beds per 100,000 people, based on beds available in local counties, compared to 277.1 in the United States as a whole.

Demo Tribe did not report expenditures in this category. Figure 16 illustrates types of health and human services expenditures as a share of total health and human services expenditures for Demo Tribe and comparison jurisdictions.

Figure 16: Share of health and human services expenditures by type



Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Health and hospitals

Demo Tribe reported \$___ in expenditures specifically for health and hospitals, which might include expenses for construction and operation of hospitals, payment to hospitals owned by other entities, behavioral and mental health services, public health activities, ambulance and paramedic services not part of a fire department, and vital statistics collection. These expenditures represented ___ percent of your total expenditures (Figure 18). For reference, expenditures related to health and hospitals made up 1.2 to 53.7 percent of the comparison jurisdictions' total expenditures.

Housing and community development

Housing supply and affordability plays an important role in economic well-being. According to the U.S. Census Bureau, ___ percent of households in Demo Reservation

were cost-burdened, compared to 31.4 percent in the United States as a whole. Among AIAN-headed households in this geography, ___ percent lived in single-family housing, ___ percent lived in multifamily housing, ___ percent lived in manufactured housing, with ___ percent in other housing types.

Demo Tribe reported \$___ in expenditures for housing and community development, which might include housing projects; activities of tribal housing authorities, Tribally Designated Housing Entities, and similar entities; and community development activities such as urban renewal, rural redevelopment, and rehabilitation and revitalization of facilities and areas. These expenditures represented ___ percent of your total expenditures (Figure 18). For reference, expenditures related to housing and community development made up 0 to 12.6 percent of the comparison jurisdictions' total expenditures.

Public welfare

Demo Tribe reported \$___ in expenditures for public welfare, including nursing homes, veterans' homes, homes for elders, money paid directly to persons in need such as Temporary Assistance for Needy Families, money paid to indirectly support persons in need such as for rent or utilities, funeral costs, and other public welfare programs. These expenditures represented ___ percent of your total expenditures (Figure 18). For reference, expenditures related to public welfare made up 0 to 37.6 percent of the comparison jurisdictions' total expenditures.

General financial support to tribal citizens

In survey year 2022, Demo Tribe reported \$___ in expenditures for general financial support to tribal citizens, which might include revenue sharing, per capita payments, or payments under a Revenue Allocation Plan. These expenditures represented ___ percent of your total expenditures (Figure 18).

Infrastructure

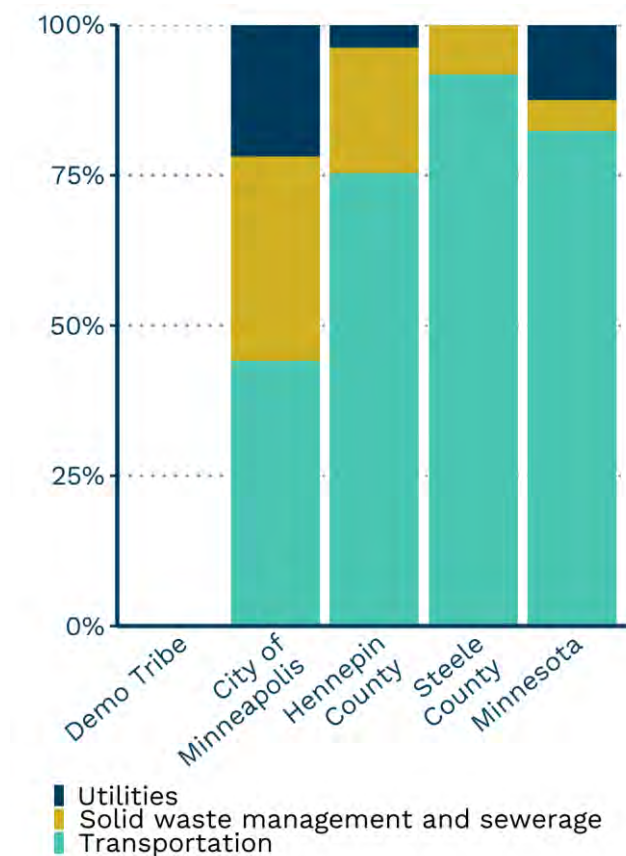
Tribal governments fund a variety of infrastructure, including transportation infrastructure, water supply, utilities, and solid waste management and sewerage. Tribally

supported infrastructure may benefit both tribal citizens and other residents and visitors within the tribe's geography. Demo Tribe did not report infrastructure expenditures.

In total, your tribal government reported \$___ in infrastructure expenditures, including expenditures for transportation infrastructure, utilities, and solid waste management and sewerage. This represented ___ percent of Demo Tribe's total expenditures.

Figure 17 illustrates types of infrastructure expenditures as a share of total infrastructure expenditures for Demo Tribe and your comparison jurisdictions.

Figure 17: Share of infrastructure expenditures by type



Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

Transportation

Demo Tribe reported \$___ in transportation expenditures, which might include maintenance, operation, repair, and construction of highways,

roads, bridges, ferries, tunnels, and sidewalks; street lighting; snow removal; highway engineering, control, and safety; airports; parking facilities; and port facilities. These expenditures represented ____ percent of your total expenditures (Figure 18). For reference, transportation expenditures made up 3.7 to 25.4 percent of the comparison jurisdictions' total expenditures.

Utilities

Demo Tribe reported \$____ in expenditures for utilities, which might include public mass transit and bus systems as well as water supply, electric power, and gas supply systems. These expenditures represented ____ percent of your total expenditures (Figure 18). For reference, utilities expenditures made up 0 to 8.6 percent of the comparison jurisdictions' total expenditures.

Solid waste management and sewerage

Demo Tribe reported \$____ in expenditures for solid waste management and sewerage, including any expenditures for street cleaning;

collection, recycling, and disposal of refuse and garbage; and construction, maintenance, and operation of sanitary and storm sewer systems and sewage disposal plants. These expenditures represented ____ percent of your total expenditures (Figure 18). For reference, solid waste management and sewerage expenditures made up 0.2 to 13.4 percent of the comparison jurisdictions' total expenditures.

Other expenditures

In addition to the major expenditure categories detailed above, tribes also support a variety of other activities and services important to the functioning of the tribal government and community well-being. Figures 34a–34b—in the next section of this report—detail other expenditures that might commonly be incurred by a tribal government. Demo Tribe reported other expenditures outside of the categories described above.

For reference, other expenditures made up 9.2 to 33.1 percent of the comparison jurisdictions' total expenditures.

Figure 18: Expenditure comparisons

	Demo Tribe	City of Minneapolis	Hennepin County	Steele County	State of Minnesota
Total expenditures	\$___	\$1.50B	\$3.09B*	\$47,061,000	\$53.4B
<u>General</u>					
Central and financial administration	\$___	\$81,511,000	\$186,729,000	\$1,478,000	\$1.57B
Commercial activities; transfers to business enterprises	\$___	\$0	\$0	\$0	\$0
Interest on debt	\$___	\$18,997,000	\$67,014,000	\$308,000	\$612,607,000
Taxes	\$___	Not applicable	Not applicable	Not applicable	Not applicable
<u>Public safety</u>					
Public safety	\$___	\$264,837,000	\$144,401,000	\$4,921,000	\$539,535,000
Judicial and legal	\$___	\$16,491,000	\$73,912,000	\$0	\$564,029,000
Corrections	\$___	\$0	\$109,763,000	\$6,658,000	\$560,935,000
<u>Natural resources</u>					
Natural resources and parks and recreation	\$___	\$131,553,000	\$7,025,000	\$1,780,000	\$955,028,000
Land acquisition	\$___	Not applicable	Not applicable	Not applicable	Not applicable
<u>Education and culture</u>					
Education	\$___	Reported separately	Reported separately	Reported separately	\$6.76B
Job training and workforce development	\$___	Not applicable	Not applicable	Not applicable	Not applicable
Cultural programming and preservation	\$___	Not applicable	Not applicable	Not applicable	Not applicable
<u>Health and human services</u>					
Health and hospitals	\$___	\$18,596,000	\$1.66B	\$2,762,000	\$1.55B
Housing and community development	\$___	\$188,105,000	\$30,786,000	\$0	\$129,369,000
Public welfare	\$___	\$0	\$214,013,000	\$5,494,000	\$20.1B
General financial support to tribal citizens	\$___	Not applicable	Not applicable	Not applicable	Not applicable
<u>Infrastructure</u>					
Transportation	\$___	\$259,181,000	\$237,744,000*	\$11,938,000	\$1.97B

	Demo Tribe	City of Minneapolis	Hennepin County	Steele County	State of Minnesota
Utilities	\$__	\$128,589,000	\$11,759,000	\$0	\$299,118,000
Solid waste management and sewerage	\$__	\$200,355,000	\$66,072,000	\$1,072,000	\$122,927,000
<u>All other</u>	\$__	\$190,000,000	\$283,536,000	\$10,650,000	\$17.7B

Notes: Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Comparison data from the 2022 Census of Governments reflect the fiscal year that ended from July 1, 2021, through June 30, 2022. Asterisks (*) indicate numbers imputed by the U.S. Census Bureau rather than directly reported by the respondent government.

Sources: Survey of Native Nations (2022) and U.S. Census Bureau Census of Governments individual unit files (2022).

The background image is a photograph of a large concrete dam. Water is cascading over the spillways, creating a misty spray at the base. Behind the dam, a calm body of water reflects the sky. In the distance, a steep, forested hill rises. The entire image is overlaid with a semi-transparent blue filter. Dark blue diagonal bands are present in the top-left and bottom-right corners.

Section III: Revenues and Expenditures of Demo Tribe and Other Tribal Governments

TRIBAL JURISDICTIONS

Tribal governments reflected in your comparisons

This section of the report presents Demo Tribe's revenue and expenditure data in the context of comparable data for the full group of tribes that participated in Phase 2 of the Survey of Native Nations. As of July 3, 2025, a total of ___ tribes from the Pacific Northwest to the East Coast had submitted survey responses. To protect individual tribes' information, datapoints for the group of comparison tribes reflect the mean (average) result for all tribes responding to a given survey question.

While richly varied, the group of tribes participating in Phase 2 of the Survey of Native Nations is not necessarily a representative sample of all tribal governments across the United States. In reviewing your revenues and expenditures in relation to the means for all participating tribes, we encourage you to consider the ways Demo Tribe may be similar to and, in many ways, distinctive from other participating tribal governments.

Tribal comparisons

Figures 19 and 20 provide data to illuminate similarities and differences between your tribal government and the full group of participating tribes, including a collection of demographic datapoints as well as information that may be useful in comparing the size of your tribal government to that of all participating tribes, on average.

Population

Figure 19 provides comparison demographic information from the U.S. Census Bureau American Community Survey (ACS) 2018–2022 estimates. On average, the full group of tribes participating in the Survey of Native Nations had a population of ___ in their home geographies, compared to ___ individuals in the Demo Reservation. These geographic-based population estimates are distinctive from the number of citizens enrolled in a tribe, which was

approximately ___ on average for the group of participating tribes and ___ for Demo Tribe.

Looking at those living in participating tribes' geographies, on average ___ percent self-identified as AIAN alone (that is, without indicating any other race), compared to ___ in Demo Reservation. Similarly, on average ___ percent of residents in participating tribe' geographies self-identified as AIAN alone or in combination with another race, compared to ___ in Demo Reservation (Figure 19).

Income

On average, the full group of participating tribes had a median household income of \$___ among AIAN-headed households in their geographies, compared to a median household income of \$___ among AIAN-headed households in Demo Reservation (Figure 19).

Employment

A community's unemployment rate is another way to understand the health of the economy. The group of tribes participating in the survey had an AIAN unemployment rate of ___ percent in their geographies, on average. In comparison, the AIAN unemployment rate was ___ percent in Demo Reservation (Figure 19).

Government size

Figure 20 provides summary revenue, expenditure, employee count, and payroll data that may shed light on how the size of your tribal government is similar to or different from that of all tribes participating in the Survey of Native Nations on average.

For survey year 2022, average total revenues reported among Survey of Native Nations tribes were \$___, and average reported total expenditures were \$___. For reference, your tribal government's reported total revenues and expenditures were \$___ and \$___, respectively (Figure 20). Note that not every tribe provided both total revenue and total expenditure

amounts. Thus, these averages do not necessarily indicate that tribes are running at a deficit.

Data notes

Tribal demographic data come from the U.S. Census Bureau's ACS 2018–2022 five-year data products. Revenue, expenditure, and employee payroll data come from the Survey of Native Nations.

Tribal comparisons reflect the mean (average) for all tribes participating in Phase 2 of the Survey of Native Nations. In charts denoting “Participating tribes, combined,” we summed the total revenues or expenditures reported by all participating tribes in that category and then calculated the share of that total represented by each depicted subcategory.

Because tribal governments participating in the Survey of Native Nations had discretion to choose which survey questions they did and did not respond to, the number of tribal governments included in comparisons derived from the Survey of Native Nations varies by survey question.

In cases where a tribe was unable to provide a figure for a specific revenue category, the Survey of Native Nations invited them to provide the best estimate available. As a result, there may be discrepancies between the figures tribes reported for their total expenditures and the sum of individual expenditure categories. CICD validated the data to the best of our ability through communication with the tribal officials who completed the survey.

Figure 19: Comparison tribal jurisdictions demographic profile

	Demo Reservation	Average among participating tribes
Land		
Size of geography	___ mi ²	___ mi ²
Population		
Total population	___	___
Share of population who self-identify as AIAN alone (AIANA)	___%	___%
Share of population who self-identify as AIAN alone or in combination with one or more other races (AIANac)	___%	___%
Age		
Share of AIANA individuals in this geography age 65 or older	___%	___%
Share of AIANA individuals in this geography ages 18 through 64	___%	___%
Share of AIANA individuals in this geography ages 5 through 17	___%	___%
Share of AIANA individuals in this geography under age 5	___%	___%
Income		
Median AIANA household income in this geography	\$___	\$___
Median household income in this geography overall	\$___	\$___
Poverty		
Share of AIANA households in this geography experiencing poverty	___%	___%
Share of all households in this geography experiencing poverty	___%	___%
Employment		
AIANA unemployment rate (ACS) in this geography	___%	___%
Overall unemployment rate (ACS) in this geography	___%	___%

Notes: Tribal comparison reflects the mean for all Phase 2 Survey of Native Nations participants through July 3, 2025. Tribal geographies' populations as tabulated in the American Community Survey (ACS) are different datapoints than the tribal enrollment counts reported on the Survey of Native Nations. "AIAN" refers to individuals who self-identified as American Indian or Alaska Native alone (AIANA) or in combination with one or more other races (AIANac). There are many ways to calculate unemployment, and ACS calculations differ from the Current Population Survey (CPS). Unemployment rates presented in this table reflect the ACS, whereas CICD's Native American Labor Market Dashboard relies on the CPS.

Source: ACS 2018–2022 five-year data products.

Figure 20: Comparison tribal jurisdictions government profile

	Demo Tribe	Average among participating tribes
Revenues and expenditures		
Total revenues	\$__	\$__
Total expenditures	\$__	\$__
Employee count and payroll		
Full-time employees	__	__
Part-time employees	__	__
Total gross payroll for all employees	\$__	\$__

Note: Tribal comparison reflects the mean for all Phase 2 Survey of Native Nations participants having provided that data through July 3, 2025.

Source: Survey of Native Nations (2022).

TRIBAL REVENUE COMPARISONS

Your revenue data compared with that of the group of participating tribal governments, on average

This section provides detailed comparisons of Demo Tribe's revenues in relation to those of the full group of tribal governments participating in Phase 2 of the Survey of Native Nations, on average. Data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023.

We start by looking at total revenues across all sources and then provide a more detailed look at revenue specifically from intergovernmental transfers, tribal enterprises, taxes, and other revenue sources.

Total revenues

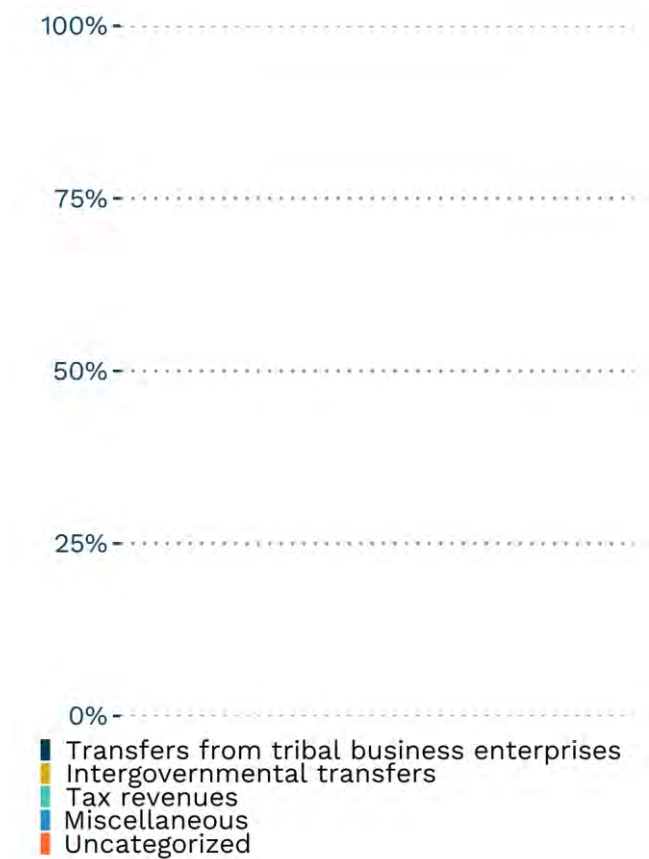
Tribal governments receive revenues from a variety of sources and vary from one another in the composition of their revenue streams.

Demo Tribe reported collecting \$___ in total revenue by the tribal government and its service entities, including any transfers and distributions from tribally owned business enterprises and their component units. For reference, the full group of tribes participating in Phase 2 of the Survey of Native Nations reported total revenues of \$___ on average (Figure 26).

Revenue sources

Figure 21 shows the primary reported sources of Demo Tribe's revenues and how they compared to those of all participating tribes.

Figure 21: Revenues by type



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

The remainder of this section provides details on how your tribal government's revenues compared to and differed from those of all participating tribes in specific revenue categories. In cases where a tribe was unable to provide a figure for a specific revenue category, the Survey of Native Nations invited them to provide the best estimate available. As a result, there may be discrepancies between the figures

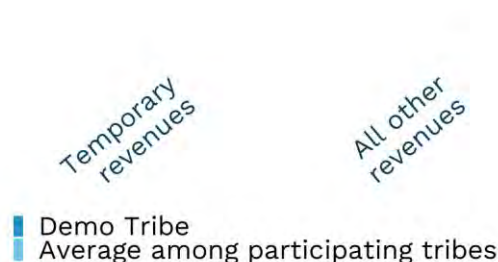
tribes reported for their total revenues and the sum of individual revenue categories. Figures 26–28 provide additional details on how Demo Tribe’s revenues compared to that of the full group of participating tribes on average.

Revenue from temporary programs

The COVID-19 pandemic had a substantial impact on tribal economies and may have impacted participating tribes’ survey year 2022 revenues and expenditures in important ways. To illustrate this point-in-time context, Figure 22 shows the survey year 2022 revenues that were from non-recurring sources such as pandemic relief funding for Demo Tribe and the full group of participating tribes on average.

Demo Tribe declined to report the share of revenue from temporary programs. Among all tribes participating in the survey that chose to report temporary revenue, this revenue represented ___ percent of their total revenues on average. Note that not every tribe chose to report.

Figure 22: Revenue from temporary programs



Source: Survey of Native Nations (2022). Reflects participants’ data provided through July 3, 2025.

Intergovernmental transfers

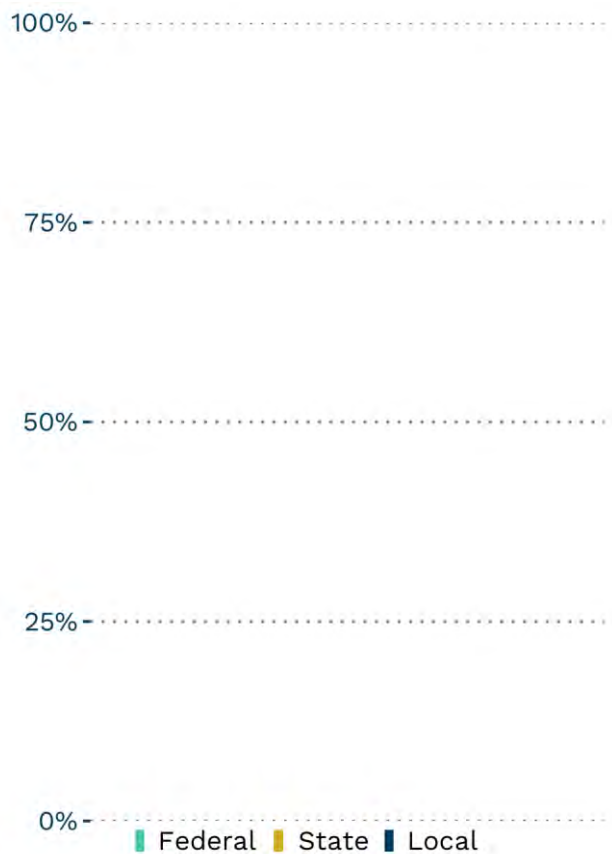
Intergovernmental transfers account for a large share of revenues among tribal governments. They include grants and programmatic funds distributed from one governmental entity to another, such as federal support transferred to a tribe for housing or transportation, or state support to a tribe for broadband infrastructure.

In survey year 2022, Demo Tribe reported \$___ from intergovernmental transfers, which represented ___ percent of total revenues. For reference, intergovernmental transfers accounted for ___ percent of total revenues for the full group of participating tribes on average (Figure 26).

Intergovernmental transfers from the federal government reflect the federal government’s trust responsibility to tribes defined in

longstanding treaties and laws. Figure 23 illustrates the share of intergovernmental transfers from federal vs. other governmental sources.

Figure 23: Intergovernmental transfer revenue by source



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

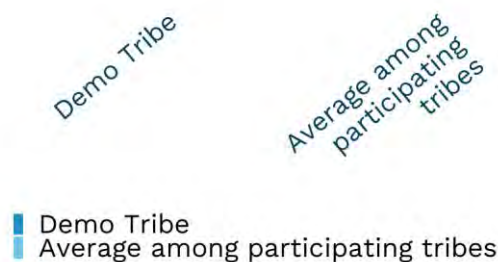
Tribal enterprise revenues

Survey of Native Nations results show that tribal enterprises, including joint ventures, can be a key revenue stream for tribal governments. For tribes and their communities, tribal enterprises can foster economic development, provide employment and career opportunities, and help fund critical community services. Nationally, the largest three industries for tribes in terms of overall revenue are gaming, federal contracting, and natural resource development ([CICD, December 2022](#)).

Figure 24 presents the share of total revenues from tribal enterprise transfers reported by your

tribal government—__ percent—in comparison to the average for the full group of participating tribes, which was __ percent.

Figure 24: Tribal enterprise revenues



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

Tax revenues

Tribal governments vary in their implementation of their taxation authority. Some tribal governments use tax compacts with state governments, whereas others collect taxes directly.

Demo Tribe reported collecting tax revenues from __. In total, your tribal government collected \$__ in tax revenues in survey year 2022. This represented __ percent of your total revenues. For reference, tax revenue represented __ percent of total revenues for the full group of participating tribes on average (Figure 26).

Figure 27 shows the amount of tax revenue collected from various sources by your tribal government and all participating tribes on average. The figure also depicts the share of participating tribal governments raising each type of tax revenue. To protect tribal anonymity, some information in the figure may be suppressed.

Miscellaneous revenue sources

Tribes rely on a variety of revenue streams. In addition to intergovernmental transfers, tribal enterprise transfers, and tax revenues, the Survey of Native Nations asked participating tribes to report any revenues from licensing and permits, sales and service revenues, interest earnings, rents, royalties, settlement income, private donations, and any other sources. Miscellaneous revenue sources—outside of the categories covered earlier in this section—accounted for ___ percent of Demo Tribe’s total revenues in survey year 2022 (Figure 26).

Figures 25 and 28 detail the individual miscellaneous revenue sources for Demo Tribe and the share of all participating tribes reporting each revenue type. To protect tribal anonymity, some information in the figure may be suppressed.

The three largest miscellaneous revenue sources reported by your tribal government were ___, followed by ___ and ___. The three miscellaneous revenue sources most commonly reported by the full group of participating tribes were ___, ___, and ___ (Figure 28).

Figure 25: Miscellaneous revenue sources reported under “Other”



Source: Survey of Native Nations (2022). Reflects participants’ data provided through July 3, 2025.

Figure 26: Revenue comparisons

	Demo Tribe	Average among participating tribes
<u>Total reported revenues</u>	\$__	\$__
<u>Transfers and distributions from tribally owned business enterprises</u>	\$__ (__%)	\$__ (__%)
From wholly or majority-owned business enterprises	\$__	\$__
From minority-owned business enterprises such as joint ventures	\$__	\$__
<u>Intergovernmental transfers</u>	\$__ (__%)	\$__ (__%)
From the federal government	\$__	\$__
From state government(s)	\$__	\$__
From local government(s)	\$__	\$__
<u>Tax revenues</u>	\$__ (__%)	\$__ (__%)
<u>Miscellaneous revenues</u>	\$__ (__%)	\$__ (__%)

Notes: Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Tribal comparison reflects the mean for all Phase 2 Survey of Native Nations participants providing that data through July 3, 2025. Where a tribe indicated an amount of \$0 for an item, they are included in average amounts for that item as a 0. Where a tribe declined to respond to a survey item, they are excluded from calculations for that item. To protect tribal anonymity, some datapoints may be suppressed.

Source: Survey of Native Nations (2022).

Figure 27: Sources of tax revenue

	Demo Tribe	Share of participating tribes with tax type	Average among participating tribes
<u>Total tax revenues</u>	\$__	__%	\$__
<u>Property taxes</u>	\$__	__%	\$__
<u>Sales and gross receipts</u>	\$__	__%	\$__
<i>General sales tax</i>	\$__	__%	\$__
<i>Selective sales taxes</i>	\$__	__%	\$__
Alcoholic beverages	\$__	__%	\$__
Motor fuels	\$__	__%	\$__
Tobacco	\$__	__%	\$__
Cannabis	\$__	__%	\$__
Other selective sales	\$__	__%	\$__
<u>Income taxes</u>	\$__	__%	\$__
<i>Individual</i>	\$__	__%	\$__
<i>Corporate</i>	\$__	__%	\$__
<u>Severance taxes</u>	\$__	__%	\$__
<u>Other taxes</u>	\$__	__%	\$__

Notes: Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Tribal comparison reflects the mean for all Phase 2 Survey of Native Nations participants providing that data through July 3, 2025. Where a tribe indicated an amount of \$0 for an item, they are included in average amounts for that item as a 0. Where a tribe declined to respond to a survey item, they are excluded from calculations for that item. To protect tribal anonymity, some datapoints may be suppressed.

Source: Survey of Native Nations (2022).

Figure 28: Sources of miscellaneous revenue

	Demo Tribe	Share of participating tribes with revenue type	Average among participating tribes
<u>Total miscellaneous revenues</u>	\$__	__%	\$__
Licensing and permits	\$__	__%	\$__
Sales and service revenues	\$__	__%	\$__
Interest earnings	\$__	__%	\$__
Rents	\$__	__%	\$__
Royalties	\$__	__%	\$__
Settlement income	\$__	__%	\$__
Private donations	\$__	__%	\$__
All other	\$__	__%	\$__

Notes: Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Tribal comparison reflects the mean for all Phase 2 Survey of Native Nations participants providing that data through July 3, 2025. Where a tribe indicated an amount of \$0 for an item, they are included in average amounts for that item as a 0. Where a tribe declined to respond to a survey item, they are excluded from calculations for that item. To protect tribal anonymity, some datapoints may be suppressed.

Source: Survey of Native Nations (2022).

TRIBAL EXPENDITURE COMPARISONS

Your expenditure data compared with that of the group of participating tribal governments, on average

This section provides detailed comparisons of your tribal government's expenditures in relation to average expenditures for the full group of tribal governments participating in Phase 2 of the Survey of Native Nations.

Expenditures reported by tribal governments reflect the wide range of public goods and services they provide. Like other forms of government, tribal governments fund public goods such as education, health care, roads, and bridges, as well as tribal-specific activities such as language preservation, cultural programs, and elder assistance. Tribes' public investments benefit tribal citizens and other individuals living both within and outside of the tribe's home geography.

We start by looking at total expenditures and then provide more detail on specific types of expenditures. Individual expenditures are organized into the following major categories: general expenditures; public safety, judicial, and corrections; health and human services; infrastructure; natural resources and land; education and culture; and all other expenditures.

Total expenditures

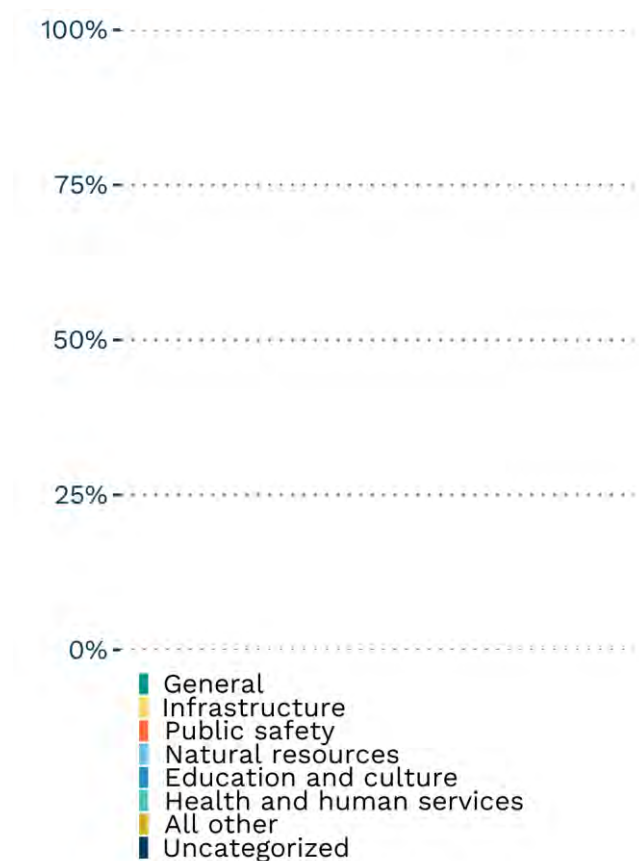
In survey year 2022, Demo Tribe reported \$___ in total expenditures by the tribal government and its service entities. For reference, the full group of tribes participating in Phase 2 of the Survey of Native Nations reported total expenditures of \$___ on average (Figure 34a).

Expenditure types

For survey year 2022, the largest expenditures reported by your tribal government were ___, followed by ___ and ___. For reference, the largest reported expenditures among the group

of tribal participants, on average, were ___, followed by ___ and ___ (Figure 34a). Figure 29 illustrates the primary reported expenditure categories for Demo Tribe and the full group of participating tribes.

Figure 29: Expenditures by type



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

The following subsections provide greater detail on how Demo Tribe's expenditures compared to and differed from those of the full group of participating tribes. For additional details by

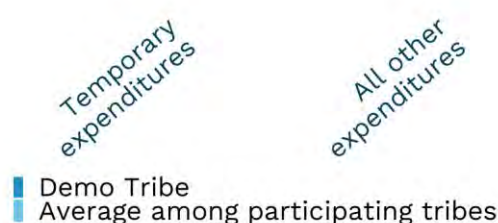
expenditure category, see Figures 33, 34a, and 34b at the end of this section.

Expenditures for temporary programs

Recognizing potential impacts of the COVID-19 pandemic on tribes' survey year 2022 revenues and expenditures, the Survey of Native Nations asked what share of their revenues and expenditures were nonrecurring. Demo Tribe reported that expenditures for temporary programs for which the tribe did not anticipate recurring or future expenditures amounted to ___, accounting for ___ percent of total expenditures.

Figure 30 illustrates how the amount of your tribal government's expenditures that went toward temporary programs vs. recurring expenditures compared to that of the full group of tribes participating in the Survey of Native Nations. On average, the full group of tribal participants reported \$___ in expenditures for temporary programs (Figure 30), which accounted for ___ percent of their total expenditures.

Figure 30: Expenditures for temporary programs



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

Expenditures for services benefitting non-tribal citizens

Tribal services benefit tribal citizens as well as other individuals living within and outside of the tribe's home geography. The Survey of Native Nations asked participating tribal governments whether the tribe provided services for the benefit of people other than enrolled tribal citizens.

Demo Tribe estimated that ___% percent of survey year 2022 expenditures went toward the provision of services that benefited people other than enrolled tribal citizens. Of the ___ participating tribes reporting these expenditures, ___ percent was the most commonly estimated range.

General expenditures

The Survey of Native Nations invited tribes to report on a variety of administrative and tax-related expenditures, including expenses for central and financial administration, transfers from the tribal government and its service entities to tribally owned business enterprises, interest on debt, and taxes. Demo Tribe did not report general expenditures in these areas.

In total, your tribal government reported \$___ in general expenditures, which accounted for ___ percent of Demo Tribe's total expenditures. For reference, the full group of participating tribes reported an average of \$___ in general expenditures, which accounted for an average of ___ percent of their total expenditures (Figure 34b).

Figure 34a shows the dollar amount that went toward each general expenditure subcategory for Demo Tribe and the full group of participating tribes on average. The share of tribes reporting each subcategory is also shown.

Central and financial administration

A tribal government's central and financial administration expenditures might include administrative costs associated with operations of the tribal council, legislature, and other government offices; tax assessment and collection; central accounting, budgeting, and purchasing services; tribal enrollment; lease management; construction, maintenance, and operation of government office buildings; and indirect cost expenses.

In survey year 2022, Demo Tribe reported \$___ in expenditures for central and financial administration, which represented ___ percent of your total expenditures. For reference, central and financial administration expenditures made up ___ percent of total expenditures for the full group of participating tribes on average (Figure 34a).

Transfers from tribal government to its business enterprises

In survey year 2022, Demo Tribe reported \$___ in expenditures for transfers from the tribal government and its service entities to tribally owned business enterprises that are primarily intended to be profit-generating businesses.

This represented ___ percent of your total expenditures. For reference, expenditures for transfers from the tribal government and its service entities to tribally owned business enterprises were, on average, ___ percent of total expenditures among the full group of participating tribal governments (Figure 34a).

Interest on debt

Interest on debt may be of interest in understanding a government's use of debt to fund government activities and other economic opportunities. In survey year 2022, Demo Tribe reported \$___ in expenditures for interest on debt, which represented ___ percent of your total expenditures. For reference, expenditures for interest on debt made up ___ percent of total expenditures among the full group of participating tribal governments on average (Figure 34a).

Taxes

Demo Tribe reported \$___ in property or other types of taxes paid by the tribal government and its service entities in survey year 2022. This represented ___ percent of your tribal government's total expenditures that year. For reference, taxes were ___ percent of total expenditures among the full group of participating tribal governments on average (Figure 34a).

Public safety, judicial, and corrections

Tribal governments provide services to safeguard their communities, including public safety services, judicial and legal activities, and corrections. In some cases, a tribe may have agreements in place with other nearby jurisdictions to coordinate the provision of services. Nationally, the Bureau of Indian Affairs (BIA) also supports tribal community safety through funding for law enforcement, corrections, and court services.

Demo Tribe reported expenditures in this category, which includes public safety, judicial and legal, and corrections activities. In total, your tribal government reported \$___ in expenditures across these three subcategories, which accounted for ___ percent of your total expenditures in survey year 2022. For reference,

the group of participating tribes reported an average of \$___ in public safety, judicial, and corrections expenditures, which accounted for ___ percent of their total expenditures on average (Figure 34b).

Public safety

Looking specifically at public safety expenditures, Demo Tribe reported \$___ in expenditures for this subcategory, which might include fire services, ambulance and paramedic services, law enforcement, coroners and medical examiners, vehicular inspection and traffic control and safety activities, contributions to fire and police pension funds, and protective inspection and regulation. This represented ___ percent of your total expenditures.

For reference, public safety expenditures made up an average of ___ percent of total expenditures for the full group of participating tribes on average (Figure 34a).

Judicial and legal

Judicial and legal expenses incurred by a tribe might include tribal court and court-related activities and judicial recording activities. In survey year 2022, Demo Tribe reported \$___ in expenditures for judicial and legal expenses, not including police or corrections. This represented ___ percent of total expenditures. For reference, judicial and legal expenditures made up ___ percent of the full group of tribes' total expenditures on average (Figure 34a).

Corrections

In survey year 2022, Demo Tribe reported \$___ in expenditures for corrections, which might include construction, maintenance, and operation of correctional facilities, reformatories, and detention facilities as well as activities related to probation and parole, training of corrections officers, nonresidential halfway houses, and community corrections centers. This represented ___ percent of your total expenditures.

For reference, corrections expenditures made up ___ percent of the group of participating tribal governments' total expenditures on average (Figure 34a).

Health and human services

Tribes provide a variety of services to support the health and welfare of their communities. Nationally, the Indian Health Service (IHS) also provides primary care and disease prevention services through a network of hospitals, clinics, and health stations located on or near reservations.

Demo Tribe did not report expenditures in this category, which includes expenses for health and hospitals, housing and community development, public welfare, and general financial support to tribal citizens.

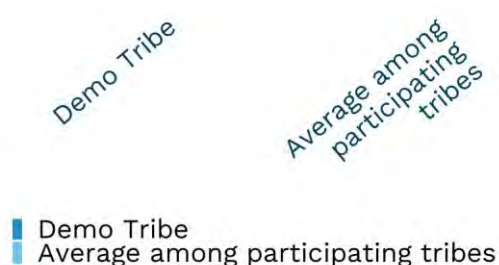
For reference, the full group of participating tribes reported an average of \$___ in health and human services expenditures, which accounted for ___ percent of their total expenditures on average (Figure 34b).

Health and hospitals

In survey year 2022, Demo Tribe reported \$___ in expenditures specifically for health and hospitals, which might include expenses for construction and operation of hospitals, payment to hospitals owned by other entities, behavioral and mental health services, public health activities, ambulance and paramedic services not part of a fire department, and vital statistics collection. For reference, the full group of participating tribes reported an average of \$___ for health and hospitals (Figure 34a).

These expenditures accounted for ___ percent of your tribal government's total expenditures that year. For reference, health and hospital expenditures made up ___ percent of expenditures, on average, for the full group of participating tribal governments (Figure 31).

Figure 31: Expenditures for health and hospitals



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

Housing and community development

Housing supply and affordability are essential to community economic well-being. The federal government provides housing assistance through programs such as the BIA's Housing Improvement Program and U.S. Department of Housing and Urban Development's Indian Home Loan Guarantee Program.

In survey year 2022, Demo Tribe reported \$____ in expenditures for housing and community development, which might include housing projects; activities of tribal housing authorities, Tribally Designated Housing Entities, and similar entities; and community development activities such as urban renewal, rural redevelopment, and rehabilitation and revitalization of commercial or residential facilities and areas.

These expenditures represented ____ percent of your tribal government's total expenditures that year. For reference, housing and community development expenditures made up an average of ____ percent of total expenditures for the full group of participating tribal governments on average (Figure 34a).

Public welfare

In survey year 2022, Demo Tribe reported that the tribal government did not have expenditures for public welfare, including nursing homes, veterans' homes, homes for elders, money paid directly to persons in need such as Temporary Assistance for Needy Families, money paid to indirectly support persons in need such as for rent or utilities, funeral costs, and other public welfare programs. Among the full group of participating tribes, ____ percent reported public welfare expenditures (Figure 34a).

General financial support to tribal citizens

In survey year 2022, Demo Tribe reported that the tribal government did not have expenditures for general financial support to tribal citizens, which might include revenue sharing, per capita payments, or payments under a Revenue Allocation Plan. Among the full group of participating tribes, ____ percent reported general financial support to tribal citizens (Figure 34a).

Infrastructure

Tribal governments fund a variety of infrastructure, including transportation infrastructure, utilities, and solid waste management and sewerage. Infrastructure can include programs managed by a tribal government or run as a tribal enterprise. The Survey of Native Nations requested information about only those utilities managed by the tribal government. As such, data presented here should be considered in that context.

Demo Tribe did not report infrastructure expenditures in survey year 2022. For reference, the full group of participating tribes reported an average of \$____ in infrastructure expenditures, which accounted for ____ percent of their total expenditures on average (Figure 34b).

Transportation

Demo Tribe reported transportation expenditures, which might include maintenance, operation, repair, and construction of highways, roads, bridges, ferries, tunnels, and sidewalks; street lighting; snow removal; highway engineering, control, and safety; airports; parking facilities; and port facilities.

These expenditures represented ____ percent of your tribal government's total expenditures in survey year 2022. For reference, transportation expenditures made up an average of ____ percent of total expenditures for the full group of participating tribes (Figure 34a).

Utilities

Utility expenditures might include public mass transit and bus systems as well as water supply, electric power, and gas supply systems. Demo Tribe reported expenditures in this category. Your tribal government reported \$____ in utilities expenditures, which represented ____ percent of your total expenditures. For reference, utilities expenditures were, on average, ____ percent of total expenditures for the full group of participating tribal governments (Figure 34a).

Solid waste management and sewerage

Demo Tribe did not report expenditures for solid waste management and sewerage, which might include expenditures for street cleaning; collection, recycling, and disposal of refuse and garbage; and construction, maintenance, and operation of sanitary and storm sewer systems and sewage disposal plants.

Your tribal government reported \$____ in expenditures in this category, which represented ____ percent of your total expenditures that year. For reference, solid waste management and sewerage expenditures represented an average of ____ percent of total expenditures for the full group of participating tribal governments (Figure 34a).

Natural resources and land

Tribes have relationships with the land that are deeply embedded in their history and culture. Expenses related to stewardship of natural resources, efforts to regain lost lands, and provision of services from soil and water conservation to parks and recreation can

constitute an important source of tribal expenditures. In survey year 2022, Demo Tribe reported expenditures related to natural resources and land.

Taken together, your tribal government reported a total of \$____ in expenditures for natural resources and parks and recreation as well as land acquisition, which accounted for ____ percent of Demo Tribe's total expenditures. For reference, the full group of participating tribes reported an average of \$____ in expenditures in this category, which accounted for ____ percent of their total expenditures on average (Figure 34b).

Natural resources and parks and recreation

Expenditures for natural resources and parks and recreation might include expenses related to playgrounds, golf courses, swimming pools, marinas, zoos, flood control, soil and water conservation, drainage and irrigation, forestry and forest fire protection, agricultural fairs, and Tribal Historic Preservation Office (THPO) activities. Demo Tribe reported expenditures in this area for survey year 2022.

Your tribal government's reported \$____ in expenditures for natural resources and parks and recreation represented ____ percent of your total expenditures that year. For reference, natural resources and parks and recreation expenditures made up an average of ____ percent of total expenditures for the full group of participating tribal governments (Figure 34a).

Land acquisition

In survey year 2022, Demo Tribe reported expenditures for land purchases and related activities.

Your tribal government reported \$____ in this area, which represented ____ percent of your total expenditures. For reference, land purchases and related activities represented an average of ____ percent of total expenditures for the overall group of participating tribal governments (Figure 34a).

Education and culture

Tribal governments and their agencies have distinct missions to support the well-being of their communities. They do this through a

variety of public goods and services, including the provision of educational programs and cultural activities. Demo Tribe reported expenditures in this category, which includes expenses for education, job training and workforce development, and cultural programming and preservation.

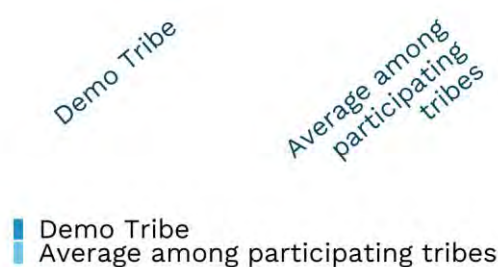
Taken together, Demo Tribe reported a total of \$___ in expenditures for education, job training and workforce development, and cultural programming and preservation, which accounted for ___ percent of your total expenditures in survey year 2022. For reference, the full group of participating tribes reported an average of \$___ in education and culture expenditures, which accounted for ___ percent of their total expenditures on average (Figure 34b).

Education

According to the U.S. Census Bureau, a total of ___ kindergarten through 12th-grade students lived in Demo Reservation as of 2022. Among American Indian and Alaska Native (AIAN) adults in the geography, ___ percent had a bachelor's degree or higher, and another ___ percent had attended some college or completed an associate's degree.

In fiscal year 2022, Demo Tribe did not report expenditures for education-related activities, which might include Head Start or other early childhood development programs; elementary through secondary education, including special education and vocational education; adult basic education, such as GED high school equivalency programs; and higher education, including college scholarships. For reference, reported expenditures related to education were, on average, \$___ for the full group of participating tribes—___ percent of total expenditures on average (Figure 32).

Figure 32: Expenditures for education alone



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

Job training and workforce development

Job training and workforce development programs can support individual success in the labor force and broader community economic prosperity. In 2022, the unemployment rate for working-age AIAN individuals across the United States was 6.1 percent, compared to 3.6 percent for all working-age individuals in the United States, according to Current Population Survey data ([CICD, 2022](#)).

Demo Tribe reported expenditures in this area for survey year 2022, which might include job training, skill development, and employment programs. Your tribal government did not provide data regarding expenditure amounts in this area. For reference, expenditures related to job training and workforce development were, on average, ___ of total expenditures for the full group of participating tribes (Figure 34a).

Cultural programming and preservation

Tribes and their agencies support activities to preserve and revitalize their cultures and provide community services in culturally appropriate ways. In survey year 2022, Demo Tribe did not provide data regarding expenditures for cultural programming and preservation. Examples of activities that might be included in this category include traditional healing and medicine, ceremonial activities, regalia and art workshops, repatriation, and language preservation and revitalization.

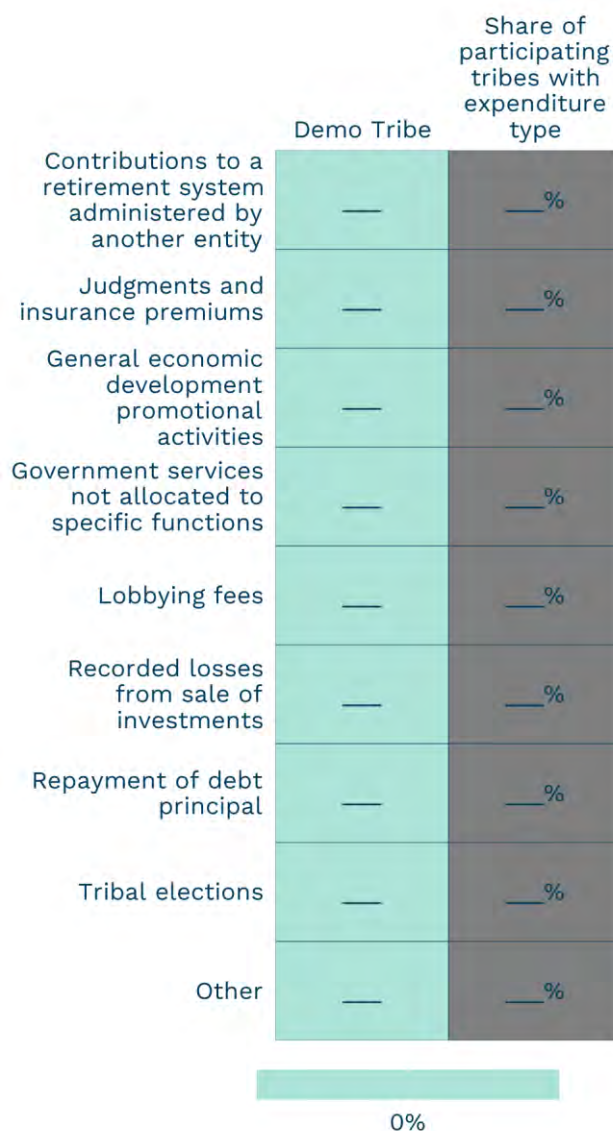
Your tribal government did not provide data regarding expenditure amounts in this area. For reference, expenditures related to cultural programming and preservation were, on average, ___ percent of total expenditures for the full group of participating tribes (Figure 34a).

Other expenditures

In addition to the major expenditure categories detailed above, tribes also support a variety of other activities and services important to the functioning of the tribal government and community well-being. Figure 33 details other expenditures that might commonly be incurred by a tribal government. Demo Tribe did not report other expenditures.

For context, Figure 33 shows how often participating tribal governments reported each type of other expenditure.

Figure 33: Expenditures reported under “Other”



Source: Survey of Native Nations (2022). Reflects participants' data provided through July 3, 2025.

Figure 34a: Expenditure comparisons detail

	Demo Tribe	Share of participating tribes with expenditure type	Average among participating tribes
<u>Total expenditures</u>	\$__	__%	\$__
<u>General</u>			
Central and financial administration	\$__ (__%)	__%	\$__ (__%)
Transfers from tribal government to its business enterprises	\$__ (__%)	__%	\$__ (__%)
Interest on debt	\$__ (__%)	__%	\$__ (__%)
Taxes	\$__ (__%)	__%	\$__ (__%)
<u>Public safety</u>			
Public safety	\$__ (__%)	__%	\$__ (__%)
Judicial and legal	\$__ (__%)	__%	\$__ (__%)
Corrections	\$__ (__%)	__%	\$__ (__%)
<u>Natural resources</u>			
Natural resources and parks and recreation	\$__ (__%)	__%	\$__ (__%)
Land acquisition	\$__ (__%)	__%	\$__ (__%)
<u>Education and culture</u>			
Education	\$__ (__%)	__%	\$__ (__%)
Job training and workforce development	\$__ (__%)	__%	\$__ (__%)
Cultural programming and preservation	\$__ (__%)	__%	\$__ (__%)
<u>Health and human services</u>			
Health and hospitals	\$__ (__%)	__%	\$__ (__%)
Housing and community development	\$__ (__%)	__%	\$__ (__%)
Public welfare	\$__ (__%)	__%	\$__ (__%)
General financial support to tribal citizens	\$__ (__%)	__%	\$__ (__%)
<u>Infrastructure</u>			
Transportation	\$__ (__%)	__%	\$__ (__%)
Utilities	\$__ (__%)	__%	\$__ (__%)
Solid waste management and sewerage	\$__ (__%)	__%	\$__ (__%)
<u>All other</u>	\$__ (__%)	__%	\$__ (__%)

Figure 34b: Expenditure comparisons by category

	Demo Tribe	Share of participating tribes with expenditure type	Average among participating tribes
<u>Total expenditures</u>	\$__	__%	\$__
General	\$__ (__%)	__%	\$__ (__%)
Public safety	\$__ (__%)	__%	\$__ (__%)
Natural resources	\$__ (__%)	__%	\$__ (__%)
Education and culture	\$__ (__%)	__%	\$__ (__%)
Health and human services	\$__ (__%)	__%	\$__ (__%)
Infrastructure	\$__ (__%)	__%	\$__ (__%)
All other	\$__ (__%)	__%	\$__ (__%)

Notes: Survey of Native Nations revenue and expenditure data reflect the fiscal year that ended between July 1, 2022, and June 30, 2023. Tribal comparison reflects the mean for all Phase 2 Survey of Native Nations participants providing that data through July 3, 2025. Where a tribe indicated an amount of \$0 for an item, they are included in average amounts for that item as a 0. Where a tribe declined to respond to a survey item, they are excluded from calculations for that item. To protect tribal anonymity, some datapoints may be suppressed.

Source: Survey of Native Nations (2022).

DATA LIMITATIONS

As sovereign nations, tribes are the owners of their data. The Survey of Native Nations places special priority on data consent practices and preservation of confidentiality.

Participating tribes always have the option to decline specific questions. Tribes may also decline to provide numeric responses where applicable. In some cases, the resulting data scarcity may affect the level of detail possible in reporting. For example, CICD is unable to provide certain summary statistics when the number of responses to a question is very small or when a unique response could make a tribe identifiable.

This report uses publicly available data from a number of U.S. Census Bureau surveys to describe local context and make comparisons among government units. While they can shed light on a variety of conditions, these demographic, geographic, government employment, and government financial data can also have limitations. For example, some non-tribal governments may not have responded to finance surveys, may not have responded to all items on a survey, or may have made mistakes that were not detected during data validation. Further, imputation and estimation methods and data privacy protection measures can introduce inaccuracies, particularly when applied to small-area and small-population geographies, including some tribal lands.

CONTACT US

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Publicly available data can add context to the confidential data provided in your Survey of Native Nations report. For additional public data resources available from CICD, use the QR code at the right to explore our data tools.

Explore CICD
data tools:



ABOUT CICD

The Federal Reserve System is the central bank of the United States and was created by the U.S. Congress to provide the nation with a safer, more flexible, and more stable monetary and financial system. The Federal Reserve System has 12 Reserve Banks, including the Federal Reserve Bank of Minneapolis.

Our mission is to advance the economic self-determination and prosperity of Native nations and Indigenous communities through actionable data and research that inform public policy discussions.

and policy institute focused on Native economies. We work to advance the economic self-determination and prosperity of Native nations and Indigenous communities through actionable data and research that inform public policy discussions. CICD supports the Minneapolis Fed's mission to serve the public by pursuing a growing economy that works for all of us. CICD is grounded in the Federal Reserve System's community development function, which has responsibility to help improve economic outcomes in low- and moderate-income communities.

CICD's work is guided by an advisory council—the CICD Leadership Council—

While Reserve Banks are independent of the federal government, their purpose is to serve the public.

Based at the Federal Reserve Bank of Minneapolis, the Center for Indian Country Development (CICD) is a research

that reflects key representatives from national and regional Native organizations, tribal leadership, and tribal economic development and finance practitioners.

In today's economy, information is power. Too often, high-quality data about Indian Country are hard to find, scattered across many different places, or missing altogether.

As part of CICD's mission, we are undertaking an initiative to provide accurate and timely Indian Country economic data.

The Survey of Native Nations responds to needs we have heard from tribal leaders who want to make evidence-based decisions about economic development in their communities. CICD is also creating a suite of data tools that can empower Native individuals and communities to shape their economic future by identifying needed investments and opportunities. CICD heard from tribal leaders across Indian Country that they needed better information on how other tribes manage revenues and expenditures in order to identify areas of opportunity and discuss their priorities with decision-makers.

We envision a future in which resilient and robust Indian Country economies enhance the economic, community, and cultural well-being of Native nations, Indigenous communities, and the United States.

PRINCIPLES FOR RESEARCH AND DATA USE

There are important responsibilities associated with collecting and analyzing data in Indian Country. In conducting research and data collection, CICD and our partners follow Principles for Research and Data Use that were co-created with tribal stakeholders to ensure that we honor tribal data sovereignty and governance. These guiding principles include the following:

Informed and prior consent: In some cases, non-public data are shared with CICD by Native nations, individuals, and federal agencies. Abiding by Federal Reserve Bank of Minneapolis policies governing data privacy and security, CICD informs those partners in advance of our intended use of such data as well as any potential risks associated with its use. CICD works to obtain—and takes steps designed to ensure that any of our external research partners obtain—informed consent for data collection from individuals.

Data protection: When proprietary, confidential, or sensitive data are shared with CICD, CICD takes the necessary actions designed to ensure the data are secured and are accessible only to authorized parties associated with the agreed-upon data analysis or research activities. Federal Reserve Bank of Minneapolis policies provide that data that constitute personally identifiable information receive additional protections.

Data governance: CICD understands that it is the right of Native nations to govern the collection, ownership, and application of their respective data. CICD uses shared data only for the

purposes identified in the applicable research project objectives agreed to with data providers. CICD believes data providers own their own data and may allow CICD to retain data in certain circumstances with appropriate permissions in place.

Review and feedback: CICD and its partners conduct research to deepen the collective understanding of Native economies. For this reason, CICD research and analysis are typically made available to the public (with exception of confidential analysis such as tribal-level Survey of Native Nations reports). CICD works to ensure that data providers have opportunities to provide feedback on research and confirm that publications using the data are consistent with the original research agreement.

Do no harm: CICD and its research partners take seriously the responsibility to conduct research without harming tribal governments, Native organizations, and Indigenous peoples whose experiences we are seeking to understand. CICD takes available steps to ensure research is conducted rigorously, objectively, and on questions that can ultimately deepen understanding of Native economies.



CENTER FOR
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DEVELOPMENT



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