

# **Comprehensive Economic Development Strategy**

Fiscal Years 2024 to 2025  
& 2026 to 2030

**Sicangu Lakota Oyate  
(Rosebud Sioux Tribe)**

Prepared by  
Sicangu Co



This plan was prepared under an award from the Economic Development Administration. The statements, findings, conclusions, and recommendations are those of the authors and do not necessarily reflect the view of the Economic Development Administration.

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## Abstract

This Comprehensive Economic Development Strategy for the Sicangu Lakota Oyate, more commonly known as the Rosebud Sioux Tribe, addresses how the future needs and vision of the Sicangu Lakota Oyate will be achieved over the next five years.

A wide spectrum of opportunities at various levels of participation guides the Sicangu Lakota Oyate's pursuits to:

- Increase the local workforce pool in areas needed to sustain economic development
- Create steady employment in areas where people have interest and skill
- Preserve and regenerate cultural values, language, and traditions
- Increase environmental awareness, connection, and positive impact
- Adopt sustainable practices in land use and development, especially in agriculture
- Fully utilize Lakota Values in guiding the economic development of the Sicangu Lakota Oyate; specifically, , Woohitika (courage), Wowacintanka (perseverance), Wacantognaka (generosity), and Woksape (Wisdom).

The Oyate's vision of the future requires judicious use of our remaining resources resources to create a sustainable, thriving economy. We desire to achieve stable economic growth, while developing in culturally appropriate ways. We seek ways to bring health and wellbeing to all without compromising the values that have sustained the Sicangu Lakota through difficult times.

Much work remains ahead. We have attempted to address the full scope of social and economic needs that must be met and especially issues specific to Lakota culture. Herein are the values, desires and hopes that have been expressed by the people. It is our vision for our future.

## Executive Summary

The Sicangu Lakota Oyate (Rosebud Sioux Tribe) is one of seven bands of the Lakota, which in turn are one of seven tribes within the Oceti Sakowin, more commonly known in English as the Great Sioux Nation. The language of the Sicangu Lakota Oyate is Lakota. A majority of tribally enrolled members live on the Rosebud Reservation located in what is now commonly referred to as southcentral South Dakota. It is comprised of Todd County and fractions of lands in the four adjacent counties: Mellette, Trip, Gregory, and Lyman. With few businesses directly on the Reservation, the major employer is the Tribe itself. The terrain contains rolling hills, deep valleys, and grasslands dissected by large stream drainages. Major local attractions are Hunting, Hiking, Wacipi (powwows), and the Rosebud Casino.

- *The Sicangu Lakota Oyate CEDS Plan represents a bold and comprehensive strategy for achieving economic self-sufficiency and prosperity. By harnessing our strengths, addressing our challenges, and seizing the opportunities before us, we can create a brighter future for our people. This plan is a testament to our resilience, our commitment to our cultural heritage, and our determination to build a thriving economy that benefits all tribal members.*
  
- *We call upon all members of the Sicangu Lakota Oyate, our tribal leaders, businesses, and community organizations to join us in this journey towards economic empowerment. Together, we can implement this plan, monitor its progress, and make the necessary adjustments to ensure its success. Let us work hand-in-hand to build a sustainable, diversified, and prosperous economy that honors our past, empowers our present, and secures our future.*

The Rosebud Sioux Tribal government consists of a President, Vice-President, Treasurer, Secretary, and 20 Council members. These Council members represent one of the 20 communities. Each community also has a community executive branch (President, Vice-President, Treasurer, Secretary).

<b>Key Demographic and Economic Factors: 2016-2020</b>	<b>Priorities and Goals: 2023 – 2025 &amp; 2026 – 2030</b>
<ul style="list-style-type: none"> <li>• The population on the Rosebud Reservation has grown about 4.2%</li> <li>• Tribal membership has grown approximately 9.8%</li> <li>• The median age of males is 23.7 years and females are 25.9 years.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Realize Economic Self-Sufficiency</b></li> <li>• Develop safe, affordable, energy efficient, and culturally appropriate homes</li> <li>• Strengthen &amp; build a sustainable local economy and infrastructure</li> <li>• Develop 7-generations plan</li> </ul>

<ul style="list-style-type: none"> <li>• As of June 2020, the Rosebud Sioux Reservation contains 915,512 acres of allotted and trust lands.</li> <li>• The median household income has decreased by \$2,437 or 8.3% to \$26,938.</li> <li>• A majority of houses on the Rosebud Reservation were built in the 1970s and have a value of less than \$50,000.</li> <li>• There is need for homeownership and rental units, as well as financial and homeownership education.</li> <li>• The potential workforce is young with low educational attainment, prompting the need for a large reformation of the education and workforce development system on the Rosebud Reservation.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively utilize natural resources and land management for the benefit of the Sicangu Lakota Oyate.</li> <li>➤ <b>Increase Opportunity for All</b></li> <li>• Build an economic ecosystem supporting individual business development and entrepreneurship.</li> <li>• Provide opportunities for homeownership</li> <li>• Increase individual wealth building</li> <li>➤ <b>Strengthen Youth Leadership, Culture, and Education</b></li> <li>• Focus on the preservation and revitalization of the Lakota language, Culture, &amp; Values</li> <li>• Strengthen Educational Systems &amp; Leadership Development</li> </ul>
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## I: Introduction & Organization

### Purpose

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to strategically identify meaningful goals and identify steps to accomplish those goals. The CEDS has the following objectives:

The CEDS plan for the Sicangu Lakota Oyate focuses on two primary goals, each with its own set of supporting objectives:

- **Goal 1: Achieve Full Employment by 2050**
  - Objective 1.1: Reduce the unemployment rate from 75% to 65% within the next five years.
  - Objective 1.2: Create 2,100 new jobs in renewable energy, construction, and agriculture sectors within the next ten years.
  - Objective 1.3: Develop and implement comprehensive workforce development and education programs to equip tribal members with the skills needed for the 21st-century economy.
- **Goal 2: Double GDP Per Capita Within the Next Decade**

- Objective 2.1: Increase GDP per capita from \$17,000 to \$35,000 per person per year through diversified economic growth.
- Objective 2.2: Develop and implement a renewable energy strategy to generate 870 GWh of electricity per year, creating revenue and jobs.
- Objective 2.3: Expand construction capabilities to serve both on- and off-reservation markets, generating revenue and creating jobs.
- Objective 2.4: Revitalize agricultural practices, focusing on commercial crop and livestock production, to enhance food sovereignty and generate revenue.

## **Organizational Structure**

### ***EDA Designation***

In October 1999, the Sicangu Lakota Oyate chartered the Rosebud Economic Development Corporation (REDCO) as a politically neutral entity to bring continuity in economic development and planning to the Rosebud Reservation. Though the EDA office is under the RST President, REDCO is the approved managing entity for the EDA CEDS process by the RST Tribal Council since 2013. EDA is a centralized department within REDCO led by the Economic Development (ED) Specialist. This ED Specialist has access to resources not only provided by the main tribal headquarters, but also the professional expertise and resources provided by REDCO and its subsidiaries.

As the Rosebud Sioux Tribe's economic arm and chartered tribal entity, REDCO is a holding company responsible for economic and policy development, Tribal business creation, and community development. REDCO's specific purpose is to strategize, implement, and manage economic development from the grassroots-community level up to tribal government and also, encourage tribal enterprise by promoting self-sufficiency and entrepreneurial spirit. REDCO's portfolio includes the development and management of numerous subsidiary companies; Rosebud Construction Inc. (RCI), Rosebud Office Solutions (ROS), Lakota Water, Rosebud Farm, Sicangu Propane, Sicangu Auto, Turtle Creek Grocery Store, Rosebud Facilities Management, and Rosebud Lending, along with a few community development initiatives: Sicangu Food Sovereignty, Tatanka Funds Native CDFI, and the Keya Wakpala Development. REDCO's community development team have formed the Sicangu Community Development Corporation (Sicangu CDC), Wakanyeja Ki Tokeyachi School, and Tatanka Funds Native CDFI.

Under new strategic management since 2012, REDCO has grown from a burden to the Tribe to a successful corporation and growing.

**CEDS Committee & Process**

The Rosebud Sioux Tribe’s Economic Development Committee is the main component to the CEDS Committee in addition to and EDA-funded REDCO staff person.

In updating the CEDS, REDCO will conduct a series of community surveys and market studies regarding homeownership, financial literacy, education, transportation. As well as collect information and data from a number of RST organizations.

CEDS Committee			
Name	Organization	Community	Position
Clay Colombe	Rosebud Sioux Tribe	Antelope	Tribal Council Representative
	Rosebud Sioux Tribe		Tribal Council Representative
	Rosebud Sioux Tribe		Tribal Council Representative
	Rosebud Sioux Tribe		Tribal Council Representative
	Rosebud Sioux Tribe		Tribal Council Representative
	Rosebud Sioux Tribe		Tribal Council Representative
	REDCO		CEO
REDCO	Economic Development Specialist (Un-filled at this time)		

**Participating Partners**

In addition to the CEDS Committee, a number of organizations will provide key information and research to the development of this CEDS document. These organizations are:

CEDS Participating Partners	
Tribal Land Enterprise (TLE)	RST Enrollment Office
Sicangu Nation Employment Training Program (SNETP)	RST Health Administration
Tatanka Fund CDFI	RST Sicangu Resource Management

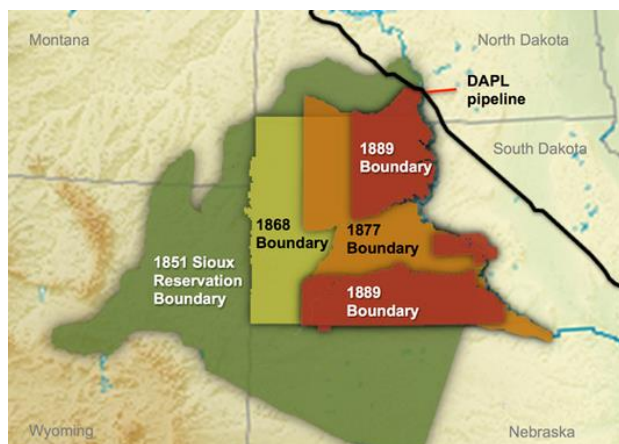
**History and Government of the Sicangu Lakota Oyate**

Summarized History of the Sicangu Lakota Oyate and Authorized Entity	
<b>Prehistory</b>	Lakota people emerge from the Wind Cave in the Black Hills
<b>Prehistory</b>	Order is created between animals and humans after The Great Race in the Black Hills
<b>~Year 0</b>	White Buffalo Calf Woman brings Pipe, 7 Sacred Rites, and Teachings to the Oceti Sakowin
<b>1400s</b>	Europeans begin to invade western hemisphere
<b>1700s</b>	First Europeans begin illegal encroachment in Oceti Sakowin territory
<b>1786</b>	Recognizing Indian sovereignty implied a recognition of Indian ownership of their land. In 1786 Thomas Jefferson stated: “It may be taken for a certainty that not a foot of land will be taken from the Indians without their consent.” -Answers to de Meusnier Questions, 1786. ME 17:74
<b>1793</b>	In a 1793 report to President Washington, Thomas Jefferson, US Secretary of State, wrote: “The Indians had the full, undivided and independent sovereignty as long as they choose to keep it, and this might be forever.”

<b>1803</b>	United States Congress authorized the funding of illegal Lewis & Clark expedition through Native American territories and purchased the right to colonize Native Peoples from the French in Louisiana Purchase deal.
<b>1830s</b>	U.S. begins invading Lakota lands through illegal Railroad construction.
<b>1851</b>	Red Cloud defeats U.S. invasion, forcing peace treaty of Ft. Laramie
<b>1868</b>	2 <sup>nd</sup> Peace Treaty cedes million acres to the U.S. and the Great Sioux Reservation is recognized.
<b>1876</b>	Lakota defeat Custer and the U.S. 7 <sup>th</sup> Cavalry in Battle of the Little Bighorn.
<b>1877</b>	Chief Spotted Tail, Sicangu Lakota settled in the Rosebud.
<b>1878</b>	Rosebud Agency was established.
<b>1889</b>	The Great Sioux Nation illegally reduced by 11 million acres.
<b>1890</b>	Over 150 Lakota, over half women and children, were massacred by the U.S. 7 <sup>th</sup> Cavalry in the Wounded Knee Massacre
<b>1904, 1907, 1920</b>	Homestead Acts illegally reduced Lakota lands by 1,505,920 acres.
<b>1934</b>	Indian Reorganization Act (IRA)
<b>1935</b>	Rosebud Sioux Tribe adopts the IRA governmental structure. Secretary of the Interior recognizes the RST governed by a Constitution and Bylaws.
<b>1977</b>	Rosebud Sioux Tribe v. Kneip illegally reduced the reservation to Todd County.
<b>1980</b>	Sioux Nation of Indians v. United States – The Supreme Court settled to pay the value of the Black Hills to the Great Sioux Nation, but this money was declined because the Black Hills were/ are not for sale. This money will never be accepted.
<b>1998</b>	Empowerment Zone round II process establishes REDCO.
<b>1999</b>	REDCO is a legally chartered Economic Development Corporation.
<b>2006</b>	RST Resolution No. 2006-15 establishes REDCO as a Tribal entity and Economic Development arm of the Rosebud Sioux Tribe.
<b>2016</b>	Dakota Access Pipeline construction illegally crosses Great Sioux Nation territory threatening the water supply of the Sicangu Lakota Oyate as well as over 2 million residents down the Missouri River. More over threatening the United State’s largest crop producers and food supply.
<b>2018</b>	Portions of the Rosebud Reservation lay within the new Opportunity Zone

Sicangu Lakota Oyate sovereignty is inherent from time immemorial and remains without end. Federal legal recognition of the Sioux Indians stems from several treaties, but especially the Fort Laramie Treaty of 1851. The Great Sioux Reservation, which consisted of the west half of South Dakota, was established with the Treaty of 1868. By 1889, the Great Sioux Reservation was reduced by over 11 million acres to a number of small tracts. During this time the various Sioux Chiefs were allowed to select one of these areas for settlement. In 1877 the Brule Sioux, led by Spotted Tail, settled into the Rosebud area. The Rosebud area was a favorite hunting

**Original Great Sioux Reservation Boundaries**



Source: [https://www.huffingtonpost.com/todd-r-miller/bury-my-crude-at-wounded-\\_b\\_12942454.html](https://www.huffingtonpost.com/todd-r-miller/bury-my-crude-at-wounded-_b_12942454.html)

ground of the Sicangu and was widely recognized as their unofficial territory by other Lakota bands. In 1877 the Rosebud Reservation boundaries were established and the Rosebud Agency was created by 1878.

This reservation included all of the land area in the counties of Mellette, Todd, Tripp, Gregory, and a portion of Lyman County. This land was further diminished by the Homestead Acts of 1904, 1907, and 1920 resulting in the loss of an additional 1,505,920 acres. In 1977 a Supreme Court decision (Sicangu Lakota Oyate v Kneip) reduced the reservation area to Todd County.

In 1935 the Sicangu Lakota Oyate reorganized their traditional political system and adopted the structure set forth in the Indian Reorganization Act of 1934. A Charter was issued by the Secretary of the Interior establishing the Sicangu Lakota Oyate as a representative democracy governed by a tribal constitution and bylaws. The current (2018) elected governmental structure of the RST consists of three branches: (1) Executive (President, Vice-President, Secretary, Treasurer), (2) Legislative (20 Tribal Council representatives from the 20 recognized RST communities) and (3) Judiciary (independent court comprised of a lower court and appellate court). The President and Vice-President are elected at-large for terms of three years. The Treasurer and Secretary are elected at-large every two years. The Tribal Council representatives are elected at-large every three years with staggered terms.

The RST Council legislates policy and regulates the affairs of the Tribe. The RST Council is empowered by the Constitution to, among other powers: Negotiate with Federal, State and Local authorities on matters concerning the Tribe; Acquire land and property for use by the Tribe; Advise the United States Secretary of the Interior on Congressional matters and budgets affecting the Tribe; Levy taxes and conduct trade; Pass and enforce laws for public safety, and; Foster cultural celebration and preservation of the Sicangu Lakota Oyate.

Sicangu Lakota Oyate Governing Body List as of September 2024			
Executive Branch			
Position	Name	Term of Office	Committee
President		Aug. 2024-2027	
Vice-President		Aug. 2024-2027	
Secretary		Aug. 2023-2026	
Treasurer		Aug.2023-2026	
Sergeant in Arms		Aug.2023-2026	
Community		Term of Office	Committees
Antelope		Aug. 2024-2027	

Black Pipe	Aug. 2022-2025
Bull Creek	Aug. 2018-2021
Butte Creek	Aug. 2017-2020
Corn Creek	Aug. 2018-2021
Grass Mountain	Aug. 2017-2020
He Dog	Aug. 2018-2021
Horse Creek	Aug. 2018-2021
Ideal	Aug.2017-2020
Milk's Camp	Aug. 2017-2020
Okreek	Aug. 2017-2020
Parmelee	Aug. 2017-2020
Ring Thunder	Aug. 2018-2021
Rosebud	Aug. 2018-2021
Soldier Creek	Aug.2017-2020
Spring Creek	Aug.2017-2020
Saint Francis	Aug. 2018-2021
Swift Bear	Aug. 2018-2021
Upper Cut Meat	Aug. 2018-2021
Two Strike	Aug.2017-2020

Source: Rosebud Sioux Tribe Secretaries Office

Note: The Total number of RST Governing Body members is 25. All are elected officials, with the exception of the Sergeant in Arms which is elected by Tribal Council.

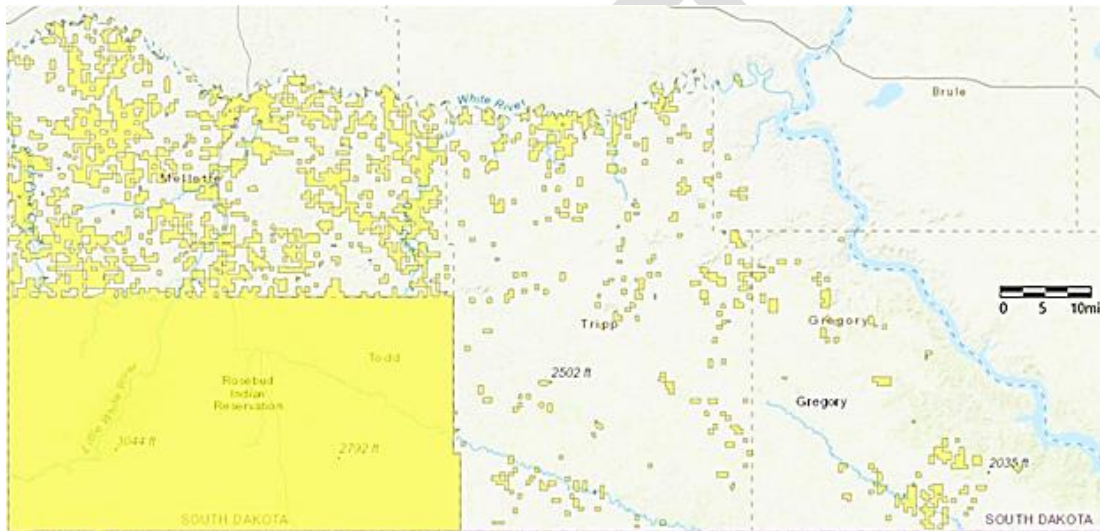
## II: The Region

### Geography & Climatic Data

#### Definition of Service Area

For the purpose of this document, the Service Area is to include the Rosebud Reservation, which encompasses all of Todd County and tribal members living on lands owned by the Tribe or held in Trust for the Tribe by the Bureau of Indian Affairs (BIA). In addition to Todd County, portions of Mellette, Tripp, Gregory, and Lyman counties are included in the service area.

Sicangu Lakota Oyate Tribal & Trust Lands



Source: Source: Tribal Land Enterprise (2009). Basemap of the Sicangu Lakota Oyate. <https://gis.rst-nsn.gov/portal/apps/webappviewer/>. 2018

Land holdings of the Tribe and its Tribal Members		
County	Land Base of County (acres)	Allotted/Trust Land (acres)
Todd	888,678	529,448
Mellette	836,678	294,499
Tripp	1,031,968	66,541
Gregory	649,574	23,131
Lyman	1,050,842	1,893
<b>Total</b>	<b>4,457,740</b>	<b>915,512</b>

Source: Allotted/Trust Land data provided by the RST Tribal Land Enterprise, as of June 2015. Total County Land Base data provided by the U.S. Census Bureau, 2010 Census.

The 20 Communities of the Sicangu Lakota Oyate				
Antelope	Black Pipe	Bull Creek	Butte Creek	Corn Creek
Grass Mountain	He Dog	Horse Creek	Ideal	Milk's Camp
Okreek	Parmelee	Ring Thunder	Rosebud	St. Francis
Soldier Creek	Spring Creek	Swift Bear	Two Strike	Upper Cut Meat

Source: <https://www.rosebudsiouxtribe-nsn.gov/tribal-council>

## ***Topography***

The Rosebud Reservation terrain is diverse with rolling topography, deep valleys, and woodlands. The following description is quoted directly from the 2010 FIA, which provides a more detailed overview of the Reservation's environment and natural resources.

“The topography is characteristically high plains; broad, flat rounded upland grasslands dissected by several large stream drainages. The elevation, which is 2,589 feet at Mission, increases to a maximum of about 2,900 feet at the upper reaches of Spring Creek near the Nebraska border. Forest soils are derived from windblown sand deposits and are typically sandy and very porous. The ponderosa pine forest is concentrated in the upper Little White River Valley south of Highway 18. The pine stands grow on steep side slopes of the main drainage and the larger tributaries. The dissected topography consists of a series of moderately steep, short slopes up to 400 feet high. The slope gradient varies from gradual (20%) to very steep (70% or more). Hardwoods are restricted to the immediate floodplain of the major drainages and their larger tributaries. The floodplain forest extends down the Little White River Valley well north of Highway 18. These are a mix of cottonwood, ash, bur oak, along with occasional ponderosa pine and juniper. The other hardwood type, a widely scattered bur oak forest is associated with drier upland sites.” (2010, FIA)

## ***Climatic Data***

Climate - The Climate is a semi-arid continental type with usually cold winters and hot summers.

Temperature - The temperature has a large variation seasonally and from day to day. Temperatures in the winter can be from 30 degrees below zero to 25 degrees above zero on average. Summer time temperatures range from 69 degrees to 110 degrees from June to August. The average summertime temperature is 80 degrees.

Precipitation - The average annual precipitation at Mission is 18.26 inches of which 81% falls during April to September growing season. Thunderstorms are the main source of rain during the summer months and produce a wide range in amounts and intensities. The average seasonal snowfall is about 39 inches.

Daylight - During the growing season between 105-135 days the sun shines, on average about two thirds of the day-light hours are sunshine. The greatest amounts occur in July and the least, 10%, in December.

Windspeed - The windspeed averages at 11 mph out of the south during the summertime and the northwest in the winter. Wind speeds of 50 mph can be expected in any month. However, high winds are more frequent in the summer months in association with thunderstorms. Intense and potentially damaging short term meteorological events, such as tornadoes, blizzards, hail storms, and dust producing wind storms, can occur in the region.

## Land Use

In the last 5-years, Tribal land use has remained consistent. The 2012 U.S. Census of Agriculture data indicated that the total Reservation had 1,281,089 acres of farmland; of which 471,454 acres (~37%) were operated by American Indians. There are 364 farms on the Rosebud Reservation. A majority of these farms (280) are beef and cattle ranching operations. Furthermore, 231 farms lie within Todd County accounting for 859,955 acres of farmland.

The Tribal Entities managing tribal lands are:

### Tribal Land Enterprise (TLE)

The purpose and objective of TLE is to remedy the situation of increasing fractionation of ownership interests in allotted lands resulting from probate procedure; and to provide a plan to consolidate individual ownership interest in restricted land in furtherance of economic enterprises. Furthermore, to develop a land management plan for the economic interests of members of the Sicangu Lakota Oyate who participate in this plan for the preservation and safeguarding of the values in individual ownership equities in land. TLE provides a simplified process by which an individual may exchange his landholdings for areas adapted to his ambitions for economic enterprise through the flexible use of certificates of interest. TLE supports the utilization of lands under the control of the Tribe for the development of economic enterprises within communities on the reservation. Additionally, TLE is developing an adequate system of keeping records and accounting in connection with the operation and management of this plan. TLE is a long-term land-buying program which benefits members of the Sicangu Lakota Oyate.

### Sicangu Lakota Oyate Land Office (SOLO)

The Rosebud Sioux Tribe Land and Natural Resources committee under the authority of the Tribal Council is responsible for advising and recommending all Tribal land issues and designated program activities, requests to the Tribal Council for consideration, recommendation, and approval. SOLO was formed by the RST Council on Feb. 26, 1999.

SOLO addresses exchange assignments, relinquishments, reassignments, exchanges, and land exchange for trust deed title. The establishment of SOLO has created many opportunities for the tribe to begin the process of enforcing RST Law and Order Codes Title 18 – Land Use and Title 19 – Environmental Protection.

## Water

The Sicangu Mni Wiconi Rural Water system - is the largest rural water system in the United States. Treated water is delivered to 50,000 people in an area covering 12,500 square miles, three tribal entities and one non-tribal by:

- Rosebud Sioux Rural Water System
- OSRWSS On-Reservation distribution system
- Lower Brule Sioux Rural Water System

Sicangu Lakota Oyate Land Use	
Use	Acres
Range	433,699
Dry Farm	65,378
Forest	43,109
Irrigation	1,438
Other	2,666

Source: RST Tribal Land Enterprise, as of June 2015.

- West River/Lyman-Jones Rural Water System

Beyond the water supplies, there is an extensive distribution network consisting of pipeline, reservoirs, and pump stations. Pipelines range in size from 26-inch transmission mains to 4 and 6-inch distribution mains consisting mainly of welded steel and PVC pipe. Total length of installed pipe is over 400 miles. There are 29 storage reservoirs in the system ranging in size from 75,000 gallons to 1.25M gallons, with a single 12,000-gallon tank.

Through Reclamations Rural Water Projects, the FY 2019 budget requested by Mni Wiconi Rural Water System includes \$13.5 million for the operation and maintenance as construction of the project is nearing completion.

The Tribe's largest source of fresh groundwater is the Ogallala Aquifer, which is primarily used for irrigation and drinking water. The Aquifer also supplies numerous small springs, which support a network of streams supporting a diverse ecosystem. The Aquifer is currently threatened by non-Indian farming on fee land within the reservation. Farmers use toxic herbicides and pesticides that are contaminating the aquifer. Additionally, the Keystone XL Pipeline threatens the integrity of the Aquifer. The surface water resources in Todd County include rivers, streams, and lakes. The major river includes the Little White River. There are a number of smaller streams and tributaries. All of these sources are used for livestock and other uses.

### **Vegetation**

The Rosebud Reservation is part of the Northern mixed grass prairie, Northern Wheatgrass-Needlegrass plains and Nebraska sand hills prairie.

As documented by Johnson and Larson (2007), the native vegetation consists of mainly grasses, grass-like plants, forbs, or shrubs suitable for grazing or browsing. Range plants are a mixture of tall, mid and short grasses, including sand or big bluestem, needle and thread, porcupine grass, Canadian wild rye, sideoats grama, plains muhly, and sedges. Forbs in the area are lead plant, western snowberry, skunkbush sumac, Oregon grape, chokecherry, wild plum, and currants.

Native woodland and brush can be found on the reservation. Native trees grow on the bottom and on the uplands. On uplands, trees grow in thin strands, while trees on bottomlands grow mainly on sites with more favorable moisture conditions. Most of the native deciduous trees and shrubs are on the bottom of canyons and draws. Primary species that can be found are Ponderosa pine, willow, bur oak, green ash, boxelder, American elm, Rocky mountain juniper, cottonwood, American plum, common chokecherry, western snowberry, and the wild rose. These vegetation types provide habitat for a diversity of wildlife species. In addition, riparian, aquatic and cropland areas provide habitat for an additional wildlife species.

The reservation includes prairie grass types designated as follows:

Northern Wheatgrass, little bluestem, big bluestem porcupine grass, green needlegrass, needle and thread, side oats grama, blue grama, fringed sagewort, cudweed sagewort, purple coneflower, silverleaf, scurfpea, Missouri goldenrod and soft goldenrod. In areas of potholes, common grasses found are, common reed grass, prairie cordgrass, and reed canary grass.

Northern Wheatgrass - Needlegrass Plains takes up a good majority of the western and northwestern part of the northern plains and is still a native rangeland. Typical species consists of, western wheatgrass, thickspike wheatgrass, green needlegrass, blue branch wheatgrass, needle and thread, threadleaf sedge, and blue grama. In the south, western wheatgrass and green needlegrass, side oats grama, blue grama, needle and thread, thread leaf edge, little bluestem and buffalograss. There are many forbs and shrubs found throughout the Northern Wheatgrass-Needlegrass area The more common forbs and shrubs found are western snowberry, leadplant, wild rose, scarlet globe mallow, western wallflower, American vetch, prickly pear, fringed sagewort, scurf peas, purple coneflower, prairie coneflower, dotted grey feather, and the Missouri goldenrod.

This region is very distinct. It has rolling sand dunes which are irregularly shaped, and they also have valleys. The vegetation consists of big bluestem, sand bluestem, little bluestem, prairie sandreed, and needle and thread grasses. Other species of grass that can be found there are switchgrass, sand drop seed, June grass, sun sedge, Indiangrass, Indian ricegrass, sand muhly, yucca, blowout grass, and sand lovegrass (Johnson & Larson, 2007).

The Rosebud Reservation is interspersed with woody draws and bisected by riparian areas. The vegetation in woody draws includes the American elm, boxelder, bur oak, cottonwood, green ash, American plum, chokecherry, juniper, and willow. Ponderosa pines grow singly or in clumps on some of the ridges and escarpments.

**Cropland**

The majority of the land within the reservation is primarily used to grow crops and hay and to graze livestock. Major crops grown are alfalfa, winter wheat, barley, rye, sunflowers, sorghum, oats, and corn. The Reservation economy and the State as a whole depend on this agricultural production for economic income. Based on the Forest Management Plan, the BIA Agency’s Range Management Section issues grazing permits on 433,383 acres of allotted and tribal trust rangelands. Approximately 160 Indian and non-Indian ranchers are issued permits. The BIA collects approximately \$2.5 Million on grazing rentals that is paid out to trust land owners. The BIA Agency’s Realty Office issues Farm/Pasture lease on additional 1,776 tracts of pasture and cropland. These leases are made up of approximately 350-400 tracts of cropland and 800-850 tracts of grassland. Approximately 60,000 acres of trust lands are leased grassland. These two types of leases accounts for about \$5.4 Million in rental lease each year.

Rivers or Streams Monitored for Water Quality on or near the Rosebud Reservation			
Keya Peha River	Little White River	Ponca Creek	Missouri River
White River	Cottonwood Creek	Medicine Creek	
Source: South Dakota Department of Environmental & Natural Resources.			

### III: Demographics & Social Economic Characteristics

***Social Economic Summaries (Determine if the Incorrect Undercounted RST Members from 2020 Census have also Undercounted Incomes for Households as well)***

Economic Summary of Todd County, Mellette County, the Rosebud Reservation, and the state of South Dakota.				
	Todd County <sup>1</sup>	Mellette County <sup>2</sup>	Rosebud Reservation <sup>3</sup>	South Dakota <sup>4</sup>
2020 Population	9,319	1,918	30,187 (On-reservation)	886,667
% American Indian	88.9%	60.5%	100%	10.3%
5-yr Growth Rate	3.93%	2.16%	4.24%	5.37%
Total Housing Units	2,875	775	3,623	375,866
Labor Force	3,054	768	16,636	451,934
Unemployment Rate	61.8%	60.3%	83%	3.0%
Income (Median Household)	\$33,792	\$41,397	\$26,938	\$71,810
Poverty Rate	47.1%	46.2%	48.9%	14.0%
Bachelor's Degree or higher	14.7%	11.9%	77.9%	91.2%

<sup>1,2,4</sup>Sources - US Census Bureau, 2020 Census.

#### ***Population Characteristics***

Determining the size of the population on the Rosebud Reservation and Trust Lands is not a straightforward process. There are discrepancies between the findings of the most available sources:

- U.S. Census Bureau
- Bureau of Indian Affairs
- The Rosebud Sioux Tribe Enrollment Department

In short, the U.S. Census population figures should *not* be used for population counts of Native Americans living on the Rosebud Reservation. However, this data is one of the only few sources of data.

The Rosebud Hospital Indian Health Service (IHS) estimates there to be 12,276 listed users relying on medical services (Buffalo M. & Bordeaux S., 2017). The HUD IHBG Estimate Summaries reported 26,237 RST enrolled members for 2016 (HUD, 2016). The RST Enrollment Department estimates there to be 29,028 enrolled Tribal members living on or adjacent to the Rosebud Reservation and Trust Lands in 2016. This is an assumption that 85% of the total enrolled members (34,150) live on the Rosebud Reservation.

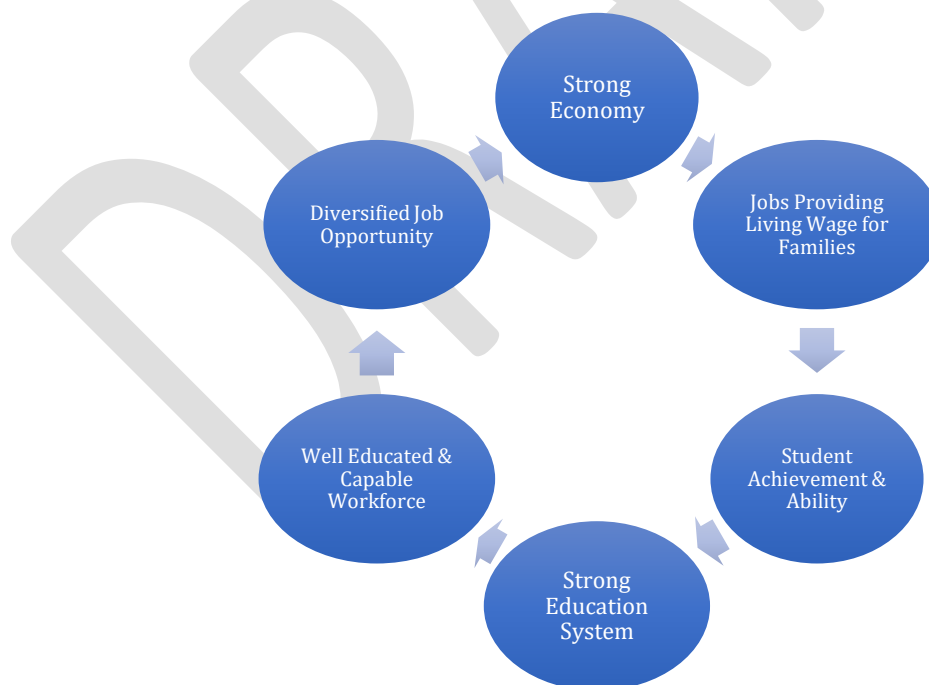
According to the U.S. Census Bureau, 63.4% of the population is 16 years or older with 7.1% of the population at 65 and older. The median age of males is 23.7 years old and females are 25.9 years.

## **Workforce**

When it comes to work, the Sicangu Lakota Oyate are heavily defined by Entrepreneurship, Perseverance, and Family. These values are what motivates most Tribal members to drive over an hour to work, care for and take in other family members, and have the ability to be active members in their communities as well as tribal government. In the long-term vision of the Sicangu Lakota Oyate, the cultivation, success, and sustainability of entrepreneurial businesses are very important and key to economic growth.

The challenges of this vision are listed below:

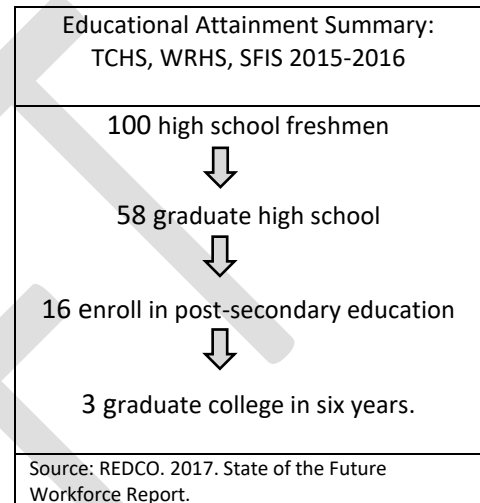
- The potential workforce on the Rosebud Reservation is young.
- The unemployment rate is extremely high.
- The high school and post-secondary educational attainment rates are very low.
- The poverty rate is extremely high



**A majority of those on the Rosebud Reservation are young.** According to the Bureau of Indian Affairs' 2013 American Indian Population and Labor Force Report, approximately 62.10% of the population on the Rosebud Reservation are between 16-64 years of age, compared to the state of South Dakota at 57.80%.

**The unemployment rate is extremely high.** Of those in the workforce, only 17% are employed, compared to 73% employment in South Dakota. The major employer being the Tribe itself.

Rosebud Reservation Major Employers		
Rosebud Sioux Tribe		800
○ Rosebud Economic Development Corp	51	
Todd County School District		490
Indian Health Services		252
St. Francis Indian School		175
Sicangu Wicoti Awayankapi (SWA) Housing Corp		141
Bureau of Indian Affairs		47
Rosebud Casino		160
Sources: Buffalo, M., & Bordeaux, S. (2017). Sicangu Lakota Oyate, Rosebud Sioux Tribe Community Profile. Report by the Rosebud Sioux Tribe Health Administration. REDCO's data provided by REDCO.		



**Educational attainment rates are low.** In 2017, REDCO conducted a study shedding light on the educational statistics of the three main school districts: Todd County High School, White River High School, and St. Francis Indian School. The following are key points found in this research:

- Less than 20% of students are proficient in Math and ELA.
- Low high school graduation rate of about 58%
- Less than 30% of students are College Ready in English or Math.

Rosebud Reservation and South Dakota Workforce by Gender		
	Rosebud Reservation	South Dakota
Female	30.40%	29.10%
Male	31.70%	28.70%
Total	62.10%	57.80%
Source: US Dept of the Interior, Bureau of Indian Affairs, Office of Tribal Services. 2013 American Indian Population and Labor Force Report, <a href="https://www.bia.gov/sites/bia.gov/files/assets/public/pdf/idc1-024782.pdf">https://www.bia.gov/sites/bia.gov/files/assets/public/pdf/idc1-024782.pdf</a> .		

Furthermore, it was found that out of 100 high school freshmen across these school districts, only 3 will graduate college in 6 years. This means that every 10 years there will only be 3 new college graduates, yet it is not known how many, if any, will return to work with or in the Tribe. This brain drain is a result of and contributor to the Rosebud Reservation's poor undiversified economy.

REDCO is currently the largest employer of youth interns on the Rosebud Reservation. To combat and increase the educational attainment of high school students, REDCO is in the process of expanding its internship program into an official Scholars and Leaders mentorship program. By working with the three area school districts, REDCO plans to match interns with their mentors, train them in hard and soft skills such as customer service, financial literacy, computer skills etc., and assist in college applications and college visits. Additionally, REDCO has opened its first micro-grant application for first time college enrollees for the school year 2018-2019. By giving four \$2500 grants to first time college students, REDCO's goal is to push these students to succeed in college, gain experience, and return to the reservation with forward-thinking ideas and the ability to pursue them.

In addition to practical skill-based workforce development, REDCO has been participating and developing a culturally relevant Social Emotional Intelligence Training (SEIT) to address a new side of workforce development on the Rosebud Reservation. This SEI- training has a two-fold objective, 1) Increase the professional well-being of the Sicangu Lakota Oyate and, 2) increase employee productivity and wellbeing in and outside the office. These SEI-trainings address the challenges of stress, professionalism, customer service, workplace culture, relationships, and more. Not only is REDCO training its own employees, but two of the five SEI-trainers have taken initiative to teach SEI-skills in the local Jail to help rehabilitate the Sicangu Lakota Oyate where it is vitally needed.

Besides REDCO, there are a number of organizations on the Rosebud Reservation providing job training and development. These are listed below.

*The Sicangu Nation Employment Training Program (SNETP)*

SNETP is a Public Law 102-477 program since Jan. 1, 2000. The RST is the grantee for SNETP. SNETP trains their applicants through on-the-job training and certification. They work with other tribal programs and businesses to do this. Their major job training and placement is in Construction.

*Tribal Employment Contracting Rights Office (TECRO)*

TECRO assists job seekers with certifications. TECRO was established and empowered to monitor and enforce the requirements of the tribal employment rights ordinance. These ordinances require that all employers who are engaged in operating a business on reservations give preference to qualified Indians in all aspects of employment, contracting and other business activities.

**The poverty on the Rosebud Reservation is extremely high.** The U.S. Census reports a poverty rate of 52.2% in 2020, including 59% being under the age of 18, on the Rosebud Reservation, compared to 12.5% for the state of South Dakota, and 12.6% for the entire United States. This high poverty rate on the Rosebud Reservation creates a financial and cultural barrier that even those more well off on the reservation cannot break, especially affecting educational attainment and employment. Furthermore, the lack of financial knowledge within this poverty culture continues to deter entrepreneur's success. In order to help break this cycle of poverty, Tatanka Fund Native CDFI has begun holding Credit When Credit is Due workshops and Financial Literacy Training for all interested tribal members and programs. In addition, Todd County, SD was determined by the Federal Reserve Bank of New York to be the most Credit Insecure County in the Mainland United States. It is nearly impossible to get affordable personal credit here. Most

recently, the Rosebud Sioux Tribe Headstart program staff undertook this training with amazing success stories.

Tatanka Fund's goals for the next five years are to:

- Secure funding to give SSBCI micro-loans and eventually larger loans.
- Train more Tribal members in Financial Literacy.
- Help Tribal members build credit.
- Educate Tribal members on homeownership and the financial responsibilities with that.
- Increase the availability of financial products to tribal members.

Additionally, local lenders need education and be motivated to assist the Tribe in successful economic development in the region. This, in turn, will benefit the banks themselves. The lack of adequate financial products limit access to business development and housing. Due to the lack of local financial institutions many tribal members do not have a checking or savings account. These are necessary criteria for building credit. Tribal members are caught in the continuous cycle of predatory loans and payroll deductions to ensure their immediate financial needs are being met. This causes the financial stability of tribal members to be in question. Just having access to an ATM on the reservation can be a challenge. Many community members also lack the education on the financial products available to them, leading to the continuous need for sustainable personal financial education.

## ***Housing***

Reported by the U.S. Census, the average house on the Rosebud Reservation...

- Was built between 1970 to 1979
- Householder moved in between 2000 to 2009
- The average owner-occupied housing units are without a mortgage and have selected monthly owner costs of a median \$291 per month
- Has 4 to 5 rooms, 2-3 bedrooms.
- Has 1 vehicle available
- Is fueled by bottled, tank, or LP gas (propane)
- Approximately 11% of all housing units lack complete plumbing facilities, kitchen facilities, or telephone service.

Completed in 2023, Sicangu CDC conducted a Housing Needs Study Report. A traditional Housing Market Analysis was completed, as well as a Homeownership Survey. The following factors of this report are summarized below:

### **1. Financing**

- Rosebud Sioux Tribal Members are prohibited from securing home loan financing, because of the lack of financial institutions willing to provide home loans for homes built on trust lands.
- A majority of potential homeowners deemed they could afford a mortgage payment of \$400 or more.

- Many Homeownership survey respondents had a relatively high debt-to-income ratio and one or more payroll deductions.
- 2. Housing Shortage**
- A shortage of rental and sale units available for those who are employed and able to afford it.
  - Because of the lack of housing, there exists a high price-to-quality ratio that has pushed many residents off of the Rosebud Reservation for their housing needs.
  - SWA identified 1,789 people living in “doubled up” homes.
- 3. Education**
- A majority of potential homeowners prioritized courses or assistance in regards to the home loan process, homeownership education and financial coaching.
  - Potential homeowners will likely need credit and debt counseling to reduce or eliminate any debt.
- 4. Recommendations**
- Increase and expand homebuyer and homeowner education, credit counseling/repair, home purchase and loan packaging resources, education of monthly payment to unit value ratio, costs and benefits of different housing options for individuals and families at different stages of life.
  - Create micro-credit opportunities for potential homeowners to begin developing a credit history and credit repair.
  - Explore multi-generational and culturally appropriate housing options, as well as energy efficient homes.
  - Increase transparency of tribal property and mortgage laws (and potentially modify or enact new laws).
  - Expand the range of lending options available to potential homeowners on reservation and trust lands.
  - Develop a “one-stop-shop” to streamline processes (homesite leasing, financing etc.) and enable lessees and potential homeowners to complete the homeownership process in one location.

This housing need on the Rosebud Reservation has long been recognized, but very few entities are addressing this issue. These entities include:

- The Keya Wakpala Resilient Community Development
- Tatanka Funds CDFI
- Sicangu Wicoti Awayankapi (SWA)
- Ojinjinkta Housing Development Corporation (OHDC)
- Rosebud Construction Incorporated (RCI)

*Tatanka Funds CDFI*

With REDCO as the sponsoring entity, Tatanka Funds’ primary mission is to increase access to fair, affordable financial services for the Sicangu Lakota Oyate (Sicangu Lakota Oyate) and others living on the

Rosebud Indian Reservation (Todd County, SD) or on tribal trust land in the surrounding four counties. This area is dramatically underserved by other financial institutions, as it has been historically, causing residents to rely heavily on payday lenders and other predatory options. The rate of home ownership is extremely low and the inventory of available rental housing options does not begin to meet the demand. Furthermore, our Native American population residing on the reservation and in surrounding areas suffers from extremely high poverty rates and unemployment rates. All enrolled Rosebud Sioux Tribal Members, regardless of where they live (on or off reservation), are eligible for Tatanka Funds services and products.

#### *Keya Wakpala Resilient Community Development*

In 2012, REDCO was given management control of 590 acres of tribal trust land for the development of a green and sustainable community on the Rosebud Indian Reservation. This site was selected for its proximity to the center of the Sicangu Lakota tribal population on the Rosebud Indian Reservation and existing infrastructure. REDCO has planned the Keya Wakpala Waíčageyapi (Turtle Creek Development) resilient community development in Mission, SD to expand the opportunities for retail, entrepreneurship and home ownership on the Rosebud Indian Reservation. With this project, REDCO aims to mix housing and economic development, increase access to quality housing, build local infrastructure, and promote economic stability through job creation and local business development. A summary of the key project initiatives are below:

- Adoption of the Comprehensive Master Plan for Keya Wakpala as an official resilient community and economic development project of the Sicangu Lakota Oyate. The conceptual master plan includes 450 units of high-density apartments, 60 units of medium density townhouses, 180 single family units and 60 lofts. This will be a mixed-use community with local business playing a vital role in the community. REDCO anticipates providing a variety of housing opportunities including homeownership and supportive housing.
- REDCO has already established the Turtle Creek Crossing Super Foods grocery store that is the economic anchor for the development. The next phase of the development will include the construction of 18 single family homeownership units, up to 20 quad-plex apartments for local Native American families and a business incubator building to promote small business and entrepreneurship on the Reservation.
- Completion of the Preliminary Engineering Report (PER) and submit to the USDA for infrastructure grant funding.
- Securing federal funding to leverage other funding sources for affordable housing. Effectively securing and using these resources is critical to REDCO in successfully fulfilling its mission.
- Work closely with Tatanka Funds Inc., to create a foundation of greater financial literacy and stability within the community, focusing on credit building and repair: homeownership preparation: business planning services: and small short-term personal and business loans.

#### *Sicangu Wicoti Awayankapi Corporation (SWA)*

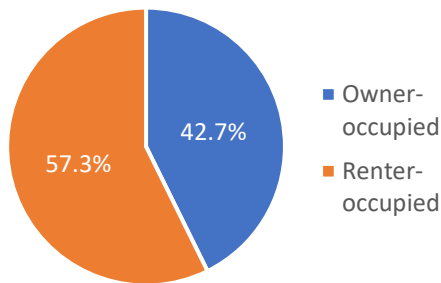
The Rosebud Sioux Tribe created Rosebud Housing Authority in 1962 (now known as the Sicangu Wicoti Awayankapi Corporation) and commenced in providing housing services from grant funds received from the U.S. Department of Housing and Urban Development. Prior to the inception of the Rosebud Housing

Authority, the Tribe had already developed a distribution of services to its membership. Distribution is guaranteed by Tribal Council’s appointed representatives to the Housing Board of Commissioners. These units are distributed based on population and the housing need of the community district.

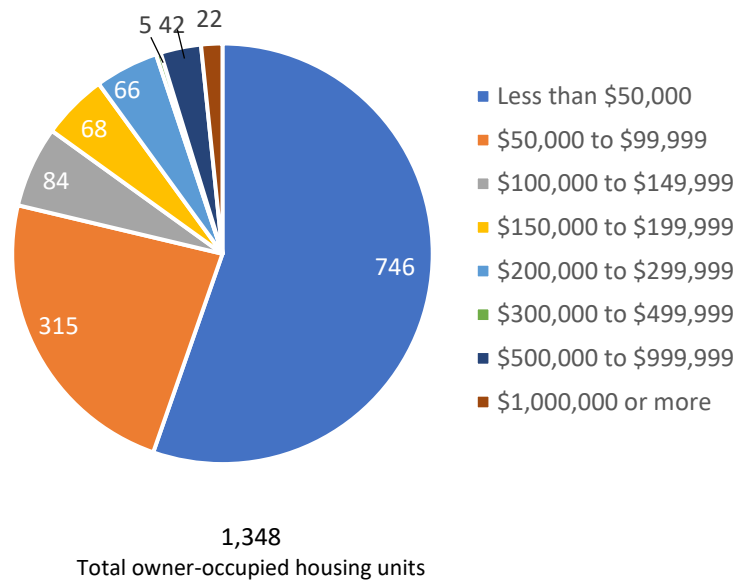
*Ojinjinkta Housing Development Corporation (OHDC)*

SWA’s subsidiary OHDC, incorporated in 2006, has the capability to negotiate contracts for housing and rehab under federal funding rules. They have completed contracts for NAHASDA and HIP (2010). Most recently, OHDC built the newest addition to the Rosebud Sioux Tribe’s headquarters (2017).

Rosebud Reservation Housing Tenure

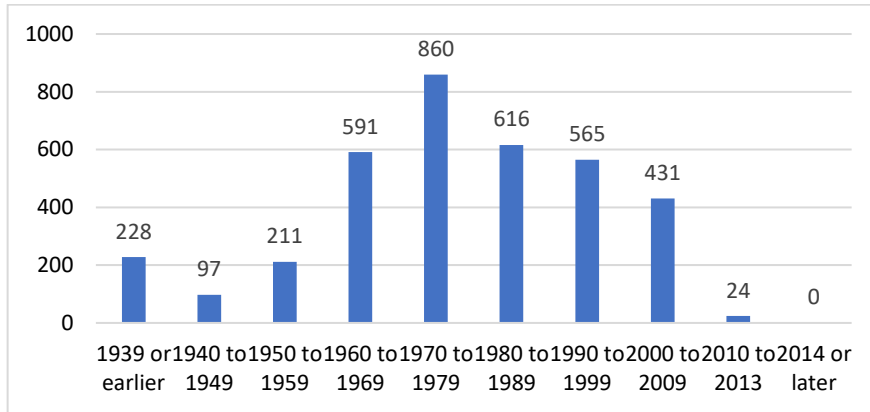


Rosebud Reservation Housing Value of Owner-Occupied Housing Units



ROOMS	
Total housing units	3,623
1 room	57

Rosebud Reservation Year Houses Built



2 rooms	124
3 rooms	440
4 rooms	864
5 rooms	1,102
6 rooms	524
7 rooms	300
8 rooms	164
9 rooms or more	48
Median rooms	4.8

YEAR HOUSEHOLDER MOVED INTO UNIT	
Occupied housing units	3,155
Moved in 2015 or later	85
Moved in 2010 to 2014	883
Moved in 2000 to 2009	1,113
Moved in 1990 to 1999	565
Moved in 1980 to 1989	243
Moved in 1979 and earlier	266

SELECTED MONTHLY OWNER COSTS (SMOC)	
Units with a mortgage	232
Less than \$500	45
\$500 to \$999	110
\$1,000 to \$1,499	52
\$1,500 to \$1,999	2
\$2,000 to \$2,499	7
\$2,500 to \$2,999	0
\$3,000 or more	16
Median (dollars)	722
Units without a mortgage	1,116
Less than \$250	419

\$250 to \$399	359
\$400 to \$599	245
\$600 to \$799	59
\$800 to \$999	9
\$1,000 or more	25
Median (dollars)	291

VEHICLES AVAILABLE	
Occupied housing units	3,155
No vehicles available	618
1 vehicle available	1,245
2 vehicles available	731
3 or more vehicles available	561

GROSS RENT	
Occupied units paying rent	1,568
Less than \$500	955
\$500 to \$999	537
\$1,000 to \$1,499	67
\$1,500 to \$1,999	9
\$2,000 to \$2,499	0
\$2,500 to \$2,999	0
\$3,000 or more	0
Median (dollars)	431

HOUSE HEATING FUEL	
Occupied housing units	3,155
Utility gas	126
Bottled, tank, or LP gas	1,435
Electricity	1,076
Fuel oil, kerosene, etc.	36
Coal or coke	0
Wood	429
Solar energy	18
Other fuel	35
No fuel used	0

ELECTED CHARACTERISTICS	
Occupied housing units	3,155
Lacking complete plumbing facilities	47
Lacking complete kitchen facilities	80
No telephone service available	223

## IV: Economic Resilience

Only in the last 5-years has the Sicangu Lakota Oyate been able to begin forming a disaster response system. The current Pre- and Post- disaster plans are in the early stages of development. Economic resiliency currently lies in the hands of the Sicangu Lakota Oyate and the Tribal government itself. The overall goal of Tribe is to establish a plan and line of communication between all needed departments and for these departments to have the capacity to respond to hazards and disasters.

### **The current Pre-disaster Preparations are:**

- The Emergency Preparedness Program (EPP) works with all programs and entities on the Rosebud Reservation to prepare for every winter season. EPP mobilizes the experienced personnel and material resources each tribal entity can assist in giving every winter, this includes funding, 4-wheel trucks, snow plows, generators, and different equipment. When EPP is activated during a severe blizzard, the most vulnerable community members are checked on by their community representatives to ensure they have enough wood and propane to last the length of the storm or if they need to be transferred to the hospital as is the case with dialysis patients and some elderly. This program is still developing and becoming more effective every year. The winter of 2017, is when the EPP plan included Sicangu Propane, allowing residents without a woodstove to receive propane instead of wood.
- In preparation for the dry summers, the Rosebud Sioux Tribe Volunteer Fire & Rescue Department educates residents on fire safety and protocols. The Fire department also does off-reservation training to ensure the volunteers are prepared for anything.
- The local radio station and RST Facebook page play a huge role in warning residents of high heat, icy roads, etc.

### **The current Post-disaster priorities are:**

- To reestablish electricity and gas power, especially as soon as possible during or after a blizzard
- Ensure residents are safe i.e. not stuck in a snow bank, under a fallen tree, etc.

These Post-disaster priorities are fulfilled by Tribal Law Enforcement, Fire Department, and the EPP program.

In the case of economic recovery, the Rosebud Sioux Tribe makes budgetary decisions on a case by case basis of those in need of a home, home repairs, utility expenses etc.

To continue the development of a formal disaster response plan, below are the overarching goals and objectives for each hazard identified by the Sicangu Lakota Oyate that they would like to achieve when resources are available. The most noteworthy and measurable objective will be developed into a comprehensive strategy outlining attainable actions.

<b>Severe Winter Weather</b>
<p>Goal: Decrease the effects of a power loss on the populations during sever winter storms.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Upgrade existing emergency power systems with generators or transfer</li> <li>• Ensure citizens are informed of shelter locations when power to residences or businesses is lost.</li> <li>• Encourage citizens to participate in severe winter weather preparedness actions.</li> </ul>
<b>Power Failure</b>
<p>Goal: less in the vulnerability to a power failure and resulting emergency situation if occurs during high heat or severe winter weather.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Ensure backup generators are available for critical facilities and shelters.</li> <li>• Provide public education to citizens and business on mitigation of power outages.</li> </ul>
<b>Transportation incidence</b>
<p>Goal: decrease the vulnerability to motor vehicles crashes resulting in loss of life explosion and/or fire.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Promote regular full-scale operational training through law-enforcement, fire and first responders.</li> <li>• Have mass casualty and mass fatality plans in place along with alternative care site agreements for family of loved ones.</li> </ul>
<b>Tornadoes/High Winds/Hail</b>
<p>Goal: Reduce injuries and the loss of life during violent weather. Objectives:</p> <ul style="list-style-type: none"> <li>• Provide adequate warning when violent weather is imminent.</li> <li>• Ensure that people have proper shelter from damaging high winds and/or tornadoes</li> <li>• Increase public education and awareness on warning devices and preparedness actions that individuals and families can employ.</li> </ul>
<b>Fire</b>
<p>Goal: Reduce the loss of property and life and the Economic impact of lost businesses, jobs and residences.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Assure that fire departments are Adequately equipped and properly trained to respond t wildfires and urban fires.</li> <li>• Practice responsible land management to prevent fires.</li> <li>• Promote preparedness programs on the reservation, in schools and in businesses.</li> <li>• Increase smoke and fire alarm awareness programs in schools and in homes.</li> </ul>
<b>Drought</b>
<p>Goal: Assist in lessening the damage to drought prone areas. Objectives:</p> <ul style="list-style-type: none"> <li>• Regulate reservation/community water usage.</li> <li>• Promote appropriate water saving practices.</li> <li>• Increase public education and awareness.</li> </ul>

<b>Flooding</b>
Goal: Lessen the occurrence of flooding and damage to flood prone structures. Objectives: <ul style="list-style-type: none"> <li>• Promote appropriate storm water drainage systems.</li> <li>• Ensure flash flood warning systems are operable and installed.</li> </ul>
<b>Biological pests/infectious diseases</b>
Goals: prevent and less in the spread of biological pests on property in grasslands or a contagion on the population Objectives: <ul style="list-style-type: none"> <li>• Ensure that effective and rapid countermeasures are available to the public.</li> <li>• Provide education and information to citizens on the control and abatement of the pests or disease.</li> </ul>
<b>Hazardous materials</b>
Goal: identify and contain all hazardous materials on the reservation. Objectives: <ul style="list-style-type: none"> <li>• List and map all hazardous material in and around the reservation and surrounding counties ( intra-highways in railways).</li> <li>• Increase training for local fire departments and law-enforcement to handle materials and respond to spills.</li> <li>• Promote the continued use of has that area response team.</li> </ul>
<b>Damn Failure</b>
Goal: ensure structures are safe Objectives: <ul style="list-style-type: none"> <li>• Provide yearly and thorough down inspections.</li> <li>• Promote public awareness on flooding affects to property</li> </ul>
<b>Communication Isolation</b>
Goal: Reduce the occurrence of communication disruption to residents, tribal and emergency services. Objectives: <ul style="list-style-type: none"> <li>• Provide frequent transmission tower, switching centers and overall infrastructure inspections.</li> <li>• Increase interoperable communications between communities/villages through redundancy and diversity of systems.</li> </ul>

### Potential Mitigation Strategies

Building on the work in the previous chapters the hazardous mitigation planning team can develop the objectives and begin defining the hazard mitigation strategy or Action plan. If the strategy is to be implemented it should be based on existing local authorities, policies, programs and resources. Approach should be flexible enough to be expanded, reduced and/or improved upon if existing conditions change.

Hazard Mitigation strategies are best classified into the following six categories:

- Prevention
- Property Protection
- Structural Projects
- Emergency Services
- Critical Facilities Protection

- Public Education and Awareness

These categories are further detailed below:

Prevention	Property Protection
<p>Prevention measures are intended to keep a hazardous risk from getting worse and ensure that future development does not increase hazard losses. Communities can achieve significant progress towards hazard Resistance through prevention actions. This is particularly true in under developed and re-developed areas. Examples of prevention measures or actions are:</p> <ul style="list-style-type: none"> <li>• Planning and zoning (floodplain regulations)</li> <li>• Building codes</li> <li>• Capital improvement planning (no infrastructure extended into hazard area)</li> <li>• Land development regulations (large lot sizes)</li> <li>• Open space preservation (parks and recreation area)</li> <li>• Storm water management (clear ditches/larger retention Bains)</li> </ul>	<p>Property protection is used to modify buildings of their surroundings, rather than to prevent the hazard from occurring since they directly impact people and property. A community may find these to be inexpensive actions because they are usually implemented or cost-shared with property owners. or cost-shared with property with property owners. Examples of property protection measures are; acquisition, relocation, rebuilding and flood- proofing.</p> <ul style="list-style-type: none"> <li>• Acquisition includes: <ul style="list-style-type: none"> <li>○ Full market value purchase</li> <li>○ Purchase of foreclosure or tax delinquent property or bargain sales</li> <li>○ Donations</li> <li>○ Leases and easements</li> </ul> </li> <li>• Relocation includes: <ul style="list-style-type: none"> <li>○ Physical removal of buildings to a safe and future use area</li> <li>○ Substitution of current use to another that is less vulnerable to the hazard(s) like utility relocation by burying or floor proteins.</li> </ul> </li> <li>• Rebuilding or modifying structures to reduce damage along with adoption and enforcement of building codes. This includes: <ul style="list-style-type: none"> <li>○ Masonry structures can be retrofitted to lessen damage in landslides. <ul style="list-style-type: none"> <li>○ Manufactured homes can be anchored for high wind speeds.</li> <li>○ Lightning protection for elevated structures</li> </ul> </li> </ul> </li> <li>• Flood-Proofing is meant to protect flood-prone buildings by either dry flood-proofing, which seals a structure by making the lower level watertight, or wet flood-proofing, in which water enters the building and is allowed to minimize pressure on the structure.</li> </ul>
Structural Projects	Public Education and Awareness
<p>Structural Projects involve construction of manmade projects to lessen or abate a hazard, ultimately protecting people and property at risk.</p> <p>Protection measures include:</p> <ul style="list-style-type: none"> <li>• Placement of anemometers</li> <li>• Dams and reservoirs</li> <li>• Spillways</li> </ul>	<p>It is highly beneficial for the public be aware of educational activities in the community. These components would include:</p> <ul style="list-style-type: none"> <li>• Provision of map information</li> <li>• Informational mass mailing specially to property owners in hazard-prone area</li> <li>• Posters in high traffic areas</li> <li>• Real estate disclosures of food hazards</li> </ul>

<ul style="list-style-type: none"> <li>• Channel modifications</li> <li>• Detaining walls</li> <li>• Storm sewers</li> <li>• Elevated roadways</li> <li>• Enclosing hazardous facilities</li> <li>• Detention/retention basins</li> <li>• Larger culverts</li> <li>• Higher flood standards for construction projects</li> </ul>	<ul style="list-style-type: none"> <li>• Rosebud Sioux Tribe Emergency Management web site update</li> <li>• Tabbed page in local phone books</li> <li>• Public announcements through print ads</li> <li>• Radio and public access TV which provide updates on emergency situations</li> </ul> <p>Recognizing that hazards exist, occur locally and can be very damaging to the community is the primary step in the mitigation process. Specific mitigation projects should be addressed and prepared for on a local level, with the knowledge that if the incident overwhelms the communities, regional and state assistance is available.</p>
<p><b>Emergency Services</b></p>	<p><b>Critical Facilities Protection</b></p>
<p>Some examples of emergency services include:</p> <ul style="list-style-type: none"> <li>• Local regional mutual aid agreements for assistance</li> <li>• Resources and alternate care sites for casualties/patients</li> <li>• Protection of critical facilities</li> <li>• Regular health and safety maintenance</li> <li>• Inventory of all assets and resources in the area</li> <li>• Annual tribal/community exercises</li> <li>• Annual review of operational plans</li> </ul>	<p>Protecting critical facilities is essential for the community to respond and recover from an incident. Damage or the closing of a critical facility can disrupt and impact the population and needed services.</p> <p>Critical facilities include:</p> <ul style="list-style-type: none"> <li>• Police stations, fire stations, emergency operation centers, hospitals, and other structures/entities that are involved in the response effort.</li> <li>• Facilities that care or house special needs populations, such as nursing homes, boarding schools, assisted living centers and prisons.</li> <li>• Power plants and hazardous materials production/storage facilities that create a secondary hazard.</li> <li>• Water supply sources</li> <li>• Sewage treatment facilities.</li> </ul>

## V: Goals, Implementation, and Evaluation Plan

### *Rosebud Reservation Strengths, Weaknesses, Opportunities, and Threats*

	Helpful	Harmful
Internal	<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Sovereignty</li> <li>• Population growing</li> <li>• Lakota cultural heritage and language</li> <li>• Natural resources</li> <li>• Institutional infrastructure</li> <li>• Renewable Energy Potential with the highest Wind Rating in the Great Plains</li> <li>• Largest Native American Bison Herd</li> <li>• Our own Lakota Immersion School</li> <li>• Secured SSBCI Funding for Small Business Loans for area tribal businesses</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• No RST law to record Financing Statements for loans &amp; investments on tribal lands (Secured Transaction Code)</li> <li>• Geographic isolation</li> <li>• Technology gap, no High-speed Wireless Internet</li> <li>• Poorest County (Todd) in the United States with 74% Unemployment &amp; over ½ of tribal members living in Poverty</li> <li>• Health disparities, over ½ of tribal members with Type 1 &amp; 2 Diabetes</li> <li>• Low education attainment</li> <li>• Housing shortage &amp; overcrowding</li> <li>• Dependence on assistance programs</li> <li>• Access to personal Financial Products, highest Personal Credit Insecurity Rating in the Mainland US</li> </ul>
External	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Renewable Energy Development</li> <li>• Construction</li> <li>• Agricultural &amp; Bison Development</li> <li>• Government construction Buy-Indian Act</li> <li>• Tourism development with Sicangu Resource Management’s Leadership</li> <li>• Increase access to affordable quality homes and homeownership with RST’s 100-homes Project &amp; Tatanka Funds CDFI Homeownership Counseling.</li> <li>• Workforce Development with Sicangu Co’s Learning &amp; Development</li> <li>• Access to financial products with Tatanka Funds &amp; SSBCI expanded lending, with RST Law &amp; Order Code creation of recording Financing Statements on tribal trust lands</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Lack of focused planning for targeted industries that will have the best impacts for RST members</li> <li>• Politics driving decisions for business investments</li> <li>• Lack of Private Investment due to no RST Law &amp; Order Code creation of recording Financing Statements on tribal trust lands</li> <li>• Climate Change</li> <li>• Competition from other economic entities that enter the same businesses as us</li> <li>• Regulatory hurdles</li> <li>• Lack of changes to the RST Law &amp; Order Code that encourage economic development activity</li> </ul>

### SWOT Analysis

- **Strengths:**

- **Abundant Renewable Energy Resources:** The Rosebud Reservation possesses significant potential for wind, solar, and geothermal energy generation, offering a unique opportunity for sustainable economic development and energy sovereignty.
- **Vast Land Resources:** The tribe has access to extensive land holdings suitable for agriculture, livestock, and potential commercial development, providing a foundation for economic diversification and growth.
- **Rich Cultural Heritage:** The Sicangu Lakota Oyate's strong cultural identity and traditions can be leveraged to attract tourism, promote cultural preservation initiatives, and foster community pride and resilience.
- **Federal Support and Incentives:** The tribe can access various federal programs, grants, and tax incentives designed to support economic development and self-sufficiency in Indian Country.
- **Strong Sense of Community:** The close-knit community and shared values of the Sicangu Lakota Oyate can facilitate collaboration, innovation, and collective action towards economic progress.
- **Weaknesses:**
  - **Low Educational Attainment:** Limited access to quality education and low graduation rates hinder workforce development and limit opportunities for higher-paying jobs.
  - **High Unemployment:** The unemployment rate on the reservation is significantly higher than state and national averages, contributing to poverty and social challenges.
  - **Limited Economic Diversity:** The economy is heavily reliant on government services, making it vulnerable to fluctuations in federal funding and limiting opportunities for private sector growth.
  - **Infrastructure Gaps:** Inadequate infrastructure, including housing, broadband, and transportation, can impede economic development and quality of life.
  - **Social Challenges:** High rates of addiction, poverty, and health disparities pose significant obstacles to economic progress and community well-being.
- **Opportunities:**
  - **Renewable Energy Development:** The development of utility-scale wind and solar projects can generate revenue, create jobs, and promote energy independence.
  - **Construction Industry Expansion:** Leveraging federal contracting preferences and growing internal capabilities can lead to increased construction activity, job creation, and improved infrastructure.
  - **Agricultural Revitalization:** Expanding commercial agriculture and livestock operations, particularly bison production, can enhance food sovereignty, create jobs, and generate revenue.
  - **Tourism and Cultural Preservation:** Promoting cultural tourism and preserving the tribe's heritage can attract visitors, create jobs, and diversify the economy.
  - **Workforce Development and Education:** Investing in education and skills training programs can empower tribal members to participate in the growing economy and access higher-paying jobs.
- **Threats:**
  - **Regulatory Hurdles:** Complex federal regulations and permitting processes can delay or impede economic development projects.
  - **Competition:** Competition from other tribes and non-tribal entities can impact the success of economic development initiatives.
  - **Climate Change:** The impacts of climate change, such as drought and extreme weather events, can affect agriculture, water resources, and overall economic stability.

- **Economic Fluctuations:** Dependence on external markets and fluctuations in the broader economy can impact the tribe's economic well-being.

### ***Mission/Vision Statement of the Sicangu Lakota Oyate***

As Lakota we believe we are all related and it is our duty to create a better world for future generations. We do this through strategic planning, community engagement, and execution of Business Plans that are well-thought out and accurate.

The Sicangu Lakota Oyate envisions a future where our people thrive in a vibrant, diversified, and sustainable economy. We will harness our abundant renewable energy resources, build a skilled and resilient workforce, and revitalize our agricultural traditions to achieve full employment, economic self-sufficiency, and a prosperous future for generations to come.

### ***Goals and Objectives***

- **Goal 1: Achieve Full Employment by 2050**
  - Objective 1.1: Reduce the unemployment rate from 75% to 65% within the next five years.
  - Objective 1.2: Create 2,100 new jobs in renewable energy, construction, and agriculture sectors within the next ten years.
  - Objective 1.3: Develop and implement comprehensive workforce development and education programs to equip tribal members with the skills needed for the 21st-century economy.
- **Goal 2: Double GDP Per Capita Within the Next Decade**
  - Objective 2.1: Increase GDP per capita from \$17,000 to \$35,000 per person per year through diversified economic growth.
  - Objective 2.2: Develop and implement a renewable energy strategy to generate 870 GWh of electricity per year, creating revenue and jobs.
  - Objective 2.3: Expand construction capabilities to serve both on- and off-reservation markets, generating revenue and creating jobs.
  - Objective 2.4: Revitalize agricultural practices, focusing on commercial crop and livestock production, to enhance food sovereignty and generate revenue.

### ***Strategies and Action Plans***

- **Economic Development Strategies:**
  - **Renewable Energy Development:**
    - Establish Rosebud Energy Service Company (RESCO) as the tribal utility to facilitate power transactions and negotiations.
    - Conduct a comprehensive assessment to determine the optimal renewable energy mix (wind, solar, geothermal) for large-scale projects.
    - Re-launch the 30 MW Owl Feather War Bonnet wind project and pursue the development of the 190 MW North Antelope Highlands wind project.

- Explore opportunities for small-scale renewable energy projects, such as community solar installations and geothermal heating systems.
    - Develop a long-term renewable energy strategy that includes energy storage, grid modernization, and workforce development in the renewable energy sector.
  - **Construction Industry Expansion:**
    - Leverage the Buy Indian Act to secure federal contracting opportunities for tribal-owned construction businesses.
    - Expand the capacity and capabilities of Rosebud Construction Inc. (RCI) to undertake larger and more complex projects.
    - Prioritize the renovation or replacement of 1,759 existing homes within RST, addressing the housing shortage and improving living conditions.
    - Develop a comprehensive plan for commercial construction, including the development of essential amenities and infrastructure to enhance the reservation's economic and social well-being.
    - Invest in workforce development and training programs to ensure a skilled and qualified construction workforce.
  - **Agricultural Revitalization:**
    - Transition agricultural land leases from non-tribal members to tribal ownership and management as leases expire.
    - Expand the Wolakota buffalo herd and develop downstream opportunities for bison meat processing and value-added products.
    - Explore opportunities for commercial crop production, leveraging the reservation's land resources and agricultural potential.
    - Invest in agricultural infrastructure, technology, and training programs to support sustainable and profitable farming practices.
    - Promote food sovereignty and access to healthy, locally produced food for tribal members.
- **Action Plans:**
  - **Renewable Energy:**
    - Action 1.1: Establish RESCO and register it as a tribal utility within the next 12 months.
    - Action 1.2: Complete a renewable energy assessment within the next 6 months to determine the optimal energy mix and project sites.
    - Action 1.3: Secure funding and re-launch the 30 MW Owl Feather War Bonnet wind project within the next 24 months.
    - Action 1.4: Develop a detailed plan for the 190 MW North Antelope Highlands wind project, including securing funding and partnerships, within the next 36 months.
  - **Construction:**
    - Action 2.1: Identify and pursue federal contracting opportunities under the Buy Indian Act, targeting projects aligned with RCI's capabilities.
    - Action 2.2: Develop a 5-year plan for RCI's expansion, including workforce development, equipment acquisition, and capacity building.
    - Action 2.3: Secure funding and initiate the renovation or replacement of 1,759 homes within the next 5 years.
    - Action 2.4: Develop a master plan for commercial construction, prioritizing essential amenities and infrastructure, within the next 12 months.

- **Agriculture:**
  - Action 3.1: Develop a land management plan to transition agricultural leases to tribal ownership and management as they expire.
  - Action 3.2: Expand the Wolakota buffalo herd by 500 head within the next 5 years and explore opportunities for meat processing and value-added products.
  - Action 3.3: Conduct a feasibility study to identify suitable crops for commercial production and develop a business plan within the next 12 months.
  - Action 3.4: Secure funding to invest in agricultural infrastructure, technology, and training programs to support sustainable farming practices.
- **Implementation and Monitoring:**
  - Establish a CEDS Implementation Team responsible for overseeing the execution of the action plans.
  - Develop a detailed project management framework with clear timelines, milestones, and performance indicators.
  - Conduct regular progress reviews and evaluations to ensure accountability and track the achievement of goals and objectives.
  - Communicate progress and outcomes transparently to tribal members and stakeholders.
- (Develop a Project Schedule in Microsoft Project that demonstrates Direct, Indirect, & Induced Economic Impacts in IMPLAN®)

### **Evaluation and Adjustment:**

- **Evaluation Framework:**
  - Utilize a combination of quantitative and qualitative data to evaluate the CEDS Plan's effectiveness.
  - Track key performance indicators, such as employment rates, GDP per capita, renewable energy generation, construction activity, and agricultural output.
  - Conduct surveys and gather feedback from tribal members, businesses, and stakeholders to assess the plan's impact on the community.
  - Establish a baseline of current economic conditions to measure progress and identify areas for improvement.
- **Adjustment Process:**
  - Conduct an annual review of the CEDS Plan to assess progress, identify challenges, and make necessary adjustments.
  - Incorporate feedback from tribal members, businesses, and stakeholders into the review and adjustment process.
  - Remain flexible and adaptable to changing economic conditions, technological advancements, and emerging opportunities.

## **VII. Conclusion**

- **Summary of Key Points:**
  - *The Sicangu Lakota Oyate CEDS Plan represents a bold and comprehensive strategy for achieving economic self-sufficiency and prosperity. By harnessing our strengths, addressing our challenges, and seizing the opportunities before us, we can create a brighter future for our people. This plan is a testament to our resilience, our commitment*

*to our cultural heritage, and our determination to build a thriving economy that benefits all tribal members.*

- **Call to Action:**

- *We call upon all members of the Sicangu Lakota Oyate, our tribal leaders, businesses, and community organizations to join us in this journey towards economic empowerment. Together, we can implement this plan, monitor its progress, and make the necessary adjustments to ensure its success. Let us work hand-in-hand to build a sustainable, diversified, and prosperous economy that honors our past, empowers our present, and secures our future.*

DRAFT