

Oglala Sioux Tribe

Empowerment Zone Strategic Plan

Note: The following document is an electronic replication of selected sections of a Round II Rural Empowerment Zone strategic plan submitted by the applicant locality to the U.S. Department of Agriculture (USDA) in early October 1998. At the request of USDA program officials, we have omitted several sections. Also, due to technical constraints, we are unable to digitize some maps and other large illustrations.

Oglala Sioux Tribe Empowerment Zone

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Nomination

U.S. Department of Agriculture
Rural Development
Office of Community Development

for Rural Federal Empowerment Zone Designation

Number of years of
designation requested
(maximum of 10 years): TEN (10)

Nomination Categories (mark as applicable):
Rural
Indian Reservation yes no

Part I: State and Local Government Identification

A. Nominating State Government(s), Tribal Governing Body, or State Chartered Economic Development Corporation

Name of Entity: OGLALA SIOUX TRIBE	Authorized Official: JOHN YELLOWBIRD STEELE
Contact Person (Name and Title): HERB WOUNDED HEAD, OST ECONOMIC DEVELOPMENT OFFICE	Telephone Number: 605-867-5771
Address (Street / PO Box, City, State, & Zip Code): BOX A2, PINE RIDGE, SD 57770	

Name of Entity:	Authorized Official:
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	

B. Nominating Local Government(s) Enter the total number of nominating local governments.

Name of Jurisdiction:	Metropolitan Statistical Area Name (if in an MSA):
Chief Elected Official:	
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	County:
Name of Jurisdiction:	Metropolitan Statistical Area Name (if in an MSA):
Authorized Official:	
Contact Person (Name and Title):	Telephone Number:
Address (Street / PO Box, City, State, & Zip Code):	County:

C. Applicant-or Lead Implementing Entity (For questions concerning the nomination. This can be a nominating entity or one of the participating entities.)

Name of Entity: OGLALA SIOUX TRIBE ECONOMIC AND BUSINESS DEVELOPMENT COMMITTEE

Contact Person (Name and Title): HERB WOUNDED HEAD, OST ECONOMIC DEVELOPMENT OFFICE	Telephone Number: 605-867-5771
Address (Street / PO Box, City, State, & Zip Code): BOX A2, PINE RIDGE, SD 57770	

Attach separate sheet(s), as necessary, to provide identical information for all governments nominating the area.
Number the additional sheets Ia, Ib, etc.

Part II: Eligibility Information

This form incorporates the information necessary to demonstrate that the nominated area meets the statutory eligibility requirements for consideration and designation. Procedures for identifying the population and poverty rate data are given in Part IV. Use the results to answer the appropriate items A through E below.

	Yes	No		Yes	No
A. Size & Location of the Nominated Area					
1. What is the square mileage of the nominated area?	1	000	sq. miles		
2. Is the nominated area located wholly within the jurisdiction of the legal government(s) listed in Part I? YES, OST Tribal Court					14,562 persons
3. How many States are in the nominated area? (1)	one		sq. mile		
4. Is the boundary of the nominated area continuous?	YES				
5. Does the nominated area, including developable sites, consist of not more than three noncontiguous parcels?	NO				YES
6. a. Does the nominated area include developable sites?	NO				
b. If "yes," are there no more than three?					
c. If "yes," do they exceed 2,000 acres in the aggregate?					
7. a. Is the nominated area wholly outside a Metropolitan Statistical Area?	YES				
b. If "no," does the nominated area have a population density less than or equal to 1,000 Persons per square mile, and is the land use primarily agricultural?	N/A				
8. a. Are there any census tracts within a central business district?	NO				
b. If "yes," is the poverty rate not less than 35% for such tracts?					
9. a. Does the nominated area include any Portion of an area included in a previously designated Enterprise Community?	NO				
b. If "yes," is the entirety of the subject Enterprise Community included in the nominated area?	N/A				
B. Population & Poverty Rate of the Nominated Area					
1. a. Do any of the census tracts included in the nominated area have no population or a Population of less than 2,000?	YES				
b. If "yes," is more than 75% of the tract zoned commercial/industrial and certified in Part III?	NO				
c. If "yes," is the tract contiguous to one or more other census tracts that have a poverty rate of not less than 25% as reported by the U.S. Bureau of the Census?	YES				
2. From the Part IV Rural Population Data Worksheet, provide the following information for the entire area nominated:					
a. Total 1990 census population					14,562 persons
b. Do all census tracts or block numbering areas of the nominated zone have a poverty rate of not less than 20%?					YES
c. Do at least 90% of all the census tracts in the nominated area have a poverty rate of not less than 25%?					YES
d. If the answer to b or c is "no," would the answer(s) to b or c otherwise be "yes" if developable sites were not taken into account?					-
3. Is the entire nominated area eligible under the emigration criteria established by the Secretary of Agriculture?					NO
C. Distress of the Nominated Area					
The major indices of distress are pervasive poverty, unemployment, and general distress.					
1. Is the pervasive poverty of the area detailed in the Strategic Plan and certified in Part III?					YES
2. Is the unemployment of the _ detailed in the Strategic Plan and certified in Part III?					YES
3. Is the general distress of the area, including the physical and social conditions that demonstrate it, detailed in the Strategic Plan and certified in Part III?					YES
D. Alaska and Hawaii Nominations Only					
1. Do at least 20% of the families in each census tract or block group within the nominated area have incomes at or below 50% of the statewide median family income?					N/A
E. Mixed Poverty/Emigration Eligibility					
(where the nominated area consists of two or three noncontiguous parcels)					
1. Does each parcel qualify under either the poverty rate test specified in B.2.b. and B.2.c. or the outmigration test specified in B.3?					YES
2. Does any parcel qualify under both the poverty rate test specified in B.2.b. and B.2.c. and the outmigration test specified in B.3?					YES, Jackson, Shannon counties do, but not Bennett

Part III: **Certifications**

I hereby certify that the portion of the nominated area that I represent meets all Federal eligibility requirements and that to the best of my knowledge and belief:

- a. the information in this nomination is true and correct;
- b. each nominating government has the authority, with respect to the nominated area, to:
 - (1) nominate such area for designation as an Empowerment Zone;
 - (2) make the State, local, or tribal commitments that the Strategic Plan will be implemented; and
 - (3) provide assurances that such commitments will be fulfilled;
- c. the nominating governments shall comply with State, local, and Federal program requirements and have agreed in writing to carry out the Strategic Plan if the application is approved;
- d. no action **will be** taken to relocate any business establishment to the nominated area;
- e. the nominated area meets each of the eligibility criteria set forth in the program regulations, including:
 - (1) the population of the geographic area does not exceed 30,000;
 - (2) the geographic area **is** one of pervasive poverty, unemployment, and general distress;
 - (3) the geographic area **meets the** size and boundary test; and
 - (4) the geographic area **meets** either the poverty rate test or emigration criteria

OR

(in the case of Alaska and Hawaii only), the geographic area meets the test that at least **20%** of the families in the geographic area have incomes at or below **50%** of the State median income and the population of the geographic area does not exceed 30,000;

- f. each noncontiguous area (except for noncontiguous parcels identified as "developable sites" as referred to in question A.6. of Part II) being nominated separately meets the poverty rate test or the emigration criteria specified by the Secretary of Agriculture;
- g. the amounts provided to the State for the area under section 2007 of the Social Security Act will not be used to supplant Federal or non-Federal funds for services and activities that promote the purposes of section 2007;
- h. the nominating governments, tribal governing body, or corporations agree to make all the information available as requested by the designating Secretaries to aid in evaluation of progress in implementation of the Strategic Plan and reporting on the use of EZ SSBG funds;
- i. the nominating State agrees to distribute the EZ SSBG funds in accordance with the Strategic Plan submitted by the designated zone or community; and
- j. no portion of the nominated area is included in an Empowerment Zone or any other area currently nominated for designation as an Empowerment Zone and, (applicable **only** where the nominated area includes area from within a Round IEC), a Round IEC is included in its entirety in the nominated area.

Authorized Nominating State, Tribal Governing Body, or State Chartered Economic Development Corporation Official(s) type or print

Name of Entity: OGLALA SIOUX TRIBE	Signature & Date: <i>John Yellow Bird Steele</i> 10/7/98
Name of Authorized Official & Title: JOHN YELLOW BIRD STEELE, PRESIDENT	X
Name of Entity:	Signature & Date:
Name of Authorized Official & Title:	X

Authorized Nominating Local Government(s) and Official(s) type or print

Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X
Governmental Unit & State Name:	Signature & Date:
Official Name & Title:	X

Attach separate sheet(s), as necessary, to provide identical information and official signatures for all governments nominating the area. **Number** the sheets IIIa, IIIb, etc.

Part IV: Rural Population Data Worksheet

Duplicate this page if **needed**. Number the added pages **IVa, IVb**, etc. Use only **one** line per census tract/block numbering area. Enter the total number of census tracts/block **numbering** areas listed on **all** pages in the block to the right. The tracts in **each** parcel should be grouped **separately** below.

4

P A R C E L S	1	2	3	4. Poverty		5. Land Area			6	7
	State and County FIPS Code (5-digit)	census Geographic Area Census Tract Code/Block Numbering Area	1990 Population	4a. Number of Persons in Poverty	4b. Percent of Persons Below the Poverty Level	5a. Total Land Area in Census Tract (sq. miles)	5b. Excluded Area (sq. miles)	5c. Net Area of Tract (sq. miles) or Developable Site, as applicable	Code	Check if this tract is included in a current EC
1	46007	9931	3,206	1,179	37.6	1,185.4	1,070.4	115		
2	46071	9912	1,454	867	60.1	1,065.1	840.1	225		
3	46113	9936	5,726	3,337	59.6	1,212.1	951.1	261		
4	46113	9937	4,176	2,781	68.0	881.9	482.9	399		
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Eligibility Data for Each Parcel							Parcel A	Parcel B	Parcel C
Number of census tracts/block numbering areas with poverty rate(s) of 25% or greater.									
Number of census tracts/block numbering areas with poverty rate(s) of 20% or greater.									
Number of census tracts/block numbering areas with a population of less than 2,000.									
Number of census tracts/block numbering areas with no population.									

Section 4 - Economic and Social Conditions:

The Oglala Lakota face tremendous economic and social challenges. One Denver Post reporter commented: 'South of Rapid City, South Dakota, on a road to the Pine Ridge Reservation, the land turns wild. The prosperous farms become fewer and the land sits untouched, except for an occasional rusted car body in a field... There is an inescapable feeling of being in an alien place. In the continental United States, this is the closest thing to the Third World....This is Shannon County on the Pine Ridge Reservation, and it is the poorest county in the world.'

Key economic and social conditions are:

- Pervasive poverty affects all aspects of life for most Oglala families. Shannon County, one of two major land areas on the Pine Ridge Reservation is the poorest county in the world. 63.1 percent of persons live below the poverty level, (the highest percentage in the nation.) The per capita income in 1994 was \$8,000, the lowest in the nation. (Bureau of Economic Analysis, 1994).
- Unemployment is extremely and consistently high (currently 73%).
- Few businesses exist on the Reservation; even fewer are Indian owned.
- The majority of the population do not have access to credit nor easy access to banking services. There are no banking services on the Reservation.
- There is an extreme shortage of housing.
- Existing housing stock is substandard for the most part.
- More people rent than own their own homes.
- Substance abuse and related crime, gang violence, family violence impacts nearly every family on the Reservation.
- Welfare reform is negatively impacting a large number of mothers with small children.

- The education level is improving but is still extremely low.
- There is a lack of coordination among the key educational providers; there is no standardized Reservation-wide curriculum nor orderly transitions between systems.
- The documented school drop-out rates are extremely high (over 70%) over-all student achievement is significantly lower than national averages. (52.6% of high school students perform 2.6 grades below the national average.)
- 80-90% of Oglalas who attend college off the Reservation drop out.
- 97.1% of Indian students are first generation college students.
- There are few consumer services on the Reservation, except for basic utilities; all but one utility company is owned by non-Indian entities.
- No public transportation system exists within the Zone.
- One licensed day care exists on the entire Reservation.
- The Pine Ridge Reservation has a higher rate of diabetes, alcoholism, heart disease, road accidents, other accidents, and suicide than the American Indian population as a whole and all other races. The infant mortality and suicide rates are higher than the national average, and the tuberculosis rate is eight times higher. Alcoholism affects nearly every family on the reservation. The Lakota have the lowest life expectancy of any group in America (45 years according to the Indian Health Service.)

The People

The Oglala Lakota Sioux’s service area includes all of Shannon County and parts of Bennett and Jackson Counties. The U.S. Bureau of the Census estimated that the population of the Pine Ridge Reservation and adjacent trust lands was 11,166 in 1990.

1990 CENSUS POPULATION		
Age	Total	Percent
Under5	1,627	14.6%
5-14	2,872	25.7%
15-14	1,245	11.2%
20-24	874	7.8%
25-34	1,551	13.9%
35-44	1,136	10.2%
45-54	788	7.1%
55-64	541	4.8%
65-74	332	3.0%
75+	200	1.8%
TOTAL	11,166	100.0%
MEDIAN AGE	19.3 years	

AGE OF HOUSEHOLDS

Eighty percent (80%) of all households are headed by a person who is under 55 years of age. Of the remaining households, 11% are considered near elderly because they are headed by a person between 55 and 62 years of age and 9% are elderly. The following table provides an estimate of the non-elderly, near-elderly, and elderly households within the tribal service area. These estimates are based on the 1990 Census tabulations and BIA current population estimates.

PERSONS WITH DISABILITIES

In 1990, 10% of all residents over 16 years of age had mobility or self-care limitations. Slightly more than one out of every five people who are over 65 years of age have either mobility or self-care limitations.

PERSONS WITH MOBILITY OR SELF-CARE LIMITATIONS			
	16-64	65 OR MORE	TOTAL
Total Population	6,262	663	6,925
With Mobility or Self-care Limitations	552	151	703
Percent	8.8%	22.8%	10.2%
Source: 1990 U.S. Census of Population and Housing, STF3A			

POVERTY

In 1990, the median household income in the area which includes Shannon County and a portion of Bennett and Jackson County was \$11,260. These incomes are among the lowest in the country. In 1990, the Census Bureau determined that Shannon county was the poorest county in the United States. At that time, 63% of all persons who lived on the the reservation or adjacent trust lands were below the federal poverty level. Forty percent (40%) of all households received public assistance.

HOUSEHOLD INCOME, 1989 PINE RIDGE RESERVATION AND TRUST LANDS	
Less than \$5,000	2,834
\$5,000-9,999	602
\$10,000-14,999	436
\$15,000-24,999	600
\$25,000-34,999	288
\$35,000-49,999	160
\$50,000-74,999	44
\$75,000-99,999	13
\$100,000 or more	6
Median Household Income	\$11,260
Source: U.S. Census of Population and Housing STF3A	

Eighty-four percent (84%) of all Native American households who live in the tribal service area have low incomes, according to a special Census tabulation prepared by HUD. Forty-six percent of all Indian households had extremely low incomes that were 30% or less than in the household median, 18% had very low incomes that were between 30% and 50% of the median, while 19% had incomes between 50% and 80% of the median.

Business, Jobs, and the Economy:

- Approximately 90% of Reservation income comes from Federal sources.
- Approximately 90% of Reservation dollars are spent off the Reservation.
- More than half of the resident's income leaves the Reservation within seventy-two hours of arrival.
- More than 74 million dollars of reservation income is spent off-reservation.
- Jobs are needed. See employment levels below:

Employment

Bureau of Indian Affairs Labor Force Report (end of 1996)

Potential Labor Force	18,986
Total Employed	4,965
Not Employed	14,021
Of Not Employed, Persons Actively Seeking Work	4,165

- There is a shortage of available housing units. There are over 900 households on the waiting list for low-rent and mutual help units. There is little private housing investment.
- Thirty-five percent (35%) of the population is 16 years of less. These younger persons will require dwelling units when they begin to form households. Therefore, the demand for additional housing will continue to increase.
- Many of the existing units are in substandard condition. In 1990, 23% of all units lacked complete plumbing facilities and 19% lacked adequate kitchen facilities. According to a recent survey by OST's Home Improvement Program, 22% of all units are in need of repair or replacement.
- Forty-two percent (42%) of all households have overcrowded living condition.

Families:

- 69.5% of children live below the poverty level (compared to 63.1% of all the population) of the Pine Ridge Reservation.
- Family profile (1990 Census): In 1996 in Shannon County 50.6% of the population is under twenty and 46% is under 18 years of age.
- The Pine Ridge Child Protection Agency investigated a total of (727) unsubstantiated, and (259) substantiated Child Abuse and Neglect reports, from July 1, 1989 to June 30, 1990. In comparison, the number of unsubstantiated reports statewide during this period was (7,135) and the total number of substantiated reports was (4,132). The Pine Ridge Child Protection Agency investigated a total of (118) reports for sexual abuse during 1990. Nearly every case is related to drug use.
- Teen Violent Death Rate (per 100,000, age 15-19) represents 13 deaths or 244.13% increase from 1992-96.
- Births to Single Teens represented 360 from 1992-96 in Shannon County, representing 20.9% of the teen population.

Housing:

The most significant housing needs and conditions within the OST's tribal service area are attributable to low household incomes, poor housing conditions, and lack, of investment by entities.

- Eighty-four percent (84%) of all Native American households who live in the tribal service area have low incomes. Forty-six percent (46%) have incomes that are less than 30% of the household median.
- Many households with limited incomes do not have sufficient resources to pay for housing costs. Approximately 40% of all renter households pay over 30% of their income for rent and utilities.

Percent of Income	Renters	
	Number	Percent

Under 20%	540	38.8%
20% - 24%	128	9.2%
25% - 29%	108	7.8%
30% - 34%	58	4.2%
35% or More	557	40.1%
TOTAL	1,391	100.0%

According to the Statistical Analysis/SD Department of Social Services there were 2,142 TANF recipients in Shannon County in February, 1998. According to the U.S. Bureau of the Census the population of Shannon County in 1994 was 11,675 which equals 18.3% of the population receiving TANF in Shannon County. County in 1994 was 11,675 which equals 18.3% of the population receiving TANF in Shannon County. The Statistical Analysis/S D Department of Social Services (2/98) shows the following TANF statistics in relation to Shannon County and South Dakota:

	Families	Recipients	Children	Total \$	Avg. per Family
SD	3927	1041.5	7813	\$1.17m	\$298
Shannon	709	2,142	1,607	\$225.9k	\$319
%	18%	20.5%	20.6%	19%	

SOUTH DAKOTA

PUBLIC ASSISTANCE	→	1,526
NON PUBLIC ASSISTANCE	→	4,914

The percent of the population who have received TANF for 30 months or more is 349 of 709 or 49.2% of the TANF population.

Due to an exemption the 60 month rule is not in effect in Shannon County but all the other Welfare reform rules apply. Over 300 cases have closed on the reservation in the past three years. Welfare researchers say that many of these people have not found employment, but have been sanctioned or given up because of the new rules. Although there are 13 case workers with the State Department of Social Services they are concentrated on eligibility and other matters. There are only two Employment

Specialists with the State and one Employment Specialist with the Tribe for the 709 TANF recipients in Shannon County.

To Be Placed	PARTICIPANTS	OTHER
. Non custodial Parents	20	50
. Learning Disabled	10	20
. Public Housing Residents	90	250
. Substance Abusers	30	130
	150	450

Substance abuse is a major factor impacting nearly every family on the Pine Ridge Reservation.

- There is a low percentage of crimes, including those related to illegal substance use, that are successfully prosecuted by the Courts. See Oglala Sioux Tribal Court statistics later in this section.
- 100% of motor vehicle fatalities from October, 1995 to May, 1996 were connected to illegal substance use. (Oglala Public Safety Commission, 1996).
- . 185 motor vehicle injuries between October, 1995 and May, 1996 were caused by the use of illegal substances. These included nine fatalities and thirty-five hospitalizations. (See chart later in this section.) Data was made available by the Office of Environmental Health, Indian Health Service, 1996.
- Motor vehicle crash injuries disproportionately affect the youth of the Pine Ridge Reservation. They account for 61.5% of all total injuries for ages 0-29). See Indian Health Service chart later in this section.
- Over the last decade, illegal drug use has contributed to 98% of all reported automobile accidents and 70% of all other accidents on the Pine Ridge Reservation. (Data from Oglala Public Safety Commission, 1996)

- Use of illegal substances is a factor in 90.6% of all assaults (Indian Health Service, Pine Ridge Unit, 1996.)
- Charges of assault which are related to use of illegal substances 90.6% of the time, have increased from as low as twelve cases per month in 1993-94 to as high as thirty-seven cases per month in 1995-96. See Statistics at the end of this section. (Oglala Public Safety Commission statistics, 1996.)
- Assault occurs to children ages five to nineteen in greater frequencies than any other age group. More than thirty-six percent of ALL assaults occur to children and youth.
- Sixty-six injuries from assaults resulting from the use of illegal substances occurred between October, 1995 and May, 1996. From these cases, there was one fatality, and fifteen hospitalizations. The total number of assaults was probably much higher because many assault victims seek no medical aid, or seek it at other medical facilities to avoid detection. (Indian Health Service data, 1996).
- Drug use on the reservation contributes to 98% of all reported automobile accidents, and 70% of all other accidents. The Pine Ridge motor vehicle fatality rate per 100,000 is three times the rate for the entire United States.
- . The homicide rate is over three times the national average and nearly every homicide committed in the past two years are related to substance abuse.

Education:

- The school drop-out rate for K-12 is over seventy percent.
- Only thirty nine-percent of Oglalas who completed eighth grade complete high school.
- The adult population of the reservation has completed a minimum of eight and eight tenths (8.8) years of school compared to ten and nine-tenths (10.9) years for the national population.
- At least seventy-five percent of all students live below the poverty line.

- **32%** of students are single parents.
- 38% of college students are GED graduates.
- On the Pine Ridge and other South Dakota reservations, Indian students start school with the same abilities and non-Indian children, but as they progress through the grades their academic achievement declines. On the average, Indian students are about two grade levels behind non-Indian students by grade twelve. (South Dakota Department of Education data).
- 23.9% of students are disabled (emotionally disturbed, specific learning disability, mentally retarded, multi-handicapped, or hearing impaired).

Basic Needs:

- With the exception of 17 service stations and several small food stores, there are very few basic services on the reservation.
- Most residents must travel long distances to secure low-paying jobs and/or to purchase basic necessities.
- A high percentage of mothers work, however, there is only one licensed child care facility on the whole Reservation.

Root Causes of Social Dysfunction:

Understanding something of the history of the Oglala people and the Seven Council Fires, is key to understanding the current economic and social conditions in the Empowerment Zone area of the Pine Ridge Reservation.

Originally, the Lakota social structure was decentralized and individualistic. The Oglala are the largest of seven bands of the Lakota. The Lakota are one of the seven groups of tribal people, who, before western European contact called themselves the *Oceti Sakowin-Seven Council Fires*. Today the people are more commonly known as "Sioux," a French corruption of a Chippewa word meaning, "snake people." Historically, the Chippewa considered the people enemies and thus

referred to them in pejorative terms. The more acceptable contemporary designation of the people is based on the nomenclature that groups them according to the three different dialects of the language they share:

1. **LAKOTA** - Tintatunwan (Teton); people of the prairie

NAKOTA

2. Ihanktunwan (Yankton)-campers at the end of the circle
3. Ihanktunwana (Yanktonias)-little Yanktons

DAKOTA

4. Mdewakantunwan-people of Spirit Lake
5. Wahpekute-shooters among the [caves
6. Wahpetunwan-dwellers among the leaves
7. Sinsintunwan (Sisseton)-campers among the swamps

The names of the tribes derive from descriptions of their historical homelands, and, in the case of the Yankton, their position in the traditional camp circle Lakota, Nakota, and Dakota, mean “friends” or “allies,” indicating the people’s alliance and allegiance to one another. The terms demonstrate the differences in dialects among the tribes--an emphasis in the spoke language on “L,” “N,” or “D,” Collectively, the people refer to themselves as the Lakota-Nakota-Dakota Nation.

Each of the Seven Council Fires was socially structured and organized according to distinctive and cohesive groups of extended families--*Tiospayes*, Tiospayes normally form alliances, called bands, to pursue common ends. (For example, the Lakota consist of seven bands, the largest of whom are the Oglala.) The Oglala, in turn, are comprised of some 56 Tiospayes. Tiospayes were the basis of the tribal social structure. They were self-sufficient and life revolved around them. They continue to be the “glue” that holds the Oglala Nation together.

In pre-European times, the Seven Council Fires lived as one nation, although each tribe maintained its political, economic, and geographic autonomy. They occupied a territory that includes portions of present-day Minnesota, Wisconsin, Nebraska, Montana, Wyoming, and all of the Dakotas.

The tribes united regularly and periodically to conduct spiritual ceremonies, to share in the latest happenings, and to renew their kinship. Contrary to what we learn from American history books and movies, the Seven Council Fires, not unlike other Indian nations, enjoyed an organizationally complex and sophisticated lifestyle. Oral creation stories, rooted in antiquity, tell of the Seven Council Fires living harmoniously with the natural world, and make no mention of migrations from far-away lands, a theory made popular by Western European social scientists. The people lived according to both natural and human-made laws, medicine men interpreted the implication; of supernatural phenomena for individual existence, provided spiritual advice and guidance, and, accordingly, played a prominent role in decision making.

Through demonstrated competence, and adherence to tribal traditions, leaders emerged among the Tiospayes. Leaders formed leadership councils, They convened in general council with medicine men when the people came together. They met, often for days, to discuss matters of importance and to make critical decisions on behalf of the people.

Leaders appointed esteemed warriors to enforce the laws of the people and decisions made on their behalf. The laws and decisions governed individual behavior, maintained social order, and promoted the common interests of the people. Responsibilities were dispersed appropriately throughout the nation, and no one was above the laws and decisions. Social classes did not exist and leaders maintained prominence only insofar as they carried out the wishes of the people. The people measured proper individual and group behavior according to four fundamental virtues; generosity, fortitude, bravery, and wisdom to share so that others may prosper, to exercise self control and discipline, to be courageous in the face of adversity, and to obtain the knowledge necessary, to make proper and effective decisions were the ultimate behavioral expectations.

When European contact spelled the beginning of the end of much of the traditional way of life, following years of warfare, the Seven Council Fires negotiated peace treaties with the newly formed federal government. In the latter part of the 19th century, the tribes agreed to give up their original homelands and settle on smaller tracts of land, called "reservations." Consequently, today the tribes are scattered across reservations located in Nebraska, South Dakota, Minnesota, Montana, and North Dakota. In return, the federal government agreed to protect the newly

established homelands, and to provide services, such as education and health, in perpetuity. A special legal and political relationship evolved that from modern-day existence for the Seven Council Fires. Over the years, however, treaties with the Oglalas were broken; land was taken away from the Nation.

In the 1860's non-Indians traveling on Thieves Road slaughtered the buffalo, the mainstay of the Oglala economy. Led by Chief Red Cloud, the Lakota went to war, and in the end they were given all of Western South Dakota through the 1868 Treaty of Fort Laramie. The buffalo were disappearing so Chief Red Cloud settled close to the fort. A young warrior named Crazy Horse did not sign the treaty- his people remained on the hunting grounds. This split between the "hang around the fort " Indians and the traditionalist lasted a century and impacts social relationships today.

In 1874, Custer led an illegal expedition to report on the gold discovery in the Black Hills. The United States government pressured the Sioux to sell the Black Hills. Crazy Horse refused negotiation. He said "One does not sell the land on which the people walk. "

In 1876, Custer attacked the Crazy Horse encampment on the banks of the Little Big Horn. Crazy Horse's group completely destroyed Custer and his men. However, one year later, with buffalo nearly nonexistent, Crazy Horse and his starving band surrendered and soon afterwards Crazy Horse was killed.

On Dec. 29, 1890, the US army shot down 300 Lakota's for performing the Ghost Dance. The body of Chief Big Foot and others were piled into a mass grave at Wounded Knee during one of the darkest hours in Oglala history. In 1889 Congress annexed the Black Hills and Lakota territories shrank.

In effect, the federal government dismantled the social structure and fragmented the cohesive organizational structure. Furthermore, government paternalism during the post- reservation era eroded much of the nation's culture, spirituality, heritage, and language.

Beginning in the 1950's , the Eisenhower Administration instituted relocation and moved whole families of Oglala's and other to the Cities. However, jobs and adequate housing was not available for most families. Some of the children of this generation

returned to the Pine Ridge Reservation to rediscover their “Indianness” and eventually formed the American Indian movement, an militant activist group.

In 1972, AIM demonstrations culminated in a march on the Bureau of Indian Affairs Building in Washington, D.C. in a movement called “The Trail of Broken Treaties.” AIM took over the BIA building and captured national headlines. Newspapers focused on property damage. AIM returned to South Dakota with the reputation of being a radical group. They began a series of demonstrations and allied with local elders. This put them counter to the Dick Wilson administration that served the Oglala Nation at that time.

The full blood Indians in the outlying areas of the Pine Ridge Reservation voiced the grievance that tribal government under Dick Wilson was ignoring their needs- that most monies was spent on mixed bloods that primarily lived in Pine Ridge village. Many Indians who benefited from government jobs resented the military stance of AIM. Tribal President Dick Wilson organized resistance. The Bureau of Indian Affairs provided financial support to hire what was called the “goon squad.” Tribal government forbade public meetings. On February 28, 1973, AIM captured Wounded Knee and barricaded themselves against the police. The three hundred insurgents were immediately surrounded and a new Indian war began that went on for two and one-half months, in the longest conflict of its kind since the Civil War. After seventy one days, AIM surrendered but violence continued. There were drive-by shootings, beatings, and other violence. Several houses were shot up and fire bombed. Sixty people were murdered in the next few years. The Tribal civil war had overshadowed everything and caused more divisions between people.

According to the Tiospaye Association, (1998) “The people never succumbed totally to the economic, educational, cultural, and political pressures wrought by the federal government and other factors. The people’s tenacious desire to remain free enabled them to maintain their distinctive identity. Rather than becoming Americanized, they chose to reconstruct and reorganize their nation.” This process is going on now to overcome major social and economic problems described above.

❑ Section 5 - Implementation

a. Key Roles of Each Participating Entity In Implementing the Plan

Oglala Sioux Tribe Business and Economic Development Committee

Administration, management, coordination, oversight, establishment of Lakota Pride Shopping Center, participate in job creation, assist with commercial/business code development.

Wawokiye Group

Oversight of Lakota Pride Center, make larger business loans.

Oglala Sioux Tribe

Develop codes, policies, procedures to promote culturally appropriate, people and environmentally friendly. businesses and community development, support the EZ initiative through all arms of Tribal government, participate in work force improvement and listening circles, participate in transportation and child care systems, consider Tribal programs to promote employee savings and philanthropy for non-profits, create new jobs.

The Lakota Fund

Assist with commercial/business code development, provide small business training and technical assistance, assist with establishment of independent financial arm to provide home loans, coordinate homebuyer education and consumer credit counseling, make and monitor micro and small business loans, assist with development of privately owned child care, transportation, and other businesses, and create additional jobs.

Bureau of Indian Affairs

Coordinate with other partners to promote economic and community development, contribute funds to housing for the very low-income, assist with development of Mediation, Healing, Family Resource Center, and facilitate job creation.

Oglala Sioux Lakota Housing Authority

Establish house manufacturing plant, work with OLC to train workers, build and sell affordable housing, assist with plan for transitional housing, establish independent financial arm to provide home loans, participate in child care and transportation systems.

Oglala Lakota College

Work force development and training, small business training and technical assistance, tiospaye training and technical assistance, development of higher education and vocational education offerings to meet needs, training of OSLH workers assembly plant, training and technical assistance to develop alternative housing models, establish and run child care systems at College Centers, participate in other job creation.

Oglala Nation Education Coalition

Draft new Education Code, help establish Department of Education and accreditation, teacher certification, and other educational standards, implement School-to-Work, model after-school programs, establish and run child care systems, participate in transportation system, revise curriculum to meet work force needs, develop seamless, comprehensive birth to adult educational system, create additional jobs.

Multidisciplinary Team

Develop and manage Mediation, Healing, Family Resource Center, coordinate child and family services, assist in improvement of child care, update child protection code, establish licensing standards, contract to social services, participate in transportation system, create additional jobs.

Tiospaye Association

Provide or coordinate training and technical assistance for tiospayes, develop and assist tiospayes to develop sustainable models of living.

b. Evidence That Key Participants Have Capacity to Implement the Plan

Oglala Sioux Tribe Business & Economic Development Committee

OSTB&EDC has participated in numerous economic development projects including Community Development Block Grants and recently was successful in obtaining an Americorps grant to provide tutoring for preschool through 2nd graders in reading and environmental awareness.

Oglala Sioux Tribe

See Volume II, Part IV, Section 2 for the full documentation of the Oglala Sioux Tribe.

The Lakota Fund

The Lakota Fund was started in 1986 and has made over a million dollars in loans to almost 300 Tribal members to develop small businesses and microenterprises. Last year they created 28 jobs at a little over \$1,440 in operating costs per job.

Recently, TLF has had the opportunity to move its operations into the Lakota Trade Center, a 13,000 square foot facility, and to establish a tribal business information center (TBIC). The Center is a symbol of the efforts and achievements of this ten-year institution and a tribute to the Lakota families who have started businesses.

TLF staff, including management loan officers and technical assistance providers, are knowledgeable in their field and integrate culturally appropriate practices into their work.

TLF has a certified fiscal system that meets all requirements of Federal, state, Tribal, foundation and other funders. See audit in Volume II, Part IV, Section 2.

Oglala Sioux Lakota Housing Authority

- The Oglala Sioux Housing Authority was established in 1961 and was the first Indian Housing Authority in America. The Oglala Sioux were the first Tribe to participate in HUD Low Income Housing Programs in the United States. The OSHA is the largest Housing Authority in the Denver Regional Office and the second largest in the nation. Recently, the Resident Community and the Board of Commissioners chose a new name for the agency, Oglala Sioux Lakota Housing.

- The Oglala Sioux Lakota Housing (OSLH) currently operates low income housing projects consisting of single family low income homes located across the Pine Ridge Indian Reservation. The OSLH operates in a three county area and covers a geographic area of 120 miles by 60 miles. OSLH currently manages 1,011 low rent units and 512 mutual help units.
- OSLH has three contracts for the construction of an additional 100 units of Home Ownership Units.
- In addition to these contracts, OSLH has completed the Force Account Development Project. OSLH utilized Housing Authority staff to complete a 45 unit Development Project, and used the Finance Department and development staff to schedule, coordinate and complete the Project. This is a \$4,000,000 project.
- OSLH is currently advertising for Force Account construction of 20 units.
- The Housing Authority also operates a Comp Grant Program funded at the approximate level of \$3,500,000 to rehabilitate some of our older existing stock. An Emergency Comp grant of \$4,000,000 is being implemented to counter severe winter damage to units. The OSLH Comp Grant Program has completed four years of our long-range Rehabilitation Program and is in the process of finalizing its budget for its continuing program. Over the last four years the Rehabilitation Program has renovated in excess of 165 homes.
- OSLH has been involved extensively in finding alternative housing resources to supplement existing housing. For example, Rural Development is funding OSLH to develop twelve elderly and twelve single family units, Last year, OSLH worked with residents and others to establish a Habitat for Humanities chapter on the Reservation. The chapter has completed construction of its first home and is planning on constructing additional units.
- In 1992-94, the Housing Authority also obtained a site development loan through RECD to develop 10 home sites near Pine Ridge. The homes will be available for purchase to homeowners who will obtain their own mortgage financing and purchase these homes. The intention is to take the proceeds from the sales of these lots and develop another set for private home ownership.

- OSLH administrators are negotiating with Norwest Bank to develop Section 184 revolving loan funds to build 20 units.
- OSLH initiated an on-going project in 1997 to obtain surplus housing from Air Force Bases which are scheduled to build replacement housing for their own base housing. OSLH, Grand Forks Air Base, Operation Walking Shield, the U.S. Air Force, the Army and other partners have identified, moved and established 13 duplexes. The Army provided labor. Through this project, OSLH is scheduled to obtain an additional 108 units of housing. Each of the nine Districts on the Pine Ridge Reservation will receive a community center. One home has been donated to the Anpetu Luta 0 Tipi program which is a healing program for teenagers. This unit will be used as a dormitory for adolescents who are participating in in-patient healing.
- OSLH supports grassroots efforts by tenants. For example, recently Tenant Service Representatives gathered the data to provide updated housing maps, and Tenant lists for each cluster. This information was provided to the Oglala Public Safety Commission (Tribal Law Enforcement) in an effort to better track the number of police calls, incidents of crime, and other problems occurring in Housing areas.
- In January 1996, the Regional Housing Association, UNAHA, awarded the OSLH the Soaring Eagle Award for the Outstanding Housing Authority in the Region. Last year, OSLH won an award from HUD for “over-all contribution to housing on the Reservation.” The award cited OSLH for efforts to maximize housing development funds.
- The OSLH Housing Authority staff includes an on-site Certified Public Accountant and on-site attorney. OSLH currently operates a Central Office with a six member Accounting/Finance Department, Administrative Staff of eight, Administrative/Clerical Staff, full-time Personnel Officer, two full-time Procurement Officers, and other necessary administrative staff. Executive Director, Paul Iron Cloud, is the former Oglala Sioux Tribal Chairman. He currently serves as the Regional Representative on the Native American Indian Housing Council, as well as on the AMERIND Board of Directors.

- The Oglala Sioux Lakota Housing Comprehensive Five-Year Plan and One-Year Plan have been approved by HUD under NAHADSA. Under the plan, OSLH proposes a bold new initiative that will result in OSLH being run like a self-sustaining housing development business.

Fiscal and General Management

The OSLH is one of the few housing authorities in the nation who maintain their own accounting system in-house. Since 1995; the Finance Department has been run by a CPA/Attorney, who has 15 years of experience in finance and accounting.

- In addition to the Chief Finance Officer's qualifications, the Comptroller has a Bachelor's degree in accounting and 15 years of accounting experience with Housing Authorities and Housing programs. The accounting department also has five other staff members who possess college degrees and/or equivalent experience.
- Financial reports are generated on an as-needed basis for decision-making, as well as monthly reports prepared and given to the Program Coordinator, Executive Director, and Board of Directors. These reports are reviewed and discussed to insure compliance with the relevant program requirements and objectives.
- The OSLH has been utilizing the Line of Credit Control System since its inception, and have personnel training on the requirements of requisition and disbursement as well as the necessary reports that must be filed or transmitted on a monthly, quarterly, semiannual, and annual basis. The System is currently in good standing with all required reports on-file with HUD. Narrative reports of all OSLH programs have been filed in a timely manner.
- Audits are current. The OSLH has audits completed for all fiscal years through March 31, 1997 and the current audit for the fiscal year ended March 31, 1998 is being advertised for audit contract. There are no unresolved findings.
- The OSLH procurement policies follow all federal requirements. All staff involved in the procurement process have been trained to implement the policies and adhere strictly to requirements.

Oglala Lakota College

OLC has over 25 years of experience operating federal grants. The OLC fiscal management system is certified to meet the requirements of federal fiscal management regulations. The annual audit by a CPA meets the requirements of the Single Audit Act and all other federal rules and regulations.

“Tribal colleges significantly and positively impact workers’ incomes and significantly lower poverty rates, both of individuals and of families. Such data analysis clearly shows, for the first time on micro scale (i.e. an economy smaller than a state), that individual colleges promote economic development and that this economic growth can be demonstrated using very reliable but simple data in the most elementary of statistical correlations in such a way as to be useful to tribal and other local planners.”

A historical look at trends in numbers of graduates shows the following:

	1993	1994	1995	1996	1997
Degrees awarded	135	132	124	165	135

In 1994 the first four Masters degrees were conferred. Of over 1,200 graduates, 94% are employed. At Little Wound Elementary School in Kyle 21 of 26 instructors are OLC graduates. At the Pine Ridge Hospital 50% of the registered nurses are OLC graduates. Three OLC faculty and 21 of 26 instructors are OLC graduates.

Graduates by degree through June 1997:

Masters in Lakota Leadership/Management 13

Bachelors:

Business 79 Lakota Studies 10 Elementary 124 Business Education 1

Associate of Arts:

Agriculture	8
Natural Resources Management	6
Criminal Justice	9
Nursing	132
Early Childhood	22
Paralegal	6

Elementary Education	167
Social Services	157
General Studies	265
Alcohol/Drug Counseling	34
Lakota Studies	51
Business	150
Tribal Management	4
Associate of Applied Science:	
Accounting	28
Natural Resource Management	13
Carpentry	16
Range Management	1
Computer Science	32
Secretarial Science	4 9
Electric Construction	13
Small Business	4
Media Communications	10
Tribal Management	2
Facilities Maintenance	3
Organic Agriculture	1
Medical Secretary	4
Management Informations System	4
Office Automation	2

- ▶ Received a five year 12.5 million dollar grant from the National Science Foundation and NASA to be a Model Institution for Excellence to develop degrees in Environmental Science, Computer Science and Pre-engineering to be offered through distance learning to five other Tribal colleges.
- ▶ Attained full accreditation for the AA in Nursing from the SD Board of Nursing.
- ▶ Achieved re-accreditation for the BS in Elementary Education from the SD Board of Education.
- ▶ Obtained a five year 1.75 million dollar grant from the Department of Education to upgrade computer systems for research, finance, student support and instruction.

- Obtained a \$30,000 planning grant from the Kellogg Foundation to explore further graduate options under the Masters in Lakota Leadership including school principal endorsement and the possibility of 'offering the degree to all tribal colleges.
- ▶ Completed construction of the Woksape Tipi Learning Resource Center and Oglala Sioux Tribal Archives in August, 1996.
- ▶ Completed construction of new District Learning Centers in Pine Ridge and Porcupine in Spring, 1997.
- ▶ Received a \$100,000 grant from the Kellogg Foundation to upgrade the development program to raise funds for construction, endowed academic chairs and scholarships by training Board and staff and working with student interns in proposal writing.
- Received a \$750,000 grant from the Kellogg Foundation to expand the Masters in Lakota Leadership/Management to Educational Leadership (school principals) and Human Services (counselors and administrators) and to offer the courses to five other Tribal colleges and the University of South Dakota.
- ▶ Signed an articulation agreement with the SD School of Mines & Technology that specifies OLC courses that will substitute or transfer to SDSM&T, especially in science, math and engineering.

Oglala Nation Education Coalition

The ONEC is composed of the seven Bureau funded schools and the Shannon County School District.

Tiospaye Association

The Tiospaye Association is just getting started but it has two of the major Lakota intellectuals behind it: Dr. Elgin Bad Wound and Gerald One Feather.

The Crazy Horse Planning Commission

The Crazy Horse Planning Commission is comprised of the District Chairs from each of the political districts of the reservation.

Oglala Lakota Opportunities Industrialization Center

Oglala Lakota Opportunities Industrialization Center was incorporated in 1993 but has just begun operations. It has developed a board of 18 people from a wide variety of reservation entities. OLOIC is member of OIC National and International which is North America's largest network of community based employment and job training centers. OLOIC is responsible for the integration of two million previously unemployed and economically disadvantaged people into the workforce. OLOIC teaches life skills and job skills and creates an environment of success for skills and job retention. OLOIC creates partnerships with tribal entities, government entities and the private sector at the national and local levels. OLOIC provides outreach, counseling, career guidance, prevocational training and remedial education designed to meet the needs of Oglala people and reservation employers. Board members include Angie Eagle Bull of OST JOBS, John Haas of Oglala Lakota College, Ted Means of ONEC, Harvey White Woman of the OST B&ED Committee.

Lakota Express, Inc.

Lakota Express, Inc. is an Indian owned business whose mission is to create a profitable business that creates economic opportunities for the Lakota Nation and participates in social, educational, and political issues that empower the people and protect the earth. Lakota Express Inc. can provide overall development campaign strategy/coordination, donor acquisition, donor renewals, donor reactivation, fulfillment, caging, telecommunications, order processing and database services to clients.

Lakota Express has ownership opportunities for its employees. It is based at the Lakota Trade Center, a business incubator funded by the Economic Development Administration and private sources. Lakota Express has raised millions of dollars for Oglala Lakota College through direct mail and telephone fundraising.

Lakota Express has the expertise and capacity to maintain a database and deliver a variety of media to residents. Clients include Oglala Lakota College, Honor the Earth, Indigenous, Native Americas magazine, Lakota Communications (KILI), Porcupine Clinic and the Diabetes Wellness Project.

Volume I I Strategic Plan Part I

□ Section 1 - Vision and Values

Our Vision for 2008 developed as part of the 1998 Empowerment Zone planning process is:

The Vision 2008

The Oglala Lakota Nation, a sovereign Tribal entity with cultural unity and treaty rights, is committed to sustaining a comprehensive strategic plan for change rooted in Tribal values. Our vision will improve the social economic quality of life while embracing and preserving our greatest resources including our families, tiospaye, cultural heritage, and Mother Earth.

The following Economic Vision for the Lakota was developed in 1995 based on *Toward A Shared Economic vision for Massachusetts* by Michael Porter, Harvard Business School:

- develop a skilled work force

 - * invest in early childhood through university
 - * emphasize basic skills, interpersonal relations, etc.
 - * strengthen the traditional Lakota values of hard work, generosity, fortitude, respect, etc.
- build an infrastructure

 - * for transportation, communications, knowledge based economy
- technology and innovation

 - * jump ahead instead of catching up
 - * utilize regulation to encourage innovation
- create an attractive climate

 - * increase the capital pool for investment
 - * put all needed laws and regulations in place
 - * market
- eliminate economic disadvantage

 - * through education and incentives
- quality of life

 - * better health care/lower crime/assortment of cultural and recreational activities/clean environment

- performance based government
 - * identify customers
 - * institute performance and service objectives
 - * privatize activities that could be done better by firms
 - * coordinate government, chamber of commerce, etc.
 - * get fiscal stability (high credit rating, balance budget, pay down debt)

During the 1998 planning process for the Empowerment Zone all segments of the community were brought together in weekly meetings, organizations and groups were asked to talk about vision, surveys were done and old plans were reviewed. The following vision emerged for the year 2030:

Oglala Lakota Nation 2030

A sovereign, self-sufficient, Lakota language and culturally based people who are players in the global economy on Oglala terms. The vision includes:

- Full employment
 - * A skilled workforce
 - * Adequate wages
 - * Employers using management based on Lakota values
 - * Tiospayes control a self-sustaining community economy
- Business Friendly Environment
 - * Financing, training and technical assistance available
 - * Sustainable, culturally appropriate development
- Seamless Birth - Death Education
 - * Culturally based systems to prepare tribal members for life and jobs
 - * 100% literacy in English and fluency in Lakota
 - * Community controlled
- Safe, Natural Environment
 - * Free of crime, violence, pollution
 - * Respect for the earth practiced by tribal members and visitors
- Oglala Infrastructure
 - * Meets needs of the people (utilities, roads, parks, museums, theaters, pow wow grounds, communications, land use)
- Lakota-based Governance
 - * Responsive to the people
 - * Performance-based
 - * Traditional peacemaking and mediation
 - * Nation to nation agreements

- Strong Lakota Families
 - * Social norms and institutions support Lakota values and wellness
- Basic Needs met for All Tribal Members
 - * Affordable housing and public transportation
 - * Clothing, household goods, health and other needs met in self-sustaining way

Values we decided to emphasize in our efforts were based on the research done by Deb White Plume in 1993-96 and published by Oglala Lakota College as He ***Holds the People In His Heart***. The research included reviews of literature and interviews with elders and leaders throughout the Pine Ridge Reservation.

- Bravery
 - * courage, creative solutions, innovative strategies
 - * we will confront longstanding problems directly
 - * we will be proactive
 - * we will try new things
 - * we will find out why good ideas failed in the past and retry
- Fortitude
 - * endure, move forward
 - * we will endure the negative reports and people
 - * we will keep our eyes on the vision
 - * we will make plans and stick to them
- Generosity
 - * work for all the people, hold the people in our hearts
 - * we will work hard because it is for the people
 - * we will overcome petty jealousies so that everyone will be better off in the end
- Respect
 - * humility, value all input
 - * we will pitch in and do whatever it takes despite our standing
 - * we will listen to everyone including “the boys in the basement” and the “people down the creek”
- Independence
 - * do it our way, do it ourselves, enhance sovereignty
 - * we will do it in the Lakota way
 - * we will make it happen ourselves but will work with outside groups in a win-win way
 - * we will strengthen the legal and moral sovereignty of the tribe

- **Wisdom**
 - * utilize collective tribal knowledge
 - * we will use the best ideas of the people
 - * we will build on the experience of our people
 - * we will listen to our people who have learned to make things work in the 21st century

- **Culture**
 - * preserve tribal traditions, customs, way of life Lakolyake
 - * we will follow our tradition of children being sacred and the entire tribe being responsible for them
 - * we will strengthen our traditions that build families

After all of the input and discussion we generated the following vision and goals for 2008:

The Vision 2008

The Oglala Lakota Nation, a sovereign Tribal entity with cultural unity and treaty rights, is committed to sustaining a comprehensive strategic plan for change rooted in Tribal values. Our vision will improve the social economic quality of life while embracing and preserving our greatest resources including our families, tiospaye, cultural heritage, and Mother Earth.

Overall Goal: From Surviving to Thriving

By the year 2008, the long-term self-sufficiency of 90% of Oglala families in the Empowerment Zone will be increased as evidenced by higher levels of:

- * Employment, education, and family well-being.
- * Access to affordable housing and other resources to meet basic needs,
- * Coordination of tribal, state, federal, private, and family resources.

Throughout the process, treaty rights, the environment, the Lakota language, land, culture and people will be protected by the Tribe and Empowerment Zone project.

➤ **Business Assistance:**

One thousand people will be trained and hired into one thousand jobs.

► **Housing:**

90% of residents of the Oglala Empowerment Zone will have access to affordable housing through innovative partnerships among Federal, Tribal, and state entities, and individuals, families, and tiospayes.

► **Education:**

A workforce to fill 1,000 new jobs will be trained; there will be a comprehensive, effective, learner focused Lakota -based education system in place for residents from birth to death.

► **Basic Needs:**

Ninety percent of Empowerment Zone families will meet the basic needs of their members.

► **Families:**

Fifty percent of tiospayes encompassing the majority of families within the Empowerment Zone will be self-sustaining.

Process

We will start the Oglala Oyate Woitanacan with nine district OOW Task Forces with members representing each segment of the community. These Task Forces will select representatives to the OOW Board (Empowerment Zone Board). The OOW Board will also include three representatives of the Tribal government. We envision that the OOW Board and Task Forces will evolve into independent, politically autonomous development corporations. The OOW Board and nine Task Forces will outsource projects through performance-based contracts and provide extensive coordination of resources and entities.

□ Section 2 - Community Assessment

a. Assessment of Problems and Opportunities (to solve)

(See Volume I Section 4 for more detailed information)

The Planning Committee and volunteers conducted a written survey to determine what the citizens of the Empowerment Zone felt were the most pressing problems and opportunities to solve. In addition, Planning groups analyzed and discussed the surveys, objective and subjective data, and extensive community input. Based on this and other information, the Planning Committee determined these priority opportunities:

- Business Assistance
- Housing
- Families
- Jobs
- Education
- Basic Needs

Housing

OPPORTUNITY

- An enhanced partnership is being negotiated with HUD to significantly increase the number of affordable new homes to be constructed and to develop an independent financing arm to assist Reservation residents to obtain home mortgages.
- A number of groups are working to find the resources to improve housing conditions, including Habitat for Humanities, tiospayes, Walking Shield, Slim Buttes Iandowners Association, and others.

PROBLEMS

- The most significant housing needs and conditions within the OST's tribal service area are attributable to low household incomes, poor housing conditions, and lack, of investment by nongovernmental entities.

- Eighty-four percent (84%) of all Native American households who live in the tribal service area have low incomes. Forty-six percent (46%) have incomes that are less than 30% of the household median.
 - Many households with limited incomes do not have sufficient resources to pay for housing costs. Approximately 40% of all renter households pay over 30% of their income for rent and utilities.
 - There is a shortage of available housing units. There are over 900 households on the waiting list for low-rent and mutual help units. There is little private housing investment.
 - Thirty-five percent (35%) of the population is 16 years or less. These younger persons will require dwelling units when they begin to form households. Therefore, the demand for additional housing will continue to increase.
 - Many of the existing units are in substandard condition. In 1990, 23% of all units lacked complete plumbing facilities and 19% lacked adequate kitchen facilities. According to a recent survey by OST's Home Improvement Program, 22% of all units are in need of repair or replacement.
 - Forty-two percent (42%) of all households have overcrowded living condition.
- (Data from 1998 OSLA Plan).

Business Assistance

OPPORTUNITY

- There is a large pool of potential work force.
- The Bureau of Indian Affairs has a loan program that can be tapped into to promote business development.
- The Lakota Fund offers technical assistance, training, and small loans to promote business.

PROBLEMS

- OST lacks a comprehensive economic development strategy. Historically, the Tribe has tried a number of non-viable development approaches. Tribal-run business has not worked. Indicators of the poor business climate on the Pine Ridge Reservation are: Lack of business codes, poor roads, sewer systems, other infrastructure, lack of capital, the judicial and law enforcement systems enforce laws in an inconsistent manner. The business licensing and permit process is not always objective and non-political. Tribal government lacks credibility among constituents.
- Approximately 90% of reservation income comes from Federal sources.
- Approximately 90% of reservation dollars are spent off the Reservation.
- More than half of the resident income leaves the Reservation within seventy-two hours of arrival.
- More than 74 million dollars of reservation income is spent off-reservation. Shannon County was the poorest county in the nation in 1989. Sixty-three percent of individuals were below the poverty level. (1990 Census). The average per capital income in 1994 was \$8,000; the lowest in the nation. (Bureau of Economic Analysis, 1994). Total unemployment in 1989 was estimated at 7 1% (Bureau of Indian Affairs labor survey).
- Banking services are inadequate.
- According to the Harvard Study, Economic Development strategy at Pine Ridge lacks coordination among partners, coherence (no one can say what the strategy is), commitment-(no one practices the strategies), continuity (strategies change after every election).

F a m i l i e s

OPPORTUNITY

- The Oglala culture still supports the tiospaye or family through cultural beliefs and practices.

PROBLEMS

- ▶ 69.5% of children live below the poverty level (compared to 63.1% of all the population) of the Pine Ridge Reservation.
- ▶ Family profile (1990 Census): In 1996 in Shannon County 50.6% of the population is under twenty and 46% is under 18 years of age. Teen Violent Death Rate (per 100,000, age 15-19) represents 13 deaths or 244.13% increase from 1992-96. Births to Single Teens represented 360 from 1992-96 in Shannon County, representing 20.9% of the teen population.
- ▶ Since the beginning of 1998, thirty-two families, including 102 children, have been dropped from the TANF roles. (John Steele, OST President, in a radio broadcast on IULI, September 8, 1998).

Education

OPPORTUNITY

- ▶ The Oglala Lakota College has recently upgraded or built new College Centers, and a new library and is developing a four year degree program in Science, Engineering, and Mathematics. Enrollment has reached an all-time high of 1000 students.
- ▶ K-12 schools are coordinating through Memorandums of Agreement and through the efforts of the Oglala Nation Educational Consortium. Early childhood programs are serving an increased number of children and families.

PROBLEMS

- ▶ A recent Oglala Sioux Tribe study showed that only 39% of Oglalas who complete eighth grade complete high school. The Bureau of Indian Affairs Higher Education program estimates that from 80% to 90% of Oglalas who attend college off the reservation drop out.

- ▶ The average age of college students attending Oglala Lakota College is thirty years old. the majority of the students are first generation college students. Many of these enrollees previously dropped from high school, re-entered college in Adult Basic Education classes, completed their GED, and then enrolled in College courses. An estimated 40% of OLC students enter college with a GED.

Basic Needs

OPPORTUNITY

- ▶ There is a growing movement among families to become self-sufficient.
- ▶ The Mini Sose project has recently installed an extensive Reservation-wide water system.
- ▶ Shannon County Schools has recently developed a child care center.

PROBLEMS

- ▶ Electricity, phone, and telecommunications services are currently provided by off-Reservation companies.
- ▶ No public transportation system exists.
- ▶ There is only one licensed child care center on the entire Reservation.
- ▶ There are over a thousand miles of roads, most in substandard condition. Most were designed and constructed in the 1960's; however, some were constructed in the 1950's. Some of the primary roads are gravel, and although the majority are paved, often the pavement is broken and in need of resurfacing. "Most of the roads are twenty feet wide with no shoulder, steep in slopes, sharp curves, no guard rails, short passing distances, poor drainage, steep grades and dirt surfaces or badly deteriorated paved surfaces. These roads are not designed to accommodate today's high traffic volume and speeds of 55 to 65 n-riles per hour." The poor roads make meeting basic needs difficult for many families, inhibit economic development, including tourism, and are a safety hazard. The Motor Vehicle Accident fatality rate of the Oglala Nation is three times the national average. "Over a two-year period, motor vehicle accidents have

caused 589 injuries claiming the lives of 27 individuals, hospitalizing 173 others, and requiring another 440 to seek emergency room care. The Pine Ridge Indian Health Service hospital estimates 5.6 million dollars were spent to treat motor vehicle accident victims during that same period.” (Bureau of Indian Affairs and IHS data, 1996.)

b. Resource Analysis

See Memorandums of Agreement and letters of commitment.

Examples of major resources available to carry out the EZ initiative are:

- **Families:** A strong extended family system or “tiospaye” is the major unifying social structure. Knowledge, beliefs, values and customs are transmitted from generation to generation through the tiospayes.
- **Leadership”**... a good Lakota leader is someone who believes in and is guided by their Lakota values, traditions, and philosophy, who lives the Lakota spiritual way of life, while always maintaining consciousness of the future generations of Lakota people...a good Lakota leader lives among his people.” (He Holds the People in His heart: A Study of Lakota Values and Leadership, May, 1995, Debra White Plume.)
- Tribal elders and spiritual leaders
- A growing number of people and initiatives supporting healthy life styles
- **Financial:** The Lakota Fund, Bureau of Indian Affairs, and HUD guaranteed 184 loans
- **Technical:** The Oglala Lakota College telecommunications network Tribal Business Information Center SBIC (SBA)
- **Volunteerism:** Habitat for Humanities, churches
- **Skills:** The Lakota Fund, Oglala Lakota College
- Other community assets

The land: The natural environment provides unique opportunities for youth to learn and experience traditional practices in a natural environment. The land connects the Oglala Nation to history and provides the pathway for continuation as a nation. Resources like vacant land, wildlife, minerals, scenic areas, proximity to sites that attract tourists, the Crazy Horse Scenic Byway, the Living Village, and other resources may attract tourists.

The language and culture- The majority of the people of the Oglala Lakota Nation subscribe to a spiritually based culture. The Oglala culture is unique in the world. A majority of adults are at least marginally proficient in the Lakota language. The Lakota language is a conceptual language that incorporates the cultural and spiritual essence of the Lakota people and traditions.

► Common beliefs about economic development goals:

“Economic development policies, whether U.S. or tribal, have not worked and should be changed. There must be more long-term planning for economic development. While the U.S. is responsible for the historical plight of the Lakota, future success will come mainly from the efforts of the Lakota people. If the Oglala look within themselves and their Nation, they will find the resources and strength to develop themselves. Spiritual and cultural traditions are a source of strength, and should be fostered and protected. Economic development can occur while cultural heritage is preserved.”

Other Assets are:

- * Low tax rate
- * Community organization
- * Medical facilities in Porcupine, Kyle, and Pine Ridge
- * Relationships with Foundations: Casey, Kellogg, Ford
- * Federal partners
- * Other external partners :
- * Kennedy School,
- * Native American Rights Fund
- * South Dakota School of Mines and Technology
- * Tribal entrepreneurs
- * Prairie Winds Casino
- * Emergency Youth Shelter and Foster Care Program
- * Some businesses and a number of non-profit programs.

□ Section 3 - Goals

We have developed a comprehensive and holistic set of goals to be achieved by our strategic plan by 12/31/2008. We have also included an index of topics and benchmarks to facilitate sharing by outside partners and federal agencies.

Overall Goal: OGLALA OYATE WOITANCAN (POWER TO THE OGLALA PEOPLE)

From Surviving to Thriving - 1000 jobs

By the year 2008, the long-term self-sufficiency of ninety percent of Oglala families in the Empowerment Zone will be increased as evidenced by higher levels of:

- * Employment, education, and family well-being.
- * Access to affordable housing and other resources to meet basic needs,
- * Coordination of tribal, state; federal, private, and family resources.

Throughout the process, treaty rights, the environment, the Lakota language, land, culture, and people will be protected by the Tribe and EZ project.

SUMMARY

Business Assistance

One thousand people will be trained and hired into one thousand jobs. (Strategies - improved business climate, development or expansion of micro, and small businesses, and entrepreneurial non-profits, through extensive training, technical assistance, guaranteed and other business loans, and spin-offs from the Oglala Oyate Woitanacan Corporation, Lakota Pride Shopping Center, buy locally.)

Housing

90% of residents of the Oglala Empowerment Zone will have access to affordable housing through innovative partnerships among Federal, Tribal, and state entities, and individuals, families, and tiospayes. (Strategies: Oglala Lakota Housing manufacture of affordable houses for sale, alternative housing products offered, home mortgages offered by new financing arm, extensive home buyer education, and consumer credit counseling, housing for homeless, those in transition, the elderly, and the disabled.)

Families:

Fifty percent of tiospayes encompassing the majority of families within the Empowerment Zone will be self-sustaining. (Strategies: Extensive training, technical assistance, and leveraging of resources, community projects and “learning while doing”, Reservation-wide mediation and healing system established, Family Resource Center, contract social services, life skills training and technical assistance, GONA or other community development, team building and conflict resolution, improve justice system through traditional mediation, Lakota Family Community Foundation established, Skills Bank, Talking Circles).

Education

A work force to fill 1,000 new jobs will be trained, there will be a comprehensive, effective, learner focused education system in place for residents from birth to death. (Strategies-unification of stake holders to coordinate resources and services, integration of Lakota language and culture into curriculum, significantly higher educational standards, MOA's, code development, upgrading Tribal Education Department, tribal accreditation and certification, Education and Recreation Facilities Plan, technology plan, comprehensive early childhood network, holistic wellness for students, vocational education programs and adult literacy programs established).

Basic Needs

Ninety percent of Empowerment Zone families will meet basic needs of their members. (Strategies: Affordable child care, public transportation, Tribally-run electric company, improved nutrition, water, gas, phone, emergency services).

BUSINESS ASSISTANCE

The Oglala people, in order to improve economic well-being, create jobs, and enhance the private sector in the Empowerment Zone will have increased opportunities for business training, technical assistance, financial resources, and other business assistance.

Overall-Goal 2008: Six hundred jobs will be created through innovative loan programs, leveraging of resources, partnerships, training, technical assistance, and innovation.

Ten Year Goals: By 2008 OOW will:

1. Work with the Tribe to develop a business climate that supports long-term sustainable growth as evidenced by improved development and implementation of Tribal codes and business regulation, development of Reservation infrastructure and public services, and removal of barriers to investment in business.
2. Assist Tiospayes, other families, communities, organizations including schools, businesses, or individual entrepreneurs, including youth, within the Empowerment Zone, to develop at least forty micro and small businesses through training, technical assistance, loans at low interest, loan guarantees, and/or business spin-off.
3. Provide incentives for establishment of other sustainable, culturally and environmentally appropriate Zone-based businesses, including opportunities for businesses to utilize community service workers from the TANF and other populations to provide both business and training opportunities, and to access low-interest business loans, technical assistance, and training.
4. Offer incentives for in- and out-Zone contractors and consultants to employ Oglala residents. Incentives may include stipends to support resident trainees as employees, and preference in the selection process for employing EZ residents.
5. Offer incentives for the expansion of existing non-profit and for-profit enterprises with the Zone that result in job creation will be provided. Incentives may include training, technical assistance, and leveraging funds. Loan funds may be used as a last resort.

Benchmarks: By 2001 oow will:

1. Work with the Tribe to adopt culturally appropriate commercial and tourism codes friendly to business and the environment, with extensive community input.

2. Provide community-based small business development technical assistance and training through partnerships with Oglala Lakota College, Lakota Fund, the Oglala Sioux Tribe Tourism Department, and other existing/emerging non-profits and for-profits, including tiospayes.
3. Partner with Lakota Fund, the Wawokiye Group, and others to develop loan and development systems to support the Business Assistance component.
4. Work with the Wawokiye Group to develop The Lakota Pride Shopping Center (potential of 40-80 jobs), and assist in the gathering of input from the people about whether the Center should be operated as a Tribal business or a private business owned by Tribal members.

HOUSING

Several participants in the planning process described how difficult it is to function as a productive worker when your family lives in an unsafe house or has to worry about whether they will have adequate shelter. Production of affordable homes will not only provide shelter, but jobs and job training.

Overall Goal 2008: 90% of residents of the Oglala Empowerment Zone will have access to affordable housing through innovative partnerships among Federal, Tribal, and state entities, and individuals, families, and tiospayes. At least 100 jobs will be created.

Ten Year Goals: By 2008 OOW will:

1. Assist 90% of EZ families in need of improved housing to complete home buyer, renter, builder, or alternative housing education and to access technical assistance and financing to complete their housing goals.
2. Partner with other groups to develop a credit counseling system through which 90% of potential EZ home buyers with credit in need of improvement will begin credit counseling; fifty percent will complete.
3. Provide through outsourcing, home maintenance education to 90% of EZ home buyers and renters.

4. Partner with HUD, the Oglala Sioux Lakota Housing, and others to develop and implement a Reservation-based system of financing for purchase of new homes, existing homes, owner-built homes or home improvement.
5. Facilitate the development of innovative housing project models, including supportive and transitional housing for the homeless and others.
6. Coordinate formation of a mechanism to coordinate all housing services Reservation-wide.

Benchmarks: By 2001 OOW will:

1. Assist community groups to identify at least 35 families per district that may benefit from home ownership and refer them to housing counseling services.
2. Partner with the Oglala Sioux Lakota Housing to establish a manufactured housing assembly plant to develop affordable housing.
3. Partner or outsource to train three crews of 8 workers each, plus an additional 16 substitutes to provide primary construction of manufactured homes.
4. Work with the HIP program to provide five to six housing units at an average cost of \$30,000 each for elderly and the disabled who want to achieve home ownership.

FAMILIES

The Oglala people belief system strongly supports the tiospaye or family. Parents involved in planning groups expressed the need for support to overcome the effects of poverty and social dysfunction.

Overall Goal 2008: By the year 2008, fifty percent of tiospayes encompassing the majority of families within the Empowerment Zone will be self-sustaining. All Oglala Communities within the Zone will be empowered to develop their communities in culturally appropriate ways, directed through the commitment of grassroots community people. One hundred jobs will be created.

Ten Year Goals: By 2008 OOW will:

1. Assist all Zone communities to completed community projects.
2. Facilitate a system through which 90% of the EZ population will complete at least 12 hours of hands-on, “learning while doing” training that results in concrete community improvements.
3. Facilitate a Reservation-wide system to coordinate and maximize mediation and healing services and increase tribally controlled services, including a Healing Center, Family Resource Center, and increased Tribally controlled services.
4. Provide technical assistance, training, and birth to adult educational offerings to provide life skills assistance (communications, mediation role clarification parenting, food preservation, gardening, personal finance, other), to tiospayes, families, districts, organizations, and others on request.)
5. Facilitate completion by every district in the Zone of GONA (Gathering of Native Americans) or similar processes of community development, team building, and conflict resolution.
6. Establish, with community input, the Lakota Family Community Foundation to provide special community projects that will assist families.
7. Coordinate a Task Force composed of community people, including elders to recommend and implement ways to improve the justice system through traditional mediation.
8. Host listening circles for all organizations and groups carrying out EZ initiatives to assure that the needs of low-income and community people are heard.

Benchmarks: By 2001 OOW will:

1. Assist three tiospayes to develop holistic self-sufficiency models to support their families.
2. Develop a Skills Bank to provide information to 100% of EZ families about expertise available to families through a bartering or other systems.

3. Facilitate Talking Circles in every community that chooses to participate, to support families, based on their needs (i.e. wellness, parenting, other}.

EDUCATION

The Oglala Nation Education Coalition met over a period of four months to provide input to the education portion of the OOW plan. The input comes from community members, schools and the education system of a majority of the schools in the Zone. There are currently 5000 enrolled members of the Oglala Sioux Tribe in the education system from birth through postsecondary education. The ultimate success or failure of OOW is dependent on how well the education community does its job. The people have had control of many of our schools for less than 20 years. We must now put together a collaborative partnership of all education institutions to support OOW. All reservation schools have initiated school improvement and reform plans to improve student achievement, attendance, retention, completion rates and parent involvement. We realize that the schools and Oglala Lakota College have a larger mission to achieve flexibility and initiate curriculum changes and education strategies to support economic trends and occupational needs as part of the OOW.

We see the OOW as an opportunity to set up a formal collaborative partnership among tribal government, federal government, state government, businesses and the schools. We have established the following goals, strategies and benchmarks because they are necessary for:

- * keeping major policy focus for the ten years
- * tribal empowerment, local control and to meet expectations of parents/guardians
- * repair, construction and expansion of schools , cultural and recreational facilities to assure safety, relieve overcrowding and provide places for youth and adults to learn and recreate
- * improved skill building required for school, postsecondary and employment success
- * ensuring the physical, social and academic school readiness of young children
- * assisting adults to develop employment and parent skills

Overall Goal:

By 2008 there will be a comprehensive, effective, learner focused education system from womb to tomb to develop good family members and a productive workforce. At least 100 new jobs will be created and local people will be trained to fill vacancies in existing jobs.

The Tribe will enact and enforce an education agenda which will unify all stakeholders to share fiscal and human resources to provide comprehensive services to meet the needs of reservation students and communities.

Indicators of success in 2009 include:

- * At least 1000 people will be trained in job readiness/job skills for zone jobs.
- * 70% of EZ residents between 21 and 30 will complete job skills and or literacy training.
- * 90% of EZ residents between 21 and 30 will be literate in English at the 12 grade level.
- * 90% of EZ residents between 21 and 30 will have math competency at the 10th grade level.
- * 50% of EZ residents from 3 - 21 will be conversant in the Lakota language.
- * 80% of youth will be involved in a comprehensive system of student activity and extended school day, week and year.

Ten year Goals: By 2008, OOW will

1. Enact Memoranda of Agreement among the Tribe, federal and state agencies, schools, early childhood and OLC to assure shared fiscal and human resources.
2. Upgrade the Tribal Department of Education to facilitate the accreditation of schools, certification of teachers, and enforcement of the Oglala Sioux Tribe Education code.
3. Implement the first four years of the Oglala Education and Recreation Facilities Plan.
4. Have all educational institutions in the Zone utilizing the latest in educational technology including a wide-area network, distance learning, Internet.

5. Create a comprehensive early childhood education network for children O-5 to achieve competencies appropriate for their developmental stage.
6. Have a comprehensive vocational education program from upper elementary through adult to provide skills outside of college career tracks.
7. Generate students that have a basis for a healthy life through holistic wellness education, nutrition and activities.

Benchmarks: By 2001 OOW will :

Goal #

1. Have at least 7 MOA's in place among schools, early childhood and OLC.
2. Adopt an updated Oglala Sioux Tribe Education Code.
3. Develop an education and recreation facilities plan.
4. Develop an education technology plan.
5. Set up a sub group of ONEC with membership of all early childhood groups.
6. Have a vocational education program of OLC in partnership with the secondary schools with at least 9 certificates.
6. Have provided job readiness training for 300 people in nine districts.

BASIC NEEDS

On the Pine Ridge Reservation there is nothing that can be taken for granted. Through our numerous community and other meetings and review of previous plans and proposals, we found needs coming up over and over. Some relate directly to economic development and job creation while others relate indirectly through quality of life. These issues are addressed in the ten year goals. Not all will be dealt with during the first two years, since we need to build the power of the poorest constituencies to assure that our solutions are realistic and benefit the people they are supposed to benefit.

Overall Goal 2008: Ninety percent of Empowerment Zone families will be able to meet the basic needs of their members.

Ten year Goals: By 2008 OOW will:

1. Assure 100% of families access to affordable child care.
2. Assure 100% of workers, students, etc. access to affordable transportation.
3. Have a coordinated nutrition program so no resident of the Zone goes hungry and all residents are eating a healthy diet.
4. Establish local utilities so all families will have access to affordable gas, electricity, healthy water and phone service.
5. Create a network of church and other service groups so that all families will have access to emergency services.
6. Put systems in place to assist the elderly and people with disabilities to overcome barriers to a quality life.

Benchmarks: By 2001 OOW will :**Goal #**

1. Employees of the five largest employers will have access to affordable day care.
2. Employees of the five largest employers will have access to affordable transportation.
3. The Oglala Lakota Foodbank will be structured to coordinate all food programs in the Zone and will have a system of community service.
4. Pursue agreement with rural power administration.
5. Have a computerized service directory and service ombudsman available for for all residents of the Zone.
6. Adopt an Americans with Disabilities Act code and processes including building regulations and employment procedures.

❑ Section 4 - Strategies

The following are strategy statements for each Ten year Goal:

BUSINESS ASSISTANCE

1. Work with the Tribe to develop a business climate that supports long-term sustainable growth as evidenced by improved development and implementation of Tribal codes and business regulation, development of Reservation infrastructure and public services, and removal of barriers to investment in business.

Input will be gathered from the people, and model codes of other Tribes reviewed. Teams of business people, community people, and code experts will develop the framework for Codes. Code review will be provided by community and project groups.

New loan programs will be established utilizing existing resources and through leveraging of other funding.

2. Assist Tiospayes, other families, communities, organizations including schools, businesses, or individual entrepreneurs, including youth, within the Empowerment Zone, to develop at least forty micro and small businesses through training, technical assistance, loans at low interest, loan guarantees, and/or business spin-off.

Business development and expansions may provide goods normally purchased off-Reservation by Tribal government, other major Reservation employers, and Reservation consumers, including office supplies, construction and renovation services, community clean-up, athletic wear, food, bus/transportation services, child care, training and technical assistance, janitorial services, planning and community development services, marketing and public relations services, recreation and other. Businesses may promote uniquely Oglala products including Tribal research, information, and models of living, cultural tourism, arts and crafts, and others.

Some companies may be developed first by the OOW Board and staff, and then “spun-off.”

3. Provide incentives for establishment of other sustainable, culturally and environmentally appropriate Zone-based businesses, including opportunities for businesses to utilize community service workers from the TANF and other populations to provide both business and training opportunities, and to access low-interest business loans; technical assistance, and training.

Potential business partners and community entrepreneurs will be given opportunities to provide ideas about the incentive model. TANF workers will be consulted about their role.

4. Offer incentives for in- and out-Zone contractors and consultants to employ Oglala residents, Incentives may include stipends to support resident trainees as employees, and preference in the selection process for employing EZ residents

The project will consult with other Tribes and programs, potential trainees, and communities to develop the model.

5. Offer incentives for the expansion of existing non-profit and for-profit enterprises with the Zone that result in job creation will be provided. Incentives may include training, technical assistance, and leveraging funds. Loan funds may be used as a last resort.

Local businesses will be contacted at the beginning of the project to gather additional input about their needs.

HOUSING

1. Assist 90% of EZ families in need of improved housing to complete home buyer, renter, builder, or alternative housing education and to access technical assistance and financing to complete their housing goals.

Outsourcing of these activities will create jobs. Creation of technical assistance and financing structures will enhance sustainability. Alternative housing models may include straw bale, hemp, clay brick, sweat equity, or other models that utilize resources readily available on the Reservation.

2. Partner with other groups to develop a credit counseling system through which 90% of potential EZ home buyers with credit in need of improvement will begin credit counseling; fifty percent will complete.

The system will be culturally relevant and provided by staff who have an understanding of the needs of the people. School-based and other programs for youth will also be established to prevent credit problems. Sustainable job creation will also be a major focus.

3. Provide through outsourcing, home maintenance education to 90% of EZ home buyers and renters.

This system will also include the establishment of a tool lending library to facilitate home maintenance. Entrepreneurs will be encouraged to offer home maintenance services.

4. Partner with HUD, the Oglala Sioux Lakota Housing, and others to develop and implement a Reservation-based system of financing for purchase of new homes, existing homes, owner-built homes or home improvement.

The use of the HUD 184 guaranteed loan program will be maximized. Financial institutions will be encouraged to provide special loan products and to support outreach to families who may be good candidates for a home loan. The model may build on the Lakota Fund's success of providing micro and small business loans through extensive training and technical assistance.

5. Facilitate the development of innovative housing project models, including supportive and transitional housing for the homeless and others.

Individuals, tiospayes, for-profits or non-profits will be assisted to develop models by access to technical assistance, training and the opportunity for financing.

6. Coordinate formation of a mechanism to coordinate all housing services Reservation-wide .

The Oglala Sioux Lakota Housing is the primary provider of housing services, and has made the commitment to coordinate with small groups like Habitat for Humanities, the tiospayes, and others to maximize resources. One aspect of the coordination effort is a complete inventorying of existing housing stock.

FAMILIES

1. Assist all Zone communities to complete community projects.
2. Facilitate a system through which 90% of the EZ population will complete at least 12 hours of hands-on, “learning while doing” training that results in concrete community improvements.

These two goals together will enable visible community change to be made quickly through the teamwork of people who live in the community. The visibility itself will have a psychological effect that will boost community self-esteem. Training skills developed may lead community members into viable employment and community projects may generate the interest needed to keep them sustainable.

3. Facilitate a Reservation-wide system to coordinate and maximize mediation and healing services and increase tribally controlled services, including a Healing Center, Family Resource Center, and increased Tribally controlled services.

The Multidisciplinary Team composed of 43 agencies will create jobs through the development of a Family Resource Center to provide a variety of assistance for families and to assure that more social services are Tribally controlled. A Healing Center will be developed utilizing Rural Development loan programs to rehabilitate a vacant ranch into a useable center for healing and mediation activities.

4. Provide technical assistance, training, and birth to adult educational offerings to provide life skills assistance (communications, mediation role clarification parenting, food preservation, gardening, personal finance, other), to tiospayes, families, districts, organizations, and others on request.
5. Facilitate completion by every district in the Zone of GONA (Gathering of Native Americans) or similar processes of community development, team building, and conflict resolution.

Goals four and five will create jobs through outsourcing to viable Lakota trainers and service providers. Both goals are designed to provide grassroots people with the skills, processes, and resources to truly take control of the destiny of their community.

6. Establish, with community input, the Lakota Family Community Foundation to provide special community projects that will assist families.

A local foundation leveraging funding collectively for several small groups has the potential of accumulating more wealth than individual groups could. The Foundation will distribute the funding in a more equitable way than an outside foundation could. (National and regional foundations do not always understand the local needs of Oglala families.)

Parallel to the development of the Foundation will be facilitation of a “Development” business to coordinate and maximize the efforts of Lakota grant writers and fundraisers. Jobs will be created through both efforts.

7. Coordinate a Task Force composed of community people, including elders to recommend and implement ways to improve the justice system through traditional mediation.

The justice system model used across America has not proven effective with Lakota people. Other Tribes and Indian groups are realizing success in using culturally appropriate and traditional mediation systems. OOW will facilitate research by community groups to lay the groundwork for development of changes in the justice system. A small group of Lakota people have already been trained to use traditional mediation. As a first step they will be contacted about the possibility of forming a consulting firm to fill immediate mediation needs.

8. Host listening circles for all organizations and groups carrying out EZ initiatives to assure that the family and other needs of low-income and community people are heard.

EDUCATION

1. enact Memoranda of Agreement among the Tribe, federal and state agencies, schools, early childhood and OLC to assure shared fiscal and human resources

We will strengthen the Oglala Nation Education Consortium to become the planning, technical assistance and training arm of reservation education. Rather than creating a new bureaucracy ONEC will put together work groups of staff and board members to

work on specific issues. OLC and Early Childhood will work with ONEC also. Money will be solicited in different areas and individual schools will be grantees. Areas that ONEC will work on include:

- * developing all classrooms and schools as laboratories of community development
 - * focusing on literacy from preschool through 30 years old
 - * focusing on math from preschool through 30 years old
 - * providing extended learning programs for every child
 - * achievement of Consolidated School Reform Plans
 - * integrating Lakota language and culture into their curriculum
 - * pooling training and technical assistance funds to bring in the best educational consultants in the area
 - * sharing the best practices of each school by setting up an ONEC resource center at Woksape Tipi (OLC Learning Resource Center)
2. upgrade the Tribal Department of Education to facilitate the accreditation of schools, certification of teachers, and enforcement of the Oglala Sioux Tribe Education code,

We will develop the Oglala Sioux Tribe Department of Education to be the accreditation, monitoring, teacher certification and lobbying arm of Oglala education. The Oglala Sioux Tribe Education Code will be upgraded, adopted by the Council and enforced.

3. implement the first four years of the Oglala Education and Recreation Facilities Plan

We will set up an ONEC Work Group to do an inventory of all education and recreation facilities, do a plan and funding estimate and begin contacting resources to implement the plan. The backlog of reservation facility needs on the reservation is staggering. There are no recreation facilities to speak of outside of the schools except for the Su Ann Big Crow Boys & Girls Club in Pine Ridge and the Wakanyeja Youth Club in Kyle.

4. have all educational institutions in the Zone utilizing the latest in educational technology including a wide area network, distance learning, Internet, etc.

Technology is the way to combat rural isolation and provide unified training throughout the great distances involved.

5. create a comprehensive early childhood education network for children 0-5 to achieve competencies appropriate for their developmental stage

We will bring together all of the early childhood providers to develop a 0-5 curriculum, shared training, and group purchasing of materials. We will link Head Start, Early Head Start, Office of Indian Education Family and Child Education, day care centers, individual and community day care providers. We will set up a directory of births and track children .

6. have a comprehensive vocational education program from upper elementary through adult to provide skills outside of college career tracks

We will train adults in workforce skills utilizing the Opportunities Industrialization Council model that has worked nationwide. We will train supervisors to be more effective and efficient using the Warrior Management model that build on Lakota culture and modern management practices. Oglala Lakota College and ONEC will develop school to work, 2+2, certificate and other programs to provide relevance and transition from upper elementary through postsecondary.

All programs will be focused on providing a quality and productive Lakota . We will implement a comprehensive adult literacy program that teaches reading and math using workplace skills as a base. We will establish a reservation-wide placement service that tracks job openings and applicants and network educational institutions with employers so curriculum meets the workplace requirements. We will coordinate all job training programs including JTPA, OLC, OIC, TERO, individual programs etc.

7. generate students that have a basis for a healthy life through holistic wellness education, nutrition and activities

We will create a Wellness Network through the education institutions that provides prenatal through adult wellness education, good nutrition and fitness activities. Schools will broaden activities and offer recreational programs afterschool, on weekends and in the summer. We will partner with Indian Health Service, Porcupine Clinic, Project Recovery, Anpetu Luta , Oglala Lakota Housing Association and other wellness and alcohol/drug abuse prevention programs on the reservation.

BASIC NEEDS

1. Assure 100% of families access to affordable child care.

We will utilize all reservation institutions and employers to set up a network of childcare that is affordable, accessible and educational utilizing a variety of providers:

- * Tiospaye or family based cooperatives
- * FACE program at each school
- * Day care centers provided by major employers
- * Private individual day care homes
- * Private day care centers
- * Child care co-ops

2. Assure 100% of workers, students, etc. access to affordable transportation.

We will work on affordable transportation for work, school and family needs utilizing a variety of strategies:

- * A bus service
- * Affordable cars
- * car pools
- * Employer bus service

We must also look at road safety and utility through cleanup of easement records in Realty, adoption of OST Highway Standards, passage of road priority resolutions that fit in with the OOW plans and setting up of a highway commission.

3. Have a coordinated nutrition program so no resident of the Zone goes hungry and all residents are eating a healthy diet.

We will utilize the Oglala Foodbank to coordinate all nutrition programs on the reservation and food stores to provide adequate and health diets.

4. Establish local utilities so all families will have access to affordable gas, electricity, healthy water and phone service

We will work with OST Rural Water to assure that the needs of all residents are met for good water. We will study the options of a tribal electrical and phone utility.

The Western Area Power Administration electricity allocations come up in 2000 and the Tribes have been given direct allocations by NEPA. The Oglala have been set aside 10 megawatts a year. In order to take advantage of this we need to develop a utility before 1/1/2001. By doing this we can develop a more progressive rate structure, utilize more low cost hydropower vs. higher cost coal power, lower wholesale costs to provide lower cost power for residential and commercial users.

We need to explore the newest technologies for phone service so we are not bound by the mistakes of the past. We 'will work with current utilities and other groups to develop a system that serves our consumers and benefits everyone in the Zone.

5. Create a network of church and other service groups so that all families will have access to emergency services.

We will develop a computerized service directory to assure easy access to all services and develop an ombudsman office to assist people to obtain services appropriately. We will develop an ombudsman position to assist people to deal with agencies and handle disputes.

6. Put systems in place to assist the elderly and people with disabilities to overcome barriers to a quality life

The elderly need revisions of social security and other laws that allow employment and benefits mix. The elderly need a number of assisted living and expanded nursing home units. We will develop a trained cadre of geriatric home care professionals. We will pass an Americans with Disabilities Act tribal code to remove physical and employment barriers.

BENCHMARKING WORKSHEET Part I

Note-OOW coordination costs are itemized in Vol. II, Part II, Section III, only

See Volume 1, Section 5 and 7 for committed **in-kind**

I. Problem: Few Reservation-based business: many Tribal barriers to business development.

II. Goal: Improve commercial and tourism codes, infrastructure, and policies related to business.

III. Benchmark Description Business # 1-Facilitate development/approval of two Tribal codes (commercial and tourism)

IV. Unit of Measurement # of codes approved

Source of Data: Tribal Council minutes

V. Baseline (quantity) 0

VI. Benchmark Target 2

VII. Benchmark Leader(s) Business and Economic Development Committee

VIII. Tasks/Projects

- a.Extensive community and business input
- b.Research other Tribes and area models
- c.Develop codes for review
- d.Review by community/others
- e.Approval and implementation by Tribal Council

Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
oow staff	1/99 - 1/01	
Bus. & Econ. Dev.	1/99 - 7/99	
Outsourced by Tribe	1/99 - 1/00	\$200000
oow staff	1/00 - 8/00	
Bus. & Econ. Dev.	7/99 - 1/01	
Total		\$200,000

BENCHMARKING WORKSHEET Part II

Benchmark Description # 1-Facilitate development/approval of two Tribal codes (commercial and tourism)

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal	Administration for Native Americans	Social, Economic Development	-0-	\$100,000
Tribal	OST	General Fund	\$100,000 by Resolution	
			Total	\$200,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteer	Description of Contribution	Quantity
Other Tribes	Tribal code models	5 tribes - 20 hrs. total
Community volunteers	Coordinate community input	180 days

BENCHMARKING WORKSHEET Part I

I. Problem: Lack of business expertise among potential business owners.

II. Goal: Provide community-based small business development technical assistance and training through partnerships

III. Benchmark Description Business #2 Create new jobs through coordination of training and t.a.

IV. Unit of Measurement -# jobs/year
 V. Baseline (quantity) 28

Source of Data: The Lakota Fund
 VI. Benchmark Target 20 more

VII. Benchmark Leader(s) The Lakota Fund

VIII. Tasks/Projects

- a.Coordinate existing resources and expand MOA's
- b.Provide T. and TA
- c.Leverage resources to increase TA/training
- d.
- e.

Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
The Lakota Fund	1/99 1/01	\$50,000
The Lakota Fund oow staff	1/99 1/01	\$350,000
Total		\$400,000

BENCHMARKING WORKSHEET Part II

Benchmark Description

Business #2 Create new jobs through coordination of training and t.a.

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Private Non-Profit	The Lakota Fund	Foundations	\$400,000	

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
First Nations/Others	Technical assistance re: business assistance	20 days

BENCHMARKING WORKSHEET Part I

I. Problem: Lack of financing for business ventures, barriers to accessing regular loans and too much dependence on grants.

II. Goal: Establish expanded loan and development systems to aid job creation

III. Benchmark Description Business # 3 Leverage resources for loans

IV. Unit of Measurement Amt. of loan money

V. Baseline (quantity) \$500,000

Source of Data: The Lakota Fund/BIA

VI. Benchmark Target \$2.25 million more

VII. Benchmark Leader(s) The Lakota Fund

VIII. Tasks/Projects

- a. Expand existing loan fund systems
- b. Leverage additional dollars
- c. Loan monies available
- d.
- e.

Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
The Lakota Fund	1/99 - 1/00	
oow staff	1/99 - 1/01	
COW	1/99 - 1/01	2.75 mil
	Total	2.75 mil

BENCHMARKING WORKSHEET Part II

Benchmark Description Business # 3 Provide resources for loans

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal	Bureau of Indian Affairs	BIA Loan	1,000,000	
Federal	Rural Development	SSBG		1.75 mil
			Total	2.75

* In addition, about 1 million dollars is available for loan from other source-OOW will coordinate efforts with these funds.

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Bureau of Indian Affairs	Technical Assistance	20 days per year
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BENCHMARKING WORKSHEET Part I

I. Problem: Lack of shopping opportunities in the Empowerment Zone; residents money is spent off the Reservation, Tribal members are divided about whether Tribally owned businesses can be successful and therefore don't always support Tribal businesses

II. Goal: Develop and consider spin-off of the Lakota Pride Shopping Center

III. Benchmark Description Business # 4 Local decision-making around ownership

IV. Unit of Measurement # community members involved

Source of Data: OOW

V. Baseline (quantity) -0 -

VI. Benchmark Target -50% of EZ residents

VII. Benchmark Leader(s) OOW staff

VIII. Tasks/Projects

- a. Establish Shopping Center
- b. Coordinate community decision-makers
- c. Compile /analyze community involvement data and turn over to Tribal Committees
- d.
- e.

Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
Bus. & Econ. Dev.	01/99-7/00	\$2,039,000
OOW	7/01 - 01/01	
OOW	01/00-01/01	
	Total	\$2,039,000

BENCHMARKING WORKSHEET Part II

Benchmark Description Business # 4 Local decision-making around ownership

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal	CDBG - \$800,000 requested	Industrial Opportunities Enhancement Initiative		\$800,000
Tribal	OST Rural Development	SSBG	\$989,000	\$250,000
			Total	\$2,039,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers Community Volunteers	Description of Contribution Gather community input	Quantity 24 days
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Notes:

BENCHMARKING WORKSHEET Part I

I. Problem: Little awareness of benefits of home ownership, lack of home buyer education.

II. Goal: Identify and prepare potential homebuyers

III. Benchmark Description Housing # 1 Provide resources for homebuyer education and outreach

IV. Unit of Measurement: Amt. of dollars leveraged

Source of Data: OOW

V. Baseline (quantity) -0-

VI. Benchmark Target \$300,000 seed money

VII. Benchmark Leader(s)

VIII. Tasks/Projects

- a. Identify potential numbers of clientele
- b. Identify-seek dollars to leverage resources
- c. Outsource/ monitor services to qualified provider
- d.
- e.

Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
OSLH	01/99 7/99	
OOW	01/99 01/01	\$50,000
OOW	01/00 - 01/01	\$250,000
	Total	\$300,000

BENCHMARKING WORKSHEET Part II

Benchmark Description Housing # 1 Provide resources for homebuyer education and outreach

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal Foundation	Rural Development Fannie Mae	SSBG Home Buyers Education		\$250,000 \$50,000
			Total	\$300,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Community Volunteers	Outreach and identification of potential homebuyers	48 days
OSLH	Identification of potential home buyers	96 days

Notes:

BENCHMARKING WORKSHEET Part I

I. Problem: Lack of affordable housing.

II. Goal: Establish manufactured housing assembly plant

III. Benchmark Description Housing # 2 Plant in operation, houses being produced

IV. Unit of Measurement # of houses per week

Source of Data: OSLH

V. Baseline (quantity) 0

VI. Benchmark Target 1/wk.

VII. Benchmark Leader(s) Oglala Sioux Lakota Housing (OSLH)

VIII. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
a. Research best methods/enhance community ownership	COW	01/99 - 7/99	
b. Establish plant/Build houses	OSLH	01/99 - 01/00	5,000,000
c. Alternative models of housing developed and houses produced	COW	01/99 - 01/01	250,000
d.			
e.			
		Total	5,250,000

BENCHMARKING WORKSHEET Part II

Benchmark Description Housing # 2 Plant in operation, houses being produced

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Tribal	OST	OSLH		\$4,000,000
Federal	Rural Development	SSBG		\$1,250,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Federal	Technical assistance to establish plant	MOA being drafted

BENCHMARKING WORKSHEET Part I

I. Problem: Lack of jobs and lack of trained workers to run a manufacturing plant.

II. Goal: Train workers to run housing manufacturing plant

III. Benchmark Description Housing # 3 -Coordination of training

IV. Unit of Measurement -# trained

Source of Data: OSLH

V. Baseline (quantity) -0-

VI. Benchmark Target -24

VII. Benchmark Leader(s) Oglala Lakota College

VIII. Tasks/Projects

- a. Recruit trainees, identify training needs
- b. Classroom training - OLC - on-the-job -OSLH
- c.
- d.
- e.

Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
OSLH	01/99 7/00	
OSLH	07/00-01/01	\$100,000
	Total	\$100,000

BENCHMARKING WORKSHEET Part II

Benchmark Description Housing # 3 -Coordination of training

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal	Rural Development	SSBG	Total	\$100,000 \$100,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contributions	Quantity Valued at
Oglala Lakota College	Curriculum offering to train workers	\$10,000

BENCHMARKING WORKSHEET Part I

I. Problem: Lack of affordable housing for the very-low income elderly and disabled.

II. Goal: Provide subsidized homeownership opportunities for selected elderly and disabled.

III. Benchmark Description Housing # 4 -Leverage resources to offer subsidized homes

IV. Unit of Measurement ~ # houses available

Source of Data: OSLH

V. Baseline (quantity) -0-

VI. Benchmark Target -10

VII. Benchmark Leader(s) OOW

VIII. Tasks/Projects

- a.Coordinate existing resources
- b.Leverage additional resources
- c.
- d.
- e.

Task Leader	Projected Timeline Start (mo/yr.) End	Projected Budget
OOW	01/9901/01	\$75,000
OOW	01/9901/01	\$100,000
	Total	\$175,000

BENCHMARKING WORKSHEET Part II

Benchmark Description Housing # 4 -Leverage resources to offer subsidized homes

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal	Bureau of Indian Affairs	HIP - \$75,000 requested		\$75,000
Private	Foundations	Various Foundations		\$100,000
			TOTAL	\$175,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Bureau of Indian Affairs	Technical assistance	10 days

Notes:

BENCHMARKING WORKSHEET Part I

I. Problem: Most tiospayes want to enhance their extended families self-sufficiency and have the will to, but lack the resources. Other groups, utilizing seed monies, will be able to leverage resources to significantly impact family and community self-sufficiency.

II. Goal: Assist Tiospayes and other partners to develop holistic, self-sufficiency models.

III. Benchmark Description Families # 1 Leverage resources for family and community self-sufficiency programs.

IV. Unit of Measurement # Tiospayes/families involved in leveraging and family self-sufficiency programs

Source of Data:

OOW

V. Baseline (quantity) -0-

VI. Benchmark Target -3-

VII. Benchmark Leader(s) OOW

VIII. Tasks/Projects

Task Leader

Projected Timeline
Start (mo/yr.) End

Projected
Budget

- a. Identify Tiospayes, families and partners who want to be involved
- b. Inventory leveraging needs
- c. Leverage, disperse, and monitor resources, provide TA
- d.
- e.

Tiospaye Assoc.

01/99-07/99

OOW

01/99-07/99

OOW

01/99-01/01

1.8 million

BENCHMARKING WORKSHEET Part II

Benchmark Description Families # 1 Leverage resources for Tiospaye and family self-sufficiency.

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal	Rural Development	SSBG		\$1,8 mil

* This component, more than others, will utilize a great deal of seed monies in the first two years of the project, with the bulk of return on the seed money to be realized in years 3-10 of the project.

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Community and Tiospaye volunteers	Sweat equity toward community and family	900 person days

BENCHMARKING WORKSHEET Part I

I. Problem Lack of use of local expertise; therefore dollars go outside of the Reservation.

II. Goal: Develop OOW Skills Bank

III. Benchmark Description Families # 2 Inventory 75% of EZ residents

IV. Unit of Measurement # EZ residents inventoried

Source of Data: OOW

V. Baseline (quantity) 0 %

VI. Benchmark Target: 75%

VII. Benchmark Leader(s) OOW staff

VIII. Tasks/Projects

a. Outsource assistance/or help new business start to fill the need

Task Leader

Projected Timeline
Start (mo/yr.) End

Projected
Budget

OOW

01/99 - 01/00

\$75,000

b. Monitor inventory/disseminate results

OOW

01/00 - 01/01

c.

d.

e.

BENCHMARKING WORKSHEET Part II

Benchmark Description Families # 2 Inventory 75% of EZ residents

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal	Rural Development	SSBG		900,000
Private	Various foundations			900,000
			Total	\$1,800,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
Community volunteers	Surveys of families re: skills	900 person days

BENCHMARKING WORKSHEET Part I

I. Problem: High levels of family dysfunction caused by poverty levels and negative social environment.

II. Goal: Increase family support through establishment of Talking Circles.

III. Benchmark Description Families # 3 Leverage resources to outsource coordination and provide support groups

IV. Unit of Measurement - Amount leveraged

Source of Data: OOW

V. Baseline (quantity) -0-

VI. Benchmark Target -\$90,000

VII. Benchmark Leader(s) OOW

VIII. Tasks/Projects

- a. Involve community in refining input about the model
- b. Leverage resources and outsource coordination
- c.
- d.
- e.

Task Leader

Projected Timeline
Start (mo/yr.) End

Projected Budget

OOW

01/99-07/99

OOW

01/99-01/01

\$5,000

BENCHMARKING WORKSHEET Part II

Benchmark Description Families # 3 Leverage resources to outsource coordination and provide support groups

IX. Funding Resources	Source/Partner*	Agency Name	Funder's Program	Fund's Received	Funds Needed
Federal		Rural Development	SSBG		\$5,000

*Federal, State, Local, Private, or Non-Profit

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers Volunteer Talking Circle Leaders	Description of Contribution Facilitate groups	Quantity

BENCHMARKING WORKSHEET Part I

I. Problem: The problems of the Zone education system need coordinated effort for best use of resources.

II. Goal: Education 1

III. Benchmark Description: Education 1: have at least 7 Memoranda of Agreement among schools, college; and early childhood programs in place.

IV. Unit of Measurement: #of MOA's

Source d Data: ONEC

V. Baseline (quantity): 1

VI. Benchmark Target: 7

VII. Benchmark Leader(s): Oglala Nation Education Coalition

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. Hold Oglala education summit	ONEC	3/99	9/99	30,000
b. Submit 2 1st Century Schools	ONEC	3/99	6/99	10,000
c. Submit School to Work	ONEC	6/99	9/99	10,000
d. Sign Americorps agreement	ONEC	3/99	6/99	281,000
e. Develop 5 more MOA's	ONEC	3/99	12/00	15,000
		Total		\$ 346,000

e. e. e.

BENCHMARKING WORKSHEET Part II

Benchmark Description #Education 1: have at least 7 Memoranda of Agreement among schools, colleges and early childhood programs in place.

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	Corp for National Service	Americorps	281,000	
+ Federal	EZ / EC	SSBG		50,000
+ Local	ONEC	Schools	15,000	
			Totals	so.000

*Federal, State, Local, Private or Non-Profit

X. In-kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Oglala Lakota College	Proposal Writing	5 days
+ National Indian School Board Association	Funding Sources	Ongoing
+		
+		
+		

165.1/20/10

87.17

0778769509

91110

PLATE 10

BENCHMARKING WORKSHEET Part I

I. Problem: There is **no** education **code** that **all** the schools **on** the **reservation** follow

II. Goal: **Education 2**

III. Benchmark Description: **Ed 2: Adopt an** updated Oglala Sioux Tribal Education Code

IV. Unit of **Measurement**: Adopted Code

Source of **Data**: **OST** Secretary's Office

V. Baseline (**quantity**): 0

VI. Benchmark **Target**: 1

VII. Benchmark **Leader(s)**: **OST** Department of *Education*

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. Review draft at summit	OSTDept of Ed	3/99	9/99	
b. Submit to all schools	"	9/99	3/00	
c. Have ed consultant review	"	9/99	3/00	
d. Revise	"	3/00	8/00	
e. Present to Tribal Council	"	9/00	12/00	
		Total \$		100.000



BENCHMARKING WORKSHEET Part II

Benchmark Description: Ed 2: Adopt an updated Oglala Sioux Tribal Education Code

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSSG		50,000
+ Local	ONEC	Schools	25,000	
+ Local	OS Tribe	Dept of Ed	25,000	
+				
*Federal, State, Local, Private or Non-Profit			Totals	50,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Native American Rights Fund	Legal Guidance	30 days
+ Rosebud Sioux Tribe Ed Department	Ed's and don't from their experience	10 days
+		
+		
+		
+		

BENCHMARKING WORKSHEET Part I

I. Problem: The majority of school buildings on the reservation are inadequate because of age or capacity. There are almost no recreational facilities that are not part of schools.

II. Goal: Education #3

III. Benchmark Description: Ed #3 Develop and education and recreation facilities plan.

IV. Unit of Measurement: Plan

Source of Data: OST Department of Education

V. Baseline (quantity): 0

VI. Benchmark Target: 1

VII. Benchmark Leader(s): OST Department of Education

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start{ mo/yr)	End	
a. Survey schools	OST Dept of Ed	6/99	12/99	
b. Hire consultant to draft	"	1/00	6/00	
c. Have ONEC review	"	6/00	9/00	
d. Have ONEC approve	"	9/00	12/00	
e.				
		Total \$		100,000

BENCHMARKING WORKSHEET Part II

Benchmark Description

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		50,000
+ Local	Oglala Sioux Tribe	Department of Ed	25,000	
+ Local	ONEC	Schools	25,000	
+				
*Federal, State, Local, Private or Non-Profit		Totals	\$50,000	50,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Association of Community Tribal Schools	Review of federal regulations	Ongoing
+ Facilities Management and Construction/BIA	Assist with procedures/information	Ongoing
+		
+		
+		
+		

Oglala Oyate Wotancan 2008 (Oglala Sioux Tribe Empowerment Zone)

10/98

BENCHMARKING WORKSHEET Part I

I. Problem: In order to mee: the tremedous challenge of raising test scores, teaching Lakota language etc. we need to utilize state of the art technology.

II. Goal: Education # 4

III. Benchmark Description: Ed#4 develop an education technology plan

IV. Unit of Measurement: Plan Source of Data: ONEC

V. Baseline (quantity): 0 VI. Benchmark Target: 1

VII. Benchmark Leader(s): Oglala Nation Education Coalition

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. Survey schools	OST Dept of Ed	6/99	12/99	
b. Hire consultant to draft	"	1/00	6/00	
c. Have ONEC review	"	6/00	9/00	
d. Have CNEC approve	"	9/00	12/00	
Total \$				120,000

BENCHMARKING WORKSHEET Part II

Benchmark Description: Ed

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		40,000
+ Federal	NSF	MIE	40,000	
+ Local	ONEC	Schools	40,000	
+				
*Federal, State, Local, Private or Non-Profit		Totals	80,000	40,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Oglala Lakota College	Expertise on distance learning	Ongoing
+		
+		
+		
+		
+		

BENCHMARKING WORKSHEET Part I

I. Problem: There are a number of programs working in preschool but without resources. Our children from O-5 need a collaborated number of programs to develop to their potential.

II. Goal: Education Goals #5

III. Benchmark Description set up a subgroup of ONEC with membership of all early childhood groups

IV. Unit of Measurement: Agreements

Source of Data: ONEC

V. Baseline (quantity): 10 members

VI. Benchmark Target: 30 members

VII. Benchmark Leader(s): Oglala Nation Education Consortium

VIII. Tasks/Projects	Task Leader	Projected Timeline Start (mo/yr) End	Projected Budget
a. Hold Oglala Education Summit	ONEC	3/99 9/99	
b. Draft working procedures	ONEC	10/99 12/99	
c. Hold first meeting	ONEC	1/00 3/00	
d. Draft early childhood plan	ONEC	4/00 12/00	
e.			
		Totals \$	70,000

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BENCHMARKING WORKSHEET Part II

Benchmark Description

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		10,000
+ Federal	HHS	Head Start	20,000	
+ Federal	HHS	Early Head Start	20,000	
+ Local	ONEC	Schools	20,000	
*Federal, State, Local, Private or Non-Profit		Totals	\$	70,000

M11b

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Oglala Lakota College	Early Childhood curriculum	Ongoing
+ lush SD Grant	Early Childhood Training	Ongoing
+		
+		
+		
+		

07729749990

87:17

01/02/1991

BENCHMARKING WORKSHEET Part 1

I. Problem: There are many jobs on the reservation in construction, technology and other areas without the people skilled to fill them.

II. Goal: Education #6

III. Benchmark Description: have a vocational education program of Oglala Lakota College in partnership with the secondary schools with at least 9 certificates.

IV. Unit of Measurement: certificate programs

Source of Data: Oglala Lakota College

V. Baseline (quantity): 5

VI. Benchmark Target: 14

VII. Benchmark Leader(s): Oglala Lakota College

VIII. Tasks/Projects	Task Leader	Projected Timeline	Projected Budget
		Start (mo/yr) End	
a. Review job survey	OLC	3/99 6/99	
b. Develop 9 certificates	OLC	6/99 3/00	
c. Setup 2+2 programs	OLC	3/00 12/00	
d. Offer 9 certificates	OLC	9/00 12/00	
e.			
			Total \$1,038,000

BENCHMARKING WORKSHEET Part II

Benchmark **Description:** have a vocational education program of Oglala Lakota College in partnership with the secondary schools with at least 9 certificates.

IX. **Funding** Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	WEC	SSBG		180,000
+ Federal	Dept of Education	Vocational Education	367,000	
+ Federal	Dept. of Education	Vocational Education	491,000	
+				
*Federal, State, Local, Private or Non-profit		Totals	858,000	180,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Tribal Employment Rights Office	Occupational Information	Ongoing
+		
+		
+		
+		
+		

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BENCHMARKING WORKSHEET Part II

Benchmark Description

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
- Federal	EZ/EC	SSBG		120,000

-

*Federal, State, Local, Private or Non-Profit **Totals** \$120,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
-The Lakota Fund	Entrepreneurial and budget skills	Ongoing
- Oglala Lakota College	Basic math and reading skills/GED	Ongoing

-

-

BENCHMARKING WORKSHEET Part I

I. Problem: There is a severe shortage of affordable day care on the reservation and lack of day care is given as a major reason for missing work, training sessions and college classes.

II. Goal: Basic Needs #1 assure 100% of families access to affordable day care.

III. Benchmark Description: BN#1 Employees of the five largest emplyers on the reservation will have access to affordable day care.

IV. Unit of Measurement: Employers

Source of Data: OST

V. Baseline (quantity): 0

VI. Benchmark Target: 5

VII. Benchmark Leader(s): OOW Staff

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. Set up at Indian Health Service	OOW Staff	6/99	12/99	
b. SetupatBIA	oow Staff	6/99	12/99	
c. Set up at Oglala Sioux Tribe.	OOW Staff	1/00	6/00	
d. Set up at Oglala Lakota College	OOW Staff	1/00	6/00	
e. Set up Oglala Sioux Lakota Housing	OOW Staff	1/00	12/00	
Total \$				550,000

BENCHMARKING WORKSHEET Part II

Benchmark Description

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	HHS	Head Start	100,000	
+ Early Head Start	HHS	Early Head Start	100,000	
+ Local	Employee Pay			200,000
+ Federal	HHS	Child Development	1 0 0 , 0 0 0	
+ Federal	EZ/EC	SSBG		50,000
*Federal, State, Local, Private or Non-Profit		Totals	300,000	2 50,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
---------------------------	-----------------------------	----------

+

BENCHMARKING WORKSHEET Part I

I. Problem: There is a severe shortage of affordable transportation on the reservation and lack of transportation is given as a major reason for missing work, training sessions and college classes.

II. Goal: Basic Needs #2 assure 100% of workers, students, etc. will have access to affordable transportation.

III. Benchmark Description: BN#2 Employees of the five largest employers on the reservation will have access to affordable transportation.

IV. Unit of Measurement: Employers

Source of Data: OST

V. Baseline (quantity): 0

VI. Benchmark Target: 5

VII. Benchmark Leader(s): OOW Staff

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. Coordinate Indian Health Service	OOW Staff	6/99	12/99	
b. Coordinate BIA	OOW Staff	6/99	12/99	
c. Coordinate Oglala Sioux Tribe	OOW Staff	1/00	6/00	
d. Coordinate Oglala Lakota College	OOW Staff	1/00	6/00	
e. Coordinate O S L H	OOW Staff	1/00	12/00	
Total \$				250,000

BENCHMARKING WORKSHEET Part II

Benchmark Description: BN#2 Employees of the five largest employers on the reservation will have access to affordable transportation.

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		50,000
+ Local	Employee Pay			200,000
+				
+				
*Federal, State; Local, Private or Non-Profit		Totals	\$	250,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+		
+		

BENCHMARKING WORKSHEET Part I

I. Problem: With the high poverty rate on the reservation there are many people who have inadequate diets.

II. Goal: Basic Needs #3 have a coordinated nutrition program so no resident of the Zone goes hungry and all residents are eating a healthy diet.

III. Benchmark Description: Basic Needs #3 the Oglala Lakota Foodbank will be structured to coordinate all food programs in the Zone and will have a system of community service.

IV. Unit of Measurement: Agreement

Source of Data: Foodbank

V. Baseline (quantity): 0

VI. Benchmark Target: 1

VII. Benchmark Leader(s): Oglala Sioux Foodbank

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. inventory food programs	OS Foodbank	3/99	9/99	
b. hold meetings	“	9/99	12/99	
c. sign memo of agreement	“	1/00	12/00	
d.				
e.				
				Total \$40,000

BENCHMARKING WORKSHEET Part II

Benchmark Description

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		40,000

+
+
+

*Federal, State, Local, Private or Non-Profit Totals

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ + + + + +		

BENCHMARKING WORKSHEET Part I

I. Problem: Reservation electricity rates subsidize off residential commercial users at the expense of residential users

II. Goal: Basic Needs 4

III. Benchmark Description: develop an agreement with Western Area Power Administration

IV. Unit of Measurement: agreement Source of Data: WAPA

V. Baseline (quantity): 0

VI. Benchmark Target: 1

VII. Benchmark Leader(s): OOW Staff

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget:
		Start(mo/yr)	End	
a develop a utility	oow Staff	6/99	12/00	
b. negotiate acquiring wheeling rights	“	6/99	12/00	
c. evaluate easements of existing lines	“	1/00	12/00	
d. finalize WAPA contract	“	6/00	12/00	
e. .				
			Total \$	Staff time

BENCHMARKING WORKSHEET Part II

Benchmark Description

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		Staff Time
+				
+				
*Federal, State, Local, Private or Non-Profit		Totals		

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Peter Capposella	Attorney	Ongoing
+		
+		
+		
+		

BENCHMARKING WORKSHEET Part I

I. Problem: There are many services available on the reservation but because of lack of transportation, phones etc. the people who need them the most often do not access them.

II. Goal: Basic Needs #5 create a network of church and other service groups so that all families will have access to emergency services

III. Benchmark Description: Basic Needs #5 have a computerized service directory and service ombudsman available for all residents of the Zone.

IV. Unit of Measurement: Directory/Ombudsman

Source of Data: OST

V. Baseline (quantity): 0

VI. Benchmark Target: 1/ 1

VU. Benchmark Leader(s): oow Staff

VIII. Tasks/Projects	Task Leader	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. contract consultant	OOW Staff	3/99	6/99	
b. do directory	OOW Staff	6/99	12/99	
c. obtain resources for ombudsman	OOW Staff	1/00	12/00	
d.				
e.				
		Totals \$		25,000

BENCHMARKING WORKSHEET Part II

Benchmark Description

IX. Funding Resources

Source/Partner*	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		25,000
+				
+				
+				
*Federal, State, Local, Private or Non-Profit			Totals	25,000

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Oglala Lakota College	Information of Funding Sources	Ongoing
+		
+		

BENCHMARKING WORKSHEET Part I

I. Problem: The Tribe has supported the Americans With Disabilities Act but there is no code to assure equal treatment for people with disabilities in hiring or access in public buildings.

II. Goal: Basic Needs # 6 Assist elderly and people with disabilities to overcome barriers to a quality life.

III. Benchmark Description: Basic Needs #6 adopt an Americans with Disabilities code and processes including building regulations and employment procedures

IV. Unit of Measurement: Code

Source of Data: OST

V. Baseline (quantity): 0

VI. Benchmark Target: 1

VII. Benchmark Leader(s): OOW Staff

VIII. Tasks/Projects	Task Lead	Projected Timeline		Projected Budget
		Start(mo/yr)	End	
a. contract consultant	OOW Staff	3/99	6/99	
b. draft code	OOW Staff	6/99	12/99	
c. distribute for review	OOW Staff	1/00	6/00	
d. have Tribal Council adopt	OOW Staff	7/00	12/00	
e.				
Totals \$				30,000

BENCHMARKING WORKSHEET Part II

Benchmark Description: Basic Needs #6 adopt an Americans with Disabilities code and processes including building regulations and employment procedures

IX. Funding Resources

Source/Partner	Agency Name	Funder's Program	Funds Received	Funds Requested
+ Federal	EZ/EC	SSBG		Staff Tie
+ Local	OST	Tribal programs	30,000	
+				
+				
*Federal, State, Local, Private or Non-Profit		Totals	30,000	

X. In-Kind/Technical Assistance Resources

Source/Partner/Volunteers	Description of Contribution	Quantity
+ Native American Advocacy Project	Technical Assistance on disabilities	Ongoing
+		
+		

Strategic Plan Volume II Part II

☐ Section 3 - Use of EZ/EC SSBG Grants

The following is our budget for the use of the EZ/EC SSBG grants. This should add up to \$8 million from 1/1/99 to 12/31/00.

	Year 1	Year 2	Total
● Administration/Technical Assistance	600,000	570,000	1,170,000
0 Personnel			
▶ Steward	50,000	50,000	
▶ Logistics Coordinator	25,000	25,000	
▶ Contract Specialist	30,000	30,000	
▶ Documentor	30,000	30,000	
▶ Development Officer	40,000	40,000	
	175,000	175,000	
o Fringe 25%	43,750	43,750	
0 Travel	5,000	5,000	
0 Equipment	55,000	35,000	
RV for office	35,000		
Computer planning center	20,000		
0 Supplies	12,600	9,600	
Office supplies	3600		
Training supplies	6000		
Office furnishings	3000		
0 Contractual	195,000	195,000	
Bookkeeping,	12,000		
Audit	8,000		
Telecommunications(OLC)	35,000		
Lakota Express: print	35,000		
KILI: on air/remote	35,000		
Comm Input meetings	35,000		
Mediation	35,000		
0 Other	113,650	113,650	
Insurance	3000		
Phone etc	6000		
Board expenses	6000		
Consultants	50,000 /43,000		
Part time labor	48,650		

‘Budget Narrative

	Year 1	Year 2	Total
● Administration/Technical Assistance	600,000	5 70,000	1,170,000

This part of the budget is for operation of the Oglala Oyate Owitanacan. We call it administration and technical assistance, but the emphasis will be on providing support to the groups we are collaborating with and contracting with. We have set a guideline of keeping the total of this category below 15%. We are trying a number of new processes to assure that the OOW doesn't become just another program.

○ Personnel

▶ Steward	50,000	50,000
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The Steward will be the key figure in the success of OOW. They will be the given the authority and responsibility to run the program between quarterly OOW Board meetings. They will be judged on performance. They will be judged on the achievement of the benchmarks for the first two years. They will be given a two year contract subject to review after the first year.

▶ Logistics Coordinator	25,000	25,000
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The Logistics Coordinator will take care of office management and board logistics.

▶ Contract Specialist	30,000	30,000
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Since most of the work of OOW will be contracted out the Contract Specialist will charged with developing the contract documents and monitoring them. This person will also assist groups with collaboration agreements and memoranda of agreement.

▶ Documentor	30,000	30,000
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The Documentor will keep the ongoing records of the OOW and will feed this information to the Public Information groups; the Tribal Archives. This person will be responsible for putting together the fiscal and progress reports to the OOW Board, Business Committee, federal government etc. They will work with the Certified Public Accountant contractor on the fiscal reports. They will keep files of the minutes of the OOW Board, OOW Task Forces and collaborating groups. They will be charged with internal evaluation and working with external evaluators.

▶ Development Officer	40,000	40,000
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We are counting on the leveraging of great amounts of money to make the

OOW strategic plan a success. The Development Officer will coordinate the development of grants by the OOW and the collaborating groups. The Development Officer will work with Oglala Lakota College on creating and maintaining the reservation and tribal data base.

175,000 175,000

0 Fringe 25%

43,750 43,750

Fringe benefits will include social security, health insurance, life insurance and an annuity.

0 Travel

5,000 5,000

We have purposely kept travel costs down since the staff, etc. will concentrate their work on the reservation. This travel money is for mileage and for necessary trips such as an EZ conference. Otherwise collaborating groups will attend off reservation meetings and pay their own way.

0 Equipment

55,000 35,000

Office Space 35,000

We will purchase an RV to set up as a mobile office that can move from District to District to assure contact with the people and to strenghten the idea that OOW is a catalyst for sustainable community development. We will go to the people. This idea is revolutionary and some people are not sure of it, but if it seems like it won't work we will go to a regular office.

Computer Planning Setup 20,000

The computer planning center will be a state of the art networked planning configuration of 12-15 work stations, a server and a projector. This will allow OOW groups and collaborators to brainstorm, plan and document them instantly.

0 Supplies

12,600 9,600

Office supplies 3600

Training supplies 6000

Office furnishings 3000 (1)

These are typical office supplies that the staff will need and the furnishing for the office whether landbased or mobile. Training supplies will include materials for training the Board and task forces. We will purchase laptops for the OOW Board

who do not have them.

0 Contractual		195,000	195,000
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Bookkeeping	12,000		
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The bookkeeping and check writing will be contracted with a Certified Public Accountant. This will allow OOW staff to concentrate on service and training and will give OOW the capability to provide accurate and timely reports to the Board, Task Forces, Business Committee , Tribal Council and the federal government. This will also allow the staff to make the best use of the funds within the budget set by the Board.

Audit	8,000		
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The audit will be done by annually by a Certified Public Accountant other than the one contracted to do bookkeeping.

Telecommunications(OLC) 35,000

Oglala Lakota College will be contracted for use of the internet link and distance learning facilities. Much of the use will be donated by OLC but this will be for extra costs incurred by OLC in setting up and maintaining the homepage and operating the distance learning classrooms for training and meetings.

Print Media:	35,000		
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Lakota Express will be contracted to do print media to get the work out on OOW.

KILI:	35,000		
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KILI radio will do carts, provide appropriate shows and do remote broadcasts of OOW meetings and events.

Community Input	35,000		
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We will contract with one or more local residents as individuals or as a firm to to continuous gathering of input from community meetings.

The above four categories are explained more fully in Volume I I Part IV Section 5 Public Information.

Mediation 35,000

We will contract with mediators from the area and outside the area to bring together individuals and groups that are collaborating with OOW and need to work together but traditionally have found it impossible. The mediation will also be used with the OOW Board and Task Force when needed.

0 Other 113,650 113,650

Insurance 3000

This will be for insurance for the RV.

Phone etc 6000

We anticipate utilizing cell phones.

Board expenses 6000

OOW Board members who need it will be given a stipend. We will also utilize this for the first 5 day meeting of the OOW Board where policies and expectations are established.

Consultants 98,650 191,650

Consultants will be used to implement the initial structure of the staff, Task Forces and OOW Board and to do training of these groups. Consultants will also be utilized for developing initial policies, staff contracts, other contract forms, technical requirements of contractors, etc. The consultants will review the feasibility of contracts and assist in making them realistic.

● Business Assistance 2,000,000

0 Small Loans 250,000 250,000

These funds will allow The Lakota Fund to provide loans from \$500 to \$25,000 which the Lakota Fund already does.

0 Small Business Center 125,000 125,000

These funds will allow The Lakota Fund to hire and or contract expertise to provide business consulting to small businesses in the Zone.

○ Wawokiye Group(100k to 500k) 625,000 625,000

This will be seed money that The Wawokiye Group (tribal development corporation) can use to leverage funds for larger business projects such as the Lakota Pride Shopping Center.

● Housing 1,500,000

○ OLHA Fac tory 500,000 500,000

These funds are to assist the Oglala Lakota Housing Association to set up the housebuilding fac tory.

○ Homebuyer Ed and Asst 125,000 125,000

We will contract with a group to provide homebuyer education and assistance to Zone residents contemplating buying homes.

○ Alternative Models 125,000 125,000

We will contract with tiospayes and community groups to develop demonstrations of alternative housing.

● Family 2,000,000

○ Family/Mediation Center 100,000 100,000

The, Multidisciplinary Team will be contracted to set up a Family Mediation Center.

○ Oglala Family Foundation 100,000 100,000

This will be seed money to set up the Oglala Family Foundation which will be a community foundation that gives grants on the reservation to strengthen families.

○ Tiospaye Association 100,000 100,000

The Tiyospaye Association will be contracted for \$50,000 each year to set up a support structure and will be given \$50,000 to fund individual tiospaye demonstration projects.

○ Treatment Facility 250,000 250,000

This will be seed money to develop a treatment facility on the reservation.

0 OOW Task Forces Projects	450,000	450,00	900,000
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This funding will be for each of the 9 OOW District Task Forces to implement hands on projects in their districts. They will be expected to set up a structure, assure sound fiscal management and a plan. They will get \$50,000 for projects such as community cleanup, playground construction, street signs, park development, etc.

● Education			1 ,000,000
0 Dept of Ed	100,000	100,000	
0 ONEC	100,000	100,000	
0 Job Readiness (OIC)	120,000	120,000	
0 Management Training(OLC)	180,000	180,000	
● Basic Needs			330,000
0 Day Care	50,000	50,000	
0 Transportation Startup	50,000	50,000	
0 Service Directory	25,000	25,000	
0 Food Bank	40,000	40,000	

Education and Basic Needs monies are seed monies that will be contracted to the appropriate group to achieve the benchmark.

Volume II Part III : Continuous Quality Improvement Plan

□ Section 1 Participation

The key piece we will use to assure continuous, broad-based community participation is the OOW District Task Forces. Each of the nine Task Forces will have one representative on the OOW Board.

The OOW Task Forces by their very makeup represent most of the diverse segments of the community:

- * District Chair
- * School Representative
- * OLC Local Board Member
- * Tiospaye Representative (respected elder)
- * Businessperson
- * Welfare recipient
- * Housing Board Member/Tenant Association

The OOW Task Force members will be chosen by the groups they represent. The groups that are not officially organized at this time such as welfare recipients will be assisted in organizing. The key idea is that each group in the community will select someone who can best represent their issues, concerns and solutions. The School representative could be a School Board member, administrator, teacher or student. We are involving the existing structure but changing the way it is implemented. The makeup of the Task Forces allow for representation and continuity.

Locally the Task Forces will:

- * get input from all groups in their district
- * give direction to the OOW Board
- * monitor the EZ effects in their district
- * attend training in effective boards, planning and implementation, community development and group process
- * help plan and implement district projects such as playground construction, community cleanup, youth recreation, etc.
- * utilize facilitator/gatekeeper/recorder process
- * help get OOW news to all constituencies

- * work on district and community plans
- * distribute reports - input flyers, hot line, attendance at meetings

Continuous improvement will be implemented through the Warrior Organization that is being developed by the Oglala Lakota College and OST Public Safety Program. The model is based on Lakota values. Oglala Lakota College will provide consultation and training. The model includes the following facets that make effective organizations:

- 1 know your mission
- 2 concretize your vision
- 3 live your values
- 4 plan strategically and organically
- 5 find the right leader or be the right leader
- 6 nurture the organization
- 7 keep score and advertise it
- 8 learn learn learn
- 9 involve people
- 10 set clear expectations
- 11 serve customers/clients
- 12 reward strategically
- 13 communicate openly and widely
- 14 share generously
- 15 live in sacred time: acknowledge the past, enjoy the present,
have a sense of the future
- 16 confront problems and opportunities bravely
- 17 live quality
- 18 deal with crisis/successes in terms of mission
- 19 hire wisely and fire swiftly
- 20 create a welcoming atmosphere
- 21 manage resources well

The training of managers, all boards, the OOW Task Forces and the OOW Board throughout the Zone will include the above areas.

The OOW District Task Force Representatives and the groups they represent will provide time, commitment, expertise, local resources and real solutions.

The OOW Board, staff and contractors will give expertise, follow through,

coordination, leveraging of resources, and training and technical assistance. In and out zone partners will give expertise, capital, new ideas.

The Tribe will provide physical infrastructure, judicial structure, law and order, business friendly codes and policies

□ Section 2 Incorporation of Experiences

The staff and contractors will file monthly reports. The monthly report will follow a simplified format that the College has developed. These will be completed by all OOW staff.

- * Accomplishment of Tasks
- * Other Accomplishments
- * Key Numbers
- * Lessons Learned
- * Problems in Implementation
- * Plans for the Following Month

The Documentor will analyze and compile these reports into a Quarterly Review . The Steward will present this report at the Quarterly EZ Board meeting with recommendations for action. The Documentor will keep ongoing records of the process and file copies either electronically or hard copy with the Oglala Sioux Tribal Archives at Oglala Lakota College.

We have already started the process of incorporating experiences as part the Strategic Planning for Oglala Oyate Woitanacan. We have reviewed every report, plan and program proposal we could find to glean from previous experiences of the Tribe, communities and organizations. These papers have all been filed at the Oglala Sioux Tribal Archives.

We will have an annual retreat to review the experiences of the previous year and determine the lessons for the coming year.

The Documentor will also become part of the Empowerment Zone network nationwide. They will search the Internet for projects applicable to the OOW and then contact the individual Zone or Community for advice, documents and possibly onsite assistance.

► Section 3 Benchmark Review

Procedure for reviewing benchmark progress within the community.

The ongoing procedure for reviewing benchmark progress in the community will include OOW Task Force input, OOW Board input and work by the OOW Staff especially the Documentor.

The Documentor will gather both quantitative and qualitative data.

Quantitative data will include:

- * monthly reports from staff
- * statistics on key benchmark indicators
- * documents developed by OOW

Qualitative data will include:

- * minutes of OOW Task Force meetings
- * surveys of participants
- * interviews with participating entity board members
- * surveys of clients
- * panel reviews of the materials developed

A semiannual formative evaluation will be done by the OOW Documentor in June of each year that includes:

- * interviews with a sample of participants
- * in depth review of the Budget Report for March with Business
- * comparison of implementation strategies and timelines with Quarterly Reports
- * review of minutes of OOW Board and District Task Forces

An annual report will be synthesized from the monthly reports, quarterly reports and semiannual evaluation and submitted to the OOW Board, the project staff and the directors of all agencies and groups involved. Copies will be made available to participants as requested.

The OOW Board will hold an annual retreat to review and revise the benchmarks.

OOW will follow three rules of thumb in its management of programs:

- * quality of monitoring rather than quantity
- * less paper and more communication, including use of technology
- * fewer meetings and more human contact

Benchmark review will include monitoring and evaluation of:

- * process → did people complete tasks and is the structure and system working?
- * output → did we accomplish benchmarks e.g. houses built?
- * final outcomes → what are the long term effects?
→ what successful structures and processes can be institutionalized?
- * financial accountability → is the audit clean? is the structure and process cost efficient?

Data will be collected, compiled and analyzed to result in project findings in the following areas:

Project Management: effective planning, scheduling, communication, dissemination, and resource allocation. Sample questions: Were specific workplans made, communicated, implemented, and coordinated according to concrete activities, timelines, and responsibilities? Were project resources well used?

Project Processes: connection to planning, participant selection and involvement, scope, sequence and quality of activities, staff, teams and other facilitator effectiveness, self-correction. Sample questions: Did project activities achieve purposes? Were communities involved appropriately?

Products and Models: quality, clarity, design, substantive information, ease of use for diverse members of community, integrity of models, representation of proposed process. Sample questions: Do products provide useful information, assistance, and meet needs. Are they culturally sensitive? Are they coordinated and sequential?

Impact: Sustainability and cost-effectiveness of the program, training, and technical assistance. Sample questions: What components will be sustained after the project? To what degree has participant learning increased? To what extent has participant behavior changed?

The data will be collected and fed back as part of the reservation-wide data base. The computer network will be available in each community at the Oglala Lakota College Centers and the schools for sure. The Tribe is also setting up a computers at the District Government Centers.

We will look at overall progress in terms of the four key principles. Some of the data elements suggested are listed below. We will finalize the list during the first quarter of operations. The current list includes:

► **Economic Opportunity**

◆ **State Social Services**

- * Food stamp applicants/ recipients
- * TANF applicants/recipients
- * TANF total and average benefits

◆ **BIA**

- * General Assistance applicants/recipients

◆ **Tribe**

- * LIHEAP applicants/recipients
- * Employment
- * Average income

◆ **Utilities**

- * Late payments
- * Cutoffs
- * Payouts from customer contribution program

◆ **Phone**

- * Late payments
- * Connects/Disconnects

◆ Banks

- * Checking accounts with local ZIP code
- * Average amounts of locally-owned CD's
- * Amount/number of commercial loans made in Zone
- * Average amount of savings accounts with Zone zip codes
- * Number of new depositors with Zone zip codes
- * Number of houses built
- * Number of new motor vehicle registrations
- * Number served by food bank
- * Number of cable TV subscribers in Zone
- * Private dollar investment in local businesses
- * Total number of employers
- * Number of jobs in : public/private sectors
- * Percent of owner occupied homes
- * Average wage levels
- * State Department of Education
- * Number of students in free and reduced lunch

► Sustainable Community Development

◆ Capacity

- * Inches of newspaper space dedicated to local events
- * Circulation of local paper
- * Number of registered voters
- * Voter turnout: national, state, tribal: % of registered
- * Books per capita in library
- * Attendance at school activities: sports and nonsports
- * Number of volunteer fire members, EMT members
- * Fundraising methods
- * Completed Task Force projects
- * Number of OOW Task Forces which adopt constitution and bylaws
- * Number of tiospayes which adopt constitution and bylaws or other papers of organization
- * Number of districts or communities that adopt constitution and bylaws
- * Organizations with training programs for boards and members

- ◆ Churches/charities/tribe
 - * Contributors
 - * Dollars raised
 - * Dollars given for emergencies

- ◆ Tribal Department of Education
 - * High school graduation rates
 - * GED certificates
 - * Vocational certificates
 - * AA and AAS degrees
 - * Bachelors
 - * Masters and Doctorates

- ◆ Oglala Lakota College
 - * Number of library card holders
 - * Number of books checked out
 - * Number of participants in leadership/supervisory training
 - * Number of participants in community development training
 - * Number of hits on OOW home page
 - * Participants in conflict resolution training
 - * Participants in workshops in teambuilding, assessment, planning, effective meetings, etc.
 - * Number of residents using computers
 - * Number of college credits and continuing education units earned
 - * Hours of training participated in by board members
 - * Number of advocacy, service and other organizations that hold training for members
 - * Number of entries in community skills banks

- ◆ JTPA
 - * Number of participants
 - * Number of placements

- ◆ Early Childhood
 - * Applicants/participants in Early Head Start
 - * Applicants/participants in Head Start
 - * Number of kids in Zone day care

◆ Opportunities Industrialization Council

- * Number of participants in job readiness training
- * Average score of participants in job readiness training

◆ Environment

- * Funding level of utility company program to promote energy efficiency
- * Number of households participating in Weatherization
- * Number of recycling programs and miles to nearest
- * Is there an inventory of existing natural resources?
- * Number of projects to cleanup, restore or rehabilitate environment
- * Loan funds for sustainable resource based enterprises
- * Acres in land use conservation programs
- * Number of businesses that add value to natural resources before export
- * Environmental code in place
- * Enforcement of federal and tribal environmental codes
- * Number of organization and business plans that include environmental goals

► Community Based Partnerships

- * Guidance from other EZ/ECs
- * Sharing with other EZ/ECs
- * Number of memoranda of agreement between organizations and schools
- * Number of joint projects actually operating
- * Number of local service organizations with links to national groups
- * Number of collaborations between OOW Task Forces
- * Number of employers who release employees to:
 - participate in community groups
 - participate in community development training
 - volunteer at schools
- * Continuity of EZ board and OOW Task Forces
- * Number of times conflict resolution used including mediation
- * Numbers and percent of leadership by age, sex, degree of blood, disabled, education, residence
- * Communities with car pools
- * Communities with cooperative day care
- * Number of uses of mediation or alternative dispute resolution vs lawsuits

► Strategic Vision For Change

◆ Community participation

- * Inclusion of people with low incomes on boards and task forces
- * Continuing participation of entities listed in plan
- * Outreach methods to involve people in continued planning and implementation
- * Number and makeup of participants in OOW projects
- * Number and makeup of attendees at meetings
- * New partnerships and alliances formed
- * Amount of and results of written feedback
- * Distribution of OOW plan, contacts, etc.
- * Minutes or records of meetings of Board, OOW Task Forces and other EZ groups
- * Published in newsletter, posted on homepage, distributed around community
- * Number of instances of media coverage of OOW events

◆ Implementation

- * Analyze accomplishment of benchmarks vs key principles
- * Usefulness of benchmarking
- * Number of initiatives linked to strategic plan
- * Number and diversity of volunteers and organization donated
- * Employees on committees or involved in activities
- * Dollar value of volunteer and inkind donations by all groups
- * Number of subplans presented by OOW Task Forces, districts, tiospayes, etc.

OOW will be fully documented through a print and electronic Sustainability Guide including descriptions/data about:

The Sustainability Guide will:

- * Provide an overview of the total project,
- * Describe each step/component in detail,
- * Describe the process as well as products.
- * Provide forms, samples, examples of each component.
- * Analyze the barriers and aids to successful implementation.

- * Provide evaluation information that may be helpful in facilitating successful replication by other tribes and communities

Every step in the implementation process will be:

- * Documented at the time it occurs to capture all relevant information,
- * Revised/redesigned as needed to improve effectiveness,
- * Described in the Sustainability Guide in the context of its setting and circumstances to better help replicating programs understand how to make steps successful.

An automated information system will become an integral component in the management and continuous improvement of the program. Oversight will include:

- * Review by the OST Business and Economic Development Committee semiannually
- * Review at Tribal Director's meeting
- * Steward's Quarterly Report to the OOW Board

OOW will be defined and measured by an annual report that addresses four areas:

- * Progress toward the vision
- * Community based partnerships
- * Economic opportunity
- * Sustainable community development in all areas

The Review Questions will include:

- * Is the strategic plan effective?
- * Is the strategic plan being implemented?
- * What creative and innovative things are we doing?
- * Are we involving diverse segments of the community?

We will implement an ongoing planning process that allows us to go from discussion to action in the following steps:

1. Identify challenge to be met or problem to be solved
 - gather data and statistics
2. Brainstorm solutions with input from people
3. Apply technical assistance, expertise, training, technology
4. Develop benchmark and work plan
5. Submit to OOW Board for amendment

□ Section 4 Benchmark Amendment

The OOW Board will utilize the following criteria for selecting solutions that amend benchmarks:

- * Is it sustainable, culturally appropriate, environmentally friendly and supported by the people?
- * Are the necessary partners willing to sign memos of agreement?
- * Will it create long-term jobs?
- * Is it cost effective in terms of investment of time and money?
- * Can funding be leveraged?
- * Is management and expertise available?
- * Does it fit the strategic plan?

The Quarterly OOW Board Meetings will concentrate on small changes but there will be an Annual Renewal which will concentrate on needed revisions of Benchmark Goals and Activities. The Board will take into account:

- * Steward and staff recommendations
- * Quarterly Reports
- * Information Gathered from Outside Sources
- * Input from District Task Forces
- * Additional Resources Raised or Not Raised

A compilation of Benchmark amendments for the previous year and for the coming year will be:

- * Developed by the OOW Board in November of each year
- * Presented to the Business and Economic Development Council
- * Approved by the Tribal Council in December

The same process will be used for developing the Benchmarks for the next two year period.

Volume II Part IV Administration Plan

□ Section 1 Lead Entity

The Oglala Sioux Tribe is the legal government of the Pine Ridge Reservation. The Tribal Council was established by a written Constitution and Bylaws on 1/15/36 under the supervision of the Indian Reorganization Act of 1934.

The Tribal Council is composed of 16 representatives elected from the nine districts of the reservation. The Districts are: Eagle Nest (Wanblee), Medicine Root(Kyle), Pine Ridge Village, Lacreek (Martin), Pass Creek (Allen), Porcupine (Porcupine), Wakpamni (Batesland), Wounded Knee (Wounded Knee and Manderson), White Clay (Oglala). Each District gets the number of councilmembers allocated by population. Council members have two year terms.

The Executive Board is comprised of the President, Vice-President, Secretary, Treasurer and Fifth Member. The President and Vice-President are elected at large and the other three members are picked by the Tribal Council. The Executive Board is the executive branch of the government and establishes interim policies.

The Council has established the following committees: Finance, Business and Economic Development, Judiciary, Land, Education and Health and Human Services. These committees study and investigate problems, hold meetings and hearings, make recommendations to the full Council.

The Council has delegated the management of OOW to the Business and Economic Development Committee. The Council will set up by resolution the roles and responsibilities of the Council, the Business and Economic Development Committee and the Oglala Oyate Woitanacan Board and District Task Forces.

Our ten year goal is to have an effective, performance based government where the Tribe takes care of legislation, development corporations and other organizations take care of their areas so that there is community based development with tiospaye and local group control.

The Board will hire a Steward and other staff. Some pieces of the administration that will assure community input at the same time as efficiency and effectiveness are:

- Hire staff with clear expectations and performance contracts.
- Do most OOW business through inside outsourcing (i.e. outsourcing to groups on the Pine Ridge Reservation)
 - * Print media → Lakota Express
 - * Radio → KILI
 - * Telecommunication → Oglala Lakota College
 - * Community Development → New Group
 - * Revolving Loan → Wawokiye Group
 - * Micro and Small Business → The Lakota Fund
 - * Small Business Training → The Lakota Fund
 - * Management Training → Oglala Lakota College
 - * World of Work Training → Oglala Opportunities Industrialization Council
 - * Archives and Data Base → Oglala Lakota College
 - * Community Organization → Tiospaye Association
- Put office in RV to move district to district
 - * Equip it with a computerized planning center with up to 15 stations
- Assure OOW Board is monitoring rather than micromanagement.

Meet for 5 days at the beginning of each year to:

 - * Set personnel policies
 - * Set fiscal policies
 - * Hire Steward
 - * Set monitoring policies for staff and contractors
 - * Review plans
 - * Review contracts

Meet quarterly after the first five day meeting

 - * Steward will submit a monthly report
 - * Board will have computers for real time information and input
- Contract with CPA for accounting and reporting to Tribal Council
- Contract with another CPA for annual audit
- Build in shadowing and internships with contractors
- Utilize conflict resolution and peacemaking- e.g. Faith Spotted Eagle/Morris Little Bull/Willie Wolf/GONA

The OOW District Task Forces will assure that projects, plans, and other actions of the OOW reflect community input. They will be community development boards that assure decision-making is bottom up and reflects the needs and aspirations of grassroots people. They will have input into all phases of the initiative including planning, budgeting, personnel, general operations, evaluation and policy through their representative on the OOW Board.

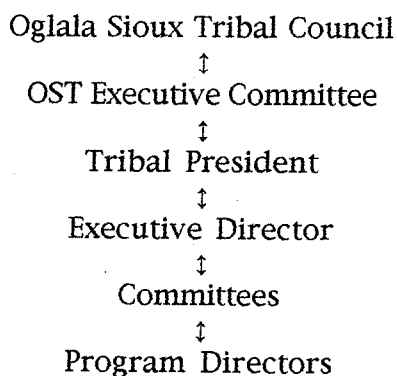
Membership has been proposed in a way that provides effective representation of diverse entities and constituencies. No individual will occupy more than one position of the seven on a Task Force and no members of immediate families shall serve on a Task Force.

□ Section 2 Capacity

The Oglala Sioux Tribe has the capacity to make the Oglala Oyate Woitanacan 2008 work. In the past we have been relegated to doing plans for small amounts of resources for short periods of time. This is the first time we have the opportunity to look at problems, issues and dreams in a comprehensive manner.

The Oglala Sioux Tribe is the lead entity for the first two years but the actual operations will be delegated to the OOW Board with oversight by the Business and Economic Development Committee. During this time we will look at the advantages of incorporating the OOW Board vs keeping the mechanism we have set up. We have attempted to assure the participation of all segments of the community, to build on the organizations that exist, to provide for development of new businesses and organizations and to not build a new kingdom. We do not view the Empowerment Zone as a program but as a vehicle to reach our vision.

The Oglala Sioux Tribal Organization Chart is as follows:



The Oglala Sioux Tribe operating budget for the past three years including the General Fund and programs directly under tribal control has been:

		F Y 95	F Y 96	General Fund
	\$	3,750,000	5,000,000	7,485,000
Indirect Cost	\$	3,214,280	4,378,990	5,185,000
Programs	\$	30,853,720	33,231,798	36,500,000
Total	\$	37,818,000	42,610,788	49,170,000

The Tribe has been administering Federal grants and contracts since 1965 when the Office of Economic Opportunity programs began. Over the past few years the Tribe has managed the following average amounts from federal agencies:

Department of the Interior	\$17,400,000
Department of Health and Human Services	10,300,000
Department of Commerce	49,000
Environmental Protection Agency	690,000
Department of Justice	34,000
Department of Labor	889,000
Department of Agriculture	1,166,000
Department of Energy	78,000

The Oglala Sioux Tribe fiscal management system is under the control of the OST Treasurer who runs the fiscal office. The fiscal management system is certified by a Certified Public Accountant as meeting the requirements of federal grants and contracts. The Tribe is audited annually by a Certified Public Accountant according to the requirements of the Single Audit Act. The Tribe negotiates an Indirect Cost Rate agreement with the Office of Inspector General of the Department of Interior annually.

The OOW funds will be managed by a CPA to allow for strict records, timely reports and flexibility.

□ Section 3 Board Membership

We propose an EZ Board for OOW that is based on the successful model of the Oglala Lakota College. The OOW Board will combine Tribal council representation with representatives of the districts and communities. The main board will be composed of:

- * Tribal President's Representative
- * Tribal Council Representative
- * Business and Economic Development Committee Representative
- * White Clay OOW Representative
- * Pine Ridge Village OOW Task Force Representative
- * East Wakpamni OOW Task Force Representative
- * Pass Creek OOW Task Force Representative
- * Lacreek OOW Task Force Representative
- * Porcupine OOW Task Force Representative
- * Wounded Knee OOW Task Force Representative
- * Medicine Root OOW Task Force Representative
- * Eagle Nest OOW Task Force Representative

Each District will set up an OOW Task Force which will pick the representative to the main board. The Task Forces will be made up of:

- * District Chair
- * School Representative
- * OLC Local Board Member
- * Tiospaye Representative (respected elder)
- * Businessperson
- * Welfare recipient
- * Housing Board member/Tenant Association

The OOW Task Forces will appoint their representatives after a thorough grounding in the OOW plan and process, decision making procedures and setting of criteria. Five of the District Representatives will be given four year terms and four will be given two year terms. Terms will be determined by group process by the group itself.

The OOW Task Forces will also:

- * Participate in training including community organizing, community development, change, planning and implementation
- * Complete District/community strategic plans
- * Implement community development projects

□ Section 4 Partnerships

The OOW Board and OOW District Task Forces will have representation from:

- * Oglala Sioux Tribal Administration
- * Oglala Sioux Tribal Council
- * Oglala Sioux Tribal Committees
- * District Governments
- * Schools
- * Oglala Lakota College
- * Tiospaye's

The OOW District Task Forces will:

- * provide input from diverse segments of the community
- * give access to expertise and resources of community
- * provide community development training and implementation of projects
- * generate the best solutions for all community people

It is expected that the Task Forces will use current legal entities to be fiscal agents to projects and that if they so choose they will become incorporated Community Development vehicles.

The OOW Board will set up Memoranda of Agreement with Tribal and other programs:

- | | |
|------------------------------|--|
| * Political and governmental | → Crazy Horse Planning Commission |
| * Community groups | → Oglala Sioux Landowners |
| | → Tiospaye Association |
| * Public health | → Indian Health Service |
| | → Porcupine Clinic |
| | → OST Community Health Representatives |

- * Social Service → Bureau of Indian Affairs
→ State of South Dakota
- * Environmental Groups
- * Public and private schools → Oglala Nation Education Coalition
including Shannon County Schools
- * Religious organizations → American Friends Service Committee
→ Red Cloud Society
- * Private and non-profit sector → Chamber of Commerce
- * Centers of learning → Oglala Lakota College

The OOW Board will also seek partnerships with outside entities where the Board has control and the partnership will benefit the people. Outside partnerships could include:

- * Kennedy School of Government
- * The Ford Foundation
- * The Kellogg Foundation
- * Northwest Area Foundation
- * Norwest Bank/Wells Fargo

□ Section 5 Public Information

OOW the will keep public and partnership organizations informed about EZ activities and progress in implementing strategic plan by utilizing the following groups and media.

OOW will contract with an individual or community group to attend district, community, organization and tiospaye meetings to distribute materials, answer questions and bring issues back to the OOW. The most important part of meetings will be the feedback of discussion to participants and decision makers.

OOW will contract with Lakota Communications (KILI radio) to:

- * produce carts on EZ activities, plans and accomplishments to run daily
- * produce a weekly call in show on EZ
- * broadcast EZ events, community events, tribal council meetings, cultural events, etc. (purchase state of the art remote equipment)

OOW will contract with Lakota Express, a Lakota owned and operated, direct marketing firm to handle the public information and setting up a data base so reports and other materials can be mailed to people. Lakota Express will:

- * publish an annual report
- * develop posters and brochures on goals and benchmarks and distribute in the housing areas, business places and schools
- * publish a monthly newsletter
- * send press releases to *Rapid City Journal*
- * develop an OOW newspaper for *Indian Country Today*

OOW will develop a reservation wide data base, library services, a web site and volunteer coordination through a contract with Oglala Lakota College. The College has centers in each of the nine districts of the reservation and in Rapid City. This will allow 100% of citizens to have access. Services include:

- * distance learning - Interactive Pictoretel classrooms will be available at the nine district college centers in each major population center. These classrooms can also be used for video conferencing. Five sites up are running and all nine will be by Summer 99.
- * reservation wide data base - OLC already operates the Oglala Sioux Tribal Archives. Currently this concentrates on older material but we will have OLC develop an area to store primary current documents and provide access for research to all EZ residents and organizations. OLC will also utilize students and instructors to gather and analyze materials. A reservation wide factbook will be published each year for use by EZ planners, tribal organizations, community organizations and businesses to plan, restructure and market based on data and trends.
- * library services- OLC already operates the Woksape Tipi (House of Wisdom) Learning Resource Center which is the only public library on the Reservation and in the Empowerment Zone. All residents have access to the card catalog and digitized reference material from each of the nine college centers. All residents can receive library cards to utilize and check out material from the main library outside of Kyle at the OLC Piya Wiconi Administration site.

- * project web site - OLC has set up a web site and will host and maintain the OOW website. The website will contain the EZ Strategic Plan, evaluation data and significant findings from OOW.
- * web sites of primary EZ partners, other reservation programs and other EZ sites - There is Internet access at each of the nine college centers where people can access the websites of EZ partners, etc. We hope to eventually have reservation directories of programs on the site and have all residents able to find out about and register for services on-line. Websites will promote Oglala events, businesses and the Lakota language.
- * chat areas - will be established where people in the same area will be able to discuss their concerns, accomplishments and tribal, state, national and global issues that affect the Oglala Oyate.
- * listservs- will be established in a number of topic areas to promote similar discussion or assist with planning.

□ Section 6 Public Participation

The methods and procedures by which the Empowerment Zone proposes to implement the principal objective of community based partnerships pursuant to 25.202(a)(2).

Public Participation has been discussed in several previous sections. See Volume II, Part III, Section 1 - Participation; Volume II, Part IV, Section 3 - Board Membership and other Sections.

Attached are specific Memorandums of Agreement describing community based partnerships.

- * Oglala Sioux Tribe and the Oglala Sioux Lakota Housing
- * Empowerment Zone Coordinating Committee and The Lakota Fund
- * Oglala Oyate Woitanacan (Empowerment Zone) and the Oglala Sioux Tribe
- * Oglala Lakota Tiospaye Association
- * Oglala Oyate Woitanacan (Empowerment Zone) and the Oglala Sioux Multi-Disciplinary Team
- * Resolution of the Oglala Sioux Tribal Council and Empowerment Zone
- * Oglala Oyate Woitanacan (Empowerment Zone) and Bureau of Indian Affairs/Pine Ridge Agency



Oglala Sioux (Lakota) Housing

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into between the Oglala Sioux Tribe and the Oglala Sioux (Lakota) Housing, the designated Tribal Housing Entity. The purpose of this Memorandum of Understanding is to provide a written confirmation of the cooperation which exists between the Tribe and the Oglala Sioux (Lakota) Housing.

The Oglala Sioux Tribe has issued its 5 year plan and one year implementation plan for the Housing Program for the Oglala Sioux Tribe. The Oglala Sioux (Lakota) Housing has been designated as the Tribal Housing Entity for the Oglala Sioux Tribe. As such, the Housing takes a substantial role in working towards developing additional housing opportunities for tribal members, as well as address problems and deficiencies which has led to the Tribe declaring a State of Emergency in Housing for the Oglala Sioux Tribe.

The Tribe recognizes, as does the Oglala Sioux (Lakota) Housing, that without a comprehensive and dedicated effort from the Tribe, the Housing, the Department of Housing and Urban Development, the BIA, the Indian Health Service, Banks and other Private lending institutions, contractors, volunteer groups such as Habitat for Humanity, home builders, schools, the Oglala Lakota College, State Welfare and others, that the crisis in the housing program will deepen. With that understanding in mind, and with the active support of the Department of Housing and Urban Development, the Tribe has entered into an unprecedented attack on the Housing crisis.

The Oglala Sioux (Lakota) Housing fully dedicates itself to working with the Tribal institutions of the Tribal Land Office, the Environmental Tech Team, the Tribal Employment Rights Office, and the respective Tribal Council committees in order to coordinate the efforts to improve housing. The Housing fully realizes the economic impact of housing construction, and has taken great efforts to recruit, train, and work with startup local Indian Contractors to provide contract opportunities and employment opportunities for them. The Oglala Sioux (Lakota) Housing is contracting with approximately 12 Indian owned firms to develop 18 units of Housing. Oglala Sioux (Lakota) Housing is acting as the Prime Contractor, and the small firms as working with the Housing in their respective areas of expertise (carpentry, plumbing, etc.). The Oglala Sioux (Lakota) Housing will continue to stress local employment, and employment of local contractors, to the greatest extent allowed by law.

The Oglala Sioux Tribe agrees that it will jointly assist in the preparation of the Oglala Sioux (Lakota) Housing required plans for comprehensive planning, and will also use its best efforts to coordinate the provision of services to tribal members. The Tribe will use its best efforts to assist and work with the Oglala Sioux (Lakota) Housing, the private lending institutions, and all others who are working to bring about economic improvement through employment, providing of safe and affordable housing, and improved economic conditions.

Recently, the Oglala Sioux Tribe and the Oglala Sioux (Lakota) Housing, with the assistance of HUD sponsored a Home Ownership Fair at Pine Ridge. More than 200 families attended, and a great many were approved for a loan to purchase a home. This unprecedented event shows not only the need, but the ability to come up with creative solutions when all the players are working together towards a common goal. The parties expect that the success of this first home ownership fair will be the first of many steps that we will use to jointly address the housing crisis.

Wherefore the Parties set their hand this 8th day of October, 1998.

Michael He Many Horses
Oglala Sioux Tribe

Paul de Ch...
Oglala Sioux (Lakota) Housing



P.O. BOX 340, KYLE, S.D. 57752 • 605-435-2500

The Lakota Fund

October 6, 1998

Oglala Lakota Tribe
Empowerment Zone Steering Committee

To Whom it May Concern:

Once again, I would like to reiterate how pleased the Lakota Fund was and is to be included in the Empowerment Zone strategic planning. I believe it is important to build upon the recent trend of tribal organizations to work together collaboratively to create a strategic vision for change for the people of the Oglala Lakota nation. The challenges and potential obstacles seemed insurmountable when I first thought of the level of commitment and unity necessary for all of the individuals and entities involved to come together to create this plan. However, it was exciting to see everyone rise to the occasion facing everything from major road construction to substandard meeting areas at times to the weekly meetings which demanded a high level of commitment from attendees.

I am enthusiastically endorsing the strategic plan and look forward to participating in its implementation. It is the most thorough and innovative strategies ever to be proposed by the Oglala nation and carries with it real hope for the future of our nation.

To see that this plan continues to grow and move forward, the Lakota Fund proposes to do the following:

1. Seek matching capital to the \$250,000 per year in Microloan dollars proposed in the application in the amount of at least a minimum of an additional \$250,000. Of course, this commitment includes an ongoing commitment to continue to provide the associated training and technical assistance to make sure these dollars are put out to borrowers and businesses in the empowerment zone. We estimate this working area to be about 90% of the area we service and will commit the necessary operations dollars to continue to lend in those areas for the next two years. We estimate the cost to provide business training and technical assistance to the empowerment zone area to be \$100,000 per year.
2. We will donate staff time in the amount of 10 hours per week to the developing consumer credit counseling movement. We estimate the value of this effort per year to be 50 weeks x 10 hours x \$10/hr = \$5,000. The additional mileage necessary to travel to locations to provide this service is estimated to be 100 miles per week paid at 31 cents per mile x 50 weeks for an additional \$1,550, bringing the total for this consumer credit counseling effort to \$6,550 per year.
3. We will continue to work with those entities partnering to create additional businesses, including school-to-work initiatives, Oglala Lakota College, and OIC to increase usage of the Tribal Business Information Center which has all the resources of a Small Business Development Center.
4. We will work with the Tribally Designated Housing Entity and other housing providers including Habitat for Humanity and FmHA to help tribal members process mortgage applications. We pledge to get at least 10 individuals a year into home ownership through use of FmHA (Rural development) home mortgages.
5. We will continue to be a part of the empowerment zone if funded, or the strategic plan to carry on throughout continued planning, evaluation, and revision as necessary.

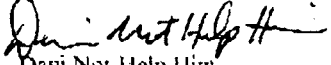
Our sources for our existing and ongoing funding include, but are not limited to the Ms. Foundation for Women, SBA, Housing Assistance Council, the Tides Foundation, the Ford Foundation, and the Clover Charitable Fund. Our

borrowed funds for the microlending loan fund come from a variety of individuals, trusts, roman catholic convents, and other organizations.

Please find attached a short summary of our overall organization including staff, board, programs, and highlights

If you need further information or have any additional questions, please feel free to contact me at the Lakota Fund office at 605-455-2500.

Sincerely,


Dani Not Help Him
Executive Director



P.O. BOX 340, KYLE, S.D. 57752 • 605-455-2500

The Lakota Fund

◆ SUMMARY

The Lakota Fund is a non-profit community development institution based in Kyle, SD. First organized in 1986, the Lakota Fund has lent one and a quarter million dollars with loss rates of around 1%. Established program areas include business lending, technical assistance, Tribal Business Information Center, arts and crafts marketing, incubator management, and housing loan packaging assistance (FmHA). Development programs include housing lending/construction and consumer financial services. Long range development (2-3 years) possibly include targeted business development, bonding and contractor development, land reacquisition projects and consumer credit training and access.

◆ ORGANIZATIONAL CAPACITY

The Lakota Fund has received local, state, and national recognition for its efforts in business lending and economic development on the Pine Ridge Reservation. The Fund has a ten-year plus history of organizational stability, including two successful transitions of the Executive Director. Organizational support has recently been reaffirmed from organizations such as the SBA, HUD, SOHDA, and the Ms. Foundation for Women.

◆ 1997 DATA

- ☛ Almost \$100,000 in business loans
- ☛ Hundreds of hours of personal, social, and business training for tribal members
- ☛ Over \$75,000 in arts and crafts sold for area producers
- ☛ Began construction on a 30-unit housing development project
- ☛ Overall operational expenditures of \$350,000 during 1998

◆ STAFF

Dani Not Help Him *Executive Director*
 Monica Terkildsen *Lending Director*
 Jeaneane Zephier *Enterprise Agent*
 Annie Means *Enterprise Agent*
 Tommy Tibbitts *Development Director*
 Lia Whirlwind Horse *Secretary*
 Leslie Mesteth *Arts and Crafts Marketing Coordinator*

◆ BOARD OF DIRECTORS

Matilda Montileaux	Chairperson	Wilbur Between Lodges
Rosalie Little Thunder	Vice-Chairperson	Faith Two Eagle
Jo White	Secretary	Wilma Standing Bear
Dianne Zephier		

◆ MISSION STATEMENT

The Lakota Fund is a community development organization that promotes the socio-economic sustainability of the Oglala Lakota oyate (people) on the Pine Ridge Reservation. Its culturally appropriate strategies include business loans, technical assistance, and targeted community and business development.

◆ ◆ OGLALA SIOUX TRIBE ◆ ◆

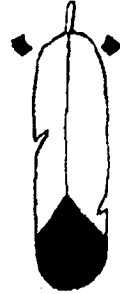
Office of the Executive Director

Box H

Pine Ridge, South Dakota 57770

(605) 867-6095 / 5168

Fax: (605) 867-1373



Memorandum of Agreement
Between the Oglala Oyate WOITANCAN (Empowerment Zone)
And
Oglala Sioux Tribe
Departments and Programs

The Oglala Sioux Tribe through a resolution of the Oglala Sioux Tribal Council approved the application for an Empowerment Zone and the ten-year plan for the Oglala Oyate WOITANCAN 2008.

Focus its planning, apply its resources, and leverage other resources to meet the goals for Oglala people in the area of business assistance, housing, education, basic needs and families (including health), and

Support tribal departments to provide services and other contributions to Oglala Oyate WOITANCAN.

Specifically, Oglala Sioux Tribe Departments and Programs, beginning January 1, 1999 or when the EZ initiative is begun will commit to the following. The commitment will extend for ten years or as negotiated in writing with all the partners.

Commitment 1: Staff will be given the opportunity to volunteer up to four hours per month to provide services for the Oglala Oyate Woitcancan project at an estimated total value of \$40 per hour x 48 hrs. x 600 employees for a total of in kind contribution of 1,152,000.

Commitment 2: Tribal staff will provide input to, be involved in planning, and assist the Oglala Oyate WOITANCAN Board to be accountable through an average contribution of ten hours per year x 50 programs at an average in kind contribution of \$15 per hour for a total contribution of \$7,500 per year for ten years.

Commitment 3: Tribal departments, when beneficial to their programs, will buy locally from businesses established through the Oglala Oyate WOITANCAN and other local businesses, and will develop ways to provide more staff training, and program services in ways that circulate money on the Reservation instead of to off-Reservation sources.

Commitment 4: Programs will send representatives to community-based listening circles to hear the needs of the people on at least a semi-annual basis at an

average of ten hours per year x 50 programs x an average of \$15 per hour for a total contribution of \$7,500.

Commitment 5: All departments will be involved in management/staff training and other program improvement and performance-based accountability systems.

Programs may make other commitments of time and resources specifically appropriate to their programs.

Respectfully,

Michael Her Many Horses
Michael Her Many Horses
OST Executive Director



Oglala Lakota Tiospaye Association

HWC 2 • Box 77 • Martin SD 57551 • 605-685-6174 • Fax 605-685-6589

October 6, 1998

Oglala Sioux Tribe:

Representatives of tiospayes on the Pine Ridge Reservation have been working since 1991 to improve the quality of life. In December of 1994, 12 representatives formed an association to promote community development across the reservation. The overarching goal of the association is for tiospayes to achieve self sufficiency through comprehensive change. Accordingly, we work to address our problems and issues in their entirety, whether they be educational, cultural, social, or economic.

In 1994, we acquired a major grant of over \$300,000, which ended recently, plus an assortment of smaller donations, and began working with interested tiospayes to help them get organized and develop projects that would lead to self sufficiency. Thus far, we have close to 30 tiospayes at various stages of organization who have committed to our project. Three of these tiospayes have organized and developed to the point where they are ready to formulate plans for various projects they wish to pursue. Our progress to date shows that we have the organizational capabilities to carry out our work. More specifically, we raised our own funds and managed them according to the requirements of granting agencies. We also perform our own managerial duties, including planning, budgeting, organizing, reporting, public relations, and day-to-day operations. We have been successful thus far because we have individuals among our membership who have the skills and knowledge necessary to accomplish our goals.

Even though we have been in existence a short time, we have made considerable progress. For example, our participants are called on more and more for presentations and consultations. Gerald One Feather often is asked by decision makers to lend insight into the history of tiospayes and the current effort to revitalize them. Philomine Lakota is spearheading a project that deals with the traditional roles and responsibilities of Lakota women. Participation in this project was primarily local in the beginning, but is now spreading reservation wide. Each year more young women participate in these ceremonies. Among other things, this work helps our young women cope with issues such as teen pregnancy, alcohol and drug abuse, and success in school.

Given our goals, capabilities, and accomplishments, we wish to support and participate in the Empowerment Zone (EZ) initiative. We call upon this initiative to help our tiospayes organize and develop projects that will enable them to become self reliant. Our commitment will begin January 1, 1999 or whenever the EZ initiative is launched. While we seek financial support from the initiative, we also aim to contribute to its goals and activities. For example, we could contribute up to 45 days of consulting services per year to other entities in the initiative for each of the two years in the areas of fundraising, management, organization, culture, and language.

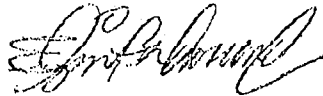
The estimated cash value of this work is: 45 days x \$300 per day x 2 = \$27,000.

We could also share time with our fax machine, computers, and copy machine. We could offer the use of our machines for up to 8 hours per week for each of the two years. The estimated cash value of this service is: 8 hours x \$8 per hour x 52 weeks x 2 = \$6,656. In addition to these contributions, we would also be willing to participate in other types of group activities that promote the goals of the initiative, such as employee savings plans, training programs, and meetings to obtain feedback from grass-roots people.

In closing, we feel that we bring valuable knowledge and expertise to this initiative. Not only can we offer advise in areas that are key to making this project work, such as culture and language, but the needed support. In our view, the success of this undertaking is going to depend a lot on the support of grass-roots people. Since we are an association of grass-roots people, we can act as an effective liaison between the various entities in the initiative and the people. We can also help mediate differences and disputes that might arise among the entities and the people. Finally, in our work over the past several years, we have identified many needs among the people. In shaping new projects, the identification of needs is important yet time consuming and often costly. Since we already have identified many of the needs, we can help save time and resources in starting new projects.

We thank you for your time and consideration.

Sincerely,



Dr. Elgin Bad Wound
Chief Executive Officer

Memorandum of Agreement
Between the Oglala Oyate WOITANCAN (Empowerment Zone)
And
Oglala Sioux Tribe
Departments and Programs

The Oglala Sioux Tribe through a resolution of the Oglala Sioux Tribal Council approved the application for an Empowerment Zone and the ten-year plan for the Oglala Oyate WOITANCAN 2008.

Focus its planning, apply its resources, and leverage other resources to meet the goals for Oglala people in the area of business assistance, housing, education, basic needs and families (including health), and

Support tribal departments to provide services and other contributions to Oglala Oyate WOITANCAN.

Specifically, Oglala Sioux Tribe Departments and Programs, beginning January 1, 1999 or when the EZ initiative is begun will commit to the following.

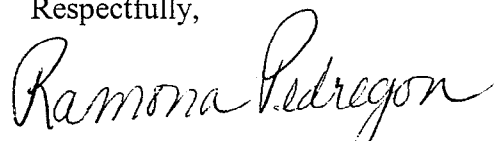
This agreement is in regards to the contribution which the Oglala Sioux Tribe's Childcare Program will be constructing 4 Day Care Centers. The centers will be located in the Districts of Pine Ridge Village, Medicine Root, Eagle Nest and Porcupine.

The Childcare program has reserved \$288,399.00 for construction from the 1997 mandatory funds. The buildings will be purchased from the State, which is a part of Governor Janklow's Prison program

The Child Care Program is currently carrying out services through the use of CCDBG Funds and Child Care. The CCDBG Funds currently do not have any children in Day Care Center(s). The current facilities are not adequate to carry out CCDF activities, due to the fact that they are inadequate and we have lack of facilities, due to health and safety standards. However, a family member does the majority of care done on our reservation or family a friend and most of the time this is unreliable.

Commitment 1: The OST Childcare Department agrees to contribute the purchase of the four childcare centers, the equipment and 2 staff per center for a total of 8 staff. We will provide the furniture and toys for all of the centers. The Child Care Department will commit to increase the numbers of client served so those individuals can better utilize the opportunities of the Empowerment Zone.

Respectfully,



RaMona Pedregon, Director
OST Childcare Program

Date: October 7, 1998

Memorandum of Agreement between the Oglala Oyate Woitanacan (Empowerment Zone) & the Oglala Sioux Multi-Disciplinary Team

The Pine Ridge Multi-Disciplinary Team was formed in 1980 and was then known as the Pine Ridge Child Protection Team. The team was formed for the purposes of staffing children who were referred in to the Child Welfare system for abuse and/or neglect. Over the years, the group has evolved in various ways and is currently being called a Child Advocacy Group. The group no longer focuses on individual cases but focuses on education and prevention. The mission statement of the group is: To build an interagency network on the Pine Ridge Reservation that will insure the protection of children and the preservation of families. The group was recognized by tribal resolution no. 94-139XB on October 21, 1994.

The group is proposing that a Family Resource Center be considered as a part of the Empowerment Zone proposal. If the Family Resource Center is approved, we are proposing the following agreement be considered.

Oglala Sioux Tribe agrees to:

1. Provide the administrative oversight of this project.
2. Provide a position to design and implement the Family Resource Center.
3. Provide legislative support for this project through Council action to ensure continuity through change of administration due to tribal elections and/or political appointments.
4. Provide office space and equipment to accommodate the position and the Family Resource Center when it is developed.

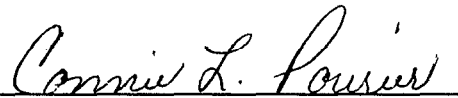
The Pine Ridge Multi-Disciplinary Team agrees to:

1. Provide technical expertise and consultation services to the Oglala Sioux Tribe or its representative(s) for the purposes of this project.
2. Provide for training for individuals who will be involved in this project.
3. Conduct monthly meetings for input and monitoring of the project.

October 7, 1998

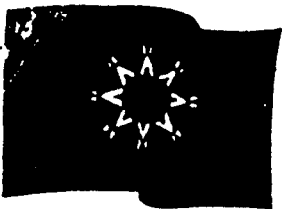
4. Conduct informational meetings in the reservation communities to gather input from grass roots people.

The MDT (Child Advocacy Group) has had several meetings with State officials to gather information as to the steps that must be taken to develop a Family Resource Center and will continue this process. Sub-groups of the team are working on updating the present Youth and Family Code and developing family licensing standards that can be used by the Family Resource Center. We will continue these efforts and hope that the Family Resource Center will become a reality.



Connie L. Pourier,

On behalf of the Oglala Sioux Multi-Disciplinary Team



Oglala Lakota Nation

Box H
Pine Ridge, South Dakota 57770
(605) 867-5821
Fax: (605) 867-1004



Wilbur Between Lodges
President

Mel V. Lone Hill
Vice-President

Theresa B. Two Bulls
Secretary

Crystal R. Eagle Elk
Treasurer

Phillip Under Baggage MEMORANDUM
Fifth Member

Office of the Secretary
Theresa B. Two Bulls

November 1, 1994

TO: Multi-Disciplinary Team
Members

FR: Theresa Two Bulls/ ttb

RE: Executive Committee Action

For your information, please find enclosed hereto a copy of Resolution No. 94-139XB, which the Executive Committee passed, during their Special Session held on the 21st day of October, 1994.

If you have any questions, please contact this office.

Attachment

RESOLUTION OF THE OGLALA SIOUX TRIBAL COUNCIL
OF THE OGLALA SIOUX TRIBE
(An Unincorporated Tribe)

RESOLUTION OF THE OGLALA SIOUX TRIBAL EXECUTIVE COMMITTEE IN SUPPORT OF THE MULTI-DISCIPLINARY TEAM WHICH IS MADE UP OF BIA, TRIBAL CHILD PROTECTION SERVICES, SUBSTANCE ABUSE PROGRAMS AND ALL INTERESTED IN THE WELFARE OF CHILDREN.

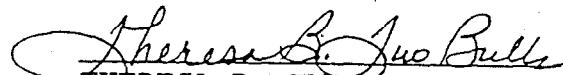
WHEREAS, the multi-disciplinary team meets quarterly to discuss these need and develop objects to address these issues, and

WHEREAS, the MDT is open to whomever is interested in working together to help protect and honor our children, now

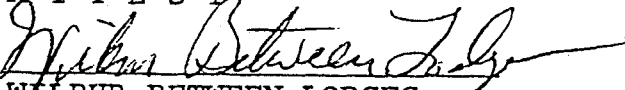
THEREFORE BE IT RESOLVED, that the Oglala Sioux Tribal Executive Committee does hereby support the Multi-Disciplinary Team and recognizes all its efforts to help the Oglala Lakota children to live a good and decent life.

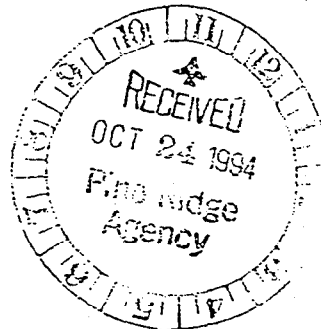
C-E-R-T-I-F-I-C-A-T-I-O-N

I, as undersigned Secretary of the Executive Committee of the Oglala Sioux Tribe, hereby certify that this Resolution was adopted by the vote of: 4 for: 0 against: 0 not voting, during a SPECIAL SESSION held on the 21st day of OCTOBER, 1994.


THERESA B. TWO BULLS
Secretary
Oglala Sioux Tribe

A-T-T-E-S-T


WILBUR BETWEEN LODGES
President
Oglala Sioux Tribe





United States Department of the Interior
BUREAU OF INDIAN AFFAIRS
 PINE RIDGE INDIAN AGENCY
 PINE RIDGE, SOUTH DAKOTA 57770

IN REPLY REFER TO:

Memorandum of Agreement
between the Oglala Oyate WOITANCAN (Empowerment Zone)
and
Bureau of Indian Affairs/Pine Ridge Agency
Agency Programs

The Oglala Sioux Tribe through a resolution of the Oglala Sioux Tribal Council approved the application for an Empowerment Zone and the ten-year plan for the Oglala Oyate WOITANCAN 2008. Further the Council committed to:

- Focus its planning, apply its resources, and leverage other resources to meet the goals for the Oglala Lakota people in the area of business assistance, housing, education, basic needs and families (including health), and
- Support tribal departments to provide services and other contribution to Oglala Oyate WOITANCAN.

Specifically, Bureau of Indian Affairs/Pine Ridge Agency, beginning January 1, 1999 or when the E2 initiative is begun will commit to the following. The commitment will extend for ten years or as negotiated in writing with all the partners.

Commitment 1: Staff will be given the opportunity to volunteer up to four hours per month to provide services for the Oglala Oyate Woitanacan project at an estimated total value of \$40 per hour x 48 hrs. per year x 57 employees for a total in kind contribution of \$109,440. Selected programs will work with constituents to provide volunteer services for community development projects.

Commitment 2: Bureau staff will provide input to, be involved in planning, and assist the Oglala Oyate WOITANCAN Board to be accountable through an average contribution of ten hours per year x 5 programs at an average in kind contribution of \$15 per hour for a total contribution of \$750.00 per year for ten years.

Commitment 3: Bureau departments, when beneficial to their programs, will buy locally from businesses established through the Oglala Oyate WOITANCAN and other local businesses, and will develop ways to provide more staff training, and program services in ways that circulate money on the Reservation instead of off-Reservation sources.

Commitment 4: Programs will send representatives to community-based listening circles to hear the needs of the people on at least a semi-annual basis at an average of ten hours per year x 5 programs x an average of \$15 per hour for a total contribution of \$750.00.

Commitment 5: All departments will be involved in management/staff training and other program improvement and performance-based accountability systems.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

of pages ► 1

To	Alberta Miller	From	Bob Ecoffey
Dept./Agency		Phone #	867-5125
Fax #	603/642-8220	Fax #	867-1141

Programs may make other commitments of time and resources specifically appropriate to their programs.

Signed: Robert O. Emphy