

STANDING ROCK

NEXT GENERATION PLAN

2020 – 2045



THE 25 YEAR STRATEGIC PLAN
OF THE STANDING ROCK GOVERNMENT

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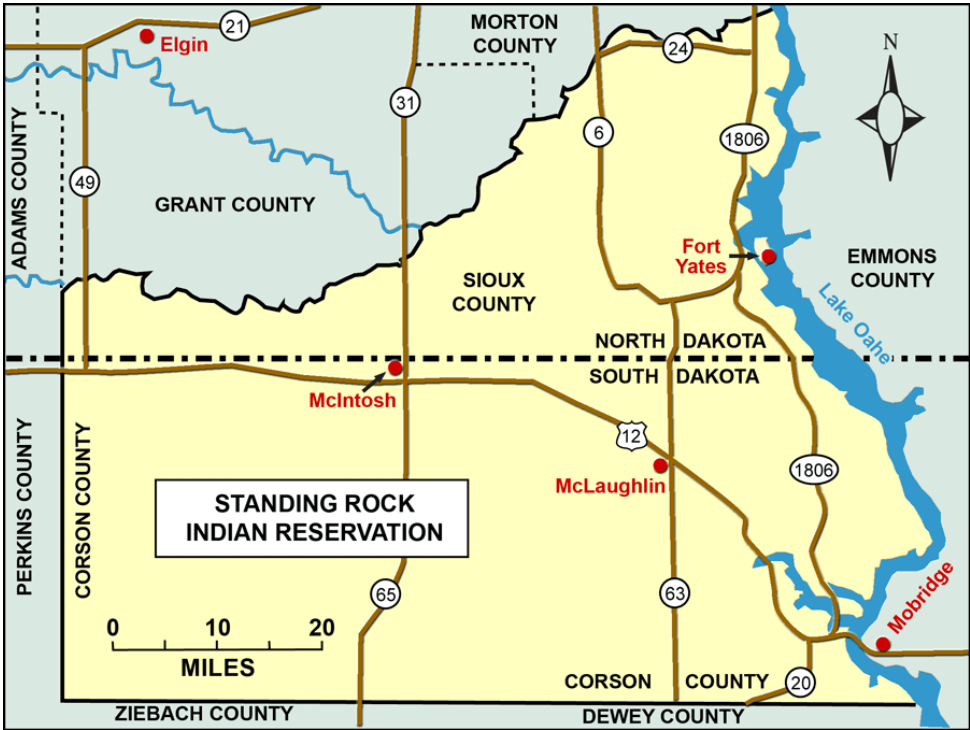
THE STANDING ROCK SIOUX TRIBE

VISION STATEMENT

The Standing Rock Tribal Government strives to be a more effective, efficient and visible government providing opportunities for our economy to grow through business development by educating our members to enhance the health and wellness of the people of Standing Rock.

MISSION STATEMENT

The Standing Rock Sioux Tribal Council is a governing body empowered by the Standing Rock Sioux Tribe Constitution committed to promoting an environment for the self-sufficiency of all tribal members.



STRATEGIC PLANNING COMMITTEE

SESSIONS FACILITATED BY AND PLAN WRITTEN BY JERL THOMPSON

SESSIONS
ATTENDED

TRIBAL COUNCIL

MIKE FAITH	<i>Chairman</i>	*****
IRA TAKEN ALIVE	<i>Vice Chairman</i>	***
SUSAN AGARD	<i>Secretary</i>	***
PAUL ARCHAMBAULT	<i>Councilman, At-Large</i>	*
VERDELL BOBTAIL BEAR	<i>Councilman, Running Antelope District</i>	*****
BEN HARRISON	<i>Councilman, Porcupine District</i>	**
WAYNE LOOKING BACK	<i>Councilman, Wakpala District</i>	****
BRANDON MAUAI	<i>Councilman, Long Soldier District</i>	*
JOHN PRETTY BEAR	<i>Councilman, Cannonball District</i>	****
CAROLINE THOMPSON	<i>Councilwoman, Rock Creek District</i>	**
CHARLES WALKER	<i>Councilman, At-Large</i>	***
FRANK WHITE BULL	<i>Councilman, At-Large</i>	***
JOE WHITE MOUNTAIN JR.	<i>Councilman, Bear Soldier District</i>	**

GOVERNMENT STAFF

DELLIS AGARD	<i>Administrator, Tribal Court</i>	*****
CYNTHIA ANTELOPE	<i>Tribal Planner</i>	**
CHARLES BAILEY	<i>Director, Tribal Gaming</i>	*
CARMELITA BEAR RIBS	<i>Director, Headstart</i>	**
TAMI BIRDHORSE	<i>Director, Alcohol Tobacco Other Drugs</i>	**
EMMA JEAN BLUE EARTH	<i>Director, Tribal Education Department</i>	*****
PETER CAPOSSELA	<i>Attorney</i>	**
SUNSHINE CARLOW	<i>Lakota Culture Institute</i>	***
JIM CERNEY	<i>Public Defender, Tribal Court</i>	*
DOUG CROW GHOST	<i>Director, Water Resources</i>	***
RACHEL DEO	<i>Project LAUNCH</i>	**
ANGELA EAGLE	<i>Director, Internal Affairs</i>	*****
DANIELLE FINN	<i>Director, External Affairs</i>	***
MARGARET GATES	<i>Director, Tribal Health Administration</i>	**
VERNA GONE	<i>Clerk of Courts, Tribal Court</i>	**
ERIN GREY CLOUD	<i>Acting-Director, Recording Department</i>	**
PETRA HARMON	<i>Director, Nutrition for the Elderly</i>	***

WARREN HAWK	<i>Grants Manager</i>	****
MANAJA HILL	<i>Director, Veterans Affairs</i>	**
MELVIN HILL	<i>Human Resource Manager</i>	*
RON HIS HORSE IS THUNDER	<i>Director, Transportation</i>	*****
MARLO HUNTE	<i>Director, Project LAUNCH</i>	*
JEFF KELLY	<i>Director, Game and Fish Department</i>	*
KAROL KELLY	<i>Director, ND Tax Department</i>	*****
JEROME LONGBOTTOM	<i>Chief Finance Officer</i>	*
JOSEPH MCNEIL	<i>Director, Standing Rock Development Corp.</i>	***
MONIQUE RUNNELS	<i>Director, Wellness Program</i>	**
SVEN SCHREIBER	<i>Director, Information Technology</i>	**
DUANE SILK	<i>Director, Treatment Program</i>	*
JOSEPH SMITH	<i>Director, Land Operations</i>	****
JANET THOMAS	<i>Executive Director</i>	*****
JERL THOMPSON	<i>Director, Child Support Enforcement Agency</i>	*****
ERNESTINE JANE TUNTLAND	<i>Director, SD Tax Department</i>	**
SHARON TWO BEARS	<i>Tribal Education Department</i>	*****
JANAKATE WALKER	<i>Project LAUNCH</i>	*
ELLIOTT WARD	<i>Director, Emergency Management</i>	****
FAWN WASIN ZI	<i>Land Operations</i>	**
GILLARD WHITE	<i>Director, CDBG</i>	*
SONYA WHITE MOUNTAIN	<i>Director, Natural History Museum</i>	*

COMMUNITY

HELEN ALKIRE	<i>Elder</i>	**
WILLIAM BROWNOTTER	<i>Youth</i>	*
DESTINY CAMERON	<i>Youth</i>	*
GRACEY CLAYMORE	<i>Youth/DLSI Intern</i>	*
PRESTON COTTONWOOD	<i>Youth</i>	*
ALIYA EAGLE	<i>Youth</i>	*
DAVID GIPP	<i>Elder</i>	**
PAT HAWK	<i>Elder</i>	*
PATTI KELLY	<i>Elder</i>	**
CADEE PELTIER	<i>Youth</i>	*
SONDI PHILLIPS	<i>Youth/DLSI Intern</i>	*
MAYA MONROE RUNNELS	<i>Youth/DLSI Intern</i>	**
TALYN SHELL TRACK	<i>Youth</i>	*
VIRGIL TAKEN ALIVE	<i>Elder</i>	*
ANNALEE YELLOW HAMMER	<i>Youth</i>	*

SECTION ONE

WHAT ARE WE DOING?

EXECUTIVE SUMMARY

The Standing Rock Government is engaging in strategic planning. The Standing Rock strategic/government planning model differs from traditional planning models in that it defines 25 years as long term goals, 10 and 5 years as mid-term goals and takes into account the unique dynamics of the reservation and tribal government into its implementation process. This plan uses the term government to mean the tribal government apparatus, or the tribe's complex system of organizing the functions of government through numerous bodies, departments, programs, and entities of which it exerts a measure of direct control or influence. This apparatus includes the elected government leadership, tribal departments and programs, and tribal government and business entities. This plan also seeks to build a bridge of collaboration with partner entities like schools, as well as community stakeholders like our citizens and area businesses. This model calls for the "all-hands-on deck" approach that it is going take to drastically and comprehensively reengineer the future the Standing Rock Sioux Tribe.

"The Standing Rock Next Generation Plan" will define the Tribal Government's goals for the next 25 years. The plan will further outline the building of a foundation of 10 and 5 year goals to ensure our ability to achieve the 25 year goals we set for the next generation of Standing Rock. Furthermore, the Standing Rock government planning model focuses on building a structure to institutionalize the implementation of the strategic plan within all aspects of the government apparatus. Our approach can be thought of in construction terms. The architects design it. The engineers take that design and figure out how to build it. The construction teams carry out the building of it, and together they all ensure the successful completion of the project. This model will successfully marry the term-limited work of the elected-government leadership (Architects) with the long-term work of the career-government leadership (Engineers) and to the rest of the government staff (Construction Teams). The Next Generation

Plan will set the large-scale goals and priorities upon which the energy and resources of the Standing Rock Government will be focused, and will ensure that all stakeholders agree on our common goals and intended results.

Numerous tribal programs, departments, entities and communities have already engaged in strategic planning of their own. The Standing Rock Next Generation Plan will serve to strengthen and enhance existing strategic plans as well strengthen overall government operations. The end result is not just a binder of papers left to be forgotten on a shelf. Rather, it is a living document and implementation structure that will guide the work of the tribal government through both its elected and career leadership over the next generation.

SECTION TWO

HOW ARE WE DOING THIS?

THE STANDING ROCK MODEL

It was stated during the initial planning sessions that the Tribe has engaged in strategic planning numerous times in the past and the results were mixed. However, planning in the past had focused on only the elected-government perspective, and had not been translated down into the rest of the government organization. The Standing Rock model aims to learn from what we have done in the past and improve upon it. This model is designed to create implementation structures that institutionalize the plan into the routine operations of the government.

The process that we are using is meant to emulate the construction process. The plan is being designed by architects elected by the people of Standing Rock. The plan is further refined by our engineers who possess the multi-faceted, technical knowledge and skills to address the specific logistics of the design. Together, they will build a structure of scaffolding that will support the construction of the plan's goals. The plan will then make the transition to our construction teams of employees, partners and stakeholders to carry it out and change our future to one of our own design.

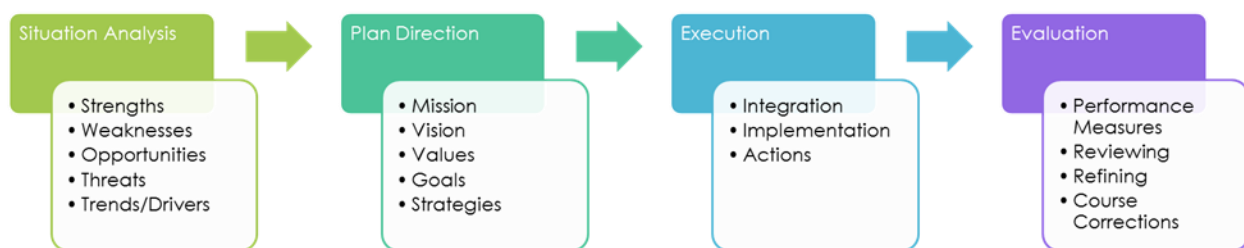


Figure 2.1

The strategic planning conducted by the Tribe in the past had focused on using traditional planning models. The standard strategic planning model is very useful for achieving goals up to five to ten years in a more singularly focused or sectorized organization. However, these models have difficulty translating to the complexity of modern tribal governments. Moreover, they are further hindered by the unique historical, social, economic and jurisdictional dynamics of Indian Reservations. Therefore, it is necessary to use a different approach while retaining some of the basic tenants of good strategic planning.

Government power exists in two overlapping spheres -the decision-making power of the elected government and the carrying-out power of the career government. When these two spheres are in harmony, clear lines of communication and concerted action routinely occurs. However, when these two spheres are in discord, the ability of the government to be effective and enable progress is hindered. Strategic planning in the past has happened in these two spheres independent of one another.

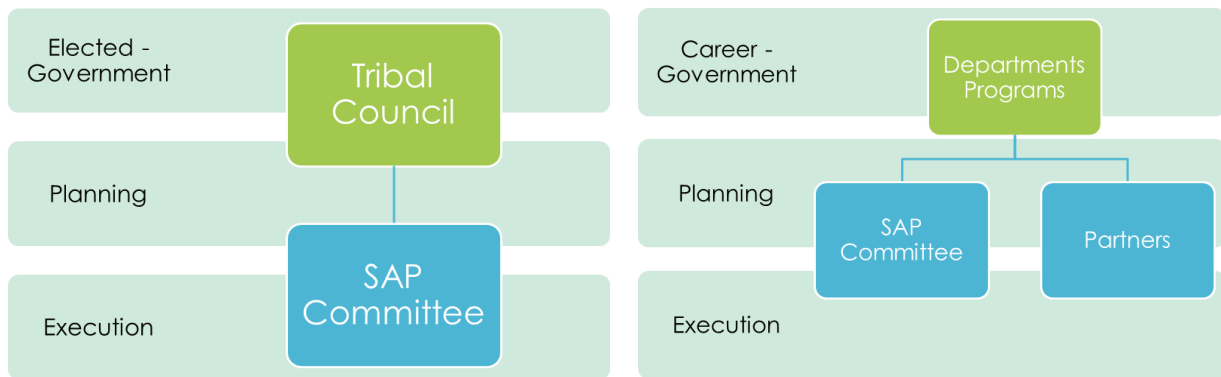


Figure 2.2

The missing step has been a plan that recognizes the difference in these spheres of government and unites them in its design and efforts. The Standing Rock Next Generation Plan aims to better fuse together the government apparatus and amalgamate all work into engineered and concerted actions.

The Standing Rock model took input from the elected-government leaders, career-government leaders and community elders and youth leaders. Together, these groups examined the current state of Standing Rock through a traditional SWOT analysis before using the analysis, and their perspectives, to create a 25 year outlook. The 25 year outlook paints a picture of the ideal characteristics we would like to see in our people and environment. Our model asked three basic questions.

1. *What will our families look like in 25 years?*
2. *What will our communities look like in 25 years?*
3. *What will our government look like in 25 years?*

Once we answered these questions and described the ideal characteristic of these three pieces of our society, it was time to create some goals. The next step our model took was to condense the 25 year outlook results into 25 year goals. Once we had our 25 year goals, the planning committee worked its way from them creating 10 year goals. These 10 year goals answered the question, “what do we have to accomplish in 10 years to ensure that we can reach our 25 year goals?” These goals will serve as a benchmark to guide and assess the government’s progress. The committee next broke down the 10 year goals into 5 year goals. These 5 year goals answered the question, “what do we have to accomplish in 5 years to ensure that we can reach our 10 year goals?”

Once we had the steps designed to take Standing Rock where we want it go, the time came to design a solid foundation and structure for construction. This came in the form of our implementation plan. The implementation plan is truly the key to success with a plan of this magnitude and complexity. The Standing Rock model focuses on building an Implementation Structure. The key for success is collaboration and this model focuses on building a collaborative structure into the government apparatus to carry out the annual action plans needed to achieve our goals. Our implementation plan and structure takes into account lessons

we have learned from our successes and failures in past plans and past attempts at organizational structures.

The Standing Rock Next Generation Plan calls for the creation of 4 consortia structures into the Standing Rock Government Apparatus. These consortia will focus on key sectors of Standing Rock. The Children and Families Consortium, the Culture and Elders Consortium, the Education Consortium, and the Economy Consortium. Since it is impossible to assemble any small, single committee of planners with the breadth and depth of knowledge to draft both the goals and actions necessary to create the kind of change the Next Generation Plan aims to accomplish, we must build a structure to do so within the government. These consortia will be the think tanks of Standing Rock drafting Annual Action Plans based on the prowess of our own experts to carry out the steps needed to achieve our goals.

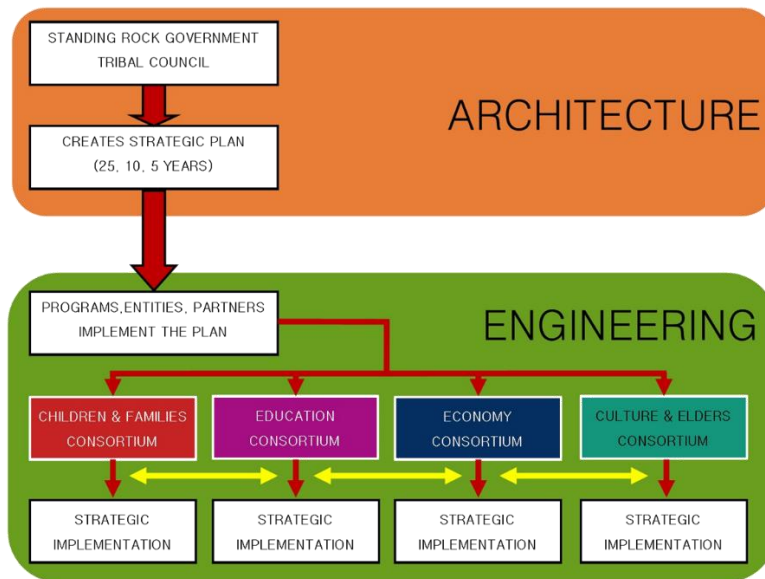


Figure 2.3

Furthermore, the consortia will allow for engagement on the plan with the community through an annual Standing Rock conference. The conference will allow the community to see the work being done to transform our future and provide input and feedback. This transfers the plan from a small group of people to all the people needed to move us forward together.

SWOT ANALYSIS RESULTS

STRENGTHS

Sovereignty
Large Land Base
Leadership
Water Resources
Our People
Our Language and Culture
Our Active Youth
Constitution
More Educated Tribal Members
Facebook/Social Media
Growing Demographics
Partnerships
A Lot of Programs
Scholarship Program
SBC
Immersion School
Buffalo
Kinship/Family
Resiliency
Our History
Tourism
Natural Beauty of Land
River
International Profile
Native Humor
Humility
Improvising, Adapting, Overcoming
Our Elders

Smart Youth
Allies
Tribal Businesses
Casinos
Oyate CDFI
Standing Rock CDC
Education Consortium
Children and Families Consortium
Language Revitalization
Codes, Laws and Ordinances
Artistry of Our People
Credit Rebuilding Program
Veteran's Homeless Shelter
Transit Public
Burial Assistance
District Wacipi/Celebrations
Strong Women
Treatment Program
Paved Streets
Treaties
Political Capital (6 Congressional Delegation)
Self Determination
Largest Employers Run by Members
Tribal Court
Strong Support from Tribal Government
Public Library
Veterans

WEAKNESSES

Overlapping Services/Duties	Overall Poor Health of Our People
Lack of Trust	Job Market
Lack of Leadership Commitment	Business Market
Lack of Collaboration	Not Utilizing Natural Resources
Silos Are Too Tall	Intergovernmental Conflict
Political Continuity/Volatility	No Structural Fire Department
Lack of Planning and Vision	Adequate Public Transportation
Territorialism	No Banks/Lending
Allow ND/SD Divide	Dependency
Lack of Accountability	Job Readiness
No Adequate (Centralized) Data	Personal Sovereignty
Lack of Supports	Defining Emergency
Lack of Adequate Training	Traditional/Cultural Awareness
Housing Shortage	Barriers to Employment
No Structure for Community Engagement	Family Support System
Lack of Healthcare	Loudest Voices Allowed to Dictate Policy
No Treatment Facilities	Entitlement Mentality
No Mental Health	No Review of Wasteful Spending
Lack of Facilities and Infrastructure	Enforcing Laws and Codes

OPPORTUNITIES

Economy	Funding for Higher Education
Name Recognition	Tribal Members Off Reservation
Untapped Federal Laws	Changing Law and Regulations
8A Hub Zones Status	Impact Investors – using our Name
GSA Status	Business Capitalization
External Company Partnerships	Access to Healthcare
Renewable Energy Market	Air Ambulance-Air Medical Services
Data Centers	Access to Healthcare Professional Expertise
Mentor Partnership	Rail Roads
Local Markets	Build Grain Elevator
Contacts –Business (Everything)	Access to Foreign Markets
Marketing SRST Off Reservation	Defense Contracting
Agriculture	Technology
Political Clout	Webinars
Educational –State Lost	Social Media Tech Market
Human Resources-Jobs Off Reservations	

THREATS

Loss of Culture
Mainstream Influence
Federal Funding
Donald Trump
Fossil Fuel Industry
Drug Trafficking
State Governments
County Governments
Lack of Treaty Recognition
Not at the Table - Consultation
Use of Sovereignty

Lack of Energy Policy
Climate Change - Environment
Water Rights – Army Corps. Of Engineers
Effect of Other Tribes Legal Issues
MRI Restrictions – Mainstream Standards
Federal and State Courts
US Supreme Court
Lack of Education and Understanding
Regional Economy
Local Economy

SECTION THREE

STANDING ROCK IN 2045

STANDING ROCK IN 25 YEARS

OUR FAMILIES IN 25 YEARS

A family on Standing Rock in 25 years will speak Lakota/Dakota as the primary language in their home. They will have easy access to cultural resources including community elders and their stories and oral histories. Families will practice Lakota/Dakota customs, kinship protocols, and encourage their children to embrace and carry-on our Lakota/Dakota way of life. Our homes will be free from abuse as our families will be sober and physically and emotionally healthy. Technology will be used to improve both communication and face to face family interaction. Families will combine the healthy lifestyle attributes shaped by embracing our Lakota/Dakota culture into their lives along with resources made available through improved housing, and healthcare by the government via adequate government planning and resource collaboration. Finally, families on Standing Rock will build their pathways to self-sufficiency through education and employment. They will also have access to resources allowing them to live environmentally sustainable lives and break the cycle of dependency and poverty.

OUR COMMUNITIES IN 25 YEARS

The communities on Standing Rock in 25 years will meet the standard of beauty, safety and comfortability that we set. They will flourish through our culture, volunteerism and full engagement in our local government. Communities will be able to better serve their residents with local opportunities, education and health resources. Communities will utilize their local human and natural resources to gain stability, self-sufficiency and greater autonomy. Finally,

communities on Standing Rock will lead the movement toward local renewable energy development and independence from fossil fuels.

OUR GOVERNMENT IN 25 YEARS

The government of Standing Rock will more accurately reflect who we are as a people and still maintain the efficiencies and effectiveness necessary to provide adequate public service. The government will use contemporary technology to meet our standards of civic communication, engagement and interaction. The government will look at changes the people wish to make to its structure and to determinations of enrollment and/or citizenship, and adopt any voter approved changes. The government will foster an economic environment that diversifies and emboldens our people's ability to gain stability and self-sufficiency. Finally, our government will have the capability to fully act on its inherent sovereignty to ensure the protection of our people and resources.

SECTION FOUR

WHAT ARE OUR GOALS?

SUMMARY

This section contains the goals of the Standing Rock Next Generation Plan that were crafted from the 25 year outlooks for families, communities and the government. The goals formed three themes under each sections.

FAMILIES

LAKOTA/DAKOTA FAMILIES

HEALTHY FAMILIES

SOVEREIGN FAMILIES

COMMUNITIES

BEAUTIFUL COMMUNITIES

INVOLVED COMMUNITIES

SOVEREIGN COMMUNITIES

GOVERNMENT

“OUR” GOVERNMENT

VIBRANT ECONOMY

TRUE SOVEREIGNTY

Each one of these nine themes contain the 25 year goals, 10 year goals and 5 year goals that achieve the intended results of the Next Generation Plan. Each goal is implemented through the Annual Action Plans of the consortia structure. Each goal is designed to achieve both a primary linear outcome as well as secondary lateral outcomes that support and enable the achievement of goals in other sectors of the overall plan.

LAKOTA/DAKOTA FAMILIES

25 YEAR GOALS

- Our families will utilize all language and cultural resources, including elders, to ensure that Lakota/Dakota is the primary language spoken in the home, that stories and oral histories are passed to each generation, and that cultural practices are integrated into daily life
- Our families are planned before started by two individuals intending on having children and maintaining their family
- Our families are not engaged in any type of abuse
- Our families embrace changing technologies to enhance and advance communication without sacrificing face-to-face time spent with one another

10 YEAR GOALS

- Our families speaking Lakota/Dakota and having integrated our traditional cultural customs and practices into their daily lives has increased to 20 to 25%
- Our families experiencing teen pregnancy has decreased by 20 to 25%
- Our families experiencing drug, alcohol and tobacco abuse has decreased by 20 to 25%

5 YEAR GOALS

- Our families speaking Lakota/Dakota and having integrated our traditional cultural customs and practices into their daily lives has increased to 5 to 10%
- Our families experiencing teen pregnancy has decreased by 5 to 10%
- Our families experiencing drug, alcohol and tobacco abuse has decrease by 5 to 10%

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

HEALTHY FAMILIES

25 YEAR GOALS

- Our families are physically healthy with extended life expectancy
- Our families are growing and eating their own traditional foods, and growing and utilizing our traditional medicines
- Our families are mentally and emotionally healthy with access to local mental health services
- Our families are living in healthy, adequate, well-maintained homes and housing facilities

10 YEAR GOALS

- Our families experiencing childhood obesity and diabetes has decreased by 20 to 25%
- Our families needing services for mental health has decreased by 20 to 25%
- Our families have access to 200 more units of public housing

5 YEAR GOALS

- Our families experiencing childhood obesity and diabetes has decreased by 5 to 10%

- Our families needing services for mental health has decreased by 5 to 10%
- Our families have access to 50 to 100 more units of public housing

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

SOVEREIGN FAMILIES

25 YEAR GOALS

- Our families are college educated and/or trades certified
- Our families are self-sustained through employment in Standing Rock and are financially stable
- Our families own their home, assets and land
- Our families are living “Green,” environmentally sustainable lives

10 YEAR GOALS

- Our families have increased their number of high school graduates to 80%
- Our families have a 20% increase in home ownership
- Our families have increased recycling and reduced waste by 20%
- Our families participate in financial literacy training by 50 to 75%

5 YEAR GOALS

- Our families have increased their number of high school graduates to 60%
- Our families have a 10% in home ownership
- Our families have increased recycling and reduced waste 10%
- Our families participate in financial literacy training by 20 to 30%

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

BEAUTIFUL COMMUNITIES

25 YEAR GOALS

- Our communities are clean with well-maintained streets, parks, gardens, playground equipment and recreation areas for healthy lifestyle activities
- Our communities flourish with wellness, arts and cultural centers
- Our communities engage in traditional and seasonal practices and customs
- Our communities are safe

10 YEAR GOALS

- Our communities have a facility dedicated to wakes and funerals
- Our communities have a well-maintained park, playground, community garden, and recreational sporting area

- Our communities have a safety plan and a safety/security officer
- Our communities have a Lakota/Dakota Resource Center

5 YEAR GOALS

- Our communities have built at least 1 facility for dedicated to wakes and funerals
- Our communities have built at least 1 well-maintained park, playground, community garden, and recreational sporting area
- Our communities have developed a Parks and Recreation Sustainability Plan for tax dollars and have developed local ordinances and policies for their public facilities and areas

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

INVOLVED COMMUNITIES

25 YEAR GOALS

- Our communities thrive through volunteerism, mentoring/tutoring and intergenerational interaction by active social groups and societies
- Our communities have local facilities used for quality education that meets each communities specific and unique needs
- Our communities are active in, and fully participate in, the governance and political processes of Standing Rock

10 YEAR GOALS

- Our communities have increased voter turnout for all elections by 20 to 25%
- Our communities have increased district quorum participation by 20 to 25%
- Our communities are utilizing district facilities and/or contemporary technology to meet its specific and unique educational needs

5 YEAR GOALS

- Our communities have increased voter turnout for all elections by 5 to 10%
- Our communities have increased district quorum participation by 5 to 10%
- Our communities have a Volunteer Community Watch Group
- Our communities have a local Language/Culture Group utilizing community elders and Lakota/Dakota speakers

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

SOVEREIGN COMMUNITIES

25 YEAR GOALS

- Our communities have access to adequate healthcare, first responders, and aftercare
- Our communities have a contemporary and well-maintained technological infrastructure

- Our communities are economically self-sustaining by utilizing their land and natural resources along with local reinvestment by community members
- Our communities have energy independent of fossil fuels

10 YEAR GOALS

- Our communities have increased homes with direct access to internet by 20 to 25%
- Our communities have a community nurse and/or access to a nurse via tele-medicine or contemporary technology
- Our communities have community-based drug/alcohol prevention and outreach
- Our communities have 10% of their energy provided by renewable energy

5 YEAR GOALS

- Our communities have increased homes with direct access to internet by 5 to 10%
- Our communities have increased their use of community land resources by 5 to 10%
- Our communities have tele-medicine and drug and alcohol prevention services provided at all established clinics
- Our communities have their community centers powered by either solar or wind turbine energy

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

“OUR” GOVERNMENT

25 YEAR GOALS

- Our government is structured to align with our traditional practices, is transparent and accountable and is providing the contemporary functions of public service
- Our government does not determine membership/citizenship by blood quantum
- Our government empowers all our members/citizens of voting age to exercise their right to vote in Standing Rock elections
- Our government encourages our people’s freedom from reliance on government

10 YEAR GOALS

- Our government will have 100% of elected officials and employees educated in cultural competency
- Our government will develop a membership/citizenship determination process that does not diminish our future generations
- Our government has increased the number of mental health professionals and licensed social workers employed here to at least 10 in each field

5 YEAR GOALS

- Our government has implemented a Tribal Language and Culture Code and revised Title XVIII and other related codes to ensure cultural competency
- Our government has held a constitutional convention and adopted voter approved changes
- Our government has equipped each community with technology for interactive broadcasting of meetings and information
- Our government has conducted an impact study of the current tribal enrollment system

- Our government has increased the number of mental health professionals and licensed social workers employed here to at least 5 in each field
- Our government has designed a scholarship program specifically for mental health and social work with incentives to transition to employment here

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

VIBRANT ECONOMY

25 YEAR GOALS

- Our government has fostered an economic environment where private and public business can thrive by encouraging local and outside investment to diversify the Standing Rock economy
- Our government improves access to employment and eliminates any identified barriers
- Our government invests economic gains into a quality education system and youth internships to ensure continual growth and innovation
- Our government provides premium hospital facilities, healthcare and insurance and elderly care facilities

10 YEAR GOALS

- Our government has assessed the number of businesses routinely used by the government and increased the number of member and/or Native owned businesses used by 25%

- Our government has identified feasible areas and zoned them for commercial development and provided utilities and infrastructure to those zones
- Our government has developed and invested in tribally owned land for irrigation and other potential markets to diversify and increase government revenue by 25%
- Our government has prioritized allocation of the 25% gain in revenue to investment in health, education, and family welfare

5 YEAR GOALS

- Our government has developed codes and policies to govern the allocation and spending of tribal funds
- Our government has created a Central Data Collection Office with qualified staff and analysts
- Our government has created a multi-jurisdiction Business Advisory Commission
- Our government has created tax code incentives to attract and keep businesses in Standing Rock

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

TRUE SOVEREIGNTY

25 YEAR GOALS

- Our government is the regulatory body for all functions of the government service in place of Federal and state regulations

- Our government is debt free and financially sovereign
- Our government and people own 35% of land within the exterior boundaries of the reservation and are expanding our ownership of original treaty lands
- Our government is fully engaged with area governments to enforce its regulations, agenda and will of the Standing Rock people

10 YEAR GOALS

- Our government has standards and procedures for teaching Standing Rock Tribal Government and Relations curriculum
- Our government has access to a financial institution (bank, credit union, etc.) with facilities within the reservation
- Our government has increased the tribal and member/citizen ownership and usage of land within the exterior boundaries of the reservation by 15%

5 YEAR GOALS

- Our government is fully aligned with the Standing Rock Next Generation Plan all departments, programs, and entities having developed or revised their strategic plans
- Our government has achieved and maintains clear audits
- Our government has renegotiated the WAPA agreement
- Our government has developed a Public Utilities Commission
- Our government has developed and enacted a Renewable Energy Code

IMPLEMENTATION

Implementation of these goals will be strategized through Annual Action Plans (AAP), and carried out through the collaborative work of the Tribal Council, Children and Families Consortium, Culture and Elders Consortium, Economy Consortium and Education Consortium.

SECTION FIVE

HOW ARE WE GOING TO ACHIEVE IT?

IMPLEMENTATION PLAN

Planning at a government level, even at a relatively smaller government level like Standing Rock, presents numerous complexities. The multi-faceted nature of governments create a lot of moving parts to the machinery that needs to carryout actions to achieve goals. Elected leadership holds the decision-making power of the government; however, department and program directors hold the power of agency. These two pieces of government must agree and work together. When they do not have a plan to guide them and a means to routinely collaborate, strategize, and communicate, they become a hindrance to positive progress for the people the government serves.

It is not enough to create goals at the top level. We also need a structure and mechanism to transfer those goals throughout the entire government apparatus in order for them to be translated into actions. Without creating this structure it is impossible to adequately engage all of the pieces that need to act with concerted effort to achieve the long-term goals. Our Standing Rock planning model aims to solve this problem by creating an implementation structure of collaboration within the government. This will take our 25 year plan beyond paper in a binder and into evolutionary integration. As illustrated in figure 5.1, the structure translates the plan throughout the Standing Rock government apparatus and fully engages all parts that need to be working in tandem to create our desired outcomes. The implementation structure is not a governing model, but rather an organizing model designed to institutionalize the collaboration necessary to create effective government action.

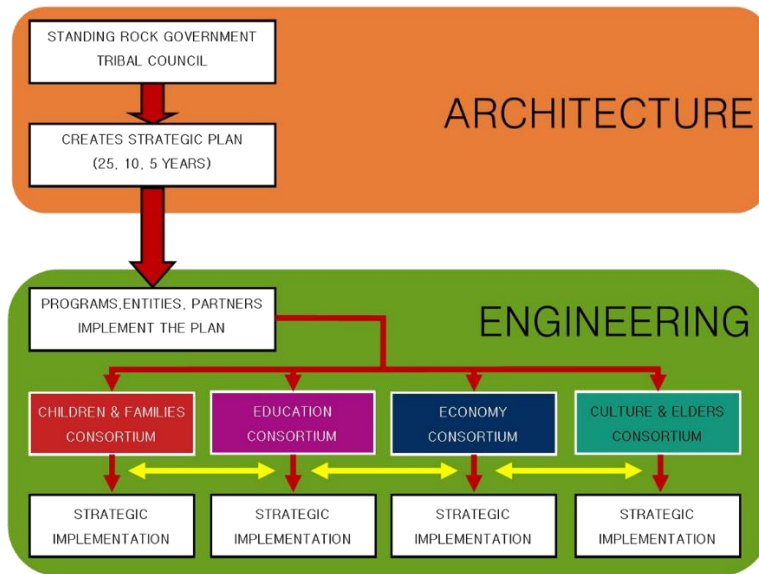


Figure 5.1

The theme is collaboration. No single person, department or entity holds the power to solve our problems and achieve our goals through unilateral action. The problems that the Next Generation Plan aims to solve are a complex, interwoven network of issues much like a web. Therefore, they must be answered with an interwoven network of problem solvers with their web of resources. Our problem solvers need a mechanism that allows them to conduct solutions-based meetings to coordinate steps and actions each year. They also need to be able to routinely revise and evaluate the outcomes of each year’s work on the Next Generation Plan. Building this structure and these mechanisms will put the full power, resources and influence of the Standing Rock Government to use. It is the all-hands-on-deck approach necessary for us to completely socially engineer the future Standing Rock we want and that our people deserve.

The Standing Rock Next Generation Plan proposes the creation of collaborative consortia centered on four key sectors of government and society: Children and Families Consortium (CFC), Culture and Elders Consortium (CEC), Economy Consortium (ECC), and Education Consortium (EDC). Two of the four consortia have already been created and organized, the Children and Families Consortium and Education Consortium. The consortia provide for a structure within the government apparatus for consistent collaboration. Each

consortia will be comprised of councilpersons, directors, staff, and community members with expertise in elements of each consortia’s focus to share or learn –but most importantly to strategize and carryout actions.



Figure 5.2

SAMPLE CONSORTIA COMPOSITIONS

The composition of the consortia can change annually. Programs may also elect to participate in the annual action plans of multiple consortia. It is the goal of the model that all departments, entities and programs participate in at least one of the consortia. The model affords the directors and staff the decision of placing themselves where they believe their expertise and resources can best assist in achieving the Standing Rock Government’s collective goals outlined in the Next Generation Plan. Below is a sample composition of the four implementation consortia.

CHILDREN AND FAMILIES CONSORTIUM

Community Members
Tribal Council
Chairman & Administrative Appointees
Planning & Grants Staff

Juvenile Probation
Juvenile Detention
Kiddie College
Lake Oahe Group Home

*Abused Adult Resource Center
Alcohol, Tobacco and Other Drugs
Child Care Assistance
Child Protections Services
Child Support Enforcement Agency
Children's Court
Community Health Representatives
Diabetes Program
Domestic Violence Shelter
Early Childhood Tracking
Headstart
Health Education
Indian Child Welfare Act Staff
Juvenile Advisory*

*Opioid Steering Committee
Project LAUNCH
School Resource Officers
School Counselors & Social Workers
Sex Offender Registration & Notification Act
Sioux County Social Services
Standing Rock Youth Council
Treatment Program
Title IV-E Foster Care
Tribal Health Administration
Wellness Program
WIC
Young Child Wellness Council
Youth Treatment Services*

CULTURE AND ELDERS CONSORTIUM

*Community Members
Tribal Council
Chairman & Administrative Appointees
Planning & Grants Staff
Community Churches
Community Health Representatives
Lakota/Dakota Cultural Societies
Diabetes Program*

*Elderly Protection
Elderly Nutrition
Lakota Immersion School
Lakota Culture Institute
Tribal Historic Preservation Office
Veterans Services
Sitting Bull College
Standing Rock Elders Council*

ECONOMY CONSORTIUM

*Community Members
Tribal Council
Chairman & Administrative Appointees
Planning & Grants Staff
Business Equity Loan Fund
Community Dev. Block Grant
Community Options
Economic Development Director
Entrepreneurial Center
Environmental Health
Environmental Protection Agency
Food Distribution
Game and Fish Department
Gaming*

*Low Income Home Energy Assistance
MR&I
Natural History Museum
Oyate CDC
Paleontology
Prairie Knights Casino
Roads Department
Rock Telecom
Short Term Loans
Standing Rock Development Corporation
Standing Rock Propane
Visitor Center
Tax Department
Tribal Business Information Center*

*Grand River Casino
Housing Authority
JTAC
KLND
Land Management
Land Operations*

*Teton Times
Tribal Historic Preservation Office
Tourism Department
Transportation
Water Resources
Workforce Services*

EDUCATION CONSORTIUM

*Community Members
Tribal Council
Chairman & Administrative Appointees
Planning & Grants Staff
Cannon Ball Elementary
Headstart
Lakota Culture Institute
Lakota Immersion School
McIntosh Elementary
McIntosh Middle School
McIntosh High School
McLaughlin Elementary
McLaughlin Middle School
McLaughlin High School*

*Missouri River Education Consortium
Rock Creek Grant School
Selfridge Schools
Sitting Bull College
Sitting Bull School
Solen High School
Standing Rock Elementary
Standing Rock Middle School
Standing Rock High Schools
Tribal Education Department
Wakpala Elementary
Wakpala Middle School
Wakpala High School*

Each consortia will be tasked with selecting their organizing leadership each year. The consortia leaders will coordinate meetings and records, as well as ensure each consortia meeting maintains a standard of solutions-based meetings. They will also coordinate with other consortia leaders when necessary. Consortia leaders may serve in any necessary capacity to advise and consult the elected leadership on the issues of their consortium sectors for effective decision-making by the government. Most importantly, the consortia will be tasked with drafting Annual Action Plans (AAPs) to carry out the yearly steps and actions necessary in achieving the goals of the Standing Rock Next General Plan. This will allow our own experts, working daily in our government, to collaborate and strategize on each step we need to take to transform the quality of life for our people.

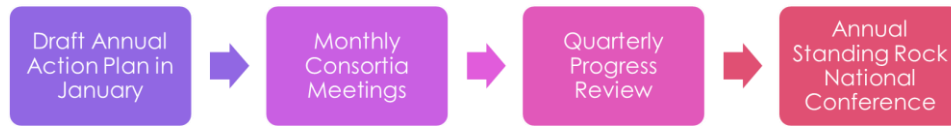


Figure 5.3

Each consortia will draft an AAP every January. The AAP will outline the immediate actions, steps and initiatives the government apparatus, in those sectors, will work-on citing the goals of the Next Generation Plan. The consortia will decide how frequently they want to meet throughout the year to assess their progress. All councilpersons, programs, departments, entities, and identified partners should be represented in at least one or multiple consortia. The Next Generation Plan proposes the creation of an annual Standing Rock conference in Decembers. The conference will allow the consortia to report-out on and assess the previous year’s AAP to the community. The conference can take the form of panel discussions, presentations, roundtable discussion, etc.

The combination of the implementation structure of consortia, Annual Action Plans, and engagement with the community on the Next Generation Plan will ensure its full integration into the operations of the Standing Rock government.



Figure 5.4

This will transform the way in which we work together from static silos into structured and routine collaboration. This takes the plan beyond paper and turns it into actions. By adopting the Standing Rock Next Generation Plan we are embarking on the great work of our time to take control of our future and engineer it to our design.

The life of the plan will take us from plan setup throughout 2019 and into the official launch in January 2020. Each year we will review our progress and report out to the community in December. We will review our 10 year progress in 2030 and determine the next set of 5 and 10 year goals to set based upon the results of the first 10 years. The second set of benchmark goals will bring us through the completion of the Standing Rock Next Generation Plan in December 2045.



Figure 5.5