STANDING ROCK SIOUX TRIBE

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2026-2031

Letter from the Chair

Tribal resolution

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Executive Summary

The Economic Development Department coordinates strategic planning for the Tribe on several layers: Entities/partners; Communities; Tribal Programs and Tribal Council. The collaborating of efforts starts with a conversation. Bringing people together around a common issue brings together a wide range of solution based action. There is good work going on throughout the Standing Rock Nation and we want to capture it and elevate projects to the next level. This Economic Development Department will be the host to bring people together that have similar interests then assist in moving projects forward. These planning efforts will use this Comprehensive Economic Development Strategy along with the Next Generation Plan as a guide. We will create Annual Action Plans that work toward our 25 year goals.

The Standing Rock Sioux Tribe has several layers of government that make developing a Strategic Plan difficult to follow and update. Our Tribe consists of 2.3 million acres of land, the Missouri River and its tributaries, 17-person Tribal Council; 60 programs; 380 employees and several for-profit entities that it oversees. This is a broad area to find a focus on concentrating on goals to achieve.

Strategic Planning has been done since the inception of the Standing Rock Sioux Tribe. Efforts go back decades to get the Tribal Programs, Communities, Tribal Council and outside constituencies to work together to accomplish goals. One of the main issues with planning is that it is always centered around completing a document. Once the document is completed, it is set on the shelf and people go back into working in silos and nobody uses the plan for decision making. Standing Rock is not unique in this respect.

The Economic Development Administration (EDA) has seen this as a challenge throughout their work developing communities across America. As of recently, the EDA came up with new guidelines for the Comprehensive Economic Development Strategy (CEDS). They want a well-read document that has a nice flow that can be readable, accessible and most importantly used by the stakeholders of your organization.

In 2018, the Standing Rock Sioux Tribe came up with a mechanism to plan through Consortiums. This plan includes communication on all levels starting with

the elected government leadership, tribal departments and entities and district officials. It is an instrument that also engages 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 and it will drastically and comprehensively reengineer the future of the Standing Rock Reservation.

Many programs and communities have engaged in strategic planning on their own. This updated process called the Next Generation Plan will serve to strengthen and enhance existing strategic plans as well as strengthen the overall government operations.

Our Economic Development Department at the Tribe has implemented the Next Generation 25-year plan, by working through four consortiums: Language and Culture; Education; Economic; and Family Services. These Consortiums consist of Tribal Council, Tribal Programs, District Officials, Schools, Business, Non-profits along with other Entities of the Tribe. Consortiums meet on a quarterly basis in order to coordinate services to achieve common goals and share information. The Economic Strategy/Building Committee towards short-term goals that increase capacity on the day to day functions of the Tribe.

Our Economic Strategy Committee referred to as the Building Committee; meets monthly but has sub committees that meet weekly. The purpose of the Economic Strategy/Building Committee that was established is for collaboration of comprehensive design and planning of tribal projects. This committee builds capacity for infrastructure coordination eg. buildings, roads, water, sewer, public facilities, housing developments and local district projects.

The Comprehensive Economic Development Strategy will be utilized by our Tribal Council to assist them in higher level budgeting and decision-making for the Tribe. It will also be used by all the Tribal Programs, District Leadership, Tribal Entities and Constituents to increase jobs, expand tax base, improve the standard of living for its citizens, infrastructure and focus on future needs.

Through Tribal Council, Consortiums, the Economic Strategy/Building Committee and Districts Representatives, the main themes are diversifying the economy through creation and retention of jobs, creating an environment where independent businesses can thrive, and increasing infrastructure for Economic Development and Housing.

The Economic Planning Department would like to thank all the people who helped mold this document into a usable source of information for the Standing Rock Sioux Tribe.

Summary Background

Standing Rock Sioux Tribe: History, Resilience, and Economic Self-Determination

Standing Rock Sioux Tribe is composed of Dakota (Yanktonai) and Lakota (Hunkpapa and Sihasapa) peoples whose history is defined by resilience, resistance, and a deep spiritual connection to the land. Originally from the Great Lakes region, the Dakota and Lakota migrated west in the 17th century due to displacement caused by European trade and intertribal conflict. As Plains people, their culture centered on the buffalo, horse, extended kinship networks, spirituality, and collective responsibility—values that continue to guide community life at Standing Rock today.

Throughout the 19th century, the United States repeatedly violated treaties intended to protect Sioux lands. The 1851 and 1868 Fort Laramie Treaties recognized Sioux territorial rights and established the Great Sioux Reservation, yet these guarantees were ignored after the discovery of gold in the Black Hills, resulting in land seizures, military violence, and forced confinement. Events such as Red Cloud's War, the Battle of Little Bighorn, and the resistance led by Sitting Bull demonstrate the tribe's determination to defend its sovereignty. Despite military defeat and the illegal taking of land, the Dakota and Lakota never surrendered their identity or spiritual relationship to their homeland.

Following the loss of the Black Hills and the breakup of the Great Sioux Reservation, federal policies sought to erase Native lifeways through boarding schools, bans on ceremonies, and land allotment under the Dawes Act. These policies fractured the land base, weakened traditional economies, and created long-term poverty. Flooding of prime lands due to the Oahe Dam further damaged economic stability. Yet Standing Rock endured by preserving language, ceremony, and governance structures rooted in community consensus.

This history provides a powerful foundation for modern economic development. Standing Rock's land base, though reduced, remains a critical asset for agriculture, ranching, renewable energy, tourism, natural resource management, and tribally owned enterprises. Traditional values of stewardship, sustainability, and collective benefit align with long-term economic planning that

protects the land for future generations. The tribe's refusal to accept monetary compensation for the Black Hills underscores a development philosophy rooted not in short-term gain, but in sovereignty, land protection, and cultural continuity.

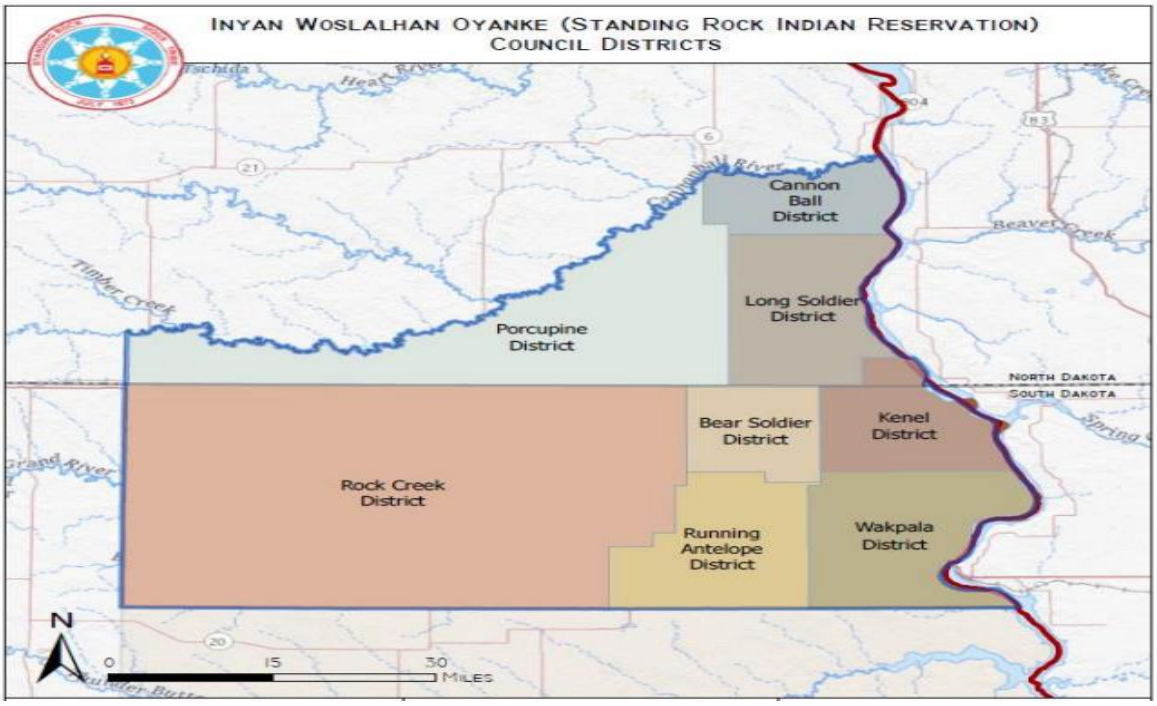
Through self-determination policies, Standing Rock has regained control over education, land management, social services, and economic planning. By integrating cultural knowledge, language revitalization, and respect for sacred lands into development strategies, the tribe can create economic opportunities that strengthen identity rather than undermine it. Wacipis (pow-wows), cultural tourism, traditional arts, and land-based practices not only preserve heritage but also support sustainable revenue and employment.

Standing Rock's history is not solely one of loss, but of survival and strength. By honoring the past and strategically using its land, resources, and cultural values, the Standing Rock Sioux Tribe can continue building an economy that is self-sustaining, culturally grounded, and driven by tribal sovereignty, ensuring prosperity for future generations while remaining true to Dakota and Lakota traditions.

Tribal Government Structure

Standing Rock Sioux Tribe is a federally-recognized tribe and operates under a constitution approved on April 24, 1959 by the Tribal Council of Standing Rock Sioux Tribe. Tribal Council consists of a Chairman, Vice-Chairman, a Secretary and fourteen additional Councilmen which are elected by the tribal members. Tribal Council Chairman provides leadership and administrative direction to the tribe. The Tribal Council Chairman and Council serve a term of four years. Six of the fourteen additional Council members shall be residents of the reservation, without regard to residence in any district or state. Each of the remaining additional council members shall be a resident of the district from which they are elected. The At-large Council members are elected by

the district people as a whole. The Tribe exercises governmental powers and jurisdiction over its members and territory, which encompasses the exterior boundaries of the Standing Rock Reservation in North Dakota and South Dakota.



Among its enumerated powers, Article IV of the Standing Rock Sioux Tribe's Constitution, grants the Tribal Council the power to negotiate with the Department of the Interior, to promote and protect the health, safety, education, physical and general welfare of the Tribe, to administer charity and other services which contribute to the social and economic advancement of the Tribe and its members. Tribal Council also has the authority to authorize subordinate boards, committees or other Tribal Officials to administer the affairs of the Tribe and carry out the directives of the Tribal Council in order to manage, protect and preserve the property and natural resources of the Tribe, and to administer Tribal funds (SRST Constitution, Article IV, Section 1).

Tribal Council meets on the first week of every month. Each Tribal Council Member is assigned to one of three committees: Economics; Health, Education, and Welfare; and Judicial. Each Committee meets program directors, with respect to each of their program functions. All tribal programs are divided into the three major areas/functions. Committees meet every third week of the month.

2025 STANDING ROCK SIOUX TRIBAL COUNCIL:

CHAIRMAN	Steve Sitting Bear
VICE CHAIRMAN	Mike Faith
SECRETARY	Arlene Cordova
LONG SOLDIER DISTRICT REPRESENTATIVE	Sid Bailey, Jr.
CANNON BALL DISTRICT REPRESENTATIVE	Kendrick Eagle
PORCUPINE DISTRICT REPRESENTATIVE	Wilberta Red Tomahawk
BEAR SOLDIER DISTRICT REPRESENTATIVE	Leon Jamerson
RUNNING ANTELOPE DISTRICT REPRESENTATIVE	Jessica R. Porras
ROCK CREEK DISTRICT REPRESENTATIVE	Paul Archambault
WAKPALA DISTRICT REPRESENTATIVE	Warren Hawk
KENEL DISTRICT REPRESENTATIVE	Claudia Walking Elk
AT-LARGE REPRESENTATIVE	Nola Taken Alive
AT-LARGE REPRESENTATIVE	Charles Walker
AT-LARGE REPRESENTATIVE	Cyril Archambault
AT-LARGE REPRESENTATIVE	Stephanie Yellow Hammer
AT-LARGE REPRESENTATIVE	Alice Bird Horse
AT-LARGE REPRESENTATIVE	Richard Long Feather

Tribal Jurisdiction

Standing Rock Sioux Reservation has a land base of 2.3 million acres and is located on the borders of south central North Dakota and north central South Dakota. The reservation is primarily made up of two counties: Sioux County, North Dakota and Corson County, South Dakota.

The reservation land ownership is made up of 2,345,549 acres. The fee status land makes up 1,271,684 acres. The other land is divided into: Tribal (356,111), Tribal Fee (34,305), Allotted (503,468), National Grassland (37,190), Other Government (65,646), Tribal Reserve (1,026), State School (52,685), Timber (3,760), and Water (19,674)).

The reservation of American Indian land ownership was reduced by Federal legislation, such as the Dawes Act and the Homestead Act in the late 1800's.

These laws allowed non-Natives to gain ownership of "excess" lands, after the Federal Government had allotted lands to the Native reservation residents. This map below shows the current allocation of land. The reservation is further divided into eight Districts with varying population sizes. Each has their own governance structure that is then represented on the Tribal Council. Districts include— Fort Yates, Cannon Ball, and Porcupine in North Dakota, and Bear Soldier, Wakpala, Running Antelope, Bullhead (Rock Creek), and Kenel in South Dakota. The map below shows Standing Rock districts.

POPULATION

The Standing Rock Sioux Tribe total population has slightly declined since the 2018-2022 CEDS. The Reservation went from 8,436 people to 7,648 people in 2023, which is a 9% decline in population. The majority of the population is between the ages of 18-64 yrs of age. The sex of the population is a 50/50 split between male and female. 75% of the total population identifies as American Indian/Alaskan Native, with 21% white and the remaining other.

According to the U.S. Census, 50% of the workable population on the reservation is unemployed. The majority of the jobs on the reservation are (federal, state and tribal).

INCOME/POVERTY

The per capita income for the reservation is $19,930 which is half of the U.S. which is $43,289. The median household income is $41,843 which is half of the U.S. at $81,604. 44% of the total population is below the poverty line, which is more than double the rate of the U.S. at 12.1%. 57% of the children under the age of 18 are in poverty. 22% of the elders on the reservation are under the poverty guidelines.

Income levels on Standing Rock are extremely low. Five of the lowest per capita incomes in the country are found on reservations. Standing Rock is among the top five for the lowest per capita incomes in the country.

Standing Rock Reservation, SD--ND
Source: 2019-2023 American Community Survey 5-Year Estimates attached in appendix.

HEALTHCARE

According to the Indian Health Service, the top reasons why people are seen at the clinic are number one, Diabetes, then High Blood Pressure; followed by Respiratory ailments, Anxiety and Depression. The Body Mass Index of the patients seen showed 92 people under weight, 986 in healthy weight, 1,419 overweight and 2,850 obese. Between 2020 and 2024 diabetes prevalence increased by 22%.

The birthrate is 4.7% of women aged 15-50 years the Standing Rock Reservation gave birth within the past year. 47 women between the ages of 15-19 said they gave birth in the past year; 87 women between 20-34 years and 43 between the ages of 35-50 years.

HOUSING

There are 2,179 households on Standing Rock, which is 3.5 persons per household. The number of housing units is 2,636, 17% of total units left vacant. The conditions of the homes aren't so good. 18% were built before 1990; 12% built in the 90's; 30% built in the early 2000's; from 2010-2017 25% of the houses were built; 2018-2020 11% were built and since 2021 only 4 % have been

built. The average worth of the homes is $79,600 which is ¼ of the U.S. which is $303, 400.
Standing Rock Reservation, SD--ND
Source: 2019-2023 American Community Survey 5-Year Estimates attached in appendix.

TRANSPORTATION

Transportation is always an issue for our reservation because we have several rural communities that span across 2.3 million acres of land. Community member's average commute is 19.3 minutes to get to work. The transportation system on the Standing Rock Reservation consists of state paved highways, county and Bureau of Indian Affairs graveled or dirt roads. The reservation has access to several major highways, all of which are in good condition. North Dakota Highways 6 and 24 as well as South Dakota Highways 63 and 65 provide north/south transportation to the cities of Bismarck/Mandan and Mobridge or further Pierre and Rapid City to the south. Highway 1806, follows the Missouri River through the Standing Rock Reservation and serves as the main transportation route for the communities of Cannonball, Fort Yates, Kenel and Wakpala. Other main Indian communities are located some distance from major transportation networks. Since there is no mass transportation system on the reservation, residents rely heavily on privately owned vehicles or secure rides where available.

Sitting Bull College has coordinated Public Transit since 1989. This is the only public transportation system serving geographically isolated communities throughout the Reservation. Passengers are dropped off and picked up at the respective employment, daycare, training and other locations. All vehicles have two-way radios and each driver has a cell phone, voicemail and radios that help to communicate the needs of the passengers.

In addition to providing five daily fixed routes within or near the Reservation boundaries. Passengers can be taken to Bismarck, ND for medical appointments, shopping or recreation. The Standing Rock Public Transportation Program and three other transportation organizations in the Dakotas worked together to establish a bi weekly bus service between Bismarck, ND and Rapid City, SD, including a route that goes through Pierre, South Dakota.

Eleven inter-city routes are provided Monday through Friday for Mobridge, Wakpala, Kenel, Little Eagle, Bullhead, McLaughlin in South Dakota. They service Fort Yates, Porcupine, Selfridge, Cannon Ball, Solen, Prairie Knights Casino and Bismarck-Mandan in North Dakota.

The Standing Rock Public Transportation Program is locally funded by Sitting Bull College and Standing Rock Sioux Tribe. Benefits to the passengers are substantial, considering that over 50% of the available workforce is unemployed, transportation removes one obstacle for the unemployed.

In addition to the paved roads on Standing Rock, there are many roads on Standing Rock that are gravel only. Total Roads on the Standing Rock Reservation

are 435 roads equaling to 156 miles of roads on the reservation. Inclement weather in winter and spring makes accessibility to these roads difficult.

EDUCATION

Education attainment of the Tribe is 86.9% has graduated high school, which is comparable to the national rate of 89.4%; 15.3% have obtained a Bachelor's Degree or higher; with only 3% of the population that have gone to post graduate school.

The Tribe provides preschool education for 0-5 years old children through the Standing Rock Head Start Program. This tribal program is vital to the communities as it provides education, jobs and a safe, nurturing environment. Head Start centers are in every community except Kenel, these students are bussed 10 miles down the road to Wakpala. Schools providing K-12 educational services are located in almost every community on the reservation. Public Schools are located in McIntosh, McLaughlin, and Wakpala on the South Dakota side and Fort Yates, Selfridge and Solen on the North Dakota side.

There are ten schools within the boundaries of the reservation that students in grades K-12 who reside on the Standing Rock reservation attend. There are three tribal grant schools: Little Eagle Grant School (SD), Rock Creek Grant School (SD), and Standing Rock Community School (ND). Two of the grant schools are in SD and one is in ND. There are six public schools: McIntosh Public School (SD), McLaughlin Public School (SD), Selfridge Public School (ND), Solen/Cannonball Public School (ND), Fort Yates Public School (ND), and Wakpala Public School (SD). Three are located in SD and three are in ND. There is one private school St. Bernard's Mission School located in ND. There is one tribal

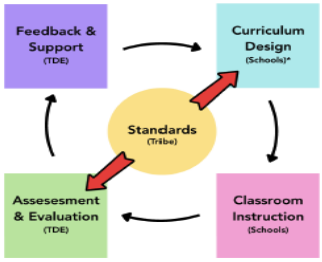
college, Sitting Bull College, which serves as the primary post-secondary educational institution on the Standing Rock reservation.
Standing Rock Reservation, SD--ND
Source: 2019-2023 American Community Survey 5-Year Estimates attached in appendix.

While formal schooling has historically been used to forcibly assimilate and therefore eliminate Dakota/Lakota identities and peoples, formal schooling today often serves as a means of preparing youth for life both on and off the reservation by maintaining and strengthening cultural identity in students. The Standing Rock Sioux Tribe, through its government, has an opportunity and obligation to lead through supporting formal educational institutions on the reservation. This develops educational environments that resist colonial assimilation ideologies and makes sure students leave school with the knowledge and skills to be strong Dakota/Lakota relatives and leaders.

“2024-2025 K-12 Standards Development Project” helps the Tribe enact its sovereign authority to shape learning environments that strengthen our Standing Rock Oyate. This project accomplishes these with a needs- and feasibility-based approach through sets standards that can be implemented in schools, within specific time frames. It also provides as much background information as possible to help teachers develop effective lesson plans and classroom activities.

Tribal Education Standards function as an important link between our Tribe’s goals as a community and educational systems that serve the community. They therefore play a fundamental role in the work to deliver quality education to Standing Rock students. With a clear set of standards, schools and supporting organizations such as the Tribal Department of Education and Iyapi program can better organize their educational efforts around goals the Tribe deems most important.

Figure 1 depicts a chart that shows how educational tasks performed by schools and TDE are organized around Tribal Education Standards.



The chart to the left, demonstrates how the Tribe sets the standards, the schools determine curriculum that meets those standards (with the help of TDE, if needed), the schools deliver the curriculum in the form of classroom instruction, while TDE assesses and evaluates the schools' progress towards those standards, and provides feedback and support to those schools so that they can better achieve those standards.

1) Development of standards should not be confused with the process of standardization. Standardization means making education, including curriculum and classroom instruction the same across all schools. Standards, in contrast, focus on the result of that education, and set expectations for what learning objectives should be achieved in each area. The SRST Title XXV Education Code maintains that educators can work to meet Tribal Education Standards in whichever way they see fit. In accordance with the code, the 2025 Tribal Education Standards do not dictate the means, ways, or methods schools use to meet these learning goals.

2) These standards are for schools, not for the general community. However, community support and engagement to maintain these standards in schools is necessary.

3) These standards have been developed with the understanding that the preservation and maintenance of our Dakota/Lakota language and culture should not be the sole responsibility of schools, rather schools can play an important role in a community that supports language and culture education.

4) These standards have been developed to address the community's most pressing needs and are a starting place for Dakota/Lakota content education in schools; the Education Code requires that standards be reviewed and updated as needed.

5) These standards are not meant to wholly replace the Oceti Sakowin Essential Understandings (OSEUs) from South Dakota or the North Dakota Native American Essential Understandings (NDNAEUs). Rather, these standards provide targeted goals for specific educational opportunities in which the Standing Rock

Sioux Tribe has the most influence and control. A list of the ways the Standing Rock Tribal Education Standards overlap with both OSEUs and NDNAEUs is found in the appendix. Teachers of all subjects should refer to resources such as OSEU and NDNAEUs when incorporating Dakota/Lakota specific knowledge in their classrooms.

Ensuring all educators have a solid foundational knowledge of the Standing Rock Oyate is the best way to strengthen Dakota/Lakota language and culture education in all subject areas, not just the Language, Culture and Tribal Government Classes. With this foundation, educators can more easily use other resources such as the Oceti Sakowin Essential Understandings from South Dakota and the North Dakota Native American Essential Understandings, as well as those developed by local educators to incorporate Dakota/Lakota knowledge in their own classrooms.

Implementation of these standards for teacher orientation and certification will involve approval of a new teacher certification course taught at Sitting Bull College by the States of South Dakota and North Dakota as well as approval by Sitting Bull College's Curriculum committee. In addition to the college course, these standards provide a framework for the Tribal Department of Education to develop topic-specific professional development opportunities for educators on or near the reservation. To help facilitate the college course and professional development opportunities, this working group documented activities, sample

lesson plans, and other resources that can be used to achieve the learning outcomes. These documents can be accessed through the Tribal Department of Education.

Post-Secondary Education

Tribal Education Scholarship Program assists enrolled members of our Tribe with financial aid. This assistance is for students that are seeking Certificates, Associates, Bachelors and Graduate Degrees to pursue individual careers and contribute to the advancement of the Standing Rock Sioux Tribe. This is available for any College or University that is accredited.

Sitting Bull College (SBC) is a Tribal College located on the Standing Rock Reservation in North Dakota with two sites in South Dakota. Guided by Lakota/Dakota culture, values, and language, Sitting Bull College is committed to building intellectual capital through academic, career and technical education, through promoting economic opportunity along with social development. SBC's Vision comes from our namesake, Chief Sitting Bull. We pursue our Mission by focusing on our students and the communities they live in.

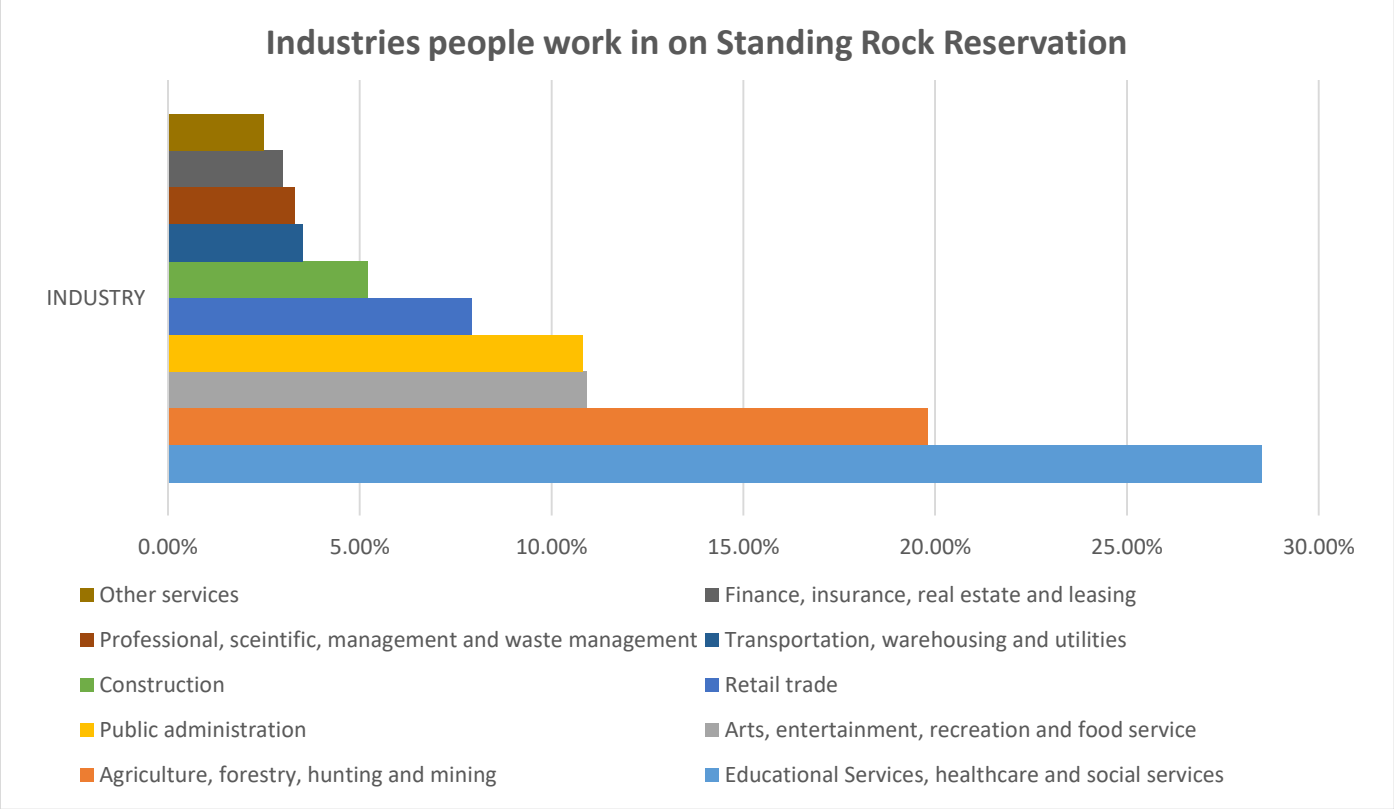
SBC offers 7 short-term certificates in: Building Trades Certificate, Commercial Driver's License, Cybersecurity and Data Privacy, Electrical, Heavy Equipment Operations I & II, Veterinary Assistant Certificate and Welding Certificate.

The Sitting Bull College offers 12 Associate's Degrees in Business Administration, Criminal Justice, Cybersecurity and Data Privacy, Early Childhood Education, Environmental Science, General Studies, Human Service Technician, Information Technology, Native American Studies, Practical Nursing, Nursing Transfer (for people wanting to continue their education in Nursing), Teacher Education.

There are 10 Bachelor's Degrees offered in Social Work, Business Administration, Criminal Justice, Early Childhood Education, Elementary Education, Environmental Science, General Studies, Information Technology, Native American Studies and Secondary Science Education.

The Sitting Bull College also offers Masters Degrees of Education in Curriculum and Instruction, Environmental Science and Business Administration.

WORKFORCE



In 2024, the Tribe partnered with the North Dakota Indian Affairs Commission to conduct an asset mapping of our Districts and identify the workforce issues of the Standing Rock Reservation. This complete report included a catalog of all of Standing Rock's economic assets, including natural, cultural and infrastructure resources. The study was conducted in 2025, following are a few of the findings of the report.

Chosen methodology used was focused Interviews with Tribal leaders, HR managers, and key management stakeholders in Tribal Administration and Casino Management to gather qualitative insights. These focused interviews provided qualitative insights into the workforce challenges faced by the Tribes, including priority areas, workforce development strategies and community-specific concerns. Use of a qualitative approach allowed participants to express their communities' priorities and needs individually, without prejudice.

Surveys were designed then conducted both on the North Dakota and South Dakota side of the Reservation. They were collected to gain broader community feedback on workforce needs and economic opportunities. They were distributed through local networks and incentivized to encourage participation. Survey data helped quantify the workforce challenges identified during the focus group sessions.

Online research was done to gather data on economic assets using existing reports. Site visits were performed to visually document key economic assets and infrastructure, providing material for diagrams and photos.

Workforce Challenges

Key findings of this report were that the Standing Rock Sioux Tribe faces workforce challenges such as limited job opportunities, childcare access, and housing availability, which impact workforce participation and retention. Survey data highlights that 33% of respondents are uncertain about job growth, emphasizing a need for targeted development strategies.

Key economic assets include Prairie Knights Casino & Resort and Grand River Casino and Resort. However, gaps such as limited entrepreneurial support and infrastructure challenges present opportunities for economic diversification and growth.

The Standing Rock Sioux Tribe can achieve sustainable growth by leveraging its cultural and economic assets while addressing workforce challenges such as healthcare access and infrastructure gaps. Strategic investments in workforce training, healthcare, and economic diversification will foster resilience and align with community aspirations for a prosperous future.

Infrastructure Barriers

Infrastructure barriers are a significant issue for the Standing Rock Sioux Tribe, particularly in terms of housing and transportation. The remote location of the reservation means that many employees must commute long distances to get to work, often without access to reliable public transportation. This has become a major obstacle for recruitment and retention, especially in the winter when road conditions can be hazardous.

Housing is another major barrier. The shortage of affordable and available housing near employment centers makes it difficult for professionals, such as teachers, healthcare workers, and law enforcement officers, to live and work on the reservation. Without adequate housing options, many skilled workers are forced to commute from neighboring communities or leave the area altogether.

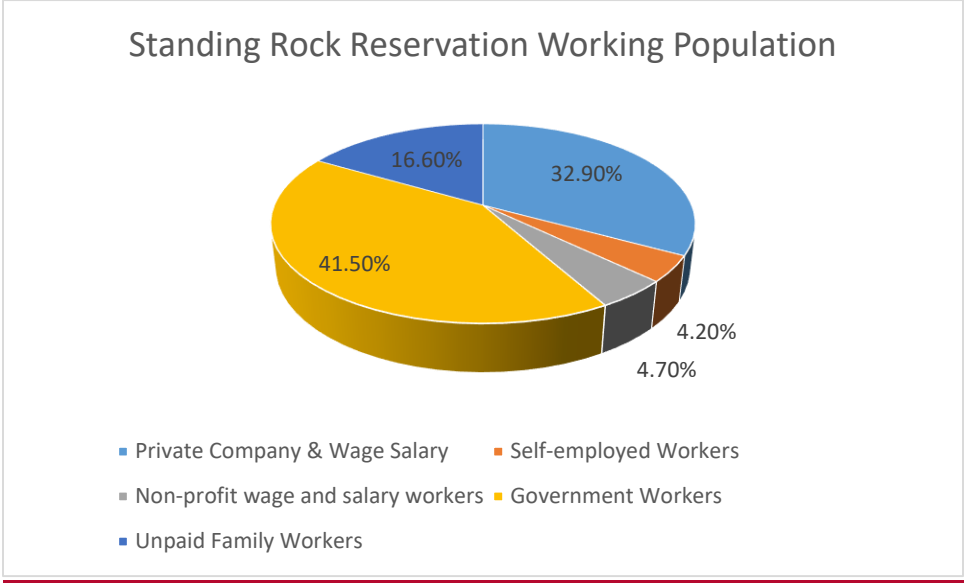
Healthcare workforce shortages

Standing Rock faces critical shortages in healthcare professionals, including doctors, nurses, mental health professionals, and specialists. The remote nature of the reservation and the lack of competitive salaries make it difficult to attract and retain qualified healthcare workers. Elected leaders expressed concern over the tribe's reliance on external healthcare providers and the long-term sustainability of its healthcare services without developing local talent. To address this issue, both elected leaders and HR professionals suggested investing in local healthcare training programs and partnerships with universities to encourage tribal members to pursue careers in healthcare. Additionally, offering scholarships and other financial incentives for healthcare education could help create a more sustainable healthcare workforce within the community.

Data from the focused interviews were carefully analyzed to identify common themes, such as skill shortages, workforce gaps, and specific training needs. There is significant turnover at the Casinos. People leave because they can't handle the shift work, weekend hours and remote nature of the reservation. Elected leaders also noted critical workforce shortages in essential areas such as trades (electricians, plumbers, and HVAC professionals) and professional roles like attorneys, teachers and healthcare providers.

Both elected leaders and HR professionals highlighted significant gaps in customer service and technology proficiency.

Government Jobs



2024 American Community Survey 5-year Estimates-U.S. Census Bureau

The Standing Rock Reservation has a federally-funded job base. Government jobs make up 41.5% of total jobs. The economy of Standing Rock reservation is not highly diversified; most jobs on the reservation are either federally-funded government positions or with tribally-owned businesses, including the casinos and Standing Rock Development Corporation. Non-government jobs are limited to mostly agriculture, and the most profitable of these private sector agricultural businesses are owned by non-Natives.

Tribal Employment and Contracting Rights Office (TERO)

Core Purpose and Authority

The TERO ordinance was established to combat discrimination and economic barriers facing Tribal members. It asserts the Tribe's sovereign power to:

- Enforce Indian preference in hiring, training, and contracting. · Regulate all "Covered Employers" and "Covered Entities" operating within the reservation boundaries.
- Raise revenue through TERO fees to fund the Tribal Employment and Contracting Rights Office.

Key Components

- TERO Commission & Office: Establishes the regulatory bodies responsible for enforcing the ordinance, investigating complaints, and holding compliance hearings.
- Employment Preference: Requires employers to give priority to "Local Indians" and other enrolled tribal members for job opportunities. It also establishes a Tribal Hiring Hall and requires "Compliance Plans" for employers.
- Contracting Preference: Mandates that priority be given to certified Indian owned firms for contracts and subcontracts over $500.00.
- Enforcement & Sanctions: Grants the Commission power to issue citations, impose civil fines, and even order the suspension of operations for entities that fail to comply with preference laws.
- Sovereign Immunity:

The ordinance explicitly states that the Standing Rock Sioux Tribe and its agencies (including the TERO Office) maintain sovereign immunity from suits, except for specific administrative appeals to the Tribal Court for injunctive relief.

TAX

The earliest form of taxation or licensure on Standing Rock in the modern era started with the Privilege Tax. This came into effect November 1, 1977.

Privilege Tax: All persons, except tribal members of the Standing Rock Sioux Tribe, shall pay taxes for the privilege of doing business on the Standing Rock Indian Reservation by the leasing or permitting of Indian Lands. The Standing Rock Tax

Department works with the Tribal Land Department to administer the tax collection.

In February 2010 the Standing Rock Sioux Tribe began requiring a Business License for all vendors conducting business with the Tribe or its tribal members. Since the inception of this tax, there has been some resistance with non-tribal members on fee land to comply with the Business Tax, but if they are doing any business with the Tribe or its entities, it is enforced. In the last 5 years

there has been an average of 300 businesses applying for a Tribal Business License.

Tax agreements with South Dakota: In 1991, the SRST entered into a tax collection agreement with South Dakota for sales and use, cigarette and tobacco and contractors excise. That tax collection agreement provided for a split of 54% for the State of SD and 47% for the Standing Rock. In 2003, the SRST added a motor fuels tax to the agreement along with tourism, amusement device and excise tax on farm machinery. The last tax collection agreement went into effect in January 2014 with the State of South Dakota. The current split with South Dakota is 69% for Standing Rock and 31% for South Dakota.

Tax agreements with North Dakota: The Standing Rock Sioux first entered into an agreement with North Dakota in 1993. The agreement was for the sharing of cigarette and tobacco tax revenue. The split agreed to at that time was 75% tribal share and 25% state share. The next agreement with North Dakota was in 1998 and this was for the Motor Fuels tax collections. This agreement also provided for a 75% tribal share and 25% state share. Both of the above agreements were renegotiated and new tax collection agreements went into effect May 1, 2015. The major change to these two collection agreements was that the tribal share changed to 87% and the state share of 13%.

In May 2016 the Standing Rock Sioux Tribe entered into a tax collection agreement with the State of North Dakota for sales and use tax collections. This was the first agreement of its type in the State of North Dakota. The agreement provided for an 80%/20% split of tax revenue with the Tribe receiving 80%. On March 6, 2017 that this tax collection agreement was no longer in effect with the State of North Dakota. The Standing Rock Tribal Council acted on motions to continue with sales and use tax collections but not through a tax sharing agreement with North Dakota. At this time, we are collecting 100% of any sales and use tax collections.

BUSINESS DEVELOPMENT

Standing Rock Development Corporation

In November of 2007, the Standing Rock Sioux Tribe formed Standing Rock Development Corporation. The purpose of this corporation is to engage in lawful act or activity for which corporations may be organized under the laws and regulations of the Standing Rock Sioux Tribe. Standing Rock Development Corporation will manage all of the for-profit businesses of the Tribe, except the Casinos.

Under the management of the Standing Rock Development Corporation there is four Tribal Businesses: Standing Rock Telecom; Rock Propane; Rock Energy (which is two gas stations); and Rock Septic.

Telecom/Broadband

Standing Rock Telecommunications (SRT) is a pioneering, 100% tribally owned and operated wireless carrier of the Standing Rock Sioux Tribe. Founded to assert tribal sovereignty over digital infrastructure, SRT was the first tribal entity in the United States to be designated by the FCC as a wireless Eligible Telecommunications Carrier.

Core Infrastructure & Coverage

Unlike many rural areas that rely on outside corporations, the Standing Rock Sioux Tribe owns the critical infrastructure powering its network.

· Comprehensive Reach: SRT has strategically deployed towers and infrastructure in every community within the tribal boundaries, ensuring that even the most remote districts have access to modern communication.

· Network Technology: The network utilizes 4G LTE and 5G-ready fixed wireless technology, primarily leveraging 2.5 GHz mid-band spectrum to deliver high-speed data and voice services across the reservation’s rugged terrain.

Key Services

As a federally recognized ETC, Standing Rock Telecommunications provides essential services tailored to the economic realities of the community:

· Wireless Voice & Data: Nationwide unlimited talk, text, and data plans designed for individuals and families.

· Fixed Wireless Internet: High-speed home internet (LTE 4G/5G) that serves as a cost-effective alternative to expensive wired installations.

· Lifeline & Subsidized Programs: Participation in federal programs to provide discounted services to low-income households, ensuring that no tribal member is left behind in the digital age.

· Business Solutions: Dedicated plans and custom networking to support tribal government operations, schools, and local businesses.

Standing Rock Propane

Standing Rock Propane has four businesses that they manage. The first is the Propane Company which is a propane company that delivers propane to people within the Standing Rock boundaries, but they also work with other Tribes and sell propane to them. They have a total of 1,200 customers. They also help other Tribes open their own Propane Companies and assisted them with the business model. The goal is to get into more of the Contracting of larger loads of propane for other Tribes.

The Rock Energy is a gas station, they have one in Fort Yates, ND and one in McLaughlin, SD. The Tribe assisted with infrastructure capital to set these businesses up for success.

Then they have Rock Septic, where they pump out people septic systems. They have around 300 customers that use this service.

Casinos

Prairie Knights Casino and Resort(PKC) is located about 50 miles south of Bismarck/Mandan. The Casino is owned and operated by the Standing Rock Sioux Tribe. The Casino has high stakes gaming options along with 725 slot machines, blackjack, craps, among other games. The lodge portion of the casino consists of 200 rooms. PKC also has a pavilion where they are able to have concerts and other high scale events.

PKC contributes to the local economy. In 2024, 332 people were employed by PKC, 58 of them commuting from Bismarck/Mandan. 232 are enrolled members of Standing Rock. 85 Bismarck/Mandan area businesses provide contractual labor at PKC. They are: Hunt Construction, Odney, River City Heating & Air, Lillis Electric, Electronic Communications, Schick Enterprises, Bismarck-Mandan Security, Skeels Electric. PKC has make $5,468,245 total annual purchases form Bismarck/Mandan area businesses. The Casino utilizes 108 business from Bismarck/Mandan. In 2024, PKC contributed $43,482 in donations. Prairie Knights Casino employees receive in excess of $21,300,000 in wages and benefits which directly contribute to local economies.

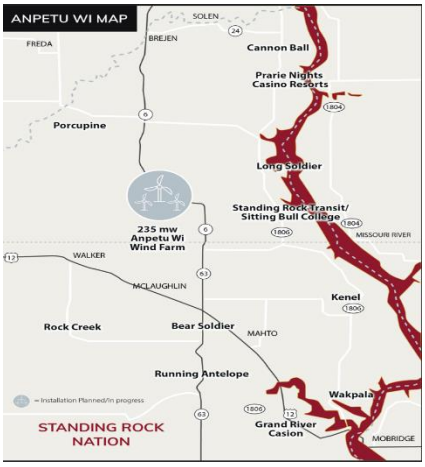
Grand River Casino (GRC) is located west of Mobridge, South Dakota on the Standing Rock Reservation. The Casino is owned and operated by the Tribe. The

Casino and Resort is smaller than PKC still have black jack, poker, sports betting, slot machines, and are getting roulette and craps machines. The Lodge has 40 hotel rooms; 8 RV sites; 6 Cabins and 81 campsites.

SAGE

Energy Distribution Systems

The Standing Rock Sioux Tribe is actively developing energy distribution centers through initiatives like the SAGE Development Authority. This authority aims to transition the Tribe to renewable energy sources, with projects such as the Anpetu WI Wind Farm, which will provide clean energy and support economic growth. Anpetu Wi Wind Farm is expected to generate significant revenue and create jobs, making it a crucial component of the Tribe's energy strategy. Additionally, the Tribe is focusing on sustainable energy development and community engagement to foster energy independence and resilience.



Anpetu Wi Wind Farm is a 235MW wind farm that prioritizes people, land, and nature over profit. This will be the first Native-owned utility-scale energy project in the United States with historic Developer Service Agreement (DSA) that enables

Standing Rock to retain ownership and maximize revenue of the wind farm. Anpetu Wi is a transformative energy project paving the way for other communities. The project is expected to generate over $100 million in revenue over 25 years. This substantial income will be reinvested into SAGE's community serving projects, amplifying our impact on local development. SAGE prioritizes hiring and training Tribal members and regional workers, focusing on building skills and providing employment opportunities in the renewable energy sector. This project represents a strategic investment in the future wealth and well-being of the Standing Rock Nation.

The Upper Midwest Inter-Tribal EV Charging Community Network is a Native-led public-private partnership to address plug-in electric vehicle (PEV) barriers for Tribal members in the Upper Midwest. Objectives for this project will be accomplished through the installation of charging equipment on highway corridors and strategic community locations; the deployment of electric

vehicles in Tribal fleets; the collection and analysis of data; and a robust education and outreach effort reaching Tribal members, college and technical school students, auto dealership staff, first responders, other Native Nations, and many other audiences.

The grant provided the following infrastructure for EV's on Standing Rock:

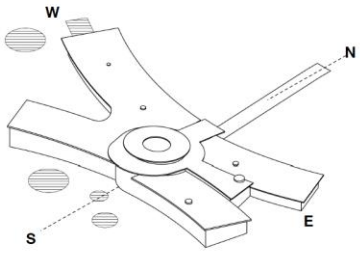
- 6 Plug In EVs for various fleet operators across SRST
- 6 DC fast charging stations
- 16 Level 2 charging stations
- Workforce training programs
- Community engagement and education programs

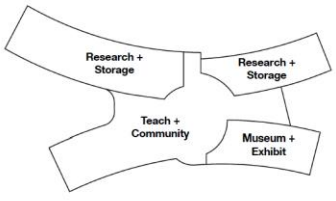
Interpretive Center

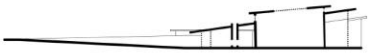
SAGE has a goal to exert true sovereignty by providing the world with our own history dialog and artifact displays by building a museum interpretive center. Our Standing Rock Story deserves to thrive for future generations. This Museum Interpretive Center will be the first time our story will be told by our people, in our words and on our land.

Concept Design Narrative Cultural Center

We propose a concept design for the Cultural Center that does the following:







Form

Bridges indoor and outdoor, and earth and sky for ceremony and reflection

Function

Creates research and teaching spaces that allow for culture to be orally and physically communicated

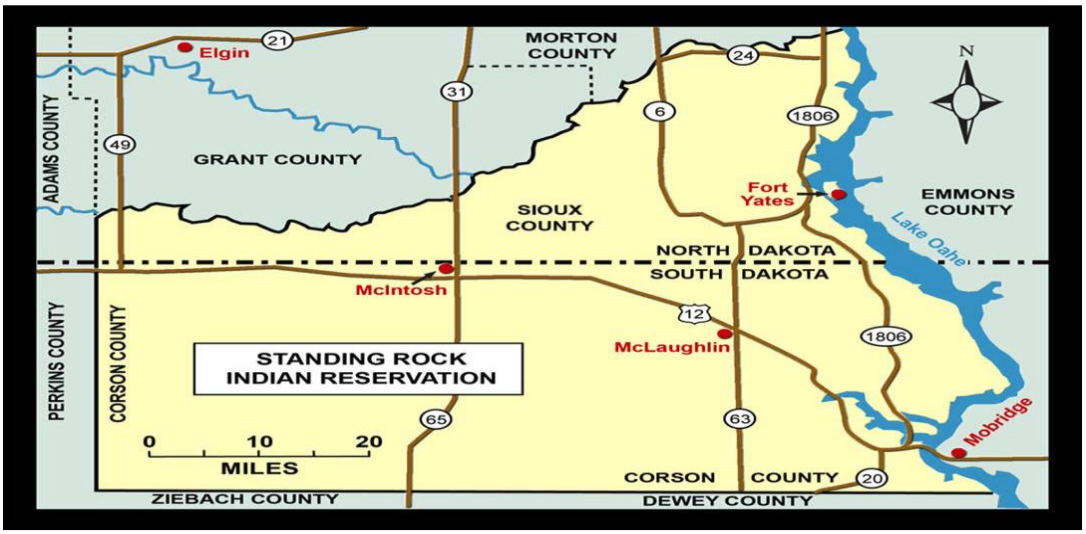
Fabrication

Creates spaces for visitors to connect to each other, their cultural items, and their land

ENVIRONMENT

Geographic

Standing Rock Sioux Reservation is located in south central North Dakota and north central South Dakota. This Reservation specifically includes all of Sioux County, North Dakota, and Corson County in South Dakota. In addition, a portion of two counties in South Dakota, Dewey and Ziebach, are included in the Reservation boundaries. Borders of the Reservation include: Cannon Ball River and Cedar Creek to the North, Perkins and Adams County line to the West, Missouri River to the East and Cheyenne River Reservation to the South.



Source: North Dakota Studies Curriculum, http://www.ndstudies.org, *The History and Culture of the Standing Rock.*

Climate

The Standing Rock Sioux Reservation climate is typical of the Northern Great Plains with the summer high temperatures of 110oF and winter lows of -30oF and average temperatures of 80oF in July and 21oF in January. Precipitation for the area in the summer averages 16-17 inches of rain and moderate to heavy snowfall in the winter.

A semi-arid, continental climate of this region is characterized by cold, dry winters followed by cool, wet springs and hot, dry summers. This region experiences

severe temperature extremes in the winter with subzero arctic air followed by dry Chinook winds, which brings unseasonably warm weather. Spring weather patterns characterized by severe thunderstorms resulting from sudden cold fronts pushing warm, unstable air, aloft. Although later in the year, drought is not uncommon and can lead to high wildfire risk midsummer.

Topography

Topography of the Reservation is level to rolling with areas that are hilly to very steep. Standing Rock Reservation consists of rolling prairie hills to farmland in the east and hilly grasslands and sharp, rising buttes in the west. The elevation of the reservation ranges from 2,170 feet above sea level at its highest point, Thunder Hawk Butte, to 1,608 feet along Lake Oahe, its lowest point.

Missouri Plateau, where our reservation is located, is a semiarid rolling plain of shale, siltstone, and sandstone punctuated by occasional buttes and badlands. Dry-land farming and cattle grazing are the prominent uses of land. This eco-region grows the following predominant crops: spring wheat, barley, oat and sunflower. There are mixed grasses found in areas that remain native.

River Breaks form broken terraces and uplands that descend to the Missouri River and its major tributaries. Rangeland and native grassland comprise the majority of this eco-region. The steep slopes along the river limit cattle grazing. Major tributaries such as the Moreau and Cheyenne rivers have riparian gallery forests of cottonwood and green ash along their banks; only remnants of woodlands can be found in the draws and alluvial flats.

Occasional buttes, areas of badlands, and numerous salt pans appear on the Moreau Prairie. Soils tend to be alkaline making this eco-region less productive agriculturally although it is used for occasional dry-land farming of alfalfa and wheat. Most of the region is ranchland used for grazing cattle and sheep.

Vegetation

Standing Rock Sioux Reservation is classified as Dry Domain, Steppe Division, Great Plains Province, Short Grass Prairie. This area is considerably flat with occasional valleys, canyons, and buttes. This eco-region has numerous species of short grasses that tend to grow in sparsely distributed clusters creating scattered shrubbery and some low trees. Trees are sparse with the majority growth in the ravines and tributaries. Ground cover is also sparse and soil is exposed. Extremes in climate contribute to soil erosion.

Farming and ranching are the primary industries on the Reservation; and much of the mixed-grass prairie has been cultivated into farmland or pastureland. Alfalfa and hay are the primary crops on pasturelands which are used for cattle, buffalo and sheep grazing. The principal agricultural crops are spring wheat, sunflower seed, corn, oats, barley, and forage.

Agriculture

As a managed resource, agriculture has played an important cultural and economic role throughout the Tribe's history, and will continue to be an important source for economic growth and cultural strength into the future. In order to ensure its vitality as an industry and resource, its foundational resources – people, land and water – must be carefully considered and managed in an integrated manner. This document references the Agricultural Resource Master Plan [ARMP] to maintain a current summary of the Tribe's agricultural resources and to communicate important issues and management goals to other resource managers and departments.

Terms of the 1868 Treaty of Fort Laramie established the Great Reservation of the Sioux Nation from the lands of the western slope of the Black Hills bounded by the Niobrara River on the South, Missouri River on the East, and Cannonball River on the North.

With the discovery of gold in the Black Hills, the Great Reservation of the Sioux nation was drastically reduced and broken up to create seven separate

Sioux reservations: Standing Rock, Cheyenne River, Lower Brule, Crow Creek, Pine Ridge, Rosebud and Flandreau/Santee.

Although the Reservation's boundaries encompass 2.3 million acres, the Tribe and its members own approximately 42% of the land within its boundaries. Homestead Acts of 1908 and 1931 greatly reduced the tribal ownership of lands by congressional actions that authorized the sale of 160-acre tracts within Reservation boundaries to "bona- fide settlers."

This resulted in a checker-boarded land status, with various land owners and governmental jurisdictions co-existing within the Reservation boundaries.

Bureau of Indian Affairs, Standing Rock Agency, utilizes the Code of Federal Regulations (CFR), Title 25 Indians, Parts 162 and 166 to manage and enforce the leasing and permitting of trust lands. The Constitution of the Standing Rock Sioux Tribe, Article IV, Section 1 (h), (i), (j), gives authority to the tribal council to manage and direct the use of the Tribe's land resources.

The number of acres held in trust by the Bureau of Indian Affairs on behalf of the Tribe and its members is 850,325. Of this total, the Tribe owns 357,533 acres and the individual members of the Tribe and the Tribe own 492,792 acres. Standing Rock Tribe also owns over 38,000 acres of fee lands. These lands are primarily utilized for grazing purposes, dry land farming, and home sites for individual members.

Bureau of Indian Affairs, Standing Rock Agency, manages the grazing permits and agricultural leases. Grazing permits are issued for a five-year period and permitted first by Allocation to enrolled members, then by Indian Preference Bid to enrolled members, and finally by straight bid, utilizing the procedures outlined in the Standing Rock Sioux Tribal Grazing Resolution. Agriculture leases are contracts for a five-year term with stipulations that are a part of the lease contract. There is preference granted to enrolled members of the Tribe for leases that are tribal land only.

While many challenges exist concerning agricultural management on Reservation lands, including fractionated land ownership and water management

issues, which are addressed in detail within this document, there are also important agricultural opportunities on the Reservation. An important resource is the prime farmland that exists and the potential to elevate other land areas to this status through proper soil and irrigation management. In Corson County alone, about 205,200 acres, or nearly 13% of the total acreage, meets the soil requirements for prime farmland. The 1986 Soil Survey for Corson County, SD, provides the following description of prime farmland:

Prime farmland, as defined by the U.S. Department of Agriculture, is the land that is best suited to food, feed, forage, fiber and oilseed crops. It may be cultivated land, pasture, woodland, or other land, but it is not urban or built-up land or water areas. It either is used for food, fiber or is available for those other crops. The soil qualities, growing season, and moisture supply are needed for a well-managed soil to produce a sustained high yield of crops in an economic manner. Prime farmland produces the highest yields with minimal expenditure of energy and economic resources, and farming it results in the least damage to the environment.

Prime farmland has an adequate and dependable supply of moisture from precipitation or irrigation. Along with these factors, temperature and growing season are favorable, and the level of acidity or alkalinity is acceptable. Prime farmland has few or no rocks, being permeable to water and air. It is not excessively erodible or saturated with water for long periods and is not frequently flooded during the growing season. Slope ranges mainly from zero to six percent. Soils that receive an inadequate amount of rainfall qualify as prime farmland only in areas where this limitation has been overcome by irrigation.

Agricultural Economic Inputs

Primary economic outputs include livestock production, but wildlife values are also a major economic consideration for these lands, especially range lands. Environmental values of these lands are extensive and provide many essential ecosystem services, such as clean water, wildlife habitat, and recreation opportunities. Scenic, cultural, and historic values of these lands

provide not only economic benefits, but also quality of life values cherished by many.

Croplands are those cultivated areas used for the production of harvested crops. Two subcategories of cropland are recognized: cultivated and non-cultivated. Cultivated cropland comprises land in row crops or close-grown crops and other cultivated cropland. For example, hay land or pastureland that is in a rotation with row or close-grown crops. Non-cultivated cropland includes permanent hay land and horticultural cropland.

Pasture describes a land use type having vegetation cover composed primarily of introduced or enhanced native forage species that are used for livestock grazing. The majority of the Reservation's grazing lands are pasture with alfalfa and hay being the primary introduced vegetation types. Pastures are primarily used for cattle, buffalo and sheep grazing.

Pastures may be irrigated and receive periodic renovation and cultural treatments such as tillage, fertilization, mowing and weed control. Pasture vegetation can consist of grasses, legumes, other forbs, shrubs or a mixture. This land type differs from range in that it primarily produces vegetation that has initially been planted to provide preferred forage for grazing livestock. Some common introduced forage species are tall fescue, orchard grass, red and white clover, and bermuda grass. Some cropland and pasture land has been converted to native warm season grasses such as switchgrass, bluestems, indiangrass, and gamagrass; these conditions exist on the Reservation lands.

In addition to providing benefits for foraging livestock, pasture provides a source of shelter and food sources for wildlife. Well managed pasture captures rainwater that is slowly infiltrated into the soil which helps recharge groundwater. Pasture is the basis of any livestock operation that is truly sustainable. It is especially important as livestock grazers continue to experience extraordinarily high fuel and other input costs.

Most pasture land consists of perennial grasses and legumes, but also annual grasses are often planted to achieve maximum yield for that season. To

maximize production, fertility needs must also be met. Many pastures in the U.S. are not meeting their production potential due to low fertility status. In terms of grass and other vegetation types, pasture lands are typically a mix of cool season forages. Due to climate variation and pasture management, forage species composition often is in flux. The duration and number of grazing livestock significantly influences the persistence of one species over another. Introducing other species can be beneficial as diversity can bring other nutritious sources of food for livestock. However, weed species can encroach and out-compete desired forages. Legumes are seeded or are naturally established in most cool season pasture systems. When managed properly, legumes provide needed nitrogen for grasses and protein for livestock. Warm season grasses are established for pastures in areas of the country where it is too hot for cool season grasses, where soils have less water holding capacity, or to fill a summer void when cool season grasses are less productive.

On the Reservation, rangeland would include those grazing areas not actively planted with alfalfa and hay or other forage species, and includes pockets of native prairie. Rangeland can be broadly understood to be similar to pasture in terms of its use as grazing land; however, it is distinct in that it is not irrigated or actively managed to sustain forage crops such as alfalfa or hay. USDA NRCS describes rangelands as follows: lands on which the indigenous vegetation is predominately grasses, grass-like plants, forbs, and possibly shrubs or dispersed trees. Existing plant communities can include both native and introduced plants. Disturbed lands that have been re-vegetated naturally or artificially are included. Management of rangelands occurs primarily through ecological processes, rather than agronomic applications. Grazing, by both domestic livestock and wildlife, is the most common ecological management process, with fire and weather extremes also being significant ecological factors. Rangelands include grasslands, savannas, shrub-lands, most deserts, tundra, alpine communities, marshes and meadows.

Rangelands provide a diversity of ecosystems and also provide a diverse and significant production of economic benefits and ecosystem goods and services. Livestock production along with sustainable wildlife populations

provide major direct economic benefits. Also tourism, recreational uses, minerals/energy production, renewable energy, and other natural resource uses can be very significant. Vital ecosystem contributions include clean water, clean air, fish/wildlife habitat, as well as intangible considerations such as historical, cultural, aesthetic and spiritual values.

Much of the Reservation is rangeland and pasture suitable for grazing beef cattle. Increased cattle production is an important economic development opportunity for the Reservation, but is challenged by degraded range and pasture lands. Evidence of land degradation over time includes low forage production and large prairie dog towns. Prairie dogs (Cynomys ludovicianus) are one of the major

impacts on the productivity of rangelands in the region. Prairie dogs are often considered a nuisance species because they compete with livestock for valuable forage resources. However, a total control of prairie dogs, which is often the solution in other nuisance species, is challenging for several reasons. First, the sheer number and dispersion of the prairie dogs make poisoning a logistical challenge and an expensive undertaking that leads to environmental impacts like bioaccumulation. Second, there are integrated management concerns with the Game and Fish department because prairie dog hunting is a key part of their tourism program and revenue stream. They are also the main source of food for the endangered species, Black footed-ferret, that is in protected locations across Standing Rock reservation. Third, integrated management challenges also exist with the pursuit of a prairie dog eradication program on cultural resources and sensitive historic sites.

Wildlife

The SRST Game and Fish department has the authority and responsibility to manage, conserve, protect and enhance fish and wildlife populations along with related habitats within the exterior boundaries of our reservation (more than 2,300,000 acres). Standing Rock reservation is dominated by a temperate grassland biome. Although grasses and crops cover most of this region, deciduous trees such as cottonwoods, elms, and willows are common near rivers and in shelter belts. Mammals in this area include bison, deer, pronghorn, coyotes, and

prairie dogs. The state bird, the ring-necked pheasant, has adapted well to the area after being introduced from China. Growing populations of bald eagles are spread throughout the state, especially near the Missouri River. Riparian areas and lakes throughout our grasslands support populations of walleye, carp, pike, bass, and other species. The Missouri River also contains the pre-historic paddlefish.

The Standing Rock Game and Fish Department has been conducting fish and wildlife surveys across the reservation since 2013 and implemented a valuable resource inventory tool called ground counts. It typically involves field surveys (sometimes 4 biologists) 10 months of the year, encompassing over 2000 miles of survey. Data collection and assessment for whitetail deer, mule deer, elk, antelope, wild turkey, sharp-tail grouse, ring-necked pheasant, Hungarian partridge, mourning dove, all species of waterfowl, furbearers and a plethora of non-game observations critical to the ecology of the reservation are documented. The table shows below a simplistic representation of where our current revenue generating species stand since 2013 according to our ground count assessments. Waterfowl and non-game species are not presented.

Whitetail deer, ring-necked pheasant and wild turkey are below 12-year averages, however all other game species are above 12-year averages. Dr. Gutzmer is a member of the Wildlife Society' Wildlife Disease Association Indigenous Task Force overseen by Heather Fenton DVM, MVSc, DACVP, DACVPM from Australia and is keenly aware and watching for disease infestation in our whitetail deer herds. Gamebird populations fluctuate normally; however, pheasant populations are recovering consistently with a 4.2% increase in our brood counts observed in 2025. Turkeys are also susceptible to disease and are currently being evaluated. Dr. Gutzmer recommended a habitat fund be started at the Wildlife Commission meeting in March 2025. This would provide funding for food plots, forage and escape cover and overall population sustainability with the use of surrogaters. One has been Many habitat improvements would make a tremendous difference.

2013-2025	White Tail deer	Mule deer	Antelope	Pheasant	Grouse	Turkey	Partridge
2013	179	63	97	510	215	193	15
2014	91	68	86	803	50	305	16
2015	218	214	112	1452	1633	393	100
2016	264	199	177	1698	1677	398	166
2017	240	239	205	712	124	181	87
2018	217	191	329	422	258	263	20
2019	183	226	263	66	105	137	0
2020	1273	587	251	460	1185	359	30
2021	497	1475	605	461	954	154	36
2022	465	810	583	1278	673	285	238
2023	387	967	557	1114	967	116	151
2024	466	721	306	862	904	147	303
2025	281	573	450	710	1493	192	254
	4761	6333	4021	10548	10238	3123	1416
12 yr ave.	396	528	335	879	853	260	118
above in 2025							
below in 2025							

Efforts to manage elk have proven effective as the reservation population is estimated to be over 300 at present. Unit 41, Porcupine Hills and the Bullhead area appear to support the core group of animals comprising our herds. We typically allow 8 to 12 animals taken by the districts each year and potentially may have to increase harvest to minimize any depredation issues. Tribal biologists have developed depredation plans since 2013.

Limited data on bobcat and mountain lions are currently available due to the difficulty in tracking these species and seldom picking them up in our surveys. Recent studies indicate both bobcats and mountain lions have increased nationwide and regionally. To date there have been no deleterious encounters and populations are in check. Both species also have state-level restrictions and procedures that the Tribe must align to when determining hunting rules.

The Department of Game and Fish currently manages a Buffalo herd of roughly 200-400 animals. At present, no hunting of the Buffalo is permitted (unless otherwise specified) and takings are primarily done by the Tribe for spiritual or community purposes. From a commercial perspective, roughly 50-80 calves are sold per year. The Standing Rock Tribe is currently examining its management strategies for this species. They are looking at a wide range of options including

eco-tourism development. This would include building an overlook/pullout where the herd grazes to provide more opportunities for members and tourists to observe the herd. Gutzmer in December 2024 submitted a grant proposal to the Bureau of Indian Affairs entitled “Buffalo Grasslands Restoration Project” which is still waiting for approval of funding. Gutzmer is also updating the Standing Rock Sioux Tribe Comprehensive Bison Management Plan, last updated in July 2006. Besides the Tribe’s buffalo herd, private owners run around an additional 1,500 buffalo on the reservation.

Poaching does not appear to be a factor on the Reservation at present. The Department of Game and Fish reports roughly four or five cases of poaching per year. Enforcement of hunting regulations is, however, an ongoing focus to ensure that it does not become an issue. Scientifically there are population aberrations that may be explained by poaching once proven.

Fishing is strictly controlled on the reservation and no unauthorized taking of fish is allowed. The tribe has a licensing process in place. Tribal waters are considered “Waters of the U.S.” and fishing regulations are more easily enforced on rivers and streams than on Oahe Reservoir. Tribal biologists are making strides in trying to manage lakes and wetlands in and around the reservations.

A new project “Baseline Assessment of Lake Tatanka on Standing Rock Indian Reservation” will be underway this spring. Utilized by tribal members and their families, this plan allows for the assessment and inventory of tribal Lake Tatanka. This project will provide a proactive mechanism on the reservation for further enhancement of surface water and wetland improvements, while protecting and benefiting all the species that use them. Pending funding accessibility, work will begin soon and intensify in spring 2026. Shoreline characterization, limnological baseline and fish community assessment headline the assessment priorities for the lake. We have preliminary information for Bullhead Lake and other aquatic sites sampled.

A portion of the role of the Department of Game and Fish also includes animal control. This includes predators, wildlife, and other domestic animals. The department has implemented a license requirement for domestic animals and

is also responsible for responding to issues such as animal bites, strays, and others. This department runs an impound and adoption program as part of that responsibility. An issue of concern for the Reservation is the lack of veterinary care. There are presently no veterinarians on the Reservation, and this causes issues in caring for the domestic animal population. At present, Rural Veterinarians of America are in residence on the Reservation twice per year to provide veterinary services. There is some concern that this may not be sustainable over the long-term and that some important needs are not being met.

Since 2013 the department has made tremendous strides in the management of our threatened and endangered species program. We have received funding from the U.S Fish and Wildlife Service and Bureau of Indian Affairs to establish baseline and presence of rare mammals like black footed ferrets, northern long eared bats, and developing non-invasive DNA sampling techniques for sampling them. In 2023, a NCE/Standing Rock grant request for the development of a non-

invasive DNA sampling method for surveying for black-footed ferrets was funded by the Bureau of Indian Affairs. If DNA is captured and tested for the black-footed ferrets observed in 2026, a relict population of black footed ferrets could be confirmed, which would significantly improve the prospects for preserving black footed ferrets in North America.

Currently, known ferret populations exist only at reintroduction sites where introduced populations remain small, fragmented, and intensively managed with only a few of these introduced populations producing wild-born adults. As a result of only a few breeding individuals left in the population, black-footed ferrets have lost 90% of their genetic diversity. A discovery of a relic population could save the species, with an infusion of new genetic material into this small group of animals. The tribe, working with USFWS, developed a black-footed ferret management area southeast of McIntosh, SD. As a result of these efforts, the Standing Rock Indian Tribe Game & Fish department collaborating with the USFWS, released 75 propagated ferrets on their reservation in the state of South

Dakota in a 2-year period, 2021-2023. Subsequent monitoring efforts after those re-introductions were done by USFWS. The Tribe must continue to monitor and actively manage its endangered species populations.

The ESA-endangered black-footed ferret was reintroduced to Standing Rock with releases in 2021 and 2022, and efforts supporting black-footed ferret reintroduction are ongoing. Among these efforts is an extensive effort to survey for black-footed ferrets. These surveys are conducted to evaluate key aspects of the reintroduction program. These efforts have almost exclusively involved spotlighting, which is the method used and recommended by the Black-footed Ferret Recovery Implementation Team [BFFRIT]. Although spotlighting for black footed ferrets is extensively used by BFFRIT, our extensive experience with this technique and an enormous, published literature strongly suggests that it is inefficient, very expensive, and likely unsustainable at the level needed on Standing Rock in particular, and range wide in general. Additionally, as spotlighting does not supply key data (e.g., genetic data), the acquisition of which involves highly invasive secondary actions, such as trapping and handling of the endangered ferrets. The current literature strongly discourages such actions in surveying rare and endangered animals, for which any disturbance is potentially highly detrimental.

Black footed ferret documented a few miles from North Dakota on Standing Rock in May 2025.

As noted above, wildlife management does have a significant economic impact on the Reservation. The subsistence value that comes from hunting by tribal members is a benefit. In addition, the Tribe secures revenue from hunting licenses with almost $1,000,000 to the department at the current time.

Beyond the licenses, the Tribe secures additional economic activity related to hunters coming to the Reservation. At present, there are 10 licensed guides on the Reservation, and some districts such as Bullhead are putting an emphasis

on increasing the number of tribal members employed as guides. The Tribe derives additional revenue from the dollars spent by hunters who visit the Reservation from lodging, fuel, food, and other purchases.

A 2007 study by the U. S. Forest Service put the economic multiplier from hunting at 1.73 for North Dakota and 1.76 for South Dakota. That same study puts the economic multiplier for fishing at 1.707 for North Dakota and 1.738 for South Dakota. The U.S. hunting industry supports a significant number of jobs, with recent reports indicating figures ranging from over 500,000 to nearly 1 million jobs, depending on the scope of industries included, from manufacturing firearms and gear to retail, hospitality, and conservation management, contributing billions to the economy through direct and indirect employment. For example, one analysis noted hunting supports 540,923 jobs, while another linked hunting and shooting to over 1.3 million jobs when considering the multiplier effect, highlighting its broad economic reach. The economic impact of hunting and fishing is significant. The economic impact of eco-tourism could be even greater. Tribal biologist Gutzmer has a draft plan for Standing Rock which could be very beneficial as the reservation occupies one of the last great and remaining land masses that is mostly unaltered for this important Great Plains ecosystem.

A key component of any healthy ecosystem is the wildlife within. For the Tribe, wildlife provides a source of subsistence to a number of the Tribe's members, as well as a source of revenue through the sale of hunting permits to hunters who are not members of the Tribe. Wildlife activities on the Reservation are managed by the Department of Game and Fish and the health of the species under management is monitored by a contracted tribal biologist. Staff of the department and the biologist conduct annual inventories of the species on the Reservation both to monitor the overall health of the species, as well as to set appropriate and sustainable limits for hunting – including both season length and bag/possession limits for tribal members and non-members.

Priority is given to tribal members in terms of access to permits and tribal members generally also enjoy longer seasons and higher take limits. This is aligned with the philosophy of helping to focus the resources of the Reservation on meeting the needs of the Tribe first. The Tribe is in the midst of updating its species inventory process to include enhanced ground counts in addition to what

have primarily been aerial surveys in the past. This is expected to help increase the accuracy of the count, especially for species of concern.

The Department of Game and Fish is chartered by the Tribe's conservation code, which is available on the Tribe's web site. This code sets forth the roles and responsibilities of the Department, but also set forth the legal and regulatory framework for wildlife management on the Reservation, including penalties and enforcement mechanisms. In addition to the framework set forth by the conservation code, the Department has established a specific management philosophy, the key principles of which are to maintain fish, wildlife and non-game species in sufficient numbers and variety, to meet the present and future economic, recreational and aesthetic needs of tribal members now and in the future.

Once tribal member consumptive needs are met, additional consumptive and/or non-consumptive recreational opportunities by other parties can be offered if appropriate and approved.

Game animal populations will be managed so that populations are at or just below carrying capacity of the land. Optimal sustainable yields are most desirable. Population surpluses will be maximized through annual harvests, or by other means necessary.

Fish populations will be maintained for their recreational, aesthetic and nutritional values to tribal members. Access to fish populations will be an important facet of fisheries management. Other aspects pertaining to fisheries management, i.e., hatchery operations and commercial baitfish operations are also included in this plan.

Full articulation of goals and objectives is available on the web site. This philosophy illustrates the delicate balance that the Department must achieve – managing the wildlife of the Tribe according to the desires of the members for subsistence and recreational use of wildlife while at the same time maintaining the sustainability of the wildlife stock.

The game species for the Reservation are as follows: Antelope; Deer; Furbearer (Mink, Muskrat, Red Fox, Beaver, Raccoon, Coyote); Pheasant; Geese; Bobcat;

Ducks; Mountain Lion; Prairie Dog; Turkey; Buffalo; Fish; Grouse/Partridge/ Dove; Small Game (Cottontail, Jack rabbit and Squirrel).

TRIBAL HISTORIC PRESERVATION

"The National Historic Preservation Act, 16 U.S.C. 470, was enacted in 1966 and amended in 1992. Under the 1992 amendments, Section 101 (d) (2) of the Act was created to allow federally recognized Tribes to assume certain responsibilities away from their respective State Historic Preservation Officers (SHPO).

Standing Rock Tribal Historic Preservation is a regulatory office and was officially designated as a THPO on August 14, 1996 by the Department of Interior, National Park Service, Washington, D.C. It was officially established in the Standing Rock Sioux Tribe Cultural Resource Code under Title XXXII Section 202 of the Code of Justice.

The Standing Rock THPO was the first established tribal preservation program in the United States. By becoming designated as a THPO, it allowed the Standing Rock THPO to manage the historical preservation of the lands within the boundaries of the Standing Rock Reservation. The Standing Rock THPO is a regulatory office and its establishment took jurisdiction and authority away from the State Historic Preservation Offices (North Dakota and South Dakota) for the historic preservation of the Reservation."

The mission statement of the Standing Rock THPO is:

"To secure for the present and future benefit of the Standing Rock Sioux Tribe, the protection and preservation of all cultural, archaeological resources or paleontological specimens located within the exterior boundaries of the Standing Rock Sioux Reservation."

To support the execution of its mission, to preserve and protect all cultural and physical artifacts and resources of the Tribe, Standing Rock THPO works in coordination with the other tribal departments and programs. In addition, the Standing Rock THPO has established programs and services to support

preservation including: Tribal Monitoring – THPO Tribal Monitors record known and recently found sites located on the boundaries of the Reservation and

monitor them to ensure archaeological and paleontological resources and all cultural items are being protected.

Archeological Services – THPO archeologist conducts field work on the Reservation and is charged with ensuring National Historical Preservation Act (NHPA) mandates are followed.

Educational – Workshops and training are offered by the THPO for all stages of education, Elementary through Post-Secondary.

Repatriation – The return of artifacts to the Tribe is a service that is provided by the THPO in accordance with all applicable laws including: Native American Graves Protection and Repatriation Act (NAGPRA), National Environmental Policy Act (NEPA) and the NHPA.

Land and Homesite Maps – THPO provides access to topographical maps of the Reservation.

The THPO considers their activities confidential as indicated in this statement "all activities are strictly confidential as there is a need to protect all cultural, archaeological and paleontological resources, items and all sites in observance with the THPO office policies and procedures." Integration of the THPO into the resource planning process will be essential to avoid conflict between preservation sites and areas identified for other resource use.

The Tribe's THPO has been a leader among these types of programs on reservations in a number of areas such as the training of its staff, the quality of its processes, and other activities. They work regularly with other tribes and with the Federal Government to improve the effectiveness of the tribal collaboration process. This process is not without its challenges, however. One of the most significant challenges is the lack of consistency in the consultation process with the government. Outside interests such as energy companies can often influence the consultation process and this can sometimes result in an inadequate process. Standing Rock has been at the forefront of the efforts to try to increase the collaboration among tribes and drive a consistent process for tribal consultations by presenting a unified front to federal officials, ensuring that the government drives a full and effective collaboration.

Paleontology

In 2007, the Tribe was one of the first tribes in the United States to create a Paleontology Code. The code was established:

“To secure for the present and future benefit of the Tribe and its members, the protection and development of paleontological resources that are within the exterior boundaries of the Standing Rock Indian Reservation.”

The Tribe also created a Paleontology Program, which includes a Paleontology Field School. Not only have dinosaur fossils such as Tyrannosaurus, Triceratops, Edmontosaurus, Pachycephalasaurus and Ankylosaurus been found on the reservation, but also other terrestrial and aquatic animals such as crocodiles and alligators, turtles, birds, mammals, fishes and salamanders have also been documented. Plant fossils such as petrified wood, "pine" cones and amber are also very common. Most recently, skin impressions from Edmonotsaurus have been found on the Reservation.

In just a few short years, the Tribe’s Paleontology Program has amassed a collection of approximately 10,000 fossils - all collected on the Reservation. Many of the fossils are from dinosaurs; however, preserved in the sedimentary rocks on the Reservation is an entire ecosystem - plants, birds, aquatic and mammalian fossils. Almost half of the Tribe’s fossil collection is from the dinosaur - Edmontosaurus. Edmontosaurus was a large plant-eating dinosaur that lived during the Cretaceous Period. This is one of the world's largest collections of Edmontosauraus. Included in this collection are several ontogenetic series.

In many ways, the Tribe's cultural identity is based on natural and cultural resource stewardship. Native American cultures were the first proponents and practitioners of sustainable resource management in North America. Sustainable management was not only the right approach, but a defining way of life that sustained many generations. Today, the Tribe has a pressing need for economic development and public health improvements that result in increased pressure and demands for the use of reservations resources.

This document represents an important step forward in declaring the Tribe’s intention to pursue development in such a manner that will honor and advance their culture and history, and preserve resources for future generations.

The Tribe embraces a cultural mandate to look seven generations ahead. Development of an improved resource management approach is an important step towards fulfilling this vision of stewardship and cultural preservation.

Water

Preservation and protection of the Standing Rock Sioux Tribe's water is culturally imperative. Water is a central aspect in the Lakota/Dakota creation story. It is considered to be our first medicine, helping out people survive in the womb. "Mni Un Wiconi", water is life. The Standing Rock Sioux Tribe has a vital role to preserve and protect our water, our life.

The Water Resources Department provides the following description of water availability and uses: "Surface water is the major water source for the reservation with the Missouri River providing by far the largest part of the surface water supply. Other reservation streams have extremely variable flow patterns and are not reliable enough for a year-round supply. Groundwater is not as abundant as surface water and where available it is usually adequate for only small scale use. For these reasons, the Missouri River is the obvious source for a reservation water supply system."

Recreational water uses include fishing, boating, and other water sports along the Missouri (Lake Oahe), Grand and Cannon Ball rivers. Recreation is an important consideration for planning on current and future water needs.

Standing Rock Tribe's Department of Water Resources states its mission as follows: "[We are] dedicated to the protection and preservation of [the Tribe's] invaluable rights to the use of water in the Missouri River, major tributaries and ground water resources within the exterior boundaries of the Standing Rock Reservation to meet all present and future beneficial uses of the Tribe and its members."

The primary goals and management objectives include the formal recognition and acknowledgement by all federal and state water management agencies, offices and officials within the Missouri River Basin that the Tribe has the requisite, authority, jurisdiction, control and capability to administer all surface and subsurface sources of water under the Standing Rock Water Code.

The Tribal Council enacted the Standing Rock Sioux Tribal Water Code, Title 34 on February 3, 1983. The Water Code allows for sovereign authority over the management of water resources to ensure sufficient water for beneficial use, economic security, and health and welfare of Standing Rock Communities and its members. The Standing Rock Water Department of Water Resources works to uphold 6 core purposes of the Water Code:

1. Promote the general welfare of the Standing Rock Sioux Tribe and its members;

2. Contribute to the social and economic advancement of the Tribe and its members;

3. Develop, manage, protect and preserve the waters, wildlife and the lands and other natural resources of the Standing Rock Indian Reservation, for present and future generations of the Standing Rock Sioux Tribe;

4. Provide for the regulations and licensing of well contractors and operators, and for the regulation and of well design and construction;

5. Provide for the exercise of the inherent sovereign power of self-government by the Standing Rock Sioux Tribe; and

6. Ensure due process and fair decision-making procedures for persons seeking to use withdrawal, divert or take other actions that may affect the waters of the Standing Rock Indian Reservation.

The Water Department has been at the forefront of the water rights issues in the Missouri River Basin. In 1984, the department provided testimony to the Garrison Diversion empowered to make recommendations to Congress for the reauthorization of the Garrison Diversion Unit in North Dakota. That testimony led to the inclusion of Standing Rock irrigation and municipal, rural and industrial water systems in the Garrison Unit Reformulation Act of 1986.

More recently, the Corp of Engineers has issued a permit for the Dakota Access Pipeline (DAPL) to cross the Missouri River at the Cannonball community on the Standing Rock Reservation. DAPL is a high-capacity hazardous liquid pipeline that jeopardizes Standing Rock's water and reservation environment. Widespread opposition to DAPL prompted a historical protest camp at

Cannonball, attended by over 10,000 indigenous water protectors from all over the world. The Water Resources Department has a legal team set up to combat this pipeline.

The mission of the Water Resources department is dedicated to the protection and preservation of our prior and superior water rights under the Fort Laramie Treaties of 1851 and 1868, to meet all present and future beneficial uses of the Tribe and its members. We exercise tribal sovereignty through the sustainable

management of our water resources.

There are four priority areas:

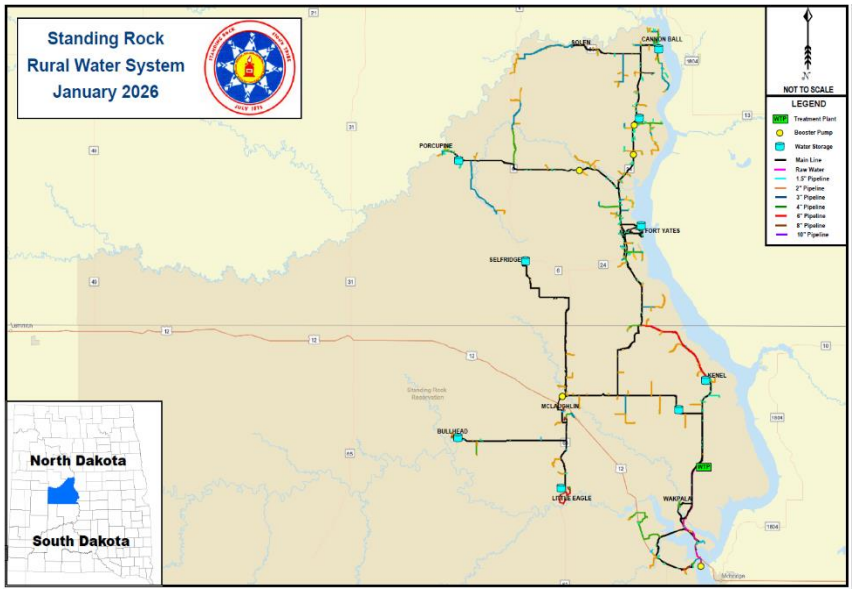
1. Community

2. Preservation of Use

3. Ecological Protection

4. Compliance

Water Infrastructure



The Standing Rock Water Distribution System comprises of a computerized supervisory control and data acquisition (SCADA) system, 278 miles of pipe, 9 water storage tanks, 4 booster and 18 control building and vault stations, 238-1” and 68-4” ARV units. System consists of 1,983 water service line connections, and serves a population of 7809 people. Standing Rock water system supplies water to all the 8 Districts, and cities of Solen, Selfridge, Ft. Yates (city side), and McLaughlin. Keeping the water infrastructure running provides 13 jobs for employees from the Reservation.

Sewer

Our scope of statement:

** Jet main sewer lines

**Provide sewer services to homes and buildings (up to curb stop)

**Maintain 10 Lift Stations that pump the sewer to the 8 district lagoons

**Making sure manholes are clean for the running of sewer.

**Making sure the lagoons are well kept, mowing around them the debris Making sure we can limit backups as much as we can. Two Wastewater operators on hand every day.

Environmental Protection: Waste Management, Air Quality, Hazardous Waste Removal

An increase in operation costs for landfills has resulted in most of the landfills in the region to close. Limited availability of solid waste disposal sites is increasing the cost of disposal for the Reservation, and has the potential to lead to waste being disposed of in undesignated areas. Abandoned coal mines have been identified as potential disposal sites for hazardous wastes. With that come concerns about potential contamination to ground water and the Reservation becoming a dumping ground for imported waste. In addition, sewage systems are another avenue for disposing of waste. Keeping these systems in good repair as well as allowing for expansion is the key to preventing any ecological impacts from an overtaxed or system breach due to disrepair.

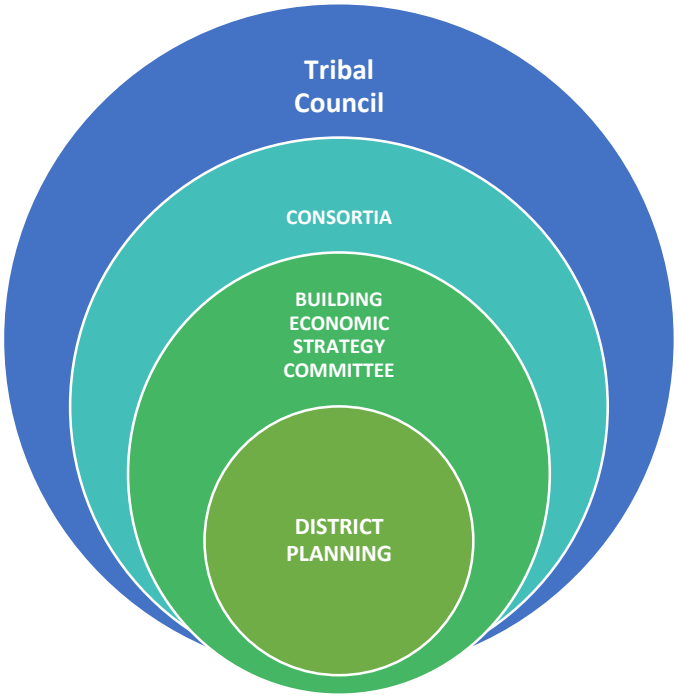
Strategic Direction/SWOT/Action Plans

The Standing Rock Sioux Tribe (SRST) has taken a unique approach to developing this Comprehensive Economic Development Strategy. Unlike traditional development institutions that approach planning from an economic perspective first and foremost, this approach places culture, the environment, health, spirituality and other community values first. Then determine what economic development strategies are appropriate to help achieve these goals. This approach is different because it allows tribal leaders to envision the potential impacts of alternative economic development scenarios and determine the right mix of programs and investments to drive success, being defined not only in terms of returning economic value, but also in advancing the evolving culture, lifeways, health, and spirituality of the people on the reservation. The approach is adapted to fit the unique culture, governance, and goals of the tribe.

The Standing Rock Government makes a purposeful effort to engage in strategic planning. This model differs from traditional planning models in that it defines 25 years as long term goals, 10 and 5 years as mid-term goals. It takes into account the unique dynamics of the reservation and tribal government into its implementation process. This 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 is going to take time to drastically and comprehensively reengineer the future of 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 5 and 10 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 as 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.

The Economic Development Department has worked with the Tribal Leadership, Programs and Districts to work on a SWOT analysis and form the goals for the next five years and beyond. The Economic Strategy Committee at the Tribe is referred to as the Building Committee.

This Building Committee was established as a Standing Committee of the Tribal Administration/Tribal Council. The primary purpose is for collaboration of comprehensive design and planning of Tribal Projects, i.e.; capacity Building, infrastructure (roads, water and sewer) public facilities, housing developments, and local District building projects. We want to establish a process for planning, collecting data, development and building capacity within our communities.

BUILDING ECONOMIC STRATEGY COMMITTEE

ANNA COTANNY—Director, Tribal Employment Rights Office (TERO)

GILLARD WHITE- Project Manager, Tribal Tax Department

NATHANIAL BROWN-Food Distribution Director

MIKE FAITH- Vice Chairman

BILLI ARCHAMBAULT- Contracting

DONNA SITUPI SKA-Grants Management Specialist

JESI SHANLEY- Economic Development Director

LUCAS LOPEZ- ARPA Director

LAWRENCE ARCHAMBEAUX- Property and Supply

CYNTHIA MONTEAU- Reservation Resource Director

RANDEZ BAILEY- MRI Director

ADAM ROOKEY- EPA Director

ANNA COTTANY- TERO Director

CHERYL WHITE TAIL- Project Manager, TAX Department

LARISSA YOUNG- Transportation Planning

DOUG CROW GHOST- Water Resources Department

FAWN WASIN ZI- SAGE

GOAL: Develop a seamless process for Comprehensive Designing and Planning of Tribal Projects, i.e.; Capacity Building, infrastructure (Roads, Water and Sewer) Public Facilities, Housing Developments and Local District Building Projects.		
OBJECTIVE: *1. Define process for Building on the reservation.* *2. Create a Community Development Department.* *3. Establish a Building Code.* *4. Establish a Zoning Code.* *5. Regulate building projects through oversight, management of projects, and final inspections and close out.*		
PROJECTS	**PROJECT DATES:**	**Resources Used:**
BEAR SOLDIER COMMUNITY CENTER **CONTRACTOR: Consolidated Construction** **ARCHITECT: EAPC** Address: 920 Cedar Ave. McLaughlin, SD 57642 Square Feet: 10,884	**Project Start:** 2022 **Complete:** October 2025 is Target Date for Final Completion Ground Breaking: August 29th, 2024 RIBBOBN CUTTING June 8th, 2026	**Bear Soldier Community Center** ICDBG Grant No.20GC3818700 $800,000, Tribal Match $267,500 ARPA $8.5 million. TOTAL PROJECT:$9.5 Million
FORT YATES FOOD DISTRIBUTION RENOVATION **CONTRACTOR: Consolidated Construction** **(Design Build)**	**Project Start:** 2022 **Complete:** July 2025 Ground Breaking: Feb. 5th, 2025 RIBBON CUTTING JUNE 2026	**ICDBG Grant No.22RP3818700** Award= $1,725,000 Funding exp. June 2024 ARPA Funds: $2,784,136 **PROJECT BUDGET: $4.5 Million**
4. RECORD BUILDING **CONTRACTOR: Woodstone Inc.** **(Design-Build)** LOCATION: Existing Resolution is right behind the current Administration Building.	Project Start: April 2025 Ground Breaking: March 5th, 2025 Ribbon Cutting 5/7/2026.	ARPA $6.445 million PROJECT BUDGET: $6.445 Million
5. MEAT PROCESSING PLANT Pre-development phase with Friesla.		USDA Guaranteed Loan Funds
PILOTS LOUNGE: ATP TERMINAL CONTRACTOR: Tooz Construction Architech & Engineering: Helms and Associates	Ground Breaking June 25th, 2025	FAA Funded

BRIDGE PROJECT **Architech & Engineering Firm: Ulteig** Planning and design grant for a bridge to cross Lake Oahe south of Prairie Knights Casino.	Planning Phase	**Highway Infrastructure Program:** $12, 290,450. Environmental Review $1,963,200.
Gaming Building CONTRACTOR: Custom Touch Homes Engineering and site work: Woodstone Keep at existing location.	June-July 2026 Completion	Tribal Council Approved a $1.2 million budget to come out of Tribal Consistency.
PROPERTY AND SUPPLY CONTRACTOR: Custom Touch Homes Engineering and site work: Woodstone Location: South of the IT Building.	June-July 2026 Completion	Funded through 105L
SORNA/PROBATION BUILDING CONTRACTOR: Custom Touch Homes Engineering and site work: Woodstone	June-July 2026 Completion	Funded through 105L
KENEL GREENHOUSE CONTRACTOR: Diamond F Ceres Greenhouse Kit	PROJECT START: 2024 GROUND BLESSING/BREAKING: December 29th, 2025	USDA/NRCS Grant $495,000
LAKE OAHE GROUP HOME REMODEL CPS has a total renovation budget of $778,000; $578,000 to be used for construction.		BIA Grant $778,000
PALENTOLOGY Reservation Resource Department has 4 storage containers that are weather safe to house the fossils in until we can get a Natural History Museum built.	Planning Phase	
CANNON BALL HEADSTART CONTRACTOR: Arrow Construction Location: Same location as old building	Ground Breaking/Blessing April 2026	Tribal Consistency Funding $784,000
TRIBAL ADMINISTRATION BUILDING REMODEL New Flooring New Lighting Exterior Fixes and signage		
WIA Expansion Looking for funding. Work with Custom Touch Homes to build on more space for General Assistance.	Planning Phase	Looking for funding.

Natural Resource Department: Water Resources; Emergency Management; EPA; Reservation Resources; Game & Fish; Incident Command Center Paleontology Building/Natural Science Museum LOCATION: IDEAS: Loans His Arrow Loop; Old Sitting Bull Campus	Planning Phase	Looking for funding.
Bear Soldier Care Center Native American Health Management has conducted a Feasibility Study.	Planning Phase	Feasibility Study $20,000,000 for a 30 bed facility.
South Dakota Children & Family Services Idea to use the SD Old Ambulance Building for housing children interim.	Planning Phase.	Looking for funding.
Running Antelope Elderly Nutrition Centennial Homes: Manufactured Homes	Planning Phase	Tribal Consistency Fund $175,000
ND ROAD GARAGE Move Roads Garage out by Airport. Plans done but need to be resurrected.	Planning Phase	Looking for funding.
HOME IMPROVEMENT PROJECTS HAF: Open to home owners. HIP: Open to those who are eligible. Property and Supply is working with Contractors and Homeowners to complete projects through the HAF funds.		Department of Treasury: Housing Assistance Finance
JUSTICE CENTER PLANNING **Need a Justice Center Planning Committee.** **LOCATION:** No current location passed by Tribal Council.	Planning Phase	**Possible funding sources:** Department of Justice BIA OJS USDA #2 in the green book, just for corrections and law enforcement.
MEDICAL CAMPUS/HOSPITAL **LOCATION: Loans His Arrow Loop**	Planning Phase	105 L Joint Venture

MCLAUGHLIN OLD CLINIC SITE Building given to the tribe for $1 from the City of McLaughlin, needs abatement and renovation.	January 2026	105 L and Brownsfield
Building Code and Project Management: We need to add a department or wing on to Property and Supply that regulates a Building Code. A building code is a set of regulations and minimum standards enforced by governments for the design, construction, alteration, and maintenance of structures. Its primary purpose is to ensure public health, safety, and welfare, including fire prevention, structural stability, and energy efficiency. Codes apply to new construction and, sometimes, major renovations. We need the regulation office that gives out permits for build. We need a general building permit for any builds on the reservation, we need zoning approval, and the specific trade permits like HVAC, Plumbing and Electrical. For the Tribal Projects we need an expert that writes RFP's and advertises them for projects; A Project Manager that meets with all interested parties and develops a scope of work, does quality control as the project progresses; inspects the project when it is complete; does final punch list with contractor then follows up. Organizes the ground breaking/blessing and ribbon cutting events.		
COMPLETE PROJECTS:		
BEAR SOLDIER AMBULANCE **CONTRACTOR:** Sharpe Enterprises **ARCHITECT:** Toman Engineering **PREBUILD:** Custom Touch Commercial Building Ground Blessing – Dec. 6, 2023 Ground Breaking was on Jan. 5th,. Ribbon Cutting: May 23rd 12:00-2:00 pm	**Project Start:** 2022 **First Bid Date**:07/27/22 **Complete:** 12/31/2024	CARES Act Funding FY 2022 $1M, Expenditures @ $485,000 returned $515,000 (partial; extension until Sept.2024) ARPA: Obligation $2.4 million. TOTAL PROJECT: $2.4 million

CONSORITIA

The Consortiums have met Quarterly in 2024-25 and 2025-26. The first year was presenting the 25-year Next Generation Plan. There are four Consorita: Culture & Language; Education; Economics and Families. Following are the goals that have been set by each Consortium.

ANNUAL GOALS PER CONSORTIA

EDUCATION CONSORTIUM

1. Data-Create a data base of all school boards, their members and elections.

2. School Support

3. School Board Training

ECONOMICS CONSORTIUM

1. Tourism- Re-establish Tribal Tourism Department &

Support SAGE & the Standing Rock Interpretive Center

2. Infrastructure- businesses, roads, housing, water, irrigation, internet

3. Natural Resource Development-Create a Natural Resource Development Department; Tribally owned Farm and Ranch; Parks & Recreation

4. Codes-Water, building, zoning-land use code, uniform commercial code

CULTURE & LANGUAGE CONSORTIUM

1. Data- Create a data base of all of the language speakers and knowledge keepers.

2. Data-Work in each school to identify the work being done on language and culture.

3. Outreach-Create community calendar, websites, podcast and other education portals.

FAMILIES CONSORTIUM

1. Food Soveriegnty-increase gardening, greenhouses, raising chickens and other edible animals.

2. Outreach-Work on Website, Community Calendar, Social Media and podcasts.

3. Wellness-increase activities in each community.

4. Cultural Mentorship-Assist families that want to learn more about culture and language.

DISTRICT GOALS

Planning with the Districts

Every District is unique with their own members, distinct water tributaries, land status, etc. In visiting each of the eight Districts some common themes arose across all Districts.

1. Skills Bank (to know who is an expert at what within each District)
2. Beautification (Pick up trash, plant trees, flowers)
3. Safety (Wild dogs and intoxicated individuals)
4. Use powwow grounds all summer as a place to hold activities (plant perenials and orchards)
5. Mini-marts with gas and groceries and laundromat
6. Spiritual houses
7. Wellness Activities
8. Housing

Cannon Ball	• Basketball Leagues • Clinic • Solar Farm • Wellness Center
Porcupine	• Bison • Tourism, hunting
Long Soldier	• Wellness Center • Homeless Shelter • Spiritual Building • Courts & Skate Park Development
Bear Soldier	• Bear Soldier Community Center • Meat Packing Plant • Hemp Development • Laundromat • Homeless Shelter
Kenel	• Food Soveriegnty: Greenhouse Project • Store • Animal Shelter
Wakpala	• Remodel Gym • Horse Racing Track • Homeless Shelter and Food Pantry
Running Antelope	• Elderly Nutrition Building • New District Building
Rock Creek	• Bison Ranch, Cabins, Hunting • Paleontology • Horsemanship Program • Gym • New Elderly Nurtrition Center

SWOT ANALYSIS

Strengths:

1. LAND: Large land base; Land-base economics like hunting, fishing, riding horses, rodeos, agriculture and agribusiness
2. Natural Resources: Water, land, air, soil, minerals, plants and fossil fuels
3. Communications: KLND Radio Station; Teton Times; Economic Consortium; Building Committee
4. Workforce: Trades, Construction, Heavy Equipment Operators, Electricians, Plumbers, HVAC etc.; people wanting jobs; large workforce
5. People: Youth, Prayer-Faith
6. Permitting for Businesses: Tax; TERO
7. Infrastructure: Major highways; Railroad; Standing Rock Telecom; Housing; Municipal, Rural & Industrial Water Program; Irrigation for Agriculture
8. Businesses: Oyate Development Corporation; Business Development Model; Circular Economics-minimizing waste through design, repair, reuse, and recycling
9. Faith:
10. Sitting Bull College: Transportation; Lab;
11. Ordinances and Legislative Support
12. Government:
13. Education:
14. Healtcare
15. Lakota/Dakota Values and Language

Weaknesses:

1. No bank
2. Individual lack of capital; Lack of financial literacy
3. Disorganization at the government level
4. Enforcement of law, policy, rules… general lack of accountability and responsibility
5. Lack of competitive wages
6. Silos-Programs and businesses working in silos and not collaborating
7. Business management education
8. Lack of optimism; Complacent; Politics of spoils; Subthreshold depression
9. Lack of infrastructure for new development

Opportunities:

1. Natural resource development
2. Railway for exports
3. Batch plants
4. Revenue arm of roads department
5. Expand rural water out west farther
6. Expand fiber optics out west further
7. Business development
8. Scenery-Tourism
9. Grasslands-protection and management of
10. Energy development- capacity for wind, solar, geothermal
11. Tourism
12. Housing and home financing
13. Housing development branch of the Tribe
14. Real Estate arm of the Tribe
15. Expand hunting into pheasants
16. Local lumber yard
17. Game and Fish conservation grants
18. Recreation department, beautification (plant trees)
19. Regulatory wing of the tribe
20. Training for building houses after the SBC Building Trades so people can leave with experience.
21. Banking and investment training

Threats:

1. Lack of personal equity
2. Conflicts of interest in decision making
3. Jealousy
4. Political
5. Lack of money management
6. BIA never increases dollars on contracts
7. No structural fire department
8. Lack of insurability
9. Exodus of talent

10. Lack of competitive wages
11. Economic leakage: Money moves off the reservation so easily
12. Lack of support for local businesses
13. Lack of safety
14. Vandalism
15. Social ills that exist in poverty; hunger, homelessness, trash, dogs, substandard housing, untreated health conditions
16. Access to drugs and alcohol
17. Lateral oppression
18. Compromise in decision making
19. Land held in trust can't be used as collateral at the bank
20. Loss of value of US dollar

EVALUATION

The Standing Rock Sioux Tribe is evaluated frequently through all the grants and contracts that they have through the Federal Government and outside entities. As of recent, the Tribe has invested in a software called Euna Solutions. This software is to better manage the Grants/Contacts; Budgets and the Procurement of the Tribe. Within this software, each department and entity of the Tribe will have a profile where they can manage their grants, budgets, expenditures and reports. There is also a section for goals that will be used to measure performance.

The evaluation of management and development of the Tribe is an on-going process. The planning process will continue to change and morph into what we need to create actionable steps for change.

The Economic Strategy/Building Committee will continue to meet monthly to update the progress on all the Tribal projects. The Consortiums will continue to meet quarterly to work toward collaboration of goals and establish timelines.

The Annual Action Plans will be tired directly to the long-term economic goals that are laid out in the 25-year Next Generation Plan. 25-year plan is attached in the appendix.

The true criteria to measure our progress will be an increase in infrastructure, housing, buildings, businesses and income of our people.

ECONOMIC RESILIENCY

The Economic Development Administration emphasizes that regional economic prosperity increasingly depends on an area's ability to percent, withstand and quickly recover from major disruptions or "shocks" to its economic base. The Standing Rock Sioux Tribe has to be prepared to recover quickly from a shock, the capacity to withstand a shock and the capability to avoid the shock altogether.

The Standing Rock Sioux Tribe has been recovering from the Pick Sloan 1944, passed against the Tribe's wishes, provided for the taking of 55,993 acres of wooded bottomlands on the Standing Rock Indian Reservation. The resources of the fertile bottomlands that provided for the Tribe's way of life were destroyed. The Missouri bottomlands provided abundant water supplies for agriculture and community gardens, cover and forage for livestock, and was teeming with fish, waterfowl and game, for the Tribe's subsistence life way. Natural fruits, mouse beans and riparian plants used for medicine and ceremony were found in the bottomlands, and are much more difficult to find and gather today. The 1958 statute required the Corps of Engineers to relocate the Tribe's historic cemeteries and community infrastructure, but the Corps failed to do so. Today, Tribal burials are unearthed and cultural objects destroyed by wave action at Lake Oahe.

In 2014, Energy Transfer ("ET") applied for a permit and easement to construct the Dakota Access Pipeline ("DAPL"). The pipeline was initially proposed to cross the Missouri River north of Bismarck, North Dakota, a predominantly non-Indigenous community. That route was abandoned due to environmental risks and concerns about potential impacts to municipal water supplies in Bismarck. Energy Transfer rerouted DAPL to cross beneath Lake Oahe, less than a half mile upstream from the Standing Rock Sioux Reservation, directly impacting the Tribe's sole source of drinking water, cultural and religious sites and landscapes, Reservation lands and unceded treaty territory.

The Standing Rock Sioux Tribe continues to exist through the devastating acts of the government. With the CEDS document and planning the Tribe intends not only to exist but to progress. Emergency Management for the Tribe has a Mitigation Plan that addresses natural disasters.

APPENDIX

1. Income

Standing Rock Reservation, SD--ND

Source: 2019-2023 American Community Survey 5-Year Estimates

Income and Benefits (In 2023 inflation-adjusted dollars)	Estimate
Total households	2,179
Less than $10,000	242
$10,000 to $14,999	215
$15,000 to $24,999	236
$25,000 to $34,999	258
$35,000 to $49,999	223
$50,000 to $74,999	320
$75,000 to $99,999	243
$100,000 to $149,999	239
$150,000 to $199,999	105
$200,000 or more	98
Median household income (dollars)	$41,843
Mean household income (dollars)	$66,217

Health Insurance Coverage	Estimate
Civilian noninstitutionalized population	7,615
With health insurance coverage	5,977
With private health insurance	2,507
With public coverage	4,065
No health insurance coverage	1,638
Civilian noninstitutionalized population under 19 years	2,843
No health insurance coverage	449

Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Level	Estimate
All families	35.1%
With related children of the householder under 18 years	48.2%
With related children of the householder under 5 years only	48.2%
Married couple families	21.9%
With related children of the householder under 18 years	37.5%
With related children of the householder under 5 years only	51.1%
Families with female householder, no spouse present	50.0%
With related children of the householder under 18 years	57.9%
With related children of the householder under 5 years only	24.2%
All people	44.0%
Under 18 years	57.5%
Related children of the householder under 18 years	57.3%
Related children of the householder under 5 years	65.6%
Related children of the householder 5 to 17 years	54.3%
18 years and over	36.8%
65 years and over	21.6%
People in families	43.8%
Unrelated individuals 15 years and over	45.3%

Housing Occupancy	Estimate
Total housing units	2,636
Occupied housing units	2,179
Vacant housing units	457
Homeowner vacancy rate	0.6%
Rental vacancy rate	5.5%

Housing Tenure	Estimate
Occupied housing units	2,179
Owner-occupied	1,164
Renter-occupied	1,015
Average household size of owner-occupied unit	3.02
Average household size of renter-occupied unit	4.02

Year Householder Moved into Unit	Estimate
Occupied housing units	2,179
Moved in 2021 or later	103
Moved in 2018 to 2020	310
Moved in 2010 to 2017	487
Moved in 2000 to 2009	596
Moved in 1990 to 1999	303
Moved in 1989 and earlier	380

Value	Estimate
Owner-occupied units	1,164
Less than $50,000	368
$50,000 to $99,999	320
$100,000 to $149,999	126
$150,000 to $199,999	79
$200,000 to $299,999	139
$300,000 to $499,999	71
$500,000 to $999,999	47
$1,000,000 or more	14
Median (dollars)	$79,600

Mortgage Status	Estimate
Owner-occupied units	1,164
Housing units with a mortgage	237
Housing units without a mortgage	927

Selected Monthly Owner Costs(SMOC)	Estimate
Housing units with a mortgage	237
Less than $500	0
$500 to $999	77
$1,000 to $1,499	70
$1,500 to $1,999	30
$2,000 to $2,499	26
$2,500 to $2,999	14

Housing Occupancy	Estimate
$3,000 or more	20
Median (dollars)	$1,263
Housing units without a mortgage	927
Less than $250	150
$250 to $399	269
$400 to $599	283
$600 to $799	162
$800 to $999	38
$1,000 or more	25
Median (dollars)	$429

Gross Rent	Estimate
Occupied units paying rent	838
Less than $500	470
$500 to $999	326
$1,000 to $1,499	38
$1,500 to $1,999	1
$2,000 to $2,499	0
$2,500 to $2,999	0
$3,000 or more	3
Median (dollars)	$468
No rent paid	177

Computer and Internet Use	Estimate
Total Households	2,179
Percent of households with a computer	81.2%
Percent of households with a broadband Internet subscription	78.9%

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

Education

School Enrollment	Estimate	ACS Margin of Error
Population 3 years and over enrolled in school	2,184	(+/-113)
Nursery school, preschool	94	(+/-35)
Kindergarten	72	(+/-22)
Elementary school (grades 1-8)	1,156	(+/-71)

School Enrollment	Estimate	ACS Margin of Error
High school (grades 9-12)	607	(+/-62)
College or graduate school	255	(+/-58)

Educational Attainment	Estimate	ACS Margin of Error
Population 25 years and over	4,199	(+/-21)
Less than 9th grade	101	(+/-34)
9th to 12th grade, no diploma	451	(+/-63)
High school graduate (includes equivalency)	1,585	(+/-98)
Some college, no degree	860	(+/-80)
Associate's degree	561	(+/-68)
Bachelor's degree	495	(+/-64)
Graduate or professional degree	146	(+/-33)
Percent high school graduate or higher	86.9%	(+/-1.8%)
Percent bachelor's degree or higher	15.3%	(+/-1.6%)