



A wholly owned economic development arm of the Rosebud Sioux Tribe

Elizabeth K. Appel
Director, Office of Regulatory Affairs & Collaborative Action
Indian Affairs
U.S. Department of the Interior
1849 C St., NW
Mail Stop 2642-MIB
Washington, DC 20240
consultation@bia.gov

August 30, 2017

RE: Written Comments to Docket ID: BIA-2016-0007 (Traders with Indians – Advance Notice of Proposed Rulemaking) and the Dear Tribal Leader Letter of July 28, 2017

Dear Ms. Appel:

Please find below our written comments regarding the regulation for Traders with Indians, submitted by the Rosebud Economic Development Corporation (“REDCO”) the wholly owned economic development arm of the Rosebud Sioux Tribe in South Dakota.

I. THE ROSEBUD SIOUX TRIBE

The Rosebud Indian Reservation is the home of the federally recognized Sicangu Oyate (the Upper Brulé Sioux Nation) - also known as Sicangu Lakota, and the Rosebud Sioux Tribe (RST), a branch of the Lakota people. The Lakota name Sicangu Oyate translates into English as “Burnt Thigh Nation”; the French term “Brulé Sioux” is also used.

The Rosebud Reservation encompasses an area of 882,416 very rural isolated acres, covering four different counties. In total we own and control over 1 million acres spread across five counties, which comprise the original Rosebud Reservation. We still claim the original boundaries of the Rosebud Reservation and have official government representation in our Tribal Council from these areas. Four of the top poorest counties in the United States are Indian reservations in South Dakota, including the primary county in which Rosebud sits, Todd County. Rosebud has a tribal membership of just over 34,000, with over 21,000 enrolled members living on the reservation, and a median income of less than \$19,000 each.

Created in 1868 by the Treaty of Fort Laramie, the Great Sioux Reservation originally covered all of the area west of the Missouri River in South Dakota, part of northern Nebraska, and part of eastern Montana. The Rosebud Indian Reservation was established in 1889 by the United States' unilateral partition of the Great Sioux Reservation. We have never relinquished our claim to the entire Great Sioux Reservation.

ECONOMIC DEVELOPMENT IS ESSENTIAL GOVERNMENTAL INCOME

Like any nation state, including federal, state, and local governments, tribal governments must also provide essential governmental services and economic development opportunities to its nation and citizens. Unlike federal, state and local governments, however, Tribal governments have no tax base to produce governmental revenue.

Tribal land is federal trust land and is non-taxable, thus no property taxes, and case law has awkwardly evolved to prohibit us from taxing fee lands even though within our own boundaries. It should be noted that this is a function of federal policy, where the federal government has failed to work with tribes on a nation-to-nation basis, or even a government-to-government basis.

The population base is so small and impoverished that an income tax would be futile, thus no income taxes

And even though all other sales, use, improvements, etc. taxes should solely be the purview of our nation, the state governments have litigated sales tax to the point of inaccessibility for most tribes. At a minimum they aggressively enforce a race based tax for their citizens on *our* lands. Thus we have no sales tax.

Therefore, to generate basic governmental revenue, tribal governments must compete in the open private commercial marketplace. *See* Matthew L.M. Fletcher, *In Pursuit of Tribal Economic Development as a Substitute for Reservation Tax Revenue*, 80 N.D. L. REV. 759 (2004). As such, Rosebud created an economic development holding company, the Rosebud Economic Development Corporation ("REDCO").

REDCO is dedicated to serving the tribe by generating governmental revenue generated through private enterprise, and to serving the Lakota people by creating a self-sustaining, local economy through the creation of business opportunities, jobs, workplace training, positive role models, and resource development.

REDCO (ROSEBUD ECONOMIC DEVELOPMENT CORPORATION)

As a wholly owned arm and entity of the Rosebud Sioux Tribe, REDCO serves as the official development corporation of the Tribe. REDCO's primary mission is to generate revenue for the Tribe and promote economic development. Utilizing an integrated multi-faceted approach REDCO's concentrates its work in three areas:

- **Business Management and Development.** REDCO serves as the primary holding and management company for the Tribe, managing numerous subsidiary companies to generate revenue create jobs.
- **Policy Development.** REDCO works with the Tribal government to promote business friendly economic policies and regulations.
- **Community Development.** REDCO engages in specific community development projects aimed at strengthening the overall economy and improving quality of life.

INDIAN TRADE AND COMMERCE REGULATIONS DESPERATELY NEEDED

In general, the majority of our efforts at economic development have been defeated, primarily due to the outdated and oppressive regulatory and jurisdiction structure. The uncertainty of even the most basic economic development questions has resulted in fully emasculating our economy. When we signed the treaties, the United States government made promises to not only protect, but to promote our economies. To ensure what little land we had left was "reserved" solely for our people and our governance. Not only has the government failed on that obligation, they have complacently allowed the state governments to infringe further and further into this sacrosanct tribal-federal reservation.

In 1876, the United States Congress took the appropriate steps to codify both their Constitutional power to regulate Indian Commerce, and their treaty obligations to protect and promote Indian Commerce, in the form of the Indian Trader Act. Yet, the executive branch has absolutely failed to implement and enforce these constitutional and statutory protections. To the contrary the lack of effective action by the Secretary has permitted states and others to attack our commerce and trade for over 140 years and has resulted in the piecemeal case law regarding tax and regulatory jurisdiction that has resulted in the disastrous downfall of any economic progress for Native peoples.

It is long past time to accurately implement the Indian Trader statutes:

The Commissioner of Indian Affairs shall have the **sole power and authority** to appoint traders to the Indian tribes and to **make such rules and regulations as he may deem just and proper** specifying **the kind and quantity of goods and the prices** at which such goods shall be sold **to the Indians**. (Aug. 15, 1876, ch. 289, § 5, 19 Stat. 200.)

25 U.S. Code § 261 Power to appoint traders with Indians.

Any person desiring to trade with the Indians on any Indian reservation shall, upon establishing the fact, to the satisfaction of the Commissioner of Indian Affairs, that he

is a proper person to engage in such trade, be permitted to do so under **such rules and regulations** as the Commissioner of Indian Affairs may prescribe **for the protection of said Indians**. (Mar. 3, 1901, ch. 832, § 1, 31 Stat. 1066; Mar. 3, 1903, ch. 994, § 10, 32 Stat. 1009.)

25 U.S. Code § 262 Persons permitted to trade with Indians

II. ANSWERS TO “DEAR TRIBAL LEADER” LETTER, JULY 28, 2017 QUESTIONS

Below we seek to specifically answer some of the questions directly asked regarding trade and commerce within our tribal nation in the “Dear Tribal Leader” letter of July 28, 2017.

#1 – SPECIFIC PROJECTS THAT YOUR TRIBE OR TRIBAL ORGANIZATION CANNOT INITIATE OR APPROVE UNDER EXISTING REGULATORY REQUIREMENTS, BUT YOU BELIEVE COULD MOVE FORWARD IF NEW REGULATIONS GAVE TRIBES GREATER ECONOMIC FLEXIBILITY.

Before fully answering it should be noted that we do not recognize the federal government’s ability to give tribe’s that which is already inherently ours, which is the full rights of any nation state on earth – the federal government can however, better recognize these inherent rights to provide, especially around economic regulation.

We have lost count of the number of projects REDCO and the Rosebud Sioux Tribe have lost due to the current oppressive regulatory and tax environment. Capital is close to impossible to obtain for us. The dual taxation, race based taxation schemes currently in place, combined with the overlapping tax and regulatory jurisdictions, is a death sentence to economic development on the Rosebud Reservation and forces our people into perpetual and persistent poverty.

TRIBAL PROJECTS LOST DUE TO CURRENT REGULATORY CHAOS

a) 30 and 191 Megawatt Wind Farms

The Rosebud Sioux Reservation is located in one of the best wind corridors in the United States. Wind is one of our few, and very best, natural resources. Yet, we are unable to develop this resource due to the current regulatory and tax infringements on our sovereign territory.

As with many economic development projects in Indian Country, we often do not have the capital or expertise initially to begin a project. We are dependent on experts to partner with us, until we develop the expertise ourselves through operation of the project.

We have long had plans for 30 megawatt and 191 megawatt utility wind farms. In addition to the wind farms, the increased energy capacity is designed to support the building of 600 new desperately needed housing units.

Unfortunately we cannot obtain financing or find a partner willing to move forward due to the insistence by the State of South Dakota that they can tax any “improvements” (wind farms) placed on

our tribal trust land so long as it is owned by a non-Tribal entity. No partner is going to turn over ownership of the wind farm until we are able to pay for it over time. And no one will build or capitalize as long as the state continues to insist it has tax and regulatory jurisdiction in addition to the tribal jurisdiction on the trust land.

So our two wind projects sit. A loss of hundreds of construction jobs and dozens of high skilled wind farm jobs. At approximately \$1 million per megawatt for infrastructure construction, a \$221 million development sits idle. This figure does not include the tens of millions in lost energy revenue.

b) Three Tribal Tobacco Smoke Shops

Our tribal tobacco store was one of the most successful economic development projects on the Rosebud reservation. Our one store brought in approximately \$400,000 annually. We had plans to open two additional stores with an anticipated annual revenue of \$800,000 at the second store and \$1.2 million at the third store. Each store would also maintain at least three employees.

Despite clear case law supporting tribal jurisdiction and outlining that tribal sales of tribally produced tobacco is outside the reach of state sales tax, the State of South Dakota asserted jurisdiction and threatened to sue. The state used this leverage to force the Rosebud Sioux Tribe to no longer sell tribal tobacco in the state-tribal tax compact.

In the vacuum of the federal Indian Trade and Commerce regulation, tax and regulatory blackmail by states is the norm rather than the exception. Under no possible measure is the federal government living up to the requirements of promoting our commerce under the treaties, its trust responsibility, or protecting trade with the Indians as required under the statute. 25 U.S. Code § 262.

Any person desiring to trade with the Indians on any Indian reservation shall, upon establishing the fact, to the satisfaction of the Commissioner of Indian Affairs, that he is a proper person to engage in such trade, be permitted to do so under **such rules and regulations** as the Commissioner of Indian Affairs may prescribe **for the protection of said Indians.** (Mar. 3, 1901, ch. 832, § 1, 31 Stat. 1066; Mar. 3, 1903, ch. 994, § 10, 32 Stat. 1009.)

25 U.S. Code § 262 Persons permitted to trade with Indians

This state blackmail resulted in the loss of \$24 million in revenue over 10 years and nine good paying jobs with health insurance and retirement. The loss to South Dakota economy was significant as well, due to tobacco sales shifting to Nebraska (the Rosebud Reservation borders Nebraska).

c) Three Tribal Gas Stations

REDCO designed a business plan to sell value-added tribal fuel at tribal gas stations throughout the reservation. Our feasibility studies estimated a conservative minimum average of 5 million gallons of gas to be sold annually, up from the current 3 million gallons we could sell without our unique selling proposition. In 2015 the state of South Dakota, without consulting the Tribe, raised the statewide fuel tax by 6 cents. The Tribe had plans to implement its own fuel tax at the old rate of 22 cents per gallon. The difference in tax revenue for the Tribe is 3 million gallons at a tax compact remittance of 25 cents

for a total of \$750,000 versus 5 million gallons at 22 cents for a total of \$1.1 million. Our tax loss is \$350,000 annually.

Unfortunately, when the State of South Dakota blackmailed the Tribe on value-added tribal tobacco, we lost our ability to pursue the value-added tribal fuel project. With an entry cost of approximately \$1 million to get the tribal fuel business off the ground, the uncertainties regarding whether the state would attack and litigate this project as well caused too much uncertainty and risk for investors. A loss of dozens of jobs, three new gas stations, and nearly \$350,000 annually to the Rosebud Sioux Tribe and the South Dakota economy.

d) Tribal Farm

Regulation of water for agricultural use is a constant regulatory battle on the Rosebud reservation. One non-Indian owned farm located on fee land, but within our tribal boundaries, accounts for approximately 80% the ground water pulled from our tribal aquifer ground water located directly under the Rosebud Sioux Indian reservation. Non-Indian farms do not adhere to tribal to tribal regulations, choosing to seek water permits from the state as opposed to the Tribe. Water is a vital resource essential to the agricultural economy, and agricultural water use permits are strongly regulated by states and local governments.

Water is life. Water is commerce. Water on and under our tribal nation must be under our tribal regulation.

REDCO has long had business plans for a tribal owned farm and a REDCO owned buffalo ranch. We are told constantly to take care of ourselves, pull ourselves up. And here we seek to do exactly that. We seek promote self-sufficiency through food sovereignty.

However, until the water regulatory jurisdiction issues are resolved, we cannot effectively move forward. Our ability to implement long term regulations ensuring agricultural water use permits for generations to come, develop sufficient farming and ranching operations, and ensure plentiful drinking water is severely constrained. Therefore our nation loses a tribal farm and buffalo ranch, dozens of jobs, and most importantly food self-sufficiency for our nation, alleviating stain of social services and raising our nation up.

e) Tribal Financial Services

With the constant litigation with the State of South Dakota over economic development on our own lands, and considering the rural isolated nature of our location, e-commerce is one of the few areas Rosebud can expand its economy. And REDCO has long sought to expand our capabilities into all aspects of the financial and data services.

Short term installment lending is a very important industry to REDCO and is the stepping stone to building our capacity in the financial services arena.

However, due to constant encroachment and threats of litigation by other state governments, REDCO probably wastes at least \$500,000 a year on legal fees alone to fight state jurisdiction incursion. Almost no other industry can withstand the crushing legal fees associated with battling the enormous

resources of state governments. These crushing legal fees to battle state regulatory overreach have also prevented us from expanding this industry.

REDCO already complies with a litany of robust tribal regulations as well as all federal laws. Not only do we build in layers of tribal governmental oversight and compliance for our own companies, Rosebud now also provides inter-governmental regulatory oversight to several of our sister tribes to assist them in also implementing a robust compliance regime. Tribal governmental regulation and oversight is the pillar of our businesses.

In addition to the strict tribal governmental oversight, we also voluntarily comply with all potentially relevant federal laws:

- FTC-Credit Practices Rule
- Fair Debt Collection Practices Act
- Fair Credit Reporting Act
- Electronic Fund Transfer Act
- Equal Credit Opportunity Act
- Federal Trade Commission Act
- Gramm-Leach-Bliley Act
- Military Lending Act
- Truth in Lending Act
- Dodd-Frank Section 1831

Despite already being in compliance with all tribal and federal laws, states erroneously try and enforce their laws on us. States violate every tenant of the treaties we signed, the federalist structure of the U.S. Constitution, and basic tribal sovereignty. And these constant attacks hobble any chance of tribal economic growth. Fighting state encroachment into our e-commerce alone wastes over a half million dollars a year in compliance fights and legal bills.

STATE ATTEMPTS TO ENFORCE STATE LICENSES, FEES AND TAXES ON TRIBAL TRADE AND COMMERCE

The Rosebud Sioux Tribe and all nine tribes co-located within the State of South Dakota are constantly in a battle with the state regarding jurisdiction and taxes. It is clear cut from the treaties we signed with the federal government, the Enabling Act the State signed in order to join the United States, and the Indian Trader Act that we retain inherent sovereignty over our nation, which includes commerce, trade, tax and regulatory jurisdiction.

Collectively the Great Sioux Nation wastes millions of dollar annually litigating and negotiating with the State on every single possible variation that the State thinks it can impose on our nation and lands. The State of South Dakota alone has dozens of taxes that they try to impose on our tribal commerce, each one requiring a fierce legal battle on a case by case basis, resulting in an absolutely destroyed tribal economy. Below is a sample of just a handful of the dozens of state regulations, fees, and taxes the State is constantly trying to impose on trade and commerce with the Tribe and within our boundaries, on top of Tribal licenses, fees and taxes, *and* Federal licenses, fees, and taxes.

South Dakota Commercial Licenses, Fees, and Taxes:

Business Licenses Tax:

1. **Contractors' excise tax license (ET):** A contractors' excise tax license is required if your business is entering into a realty improvement contract or a contract for construction services enumerated in division C of the Standard Industrial Classification Manual, 1987.
2. **Manufacturer's license (MT):** A manufacturer's license is required if your business fabricates or manufacturers items which are sold to other companies for resale, and if your company has a manufacturing facility in South Dakota.
3. **Sales tax license (ST):** A South Dakota sales tax license is required if your business sells, rents, or leases any kind of tangible personal property, products transferred electronically, or provides any kind of service.
4. **Use tax license (UT):** A use tax license is required if your business purchases tangible personal property, products transferred electronically, or services on which South Dakota sales tax was not paid.
5. **Wholesales license (WT):** A wholesale license is required if your business sells all products to other businesses for resale.

Motor Fuel Licenses:

6. **Bulk Plant Operator (BK):** A Bulk Plant Operators license is required if your business operates a fuel storage facility in South Dakota (other than a terminal).
7. **Blender (BL):** A Blenders license is required if your company produces a biodiesel blend which is a blended special fuel containing a minimum of five percent by volume of biodiesel. A Blenders license is also required if your company blends two or more products (other than 100% ethyl alcohol with gasoline), to produce a product that is capable of use in the generation of power for the propulsion of a motor vehicle, airplane, motorboat or snowmobile.
8. **CNG Vendor (CN):** A CNG Vendors license is required if your business is a utility company that is regulated by the Public Utilities Commission and sells compressed natural gas for use in motor vehicles.
9. **Ethanol Producer (EP):** An Ethanol Producers license is required if your company produces ethyl alcohol in South Dakota that is 99% pure and distilled from cereal grains for sale, use, or for the purpose of making ethanol blends.
10. **Highway Contractor (HC):** A Highway Contractors license is required if your business performs construction, reconstruction, repair, or maintenance on publicly funded highways and roads in South Dakota, including township work and snow removal.
11. **Supplier (SU):** A Suppliers license is required if your business owns fuel within a pipeline system and can withdraw that fuel or authorize its withdrawal at a terminal located within South Dakota or, if your business owns fuel within a pipeline system located outside of South Dakota, can withdraw or authorize withdrawal of that fuel for sale, use or storage in South Dakota and wants to collect and remit South Dakota taxes and Tank Inspection fees to the state. Your business must also be licensed as a Position holder with the Internal Revenue Service.
12. **Importer/Exporter (IX):** An Importer/Exporters license is required if your business owns fuel which is transporter into or from South Dakota from another state or country for sale or delivery by truck, rail car, or any means other than a pipeline. If you export fuel from the state

you must be licensed to either collect and remit fuel taxes, or be licensed to deal in tax free fuel in the other specified state(s) to which the fuel is exported.

13. **LPG User (LU):** An LPG Users license is required if your business uses liquid petroleum gas in the engine fuel supply tank of a motor vehicle and wishes to purchase the fuel on a tax unpaid basis. Or if your business is purchasing liquid petroleum fuel for multiple uses which are subject to different taxes.
14. **LPG Vendor (LV):** An LPG Vendors license is required if your business sells liquid petroleum gas for use in motor vehicles, or sells to other LPG vendors that are selling the product for motor vehicle usage.
15. **Marketer (MK):** A Marketers license is required if your business sells fuel products in South Dakota as a wholesale distributor or retail dealer. A separate license is required for each business located within the state.
16. **Tribal Marketer (TM):** A Tribal Marketers license is required if your business sells fuel products as a wholesale distributor or retail dealer on Indian Country (Reservations) in South Dakota where the Tribal Government has a tax agreement with the state. A separate license is required for each business located within the state.
17. **Terminal operator (TO):** A Terminal Operators license is required if your business by ownership or contractual agreement is responsible for the operation of a terminal in South Dakota.
18. **Transporter (TR):** A Transporters license is required if your business provides transportation of fuel in quantities over 4,200 gallons within South Dakota or to areas outside the state by transport truck, rail car, or means other than a pipeline.

Special Tax Licenses:

19. **Artisan Distiller (AD):** A South Dakota distillery may produce up to 50,000 gallons annually using at least 30% of South Dakota ingredients. The resulting product may be sold on their premises for either on premise or off premise consumption.
20. **Carrier License (CA):** This license allows any person who transports passengers for hire (bus, limo, taxi) to sell all types of alcohol for consumption in the vehicle only.
21. **Common Carrier (CC):** A carrier engaged in the business of transporting wine.
22. **Dispensers Liquor (DA):** Allows duly licensed medical personnel or hospitals, clinics, industrial companies, etc. to purchase alcohol for scientific or medicinal purposes only.
23. **Direct Shipper (DS):** Allows eligible wineries to ship their product directly to end consumers in the State of South Dakota.
24. **Farm Winery (FW):** Enables a South Dakota Winery using a majority of South Dakota grown products to produce up to 150,000 gallons annually and to sell their product for either on premise or off premise consumption.
25. **Liquor Distiller (LD):** Any distillery that manufactures distilled spirits within the State of South Dakota but does not meet the requirements of the Artisan Distiller license.
26. **Manufacturer Malt Beverage (MB):** South Dakota malt beverage manufacturers which produce up to 5,000 barrels annually may sell their product for on premise consumption only.
27. **Retail on Premises Manufacturer (OM):** A retailer which provides a location for customers to produce wine or beer on the premises.
28. **Solicitors (SA):** Any person employed by a wholesaler who is selling or promoting alcoholic beverages to retailers.
29. **Transporters Alcohol (TA):** Any carrier or private vehicle which transports distilled spirits and wine to South Dakota alcohol licensees.

30. **Wholesaler Malt Beverage (WB):** This license type allows a wholesaler to sell malt beverages to retailers only.
31. **Wholesaler Liquor (WL):** This license allows a wholesaler to sell all types of alcohol to retailers only.

ROSEBUD CURRENTLY EXERCISES JURISDICTION OVER ALL COMMERCE WITHIN ITS EXTERIOR BOUNDARIES

Regardless of the opinion of the State of South Dakota, the Rosebud Sioux Tribe continues to believe and actively asserts, jurisdiction over all commerce and trade within its exterior boundaries. As discussed later in our comments, our treaties agreed to exclusive federal jurisdiction and the State agreed to exclusive federal jurisdiction in their “Enabling Act” making them a state.

Rosebud Sioux Tribal Business License – Required of All Businesses and Persons. We require all businesses and persons doing business within the exterior boundaries of the Rosebud Indian Reservation to obtain a Rosebud Sioux Tribal Business License. This licensing and regulatory jurisdiction is asserted regardless of the race or citizenship of the business or person, and regardless of the land ownership of the location. If you are conducting trade and commerce within the boundaries of the Rosebud reservation or with the Tribe and its people from another location, you are required to obtain a Tribal Business License. **ATTACHMENT A:** RST Tribal Business License Application.

Rosebud Tribal Employment and Contracting Rights Office (TECRO). The Rosebud Sioux Tribe applies tribal employment and hiring regulations to all employers operating within our nation’s boundaries. **ATTACHMENT B:** RST TECRO Draft Agreement with State of South Dakota Office of Transportation.

#2 – ANY ECONOMIC IMPACT STUDIES ON THE BENEFITS OF INDIAN COUNTRY ECONOMIC DEVELOPMENT TO SURROUNDING COMMUNITIES.

REDCO has conducted two studies regarding our economic strength and impacts, as well as some of the additional impediments to growth, for our local entrepreneurs and businesses. The most relevant aspect of our studies to this question was a survey we did of reservation based businesses and border towns to measure the approximate impact of our citizens purchasing power.

There were several non-Native owned businesses that refused to participate in our survey, including nearly all the businesses in some towns. However, of the 30 businesses surveyed, 85% were located on the Reservation, and 15% off. Of the 30 businesses that provided that information, an average of \$1,072.55 of purchases were made on a daily basis at each business. In total, the 30 businesses combined received \$33,249 a day from purchases, or nearly a \$1 million a month.

Seventy-one percent of the businesses indicated that 51% or more of their customers lived on the Reservation. This \$1 million/month impact on our local economy is at our current rates of poverty, and do not include expenditures at the larger cities which include large outlets like Walmart and large grocery stores. An increase in any economic development in our nation will dramatically increase expenditures at local and surrounding businesses. **ATTACHMENT C:** Sicangu Lakota Business Assessment (December 6, 2014); see also, **ATTACHMENT D:** Sicangu Lakota Strengths, Economic Needs, and Business Development Assessment (December 8, 2014)

#3 – SPECIFIC TREATY PROVISIONS THAT REQUIRE THE UNITED STATES TO PROTECT TRIBAL ECONOMIC INTERESTS.

The United States government’s treaty and statutory provisions with the Great Sioux Nation require more than simple “protection” of our economic interests, they require active and engaged “promotion” of our economic interests. In return for taking our lands and placing us in difficult, isolated, and barren lands, the federal government committed to the higher obligation of actually actively engaging in, promoting and ensuring our trade commerce was and is strong and robust. If the federal government cannot or does not want to maintain that fundamental promise, then our lands should be returned and we can stimulate our own commerce and trade.

TREATY PROMISES OF TRADE AND COMMERCE

By far one of the most prominent reoccurring themes in our treaties, is a promise by the United States government that in return for our ceding our land to the United States the United States government repeatedly promised to establish, protect, and grow a variety of commerce and trade on our new nation.

The Great Sioux Nation signed the Treaty of Ft. Laramie with the understanding that the United States government would protect our reserved lands from encroachment and protect and promote our trade and commerce. The United States has failed miserably in upholding both of these basic treaty tenets.

Treaty of Ft. Laramie – 1868

The terms used in our treaty were applicable to that era, but the underlying commitment to promote tribal trade and commerce are crystal clear. Article after article the United States promised to provide the tools and resources to create and protect a sustainable economy, in the new location in which our people were essentially banished.

In the treaty we agreed to concede the land base we needed to be self-sufficient. In return the United States promised to provide the resources and protections necessary to ensure our economic success for self-sufficiency within this new limited land base.

At the time of the treaty signing, the resources necessary to ensure a robust and self-sufficient economy of commerce and trade were carpenters, farmers, blacksmiths, millers, and engineers. The infrastructure to support this human capital, a warehouse, a store-room, a residence for the physician, a good steam circular saw-mill, with a grist-mill and shingle machine attached to the same, and a school-house. The supplies necessary to succeed, the seeds to plant, one good American cow, and one good well-broken pair of American oxen, and an expert farmer to guide our agricultural commerce to success.

Article IV. The United States agrees, at its own proper expense, to construct, at some place on the Missouri river, near the centre of said reservation where timber and water may be convenient, the following buildings, to wit, a warehouse, a store-room for the use of the agent in storing goods belonging to the Indians, to cost not less than \$2,500; an agency building, for the residence of the agent, to cost not exceeding \$3,000; a residence for the physician, to cost not more than \$3,000; and five other

buildings, for a carpenter, farmer, blacksmith, miller, and engineer-each to cost not exceeding \$2,000; also, **a school-house**, or mission building, so soon as a sufficient number of children can be induced by the agent to attend school, which shall not cost exceeding \$5,000. The United States agrees further to cause to be erected on said reservation, near the other buildings herein authorized, **a good steam circular saw-mill, with a grist-mill and shingle machine attached to the same**, to cost not exceeding \$8,000.

Article VIII. When the head of a family or lodge shall have selected lands and received his certificate as above directed, and the agent shall be satisfied that he intends in good faith to commence cultivating the soil for a living, **he shall be entitled to receive seeds and agricultural implements for the first year**, not exceeding in value one hundred dollars, and for each succeeding year he shall continue to farm, for a period of three years more, he shall be entitled to receive seeds and implements as aforesaid, not exceeding in value twenty-five dollars. And it is further stipulated that such persons as commence farming **shall receive instruction from the farmer herein provided for, and whenever more than one hundred persons shall enter upon the cultivation of the soil, a second blacksmith shall be provided, with such iron, steel, and other material as may be needed.**

Article X. And it is further stipulated that the United States will furnish and deliver to each lodge of Indians or family of persons legally incorporated with the, who shall remove to the reservation herein described and commence farming, **one good American cow, and one good well-broken pair of American oxen** within 60 days after such lodge or family shall have so settled upon said reservation.

Article XIII. The United States hereby agrees to furnish annually to the Indians **the physician, teachers, carpenter, miller, engineer, farmer, and blacksmiths**, as herein contemplated, and that such appropriations shall be made from time to time, on the estimate of the Secretary of the Interior, as will be sufficient to employ such persons.

Treaty of Ft. Laramie – 1868

The modern understanding of these historical treaty terms is all the same. On these new barren lands, the United States will provide the resource, the people, the oversight, and the protection necessary to ensure a vibrant economy so that we can remain self-sufficient as we were in our original lands which have been ceded. Further, any treaty ambiguities must be read in the light most favorable to the Indians.

The Act of 1877

The Act of February 28, 1877 was unilaterally and illegally passed by Congress after treaty making was halted in 1871. Congress sought to change the terms of the treaty boundaries in order to obtain access to gold in the Black Hills. The Act reduced the boundaries of The Great Sioux Nation and begin segregating and placing our nations on what has become the “reservations” known today.

The Great Sioux Nation and the Rosebud Sioux Tribe have never consented to the legitimacy of the unilateral Act of 1877, and the Supreme Court upheld the illegal unilateral taking of the Black Hills in

the *United States v. Sioux Nation of Indians*. 488 U.S. 370 (1980). However, the United States still views this Act as good law and relies upon it as justification for the taking of the Black Hills and for limiting our land base to what it is now. Therefore, the United States clearly must follow its own law.

The language in The Act of 1877 only strengthens and bolsters the language and promises in the original unilateral Treaty of 1868 with the promise of support, to grow and protect our trade and commerce in return for the land cessions. The Act could not be clearer:

Article 5 “...In consideration of the foregoing cession of territory and rights... The Government will aid said Indian as far as possible in finding a market for their surplus productions....” Act of February 28, 1877.

In the Treaty of 1868 the United States government promised to provide all the resources and support necessary to grow and protect an economy in this new and limited reservation of land to which they forced us. The Act of 1877 just nine years later confirmed this federal commitment to support and protect our commerce and trade by directly promising to find and promote markets for our products.

This promotion and protection of commerce on these new, difficult, and isolated lands was one of the *primary* and most important promises made to us in ceding and taking our lands. To ensure our people would be as self-sufficient as we had been on our ceded lands.

If the United States is not able to follow through with this most basic of promises, to promote and protect economic prosperity for our nation’s self-sufficiency, then it needs to return the lands it received in this exchange.

SOUTH DAKOTA EXPLICITLY CONCEDED TO FEDERAL JURISDICTION - DAKOTA TERRITORY ACT & THE ENABLING ACT

South Dakota expressly acknowledged, conceded to, and accepted exclusive federal jurisdiction in Indian Country in order to become a territory, and then again in order to become a state. Therefore, there is nothing surprising about the supremacy or exclusivity of federal law in Indian Country to the state. Yet South Dakota challenges the boundaries of this contract every day, fighting every aspect of our trade and commerce jurisdiction, and crippling our economy.

1861 Dakota Territory Act

In the 1861 Dakota Territory Act, Congress proclaimed that the Territory, now North and South Dakota, had no authority over Indian lands and that Congress reserved all of its Indian affairs powers. Including regulations, lands, and laws.

That **nothing in this act contained shall** be construed to impair the rights of person or property now pertaining to the Indians in said Territory, so long as such rights shall remain unextinguished by paired. treaty between the United States and such Indians, or to include any territory which, by treaty with any Indian tribe, is not, without the consent of said tribe, to be included within the territorial limits or jurisdiction of any State or Territory; but **all such territory shall be excepted out of the boundaries and constitute no part of the Territory of Dakota, until said tribe shall signify their assent to the President of the United States to be included within the said**

Territory, or to affect the authority of the government of the United States to make any regulations respecting such Indians, their lands, property, or other rights, by treaty, law, or otherwise, which it would have been competent for the government to make if this act had never passed:

The Dakota Territory Act of March 2, 1861

1868 Treaty of Ft. Laramie

The State of South Dakota was not a state in 1868 when the Great Sioux Nation signed the 1868 Treaty with the United States. At that time the Dakota Territory was in existence and the Dakota Territory Act of 1861 was the applicable law. Therefore the prohibition on any territory (or state) jurisdiction over Indian lands was what was understood at the time of our treaty. In fact, there is not a single mention of state jurisdiction, state taxes, state regulations, anywhere in the Treaty of 1868. It was irrelevant. It was inapplicable. It was unfathomable. Our constitutional, federalist, and treaty relationship is solely and *exclusively* with the United States of America.

1889 Enabling Act

Again after acknowledging the prohibition on any jurisdiction in Indian Country as a territory, South Dakota confirmed those prohibition principles and federal exclusivity in the Enabling Act of 1889 in order to become a state. South Dakota, North Dakota, Montana and Washington explicitly acknowledged federal primacy:

- That the people inhabiting said proposed States...
- do agree and declare that they **forever disclaim all right and title to ... all lands lying within said limits owned or held by any Indian or Indian tribes;**
- and said **Indian lands shall remain under the absolute jurisdiction and control of the Congress of the United States;**
- that **no taxes shall be imposed by the States** on lands or property therein belonging to or which may hereafter be purchased by the United States or reserved for its use.

The Enabling Act, Section 4, Act of Feb. 22, 1889, 25 stat. 676, ch. 180, pp. 276—284

III. THE SECRETARY HAS BROAD STATUTORY AUTHORITY TO DESIGN FEDERAL PREEMPTIVE REGULATIONS.

The language in the Indian Trader Act is broad, discretionary. It clearly delegates to the Commissioner of Indian Affairs the “duty” to protect..

The Commissioner of Indian Affairs shall have the **sole power and authority** to appoint traders to the Indian tribes and to **make such rules and regulations as he may deem just and proper** specifying **the kind and quantity of goods and the prices** at which such goods shall be sold **to the Indians**. (Aug. 15, 1876, ch. 289, § 5, 19 Stat. 200.)

25 U.S. Code § 261 Power to appoint traders with Indians.

Any person desiring to trade with the Indians on any Indian reservation shall, upon establishing the fact, to the satisfaction of the Commissioner of Indian Affairs, that he is a proper person to engage in such trade, be permitted to do so under **such rules and regulations** as the Commissioner of Indian Affairs may prescribe **for the protection of said Indians.** (Mar. 3, 1901, ch. 832, § 1, 31 Stat. 1066; Mar. 3, 1903, ch. 994, § 10, 32 Stat. 1009.)

25 U.S. Code § 262 Persons permitted to trade with Indians

The power to regulate trade broadly with “Indians,” it is not limited to any one sector or location. The scope of what regulations the Secretary may promulgate covers any rule or regulation the Secretary “deem just and proper.” The scope is great. The statute is not limited. It covers all transactions with any Indians. It does not have a limitation in the statute “trust land,” “Indian Country,” “Indian reservation,” or just “with Tribes.” It covers all trade with any Indian, “for the protection of said Indians.”

Modern Congressional Affirmation of Support and Protection for Tribal Trade and Commerce. Congress has continued to “explicitly” act to support Tribal commerce and self-sufficiency, bolstering the ideals of our treaties and set in the Indian Trader Act. Congress has taken numerous steps to enhance and support Tribal sovereign commerce and economic development. For example, Congress has clearly and unequivocally expressed its intent for the United States government to encourage and foster tribal commerce and economic development. In the comprehensive bill the Native American Business Development Act, Congress made its findings regarding tribal economic development and the role of the federal government and federal agencies in that nation-building pursuit very “explicit”:

- the United States has an obligation to guard and preserve the sovereignty of Indian tribes in order to foster strong tribal governments, Indian self-determination, and economic self-sufficiency among Indian tribes;
- the United States has an obligation to assist Indian tribes with the creation of appropriate economic and political conditions with respect to Indian land;
- the economic success and material well-being of Native American communities depends on the combined efforts of the Federal Government, tribal governments, the private sector, and individuals....;

Native American Business Development Act, 25 U.S.C. § 4301(a).

With these duties to protect Indian commerce come the powers to protect Indian commerce. The “duty” to protect is clearly and naturally accompanied by the “power” to protect or it is useless and unenforceable.

[Tribes] owe no allegiance to the States, and receive from them no protection. Because of the local ill feeling, the people of the **States where they are found are often their deadliest enemies.** From their very weakness and helplessness, so **largely due to the course of dealing of the federal government** with them, and

the treaties in which it has been promised, there arises **the duty of protection, and with it the power.**

United States v. Kagama, 118 U.S. 375 (1886)

IV. ANY STATUTORY AMBIGUITIES IN THE INDIAN TRADER ACT MUST BE INTERPRETED IN FAVOR OF THE TRIBES.

Furthermore, because of the unique trust relationship with Tribes, the Supreme Court has made clear that a basic canon of Indian law is that “ambiguities in federal law should be construed generously” in favor of the tribes. *Ramah Navajo School Board v. Bureau of Revenue*, 458 U.S. 832 (1982). Therefore, if in reading the Indian Trader Act there are any ambiguities, each ambiguity should be read in favor of the Indians.

CONCLUSION

The current morass of state, federal and tribal regulatory is ridiculous. Balancing acts are ridiculous. They are all crippling our economy. When we ceded our lands it was with the direct and express understanding that the federal government would 1) forever protect this new “reserved” lands for our nation, and 2) promote and protect our trade and commerce to ensure we were able to be as self-sufficient in this new location as we were in the ceded lands. The United State has failed miserably. The Secretary has failed to properly assert jurisdiction through the Indian Trader Act, and in the vacuum has allowed a tangled mess that has ensured permanently poverty for our people.

You cannot operate an economy when every question regarding regulation and tax is “it depends.” No nation operates under such uncertainty. Every nation operates with confirmed respected sovereign boundaries. This chaos and uncertainty is not what the Great Sioux Nation or the Rosebud Sioux Nation agreed to in its treaties with the United States federal government. It is incumbent on the Secretary to exercise the authority granted by Congress and fix this.

**ROSEBUD SIOUX TRIBE
P.O. BOX 367, ROSEBUD, SOUTH DAKOTA 57570
APPLICATION FOR BUSINESS LICENSE**



1. Owner-Partner or Corporation Name: **(Please Print or Type)**

**2. DBA or Business Name (Different from box 1, print how name will appear on license.)
If doing business with tribal government, print name that is preferred to be payable to.**

3. Address (Where Forms are to be mailed)

Address (1):	City:	State:	Zip code:	County:

4. Business Telephone: **Home/Cell Telephone:** **Social Security or EIN**

5. Nature of Business: (Please Circle)

<input type="checkbox"/> Retailer	<input type="checkbox"/> Contractor	<input type="checkbox"/> Wholesaler	<input type="checkbox"/> Manufacture	<input type="checkbox"/> Service	<input type="checkbox"/> Utility	<input type="checkbox"/> Other (specify)
-----------------------------------	-------------------------------------	-------------------------------------	--------------------------------------	----------------------------------	----------------------------------	--

6. Brief Explanation of Business (Attach any supporting documents; Certifications, Specialty Trade Degrees, State license)

Estimated Monthly Gross: \$
 (Required)

7. Do you have or have had a tax license in South Dakota? (Please check one) Yes: No:
 License Number: _____ - _____ - _____ Pending:
 Operated From: _____ To: _____

8. What date will you begin business? Month: Day: Year:

9. Is this a new business? Yes: No: Reorganization: Other:

10. Will there be more than one business location? Yes: No:
 How Many: _____ List all Locations: _____

The appropriate fee must accompany all applications for the Rosebud Sioux Tribal Business License.
The RST Revenue Department cannot accept cash (Must be Check or Money Order) (Please check one)

<input type="checkbox"/> Temporary Business License	\$10.00	(Four Days or Less)
<input type="checkbox"/> Seasonal Business License	\$25.00	(Three Months or Less)
<input type="checkbox"/> Permanent Business License (Subject to amendments by council)	\$50.00	(Exceeding Three Months)

This application must be signed by the owner, by all partners in case of a partnership, and by an executive officer in case of a corporation or by some person authorized to sign on their behalf. Proof of authorization must be attached. By signing I/we agree to abide by all applicable Tribal, State & Federal laws.
I HEREBY CERTIFY THAT THE ABOVE IS TRUE AND CORRECTION TO THE BEST OF MY KNOWLEDGE AND BELIEF.

Signed this _____ Day of _____, 20____. _____ (Owner/Partner/Executive Officer)

A complete copy of Title 16, Chapter 1 can be obtained by _____ (Co-Owner/ Partner)
 Including \$1.00 for postage and Handling.

ROSEBUD SIOUX TRIBE
TRIBAL EMPLOYMENT AND CONTRACTING RIGHTS OFFICE
COMPLIANCE PLAN
STATE DEPARTMENT OF TRANSPORTATION PROJECTS

COMPANY

DATE

PROJECT

NOTE: Any contractor/subcontractor not submitting an acceptable compliance plan may be denied the right to commence or continue business on the Rosebud Reservation.

The South Dakota Department of Transportation (Department) will not allow any contractor/subcontractor to commence work until the compliance plan has been approved by the TECRO office and a copy has been received by the Department's Area Office.

AGREEMENT BETWEEN
THE ROSEBUD SIOUX TRIBAL EMPLOYMENT AND CONTRACTING RIGHTS OFFICE
AND

This Agreement is entered into on this date _____ between the
ROSEBUD SIOUX TRIBAL EMPLOYMENT AND CONTRACTING RIGHTS OFFICE (TECRO)
and _____ (Employer) with respect to
employment practices on the Rosebud Reservation on South Dakota Department of
Transportation Project Number _____.

1. EMPLOYMENT PRIORITY

The TECRO Director will be given at least twenty-four (24) hours' notice to locate and refer a qualified Indian applicant for any vacancy or new position. If the TECRO Office is unable to fill the vacancy, an employer may recruit and hire workers from whatever sources are available to the contractor and by whatever process the contractor so chooses, provided that the contractor will notify TECRO of any job vacancies, positions, or any negotiated positions. The Tribal TECRO office will use its Job Skills Bank to assist the employer in meeting the stipulated hiring goal for this project.

TECRO will maintain a Job Skills Bank, listing available resident Indian applicants by job classification based on skill level as indicated on their TECRO application to be used to fill job vacancies, new positions, or any other negotiated position under this Agreement.

Employer agrees to consider hiring, either for a job vacancy or for new positions all available local Indians and Indian applicants who meet pre-employment standards.

2. PRE-EMPLOYMENT STANDARDS

For the purpose of this Agreement, pre-employment standards are those directly job related standards of fitness and ability which indicate that with a reasonable amount of job training a person would be capable of satisfactorily performing entry job as well as jobs at a higher level which, with a reasonable amount of further training, are normally filled by progression from the entry job. This provision applies to those persons who, at the time of application for employment, are not fully qualified for the available jobs but have general potential of becoming qualified through a reasonable amount of training.

Employer will not use qualifications, criteria, or other personnel requirements as barriers to Indian employment except where such criteria are required by business necessity. Employers will have the burden of showing that such criteria or requirements are required by business necessity.

3. TRAINING AND SALARY

The Employer agrees that all local Indians and Indian employees will be adequately trained for the position for which they are hired. The Employer will evaluate and pay all Indian employees in accordance with current employer company policy, TECRO policies, and contract provisions.

4. DISCRIMINATION

There will be no discrimination in wage rates, fringe benefits, hiring, or for other employment related activity on the basis of race, color, creed, age, sex, national origin, disability, or religion.

5. EMPLOYMENT GOALS

The Employer agrees Indians will be given preference for at least seventy percent (70%) of the skilled labor force and one hundred percent (100%) of the general laborers of project work force, as described in the Davis-Bacon Act Wage Decisions, Heavy-Highway scale, provided that sufficient qualified Indian applicants are available. The phrase "work force" will not include "core crew employees". The Employer will consult with the Tribal TECRO officials to locate qualified applicants for those positions.

The Employer (Prime Contractor) will require that subcontractors meet the Indian preference in employment requirements as specified in the preceding paragraph.

Nothing in this Agreement will be construed to interfere with the Employer's ability to dismiss any employee for cause including, but not limited to, lack of adequate skills or training, inability to perform by virtue of state of federal law, or breach of the contractor's standards of conduct.

Nothing in this Agreement will be construed as an admission or other concession on part of the Rosebud Sioux Tribe that the Tribe lacks jurisdiction or authority to impose any license, fee, tax, assessment, or make any other collection from a contractor, subcontractor, or person voluntarily entering upon the Rosebud Reservation or any of the Tribe's property wherever situated.

6. EMPLOYMENT RIGHTS FEE

The Employer (Prime Contractor) will pay a TECRO fee of three percent (3%) of the total contract dollar amount in accord with the following (check one):

- The parties agree the fee will be paid in _____ payments of equal amounts of \$ _____ over the life of this Agreement. The last payment will be due no later than _____ and will be adjusted to reflect any increases or decreases in total contract amount due to change orders or other contract changes.

- The parties agree the fee will be paid in amounts of three percent (3%) of progress payments received from the State of South Dakota over the life of this Agreement. The last payment will be due no later than 10 days following the final payment from the State of South Dakota and will be adjusted to reflect any increases or decreases in total contract amount due to change orders or other contract changes.
- The parties agree if the TECRO fee is less than \$1,000.00 it will be paid in a lump sum payment due at the time the compliance plan is completed. The contractor may opt to pay a lump sum for fees over that amount by checking this option of payment. Any adjustments to reflect any increases or decreases in the total contract amount due to change orders or other contract changes will be due no later than 10 days following the final payment from the State of South Dakota to the contractor.

This fee will be made payable by check to the Rosebud Sioux Tribal Employment and Contracting Rights Office, which will be deposited in a specific account by the Rosebud Sioux Tribal Treasurer.

7. INSPECTIONS

The TECRO Director or designees will have the right to inspect all sites where employment is taking place under the provisions of this Agreement upon the Rosebud Reservation.

8. RECORDS

The Employer will submit the following on a weekly basis to the TECRO Office:

- (A) Weekly TECRO Employment Report which includes the following data (forms for this item available from the TECRO Office):
 - 1. Wage and hour reports;
 - 2. New hires or terminations, and disciplinary action taken; and,
 - 3. Promotions.
- (B) Copies of official payrolls to the TECRO Office on a weekly basis.

9. ASSISTANCE

If the Employer deems that an employee's performance is such that he or she is in danger of being suspended or terminated, the Employer may contact TECRO for assistance in resolving the problem.

10. EMPLOYMENT POLICIES AND PROCEDURES

It is further understood that the Employer recognizes that all or a part of its operations are taking place within a unique cultural setting within the exterior boundaries of the Rosebud Reservation. Employers will consider and takes into account Tribal Holidays

and other cultural customs to promote rather than hinder the employment of Native Americans on the project.

11. LAYOFFS

If a layoff is required, the Employer will conduct a layoff consistent with its obligations under Section 5 of this Agreement. Any layoffs must be justified by business considerations.

12. PRIME RESPONSIBLE FOR COMPLIANCE OF SUBCONTRACTORS

The Employer (Prime Contractor) will be held responsible and accountable for assuring that any subcontracts let under this Agreement have a signed compliance plan, the subcontractor will meet the Indian employment preference requirements, and will follow all stipulations under this Compliance Plan.

13. JURISDICTION

The parties agree this Compliance Plan will be implemented on a cooperative basis without regard to jurisdiction. Nothing in this Agreement will prevent the Tribe, the Department, or any contractor from instituting any litigation pertaining to any jurisdictional issue with regard to the employment rights code or any other matter.

Nothing in this Agreement will be construed as an admission or other concession on part of the Rosebud Sioux Tribe that the Tribe lacks jurisdiction or authority to impose any license, fee, tax, assessment, or make any other collection from a contractor, subcontractor, or person voluntarily entering upon the Rosebud Reservation or any of the Tribe's property wherever situated.

13. DURATION

This Agreement will be for the life of this specific project.

Please note: Only the prime contractor is responsible for paying the TECRO fee but all subcontractors need to complete the company information below:

Contract Amount \$ _____ TECRO Fee at 3% _____

Company _____

Project No. _____

Superintendent _____

Local Phone Number _____ Alt. Phone _____

Mailing Address _____
(Box or Street) (City) (State)

Local Mailing Address (if different from above) _____

Date Project Start _____ Date Project End _____

Core Crew Definition:

A contractor's or subcontractor's core crew is composed of full time employed individuals necessary to satisfy his/her reasonable needs for supervisory or specially experienced personnel to assure an efficient execution of the contract work. Any Indian already employed by a contractor will be included in the core crew, regardless of job function, to avoid the unintended results of having a contractor lay-off or terminate an Indian employee to hire another under this Special Provision.

Core Crew and Classification (please note any Indian employees and be prepared to provide copies of Tribal Enrollment or Tribal IDs:

Estimated Number of Other Workers by Job Classification that are non-Core Crew:

List the vacancies and positions needed to fill by TECRO Office other than training positions:

List the training positions:

DATE

TECRO DIRECTOR, ROSEBUD SIOUX TRIBE

DATE

AUTHORIZED COMPANY OFFICIAL

TITLE

ADDRESS

Sicangu Lakota Business Assessment

DECEMBER 6, 2014 – FINAL REPORT

SWEET GRASS
CONSULTING, LLC



Table of Contents

INTRODUCTION.....	2
METHODS.....	3
Survey Instrument.....	3
Community Meetings.....	3
Research Associates (RAs).....	4
Participant Incentive	4
Data Collection.....	4
ANALYSIS	5
Business Demographics	5
Location, Profit Status, and Level of Development	5
Business, Employment, or Activity Type	6
Business’ Needs and Assets	7
Adequate Space	8
Infrastructure Needs.....	8
Training Needs	8
Employee Assets and Needs	9
Local Business Development.....	10
Sustainable Business	10
Consumer Spending	11
Purchases and Money Spent.....	12
Clientele	12
CONCLUDING REMARKS	13
GRATITUDE and SPECIAL THANKS.....	13
APPENDIX.....	14
Sicangu Lakota Business Assessment.....	14

INTRODUCTION

The following report is a summary of the results from the Rosebud Economic Development Corporation (REDCO) survey entitled: *Sicangu Lakota Business Assessment* (Business Assessment). The survey was administered to 75 businesses, both Native and non-Native owned, for 7 weeks in August and September 2014, on the Rosebud Reservation, home to the Sicangu Lakota, and the surrounding areas. This survey was distributed in-person by 4 local Lakota Research Associates and circulated through email to tribal businesses. Results will be used to inform agencies, business owners, decision-makers, and community members on initiatives to enhance existing businesses and encourage new business, workforce, and economic development on the Reservation. Following a detailed account of the methods undertaken throughout the survey process, an analysis of final results are presented in this report as follows:

- 1) Business Demographics
- 2) Business Needs and Assets
- 3) Consumer Trends

This report should be used as a compliment to the larger and more in-depth Final Report of the *Sicangu Sicangu Strengths, and Business Development Assessment*, which highlights the findings from a survey of 284 individuals, conducted during the same time frame as the *Sicangu Lakota Business Assessment*. Unlike the larger survey though, the Business Assessment survey targeted businesses owners, managers, and other knowledgeable employees to ask questions specifically about the business they either owned or were employed by. This information, in conjunction with the *Sicangu Strengths* report, provides a holistic picture for current trends, needs, and future possibilities regarding sustainable development for both the tribe and individuals. Recommendations for development based on the data from both reports can be found in the *Sicangu Strengths* report.

METHODS

Survey Instrument

REDCO hired Sweet Grass Consulting, LLC (SGC)—a community development consulting firm based out of Fort Collins, Colorado—in May of 2014. SGC specializes in economic development in Indian Country. More specifically, SGC specializes in survey creation, data collection, monitoring and evaluation, and data analysis.

In collaboration with REDCO and Blue Star Studios, Inc. (BSS)—a Native owned contracting firm specializing in architectural design and community development in Indian Country— SGC created a 23 question survey in order to assess business demographics; business needs and assets; and consumer trends. The survey was viewed and tested by the Research Associates hired to administer it, providing insight which allowed SGC to further edit and refine the survey.

SICANGU LAKOTA BUSINESS ASSESSMENT
Business / Employment / "Things I do" Information

- Your Position in the business: Owner Manager Assistant Manager Associate General Employee Self-Employed Other: _____
- Name of Business / Organization: _____
- Location of Business / Place of Employment:
 - Town: Rosebud Mission Winner Norris White River Valentine Other: _____
 - Community: Antelope Okreek Parmelee Rosebud Saint Francis Spring Creek Two Strike Milks Camp Corn Creek Butte Creek Soldier Creek Upper Cut Meat Ring Thunder Black Pipe Bull Creek Swift Bear Grass Mountain Ideal He Dog Horse Creek
 - Rural. What is the nearest town/community? _____
- Profit Status: For Profit Organization Non-Profit Organization
- Business / Employment / Activity Type (please mark all that apply):

<input type="checkbox"/> Restaurant and Food Services	<input type="checkbox"/> Social Services and Counseling	<input type="checkbox"/> Business and Financial Services
<input type="checkbox"/> Grocery	<input type="checkbox"/> Child Care Services	<input type="checkbox"/> Professional and Consulting Services
<input type="checkbox"/> Convenience	<input type="checkbox"/> Family Care Services	<input type="checkbox"/> Media, Advertising, Marketing and Design Services
<input type="checkbox"/> Tourism and Hospitality	<input type="checkbox"/> Education Services	<input type="checkbox"/> Technology and Computer Services
<input type="checkbox"/> Retail	<input type="checkbox"/> Community Development	<input type="checkbox"/> Legal Services
<input type="checkbox"/> Salon and Spa Services	<input type="checkbox"/> Health Care Services	<input type="checkbox"/> Design & Engineering Services
<input type="checkbox"/> Arts, Crafts, Beadwork, etc.	<input type="checkbox"/> Environmental Services	<input type="checkbox"/> Government Worker
<input type="checkbox"/> Industrial/ Mechanical/ Construction Services	<input type="checkbox"/> Farming and Ranching	<input type="checkbox"/> Cultural Worker / Medicine Person
<input type="checkbox"/> Automotive Maintenance and Services	<input type="checkbox"/> Handyman/ Hired Hand	<input type="checkbox"/> Other: _____
- Is this Business Native American Owned (51% or more)? YES NO

Community Meetings

Prior to survey creation, BSS conducted several community gatherings in order to gain initial feedback from local residents concerning the development of Keya Wakpala Waicageyapi, located just west of Mission, SD off of Highway 18 on the nearly 600 acres of land surrounding the pre-existing Turtle Creek Crossing

KEYA WAKPALA GREEN DEVELOPMENT

CITY OF MISSION, SD

TURTLE CREEK SUPERMARKET

GAS STATION

ANTHELOPE LAKE

SITE PLAN 2000 FT 500 FT

INAKICHTAPO
LOOK OUT FOR ONE ANOTHER
"Keya Wakpala Waicageyapi is a safe place for all Lakota people and their neighbors who seek a unique community encouraging resilience, health, education, and helpfulness while renewing a culturally meaningful way of life."
- Project Vision Statement given by the People

REDCO
Rosebud Economic Development Corporation
Sicangu Lakota Nation

BLUE STAR STUDIO
THINK + DESIGN + SUPPORT + BUILD

Keya Wakpala Waicageyapi
(Turtle Creek Green Development)
FORMERLY KNOWN AS "KOSKAN PROPERTY"

ROSEBUD INDIAN RESERVATION
SICANGU LAKOTA NATION

Rosebud Economic Development Corporation
101 Research Park Drive
Mission, SD 57555
Office: (605) 856-5090
Fax: (605) 856-8403

Shopping Center. These gatherings provided valuable input in general, but specifically toward community values and community priorities for development. Questions administered at the gatherings focusing on community priorities for development were duplicated in the survey to gain further feedback from business owners and employees who did not attend the community gatherings.

Research Associates (RAs)

After the survey was created in collaboration with SGC, REDCO, and BSS, SGC sent out a job announcement for local Research Associates to conduct surveys. After an application and interview process, 4 RAs were hired for a temporary 7 week position to conduct surveys across the Reservation. Veronica and Reeta Nadeau of St. Francis, Jolene Arcoren of Horse Creek, and Sheila Young of Parmelee were hired. RAs were paid \$10 per hour, reimbursed \$.50 per mile traveled, and paid bonuses of \$10 per survey if they completed 15 or more surveys in a 1 week period. In addition, RAs were given the option to receive 3 Internship credits from Sinte Gleska University, paid for by SGC.

Participant Incentive

The two local radio stations, KINI and KOYA, ran advertisements for the 7 week period encouraging locals to participate in the survey. As opposed to each individual receiving a small stipend (usually \$10-\$20), participants who filled out the survey had their name and contact information placed in a drawing pool. From the drawing pool, names were drawn each week. Each person whose name was drawn received a \$150 check from SGC. Names that weren't drawn were left in the drawing pool for the following weeks. In all, nineteen \$150 winners were confirmed. The 20th winner was the grand prize winner and received a \$400 check.

Data Collection

Data was collected in-person by RAs and online by an e-survey.

Initially, RAs were assigned to communities on the Reservation that they felt most comfortable with. After areas were assigned, RAs visited local establishments to either conduct a survey, schedule time for a survey, or drop off a survey to later be picked up later after it had been filled out by the appropriate participant. This method proved to be successful with most businesses on the Reservation and in Valentine. However, RAs received negative feedback with several establishments in Winner and on one occasion a RA was asked to leave. After three attempts from two RAs, no surveys of businesses based out of Winner were completed.

In addition to surveys collected by RAs, during the fourth week of data collection, an e-version of the survey was distributed by email to all tribal offices and administrations.

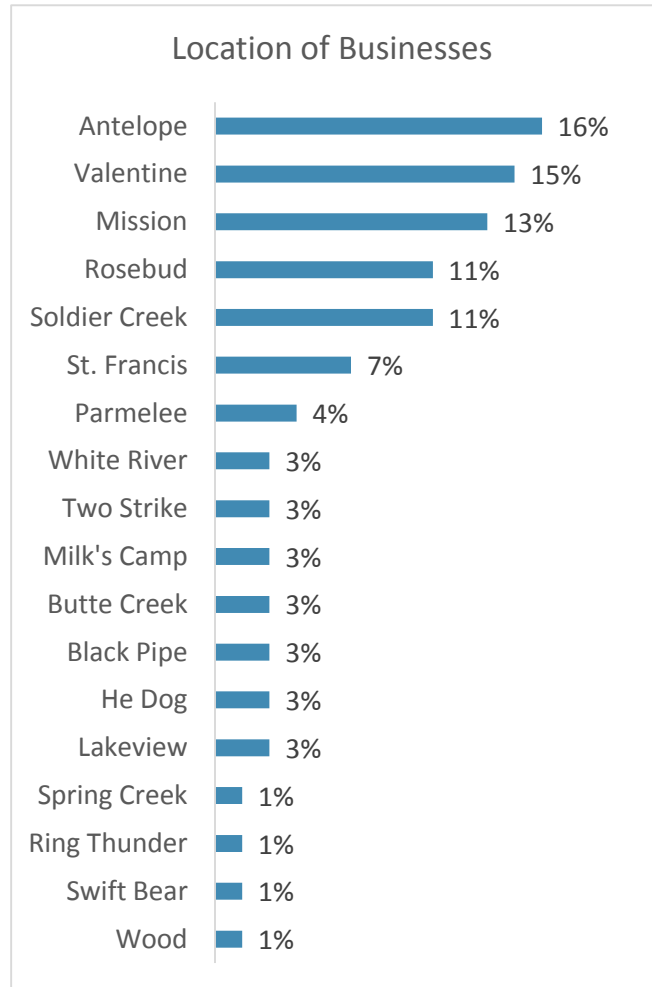
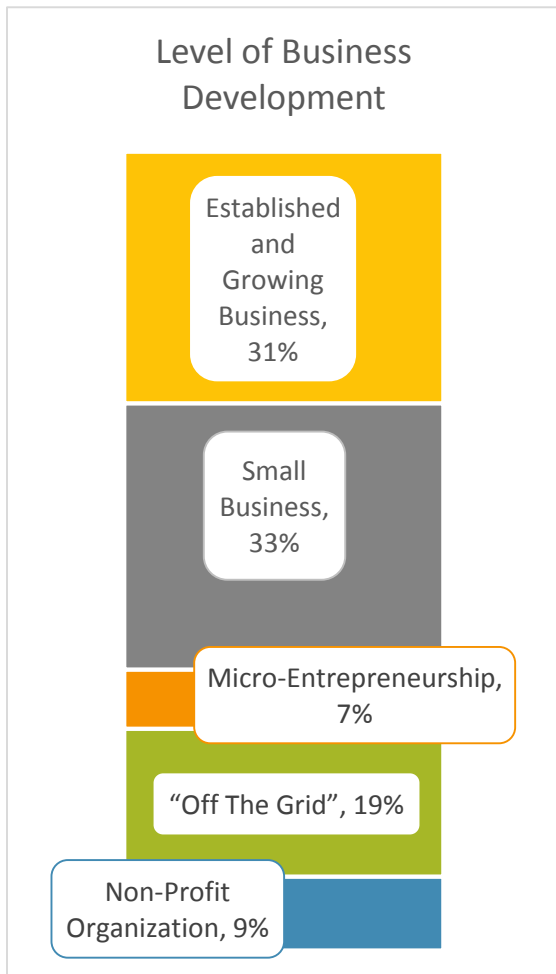
ANALYSIS

All written copies and electronic copies of the completed surveys were inserted into Survey Monkey, an online data collection service provider, by SGC. Qualitative and quantitative data from the surveys was then exported into Microsoft Excel for cleaning, coding, and analysis by SGC. All data is currently housed in Excel and stored by SGC. The remainder of this report details the findings and analyses of the survey results.

Business Demographics

Business demographics provides information regarding the location and types of businesses surveyed. This section is broken into 2 main categories:

- 1) Location, Profit Status, and Level of Development
- 2) Business, Employment, or Activity Type



Location, Profit Status, and Level of Development

Of the majority of businesses surveyed, 85% were located on the Reservation and **49% were at least 51% Native owned**. The percentage of Native owned businesses is concerning, given that a recent survey found that nearly 82% of Reservation households

identified as 'American Indian/Alaskan Native'¹. Yet only 49% of the participants who filled out the *Business Assessment* identified their business or place of employment as being Native owned. These percentages suggest that greater job readiness and workforce skills trainings would be beneficial. These types of trainings are currently being successfully implemented on several other South Dakota reservations. This subject will be further explored later in this report.

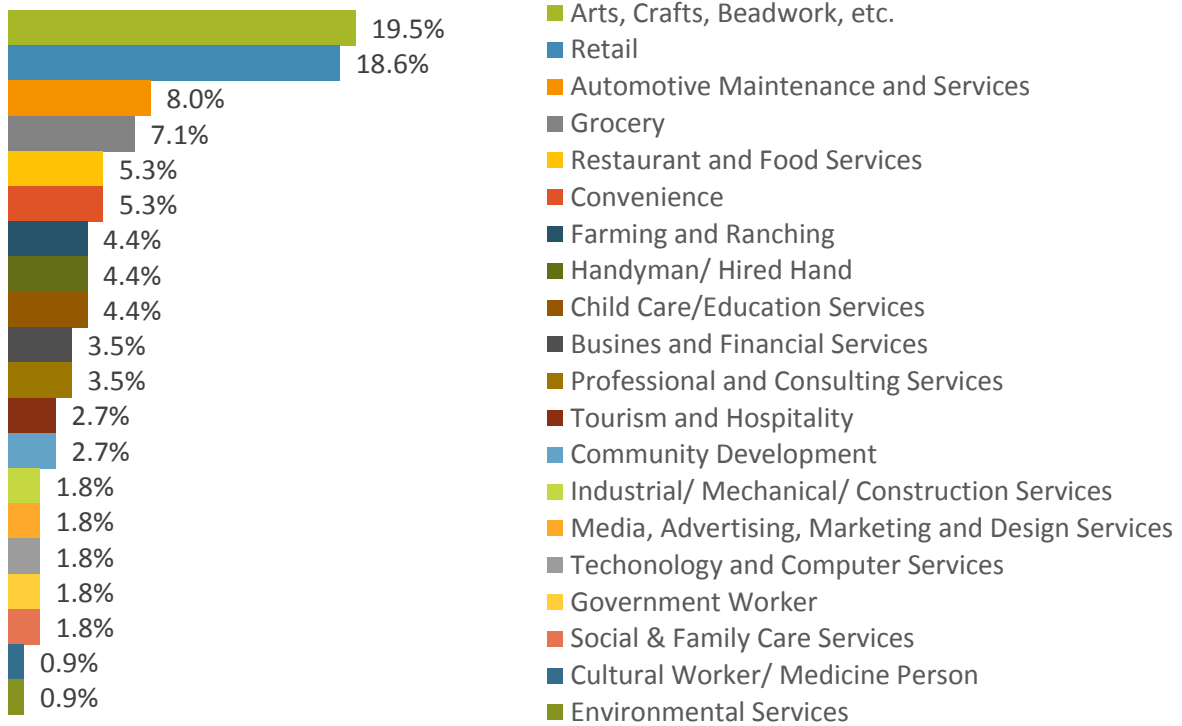
The most businesses were in Antelope with 16%, followed by Valentine at 15% and then Mission with 13%. Of the businesses surveyed, 72% were considered 'For-Profit Organizations' and 28% were considered 'Non-Profit Organizations'. Survey participants were asked to further describe the 'level of development' of their business. The chart below indicates that 33.3% of the businesses identified as 'Small Businesses' that provide their primary income and 31.5% of the businesses identified as 'Established and Growing Businesses' which provide primary income and hires employees or demonstrates growth. In total, 30 of the businesses surveyed provided income information. Of those businesses that provided income information, \$33,249 was their sum total of daily income. If these businesses operated a 5 day work week, this would total \$8,644,740 worth of annual income.

Business, Employment, or Activity Type

From an extensive list, survey participants were asked to describe their business, employment or activity type. As indicated in the chart on the following page, the number one response was, 'Arts, Crafts, and Beadwork, etc.' at 19.5%. The strength of arts, crafts, and beadwork complements the *Sicangu Strengths* findings that people desire the development of cultural spaces. Cultural spaces could include areas to sell artwork, beadwork, and other Lakota and indigenous inspired creations. Furthermore, grants are available by organizations such as First Peoples Fund, to develop art spaces and other technical and infrastructural support for artists and artist communities. 'Retail', at 18.6%, was the second most popular response. 'Automotive Services', 'Grocery', and 'Restaurant/Food Services' comprised the next three responses, which culminated with arts/crafts and retail for the top five business types. See the chart below for further analysis.

¹ Big Water Consulting. 2/13/2014. Dakota Housing Needs Assessment Pilot Project: Data Report for the Rosebud Sioux Tribe. Pg. 4

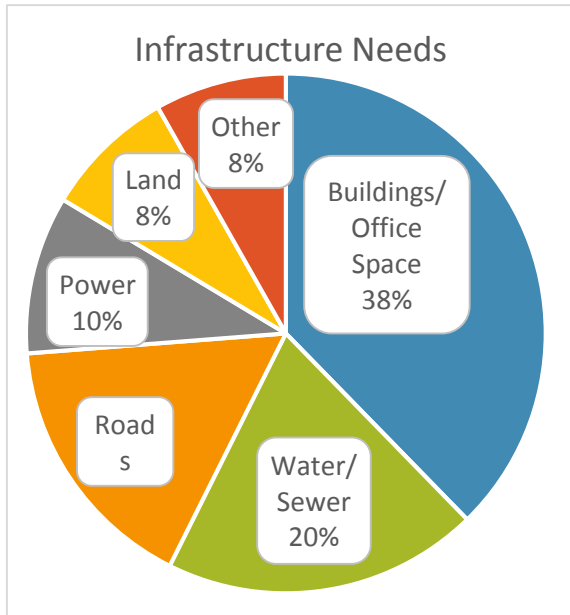
Business Types



Business' Needs and Assets

This section provides information regarding the needs and assets of businesses from infrastructure to training and future development. Business' Needs and Assets were broken into 6 main categories:

- 1) Adequate Space
- 2) Infrastructure Needs
- 3) Training Needs
- 4) Employee Assets and Needs
- 5) Local Business Development
- 6) Sustainable Business



Adequate Space

Of the participants surveyed, 61% indicated that they had ‘enough space to properly conduct [their] business out of’ and 74% liked the building in which their business was conducted. Likewise, 57% of participants indicated that they would relocate ‘their business if a better opportunity or more attractive office space was built’.

Infrastructure Needs

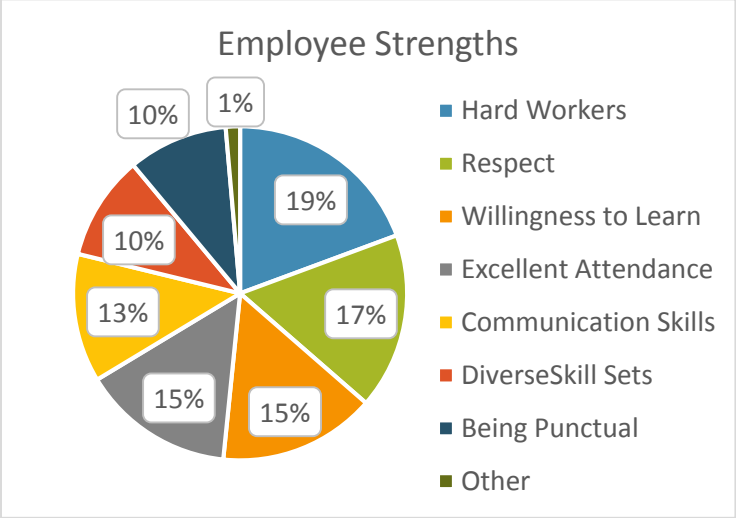
Participants were asked to check from a list, ‘the most pressing infrastructure needs for [their] business’. ‘Buildings/Office Space’ was the most popular response at 38%. This finding is not surprising given that 59% of participants indicated that they did not have ‘enough space to properly conduct [their] business out of’. The second most popular option was ‘Water/Sewer’ at 20%, followed by ‘Roads’ at 16%. In the last decade, roads on

South Dakota reservations have been a continual priority of development resources, especially as tribes begin to enhance tourism development.

Training Needs

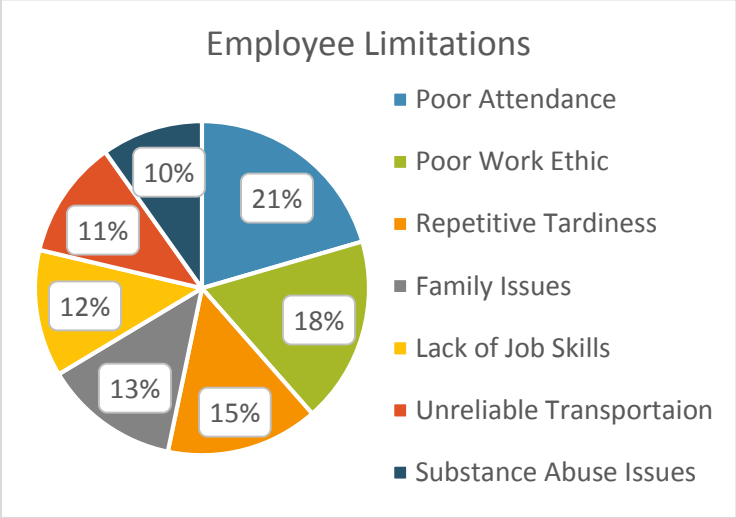
Participants were asked to check from a list, the ‘specific areas of business related training’ they would be interested in. The top 3 responses were ‘Marketing’, ‘Bookkeeping/Accounting/Financial Planning’, and ‘Customer Service’. These 3 specific trainings are available through the Pine Ridge Area Chamber of Commerce, Kyle, South Dakota and some of them are available by webinars through Lakota Funds’, Building Native Industries Institute (BNII). If these resources aren’t available on Rosebud, it would be beneficial to create something that the Sicangu could own and call theirs. See the chart below for the entire list of business related trainings that participants were interested in.



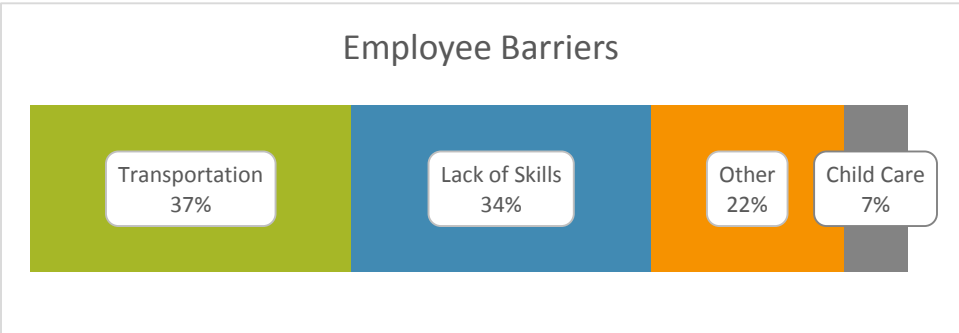


Employee Assets and Needs

Owners and managers were asked to list the major strengths of high-performing employees as well as the major complaints of low-functioning employees. Major strengths included: 'Hard Workers' at 19%, 'Respect' at 17%, 'Willingness to Learn' at 15%, and 'Excellent Attendance' at 15%. Major complaints of low-functioning employees included: 'Poor Attendance' at 21%, 'Poor Work Ethic' at 18%, 'Repetitive Tardiness' at 15%, and 'Family Issues' at 13%. Given that 'Poor Attendance', 'Repetitive Tardiness', and 'Family Issues' ranked so highly on the list of major complaint about low-functioning employees, it makes sense that 37% of participants mentioned 'Transportation' as 'the greatest barrier to employees doing a good job'. Reliable and personal transportation is critical for attendance, and specifically, timely attendance. Likewise, when there are many family issues, and only one transportation option, difficulties making it to work on time can arise.

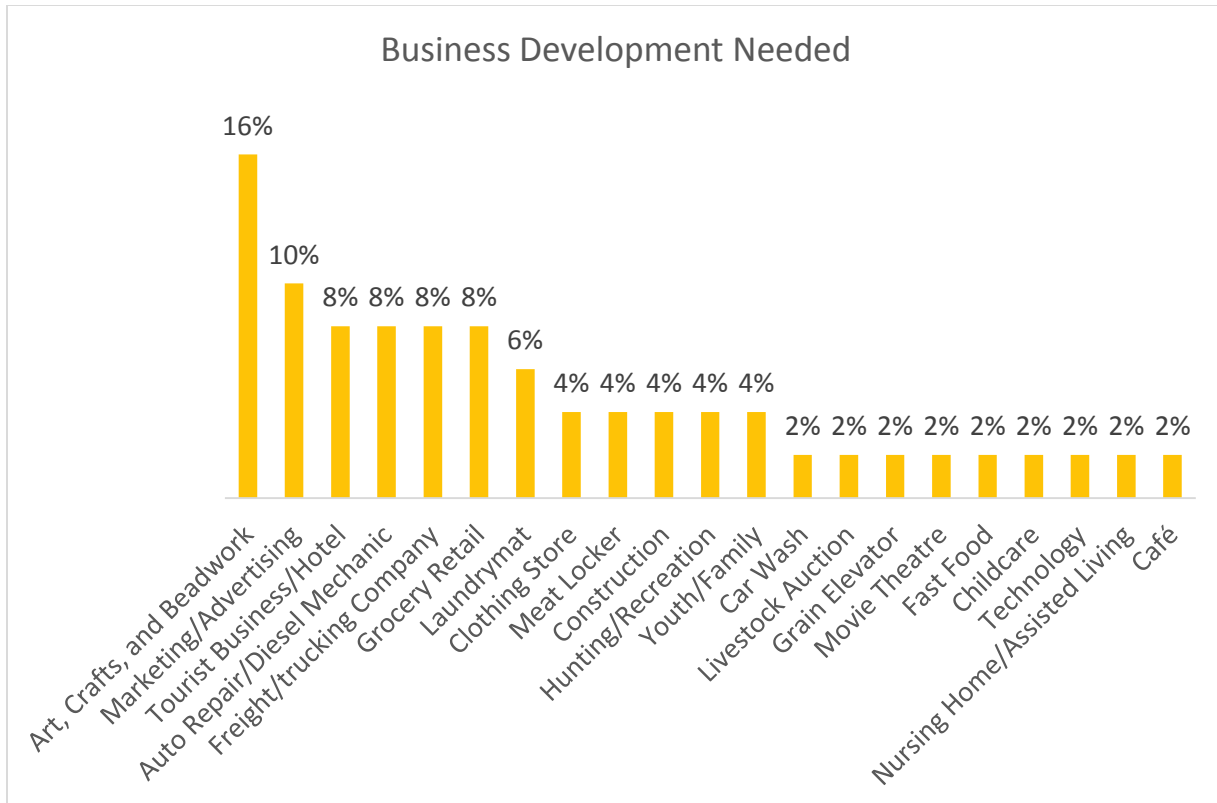


'Lack of Skills' was the second most cited response at 34%. This further expresses the need for trainings as indicated by the previous section. Trainings also enhance self-esteem and self-worth, giving employees skills that they feel proud of. This individual empowerment is all necessary for healthy and sustainable community development to occur.



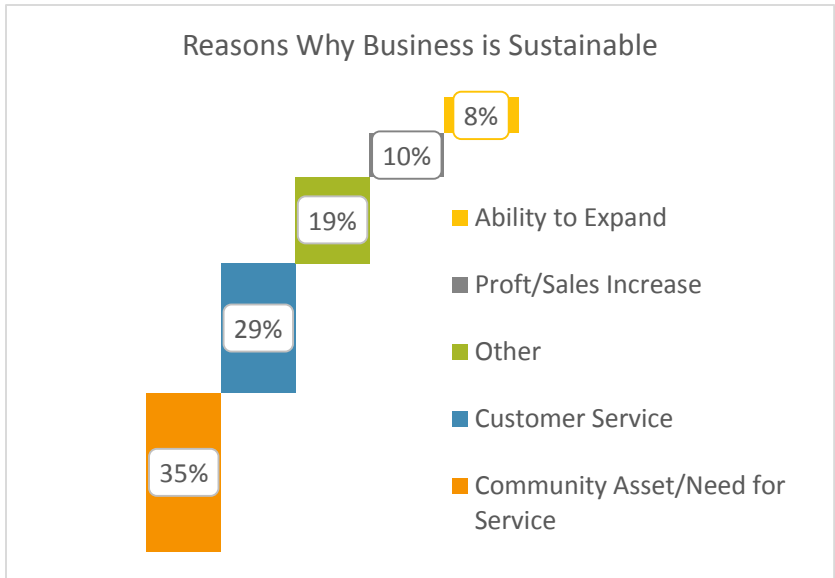
Local Business Development

Participants were asked the open-ended question: ‘As a business Owner or Manager, what other types of local businesses do you think would best support your business?’ Of the responses, 16% related to cultural art, crafts, beadwork, and quilting. Most of the responses indicated that a store or space is necessary to sell these handmade goods to tourists. Marketing and advertising comprised 10% of the responses, and some participants indicated that they were particularly interested in Internet-based marketing. This response is interesting given the amount of participants from the larger *Sicangu Strengths* survey that mentioned REDCO should advertise more as well. It appears that advertising would be helpful, regardless the size of business or level of business development.



Sustainable Business

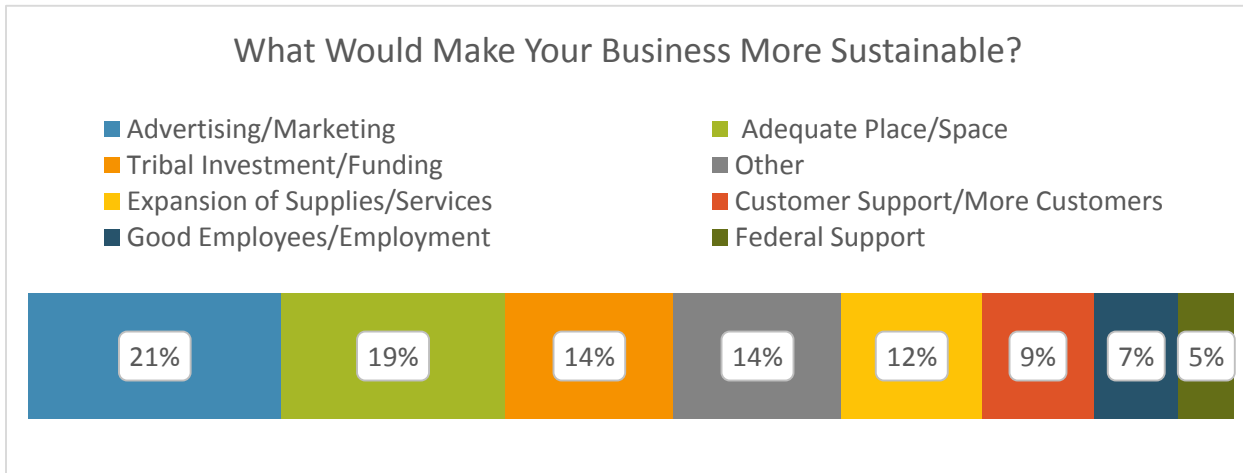
Participants were asked the question, ‘Do you feel that your business is growing and sustainable?’ and 69% responded ‘yes’. In addition to that question, participants were asked to elaborate by providing 3 reasons why their business is, or is not, growing and sustainable. The chart below highlights the participants’ responses. Of the responses pertaining to a growing and sustainable business, nearly 35% centered on the theme of their business being a community asset or providing a needed service within the community. Customer service, notably the respectfulness and responsiveness of employees, was the second most popular theme for sustainable businesses at nearly 29%.



Conversely, responses describing why businesses were not growing and sustainable, were spread across the board. Nearly 21% described that the community need for their service is diminishing. For example, one respondent mentioned that “too many people get star quilts at giveaways and sell them for 15% of what they are worth,” while another participant mentioned that other “people are learning to make quilts”. Similarly, the

bad economy, lack of funding, and an inability to expand were cited as top reasons why businesses are not sustainable.

When asked, ‘What do you think would help increase the growth and sustainability of your business?’ the most common theme that emerged was ‘advertising and marketing’, at nearly 21%. In this study, along with the more extensive *Sicangu Strengths* Final Report, the theme of marketing and advertising has surfaced 3 times. Also, an ‘adequate space or place’ to conduct business was a theme mentioned in nearly 19% of the responses while ‘Tribal support’ was mentioned in nearly 14% of responses.



Consumer Spending

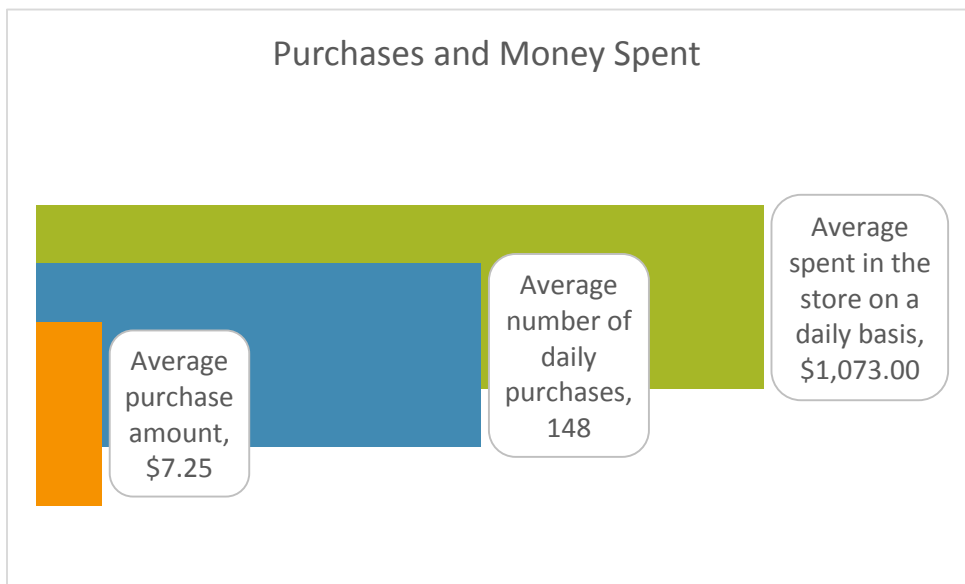
Consumer spending provides information on money that is spent in various businesses, as well as the number of purchases made on a daily basis and what types of customers frequent the store. This section is broken into 2 categories:

- 1) Purchases and Money Spent
- 2) Clientele

Information from this section can be utilized to understand what types of purchases are being made on a daily basis by both Reservation residents and tourists. Furthermore, the information provided allows future developers to plan the appropriate strategies that meet the current purchasing demands of customers.

Purchases and Money Spent

Of all the businesses surveyed, 39 provided information on the amount of purchases made in the store every day. Of the 39 businesses, there is an average of 147.8 purchases made every day. In total, the 39 businesses experience 5,764 purchases every day. Likewise, 30 businesses provided information regarding the average amount of money 'spent in the store on a daily basis'. Of the 30 businesses that provided that information, there is an average of \$1,072.55 of purchases made on a daily basis at each business. In total, the 30 businesses receive \$33,249 a day from purchases.



Clientele

Businesses were asked to identify what percentage of their customers were tourists and what percentage of their clients lived on the Reservation. The majority of businesses, nearly 70%, indicated that only 0%-10% of their customers were tourists. As indicated by the table below, tourists spend on average \$23.83 per

transaction at those businesses. Nearly 35% of businesses indicated that 91%-100% of their customers lived on the Reservation and 14.5% of businesses indicated that 81%-90% of their customers lived on the Reservation. Seventy-one percent of the businesses indicated that 51% or more of their customers lived on the Reservation. Reservation residents spent, on average, \$75.85 per transaction.

% of Clients Who Are Tourists		Average Spent per Transaction	% of Clients Who Are Reservation Residents		Average Spent per Transaction
0%-10%	70%	\$23.83	0%-10%	7%	\$75.85
11%-20%	11%		11%-20%	1%	
21%-30%	6%		21%-30%	7%	
31%-40%	4%		31%-40%	4%	
41%-50%	2%		41%-50%	9%	
51%-60%	0%		51%-60%	7%	
61%-70%	6%		61%-70%	3%	
71%-80%	0%		71%-80%	12%	
81%-90%	0%		81%-90%	14%	
91%-100%	2%		91%-100%	35%	

CONCLUDING REMARKS

This report provides a detailed analysis of 75 Reservation and border town businesses regarding business demographics, businesses development, and consumer spending on and near the Rosebud Indian Reservation. These analyses should be used to inform developers, investors, business owners, upcoming entrepreneurs, and community members of development ideas and directions for their communities. Community meetings and other arenas for community input should still be considered throughout the upcoming months and years in order to remain inclusive and to entice, encourage, and welcome participation and collaboration from the diverse array of Lakota and non-Lakota throughout Reservation communities. It is clear that, as human beings, the participants in this survey felt dignified and honored to be included. Likewise, as human beings, they had a vast array of ideas and practices toward development. The above analyses solidify some of the main points from the businesses, which should be used to promote positive development decision-making.

GRATITUDE and SPECIAL THANKS

Sweet Grass Consulting, LLC wishes to thank REDCO for making community voices a main priority in carrying development to the next generation. We specifically would like to thank Stephanie White Eyes, Mindi Vavra, and Wizipan Little Elk for being those helpful, healthy, and courteous employees of REDCO that survey participants mentioned. Likewise, a special thanks is extended to Scott Moore y Medina of Blue Star Studio, Inc. for his prior and future development presence on the Rosebud Reservation. We extend a huge thanks to Veronica and Reeta Nadeau, Jolene Arcoren, and Sheila Young. Without them working on the ground in communities as Research Associates and advocates for positive development, this report would not have been possible. Lastly, SGC wants to thank Josh Shaughnessy for contributing to this report.

APPENDIX

Sicangu Lakota Business Assessment



SICANGU LAKOTA BUSINESS ASSESSMENT

Business / Employment / "Things I do" Information

1. Your Position in the business: <input type="checkbox"/> Owner <input type="checkbox"/> Manager <input type="checkbox"/> Assistant Manager <input type="checkbox"/> Associate <input type="checkbox"/> General Employee <input type="checkbox"/> Self-Employed <input type="checkbox"/> Other:		
2. Name of Business / Organization:		
3. Location of Business / Place of Employment: <ul style="list-style-type: none"> a. Town: <input type="checkbox"/> Rosebud <input type="checkbox"/> Mission <input type="checkbox"/> Winner <input type="checkbox"/> Norris <input type="checkbox"/> White River <input type="checkbox"/> Valentine <input type="checkbox"/> Other: b. Community: <input type="checkbox"/> Antelope <input type="checkbox"/> Okreek <input type="checkbox"/> Parmelee <input type="checkbox"/> Rosebud <input type="checkbox"/> Saint Francis <input type="checkbox"/> Spring Creek <input type="checkbox"/> Two Strike <input type="checkbox"/> Milks Camp <input type="checkbox"/> Corn Creek <input type="checkbox"/> Butte Creek <input type="checkbox"/> Soldier Creek <input type="checkbox"/> Upper Cut Meat <input type="checkbox"/> Ring Thunder <input type="checkbox"/> Black Pipe <input type="checkbox"/> Bull Creek <input type="checkbox"/> Swift Bear <input type="checkbox"/> Grass Mountain <input type="checkbox"/> Ideal <input type="checkbox"/> He Dog <input type="checkbox"/> Horse Creek c. <input type="checkbox"/> Rural. What is the nearest town/community? 		
4. Profit Status: <input type="checkbox"/> For Profit Organization <input type="checkbox"/> Non-Profit Organization		
5. Business / Employment / Activity Type (please mark all that apply):		
<input type="checkbox"/> Restaurant and Food Services <input type="checkbox"/> Grocery <input type="checkbox"/> Convenience <input type="checkbox"/> Tourism and Hospitality <input type="checkbox"/> Retail <input type="checkbox"/> Salon and Spa Services <input type="checkbox"/> Arts, Crafts, Beadwork, etc. <input type="checkbox"/> Industrial/ Mechanical/ Construction Services <input type="checkbox"/> Automotive Maintenance and Services	<input type="checkbox"/> Social Services and Counseling <input type="checkbox"/> Child Care Services <input type="checkbox"/> Family Care Services <input type="checkbox"/> Education Services <input type="checkbox"/> Community Development <input type="checkbox"/> Health Care Services <input type="checkbox"/> Environmental Services <input type="checkbox"/> Farming and Ranching <input type="checkbox"/> Handyman/ Hired Hand	<input type="checkbox"/> Business and Financial Services <input type="checkbox"/> Professional and Consulting Services <input type="checkbox"/> Media, Advertising, Marketing and Design Services <input type="checkbox"/> Technology and Computer Services <input type="checkbox"/> Legal Services <input type="checkbox"/> Design & Engineering Services <input type="checkbox"/> Government Worker <input type="checkbox"/> Cultural Worker / Medicine Person <input type="checkbox"/> Other:
6. Is this Business Native American Owned (51% or more)? <input type="checkbox"/> YES <input type="checkbox"/> NO		

7. Do you physically have enough space to properly conduct your business out of? YES NO

8. Do you like the building your business is operated out of? YES NO

9. Would you relocate your business if a better opportunity or more attractive office space was built?
 YES NO

10. Please mark the level of development of the business:

"Off The Grid" day-to-day hustle with "on-the-street" cash/barter only

Non-Profit Organization / Community Development

Micro-Entrepreneurship, Emerging Level: (for Supplemental Income or Extra Income)

Small Business: (Provides your primary income)

Established and Growing Business: Primary Income with employees or demonstrating growth

11. Do you feel that your business is growing and sustainable? YES NO

a. Please provide three reasons why or why not:

b. What do you think would help increase the growth and sustainability of your business?

12. What are the most pressing infrastructure needs for your business? (please mark all that apply)

Roads Water/Sewer Power Buildings/ Office Space Land Other:

13. What specific areas of business related training would you be interested in?

Marketing Bookkeeping/Accounting/ Financial Planning Tax Preparation

Computer Software and Technology Web Design/Development Job Readiness and Placement

Customer Service Advanced Customer Service in Hospitality Services Business Finance

Business Start-up Tour Guide Hospitality Legal Issues Other:

Business Information (for Owners and Managers Only)

14. On average, how many purchases are made every day?

15. On average, how much money is spent in the store on a daily basis?

16. What percentage of your clients are tourists?

0%-10% 41%-50% 71%-80%

11%-20% 51%-69% 81%-90%

21%-30% 61%-70% 91%-100%

31%-40%

17. On Average, how much money is spent by tourist per transaction?

18. What percentage of your clients live on the Reservation?

0%-10% 41%-50% 71%-80%

11%-20% 51%-69% 81%-90%

21%-30% 61%-70% 91%-100%

31%-40%

19. On Average, how much money is spent by Reservation clients per transaction?

20. What are your major complaints about low-functioning employees? (please check all that apply)

Poor Attendance Repetitive Tardiness Substance Abuse Issues Unreliable transportation Poor Work Ethic

Family issues Lack of Job Skills (what kinds) Other:

21. What are the major strengths of your high-performing employees? (please check all that apply)

Excellent Attendance Being Punctual Diverse Skill Sets Hard Worker Willingness to Learn

Respect Communication Skills Other:

22. What is the greatest barrier to employees doing a good job? <input type="checkbox"/> Transportation <input type="checkbox"/> Child Care <input type="checkbox"/> Lack of skills <input type="checkbox"/> Other:
As a business owner or manager, what other types of local businesses do you think would best support your business? (please explain why)
23. Comments/ Questions:

Thank You!

Pilamayaye!

Any other questions or comments beyond the survey?
Call REDCO at (605) 856-5090.

Sicangu Lakota Strengths, Economic Needs, and Business Development Assessment

FINAL REPORT – 8 DECEMBER 2014



Table of Contents

INTRODUCTION.....	3
METHODS.....	4
Survey Instrument.....	4
Community Meetings.....	4
Research Associates (RAs).....	5
Participant Incentive	5
Data Collection.....	5
ANALYSIS	6
Demographics	6
Participants’ Community.....	6
Age and Gender	7
Ethnicity and Tribal Affiliation.....	7
Education	7
Lakota Language	8
Income	8
Housing Needs	8
Adequacy of Living Space and Barriers to Adequate Housing	8
Credit.....	10
Housing Payments.....	10
Community Interest in Various Forms of Housing Programs	10
New Development	12
Business, Commercial Services	13
Education and Cultural Spaces.....	14
Site Elements.....	15
Entertainment and Recreation	16
Residential/Facility/Shelter.....	17
The 7 th Generation and Other Impacts	18
Barriers to Development.....	21
Consumer Information.....	23
Consumer Information Summary	24
Super Stores	25
Grocery Stores.....	25

Dollar/General Stores	26
Food Service Stores.....	27
Entertainment.....	28
Sporting Goods Stores	28
Hardware Stores	29
Retail Stores	29
Auto Shop/Mechanic/Services.....	30
Auto/Agricultural Parts Stores	30
Tax Service/Financial Institutions	31
Legal Services	32
REDCO and REDCO Businesses.....	33
Keya Wakpala Green Development	35
Buy Local Marketing.....	36
RECOMMENDATIONS	38
Transportation and Access.....	38
Education	39
Building Space and Homes.....	40
Consumer Choice	41
Energy and Sustainability.....	42
CONCLUDING REMARKS	43
GRATITUDE and SPECIAL THANKS.....	43
PHOTO CREDITS (IN ORDER OF APPEARANCE)	44
APPENDIX.....	45
Sicangu Lakota Strengths, Economic Needs, and Business Development Assessment Survey Instrument	45

INTRODUCTION

The following report is a summary of the results from the Rosebud Economic Development Corporation (REDCO) survey entitled: *Sicangu Lakota Strengths, Economic Needs, and Business Development Assessment (Sicangu Strengths)*. The survey was administered to 284 individuals, both Native and non-Native, for 7 weeks in August and September 2014, on the Rosebud Reservation, home to the Sicangu Lakota. This survey was distributed in-person by 4 local Lakota Research Associates and circulated through email to tribal businesses. Results will be used to inform agencies, business owners, decision-makers, and community members on initiatives to enhance existing businesses and encourage new business, workforce, and economic development on the Reservation. Following a detailed account of the methods undertaken throughout the survey process, an analysis of final results are presented in this report as follows:

- Demographics
- Housing Needs
- New Development
- Barriers to Development
- Consumer Information
- REDCO and REDCO Businesses
- Keya Wakpala Green Development
- Buy Local Marketing

Following the analyses of results, a Recommendations section is provided. In addition to the *Sicangu Strengths* survey, another survey—the *Sicangu Lakota Business Assessment (Business Assessment)*—was administered to business owners and managers of businesses on the Reservation and in other nearby towns such as Valentine and Winner. A total of 75 business' surveys were collected. Those results will be presented in a separate report, complimenting this comprehensive report. The recommendations in this report, however, are derived from insight from both this report and the accompanying *Business Assessment Report*

METHODS

Survey Instrument

REDCO hired Sweet Grass Consulting, LLC (SGC)—a community development consulting firm based out of Fort Collins, Colorado—in May of 2014. SGC specializes in economic development in Indian Country. More specifically, SGC specializes in survey creation, data collection, monitoring and evaluation, and data analysis.

In collaboration with REDCO and Blue Star Studios, Inc. (BSS)—a Native owned contracting firm specializing in architectural design and community development in Indian Country—SGC created a 78 question survey in order to assess demographics; community knowledge of local businesses and new developments such as the planned community of Keya Wakpala Waicageyapi (Turtle Creek Green Development); community needs and wants concerning housing development, business development, and ‘going local’. In addition, consumer information—shopping patterns and monetary transactions patterns (where and how often locals spend money)—was assessed. The survey was viewed and tested by the Research Associates hired to administer it, providing insight which allowed SGC to further edit and refine the survey.

SICANGU LAKOTA STRENGTHS, ECONOMIC NEEDS, and BUSINESS DEVELOPMENT ASSESSMENT

Demographics

1. Participant ID: _____

2. Location Survey was taken (Please Specify the community):
 Business Community Meetings Grocery or Convenience Store Other: _____

3. If survey was taken during an event, which one?
 a. Location of Home:
 i. Town: Rosebud Alliance Winner Alerts White River Other:
 ii. Community: Rosebud Clayton Pampa Rosebud Deer Park Spring Creek
 Pine Grove Littleton Rose Creek Plum Creek Sycamore Creek
 Lower Cut Creek King Shalala Black Pipe Bull Creek Smiths Bay
 Kiowa Mountain Abad Le Dog Horse Creek
 c. If Rural: What is the nearest town/community? _____

4. How long have you lived in this community or place?
 a. Your Age: Under 18 19-24 25-34 35-44 45-54 55-64 65-74 75+
 b. Your Gender: Male Female Identify as: _____

5. Your Race/Ethnicity (please mark all that apply):
 American Indian or Alaska Native
 Native Hawaiian
 White Black/African American
 Asian Hispanic or Latin
 Other: _____

6. Do you reside in the Rosebud Sioux Tribe?
 Rosebud Sioux Tribe
 Ogala Sioux Tribe
 Cheyenne River Sioux Tribe
 Other: _____

Community Meetings

Prior to survey creation, BSS conducted several community gatherings in order to gain initial feedback from local residents concerning the development of Keya Wakpala Waicageyapi, located just west of Mission, SD off

KEYA WAKPALA GREEN DEVELOPMENT

INAKICKITAPO
LOOK OUT FOR ONE ANOTHER.
"Keya Wakpala Waicageyapi is a safe place for all Lakota people and their neighbors who seek a unique community embracing resilience, health, education, and hospitality while remaining a culturally meaningful way of life."
- Project Vision Statement given by the People

BLUE STAR STUDIO
VISION • DESIGN • SUPPORT • BUILD

REDCO
Rosebud Economic Development Corporation
George Lakota Dye

Keya Wakpala Waicageyapi
(Turtle Creek Green Development)
FORMERLY KNOWN AS "KOSKIAN PROPERTY"

ROSEBUD INDIAN RESERVATION
SICANGU LAKOTA NATION

Rosebud Economic Development Corporation
101 Research Park Drive
Mission, SD 57555
Office: (605) 856-5090
Fax: (605) 856-8403

of Highway 18 on the nearly 600 acres of land surrounding the pre-existing Turtle Creek Crossing Shopping Center. These gathering provided valuable input in general, but specifically toward community

values and community priorities for development. Questions administered at the gatherings focusing on community priorities for development were duplicated in the survey to gain further feedback from local residents who did not attend the community gatherings.

Research Associates (RAs)

After the survey was created in collaboration with SGC, REDCO, and BSS, SGC sent out a job announcement for local Research Associates to conduct surveys. After an application and interview process, 4 RAs were hired for a temporary 7 week position to conduct surveys across the Reservation. Veronica and Reeta Nadeau of St. Francis, Jolene Arcoren of Horse Creek, and Sheila Young of Parmelee were hired. RAs were paid \$10 per hour; reimbursed \$.50 per mile traveled; and paid bonuses of \$10 per survey, if they completed 15 or more surveys in a 1 week period. In addition, RAs were given the option to receive 3 Internship Credits from Sinte Gleska University, paid for by SGC.

Participant Incentive

The two local radio stations, KINI and KOYA, ran advertisements for the 7 week period encouraging locals to participate in the survey. As opposed to each individual receiving a small stipend (usually \$10-\$20), participants who filled out the survey had their name and contact information placed in a drawing pool. From the drawing pool, names were drawn each week. Each person whose name was drawn received a \$150 check from SGC. Names that weren't drawn were left in the drawing pool for the following weeks. In all, 19 \$150 winners were confirmed. The 20th winner was the grand prize winner and received a \$400 check.

Data Collection

Data was collected in-person by RAs and online by an e-mailed survey and web link survey.

Initially, RAs were assigned to communities on the Reservation that they felt most comfortable with. After areas were assigned, RAs contacted community chairpersons to schedule times they could meet at the local community buildings and administer surveys. Once times were scheduled with local chairpersons, SGC created press releases for the local radio stations to notify locals that RAs would be conducting surveys in their communities during specific dates and times. RAs attempted to schedule two different times on separate days in each Reservation community, providing greater opportunity for employed or pre-occupied individuals to participate. This method proved to be successful. Of all the 20 Reservation communities, plus the 4 towns of Winner, Wood, Norris, and White Creek, O'kreek community was the only community that was not surveyed in this manner. However, our survey indicates that residents of O'kreek were still able to participate in the survey.

In addition to surveys being collected at local community buildings, surveys were also administered at the Parmelee Hometown Days Pow-wow and Rodeo, the annual Rosebud Fair in Rosebud, Sinte Gleska University library, various small grocery store/gas stations, and post offices—areas where community members frequently visit. On occasion, after hearing about the survey from local radio advertisements or from other community members, local residents would contact Michael Brydger, Project Coordinator from SGC or local RAs to request an opportunity to participate in the survey. In some of the smaller communities such as He Dog, Corn Creek, and Ideal, surveys were administered door-to-door. Additionally, during the fourth week of data collection, an e-version of the survey was distributed by email to all tribal offices and administrations.

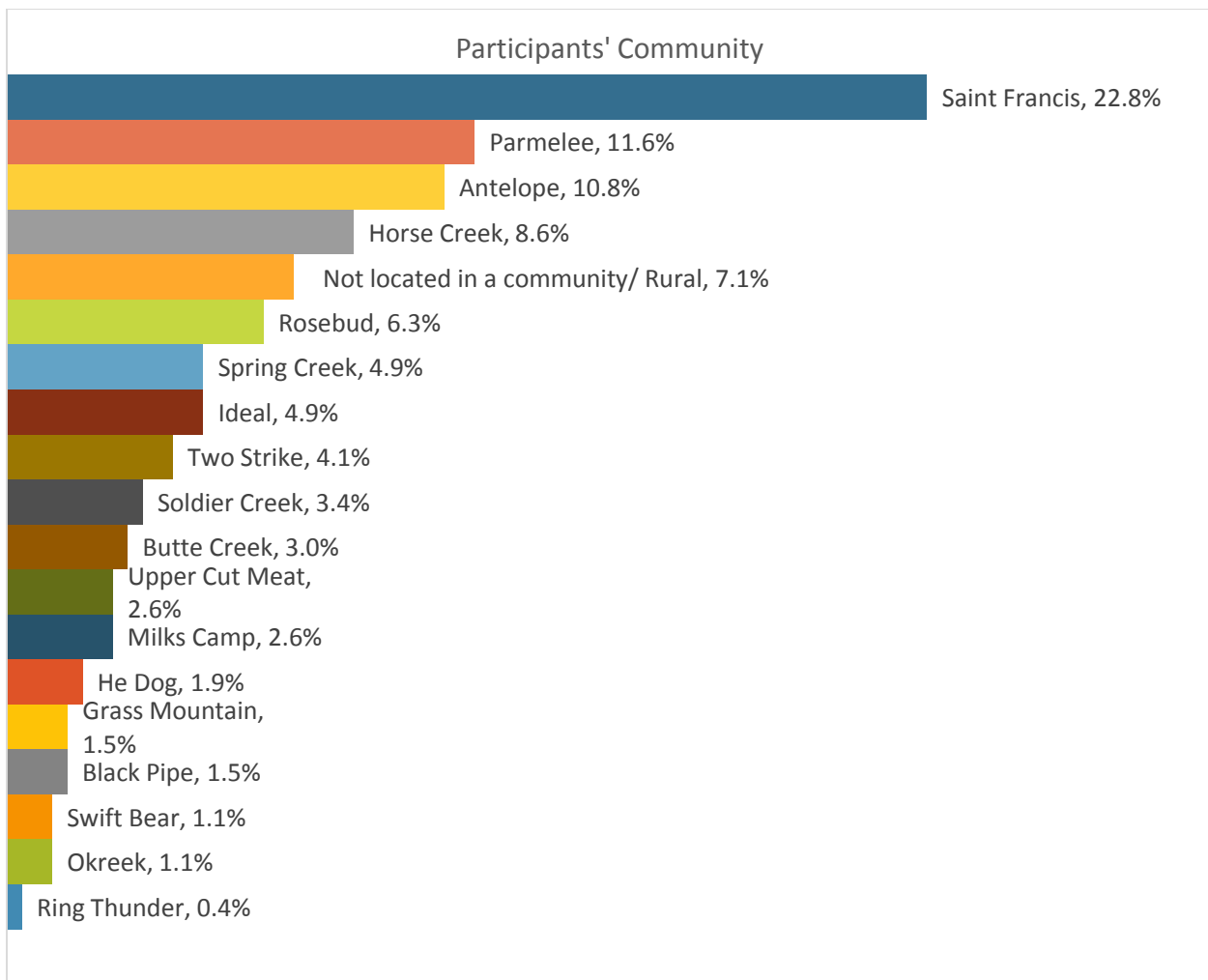
ANALYSIS

All written copies and e-copies of the completed surveys were inserted into Survey Monkey, an online data collection service provider, by SGC. Qualitative and quantitative data from the surveys was then exported into Microsoft Excel for cleaning, coding, and analysis by SGC. All data is currently housed in Excel and stored by SGC. The remainder of this report details the findings and analyses of the survey results.

Demographics

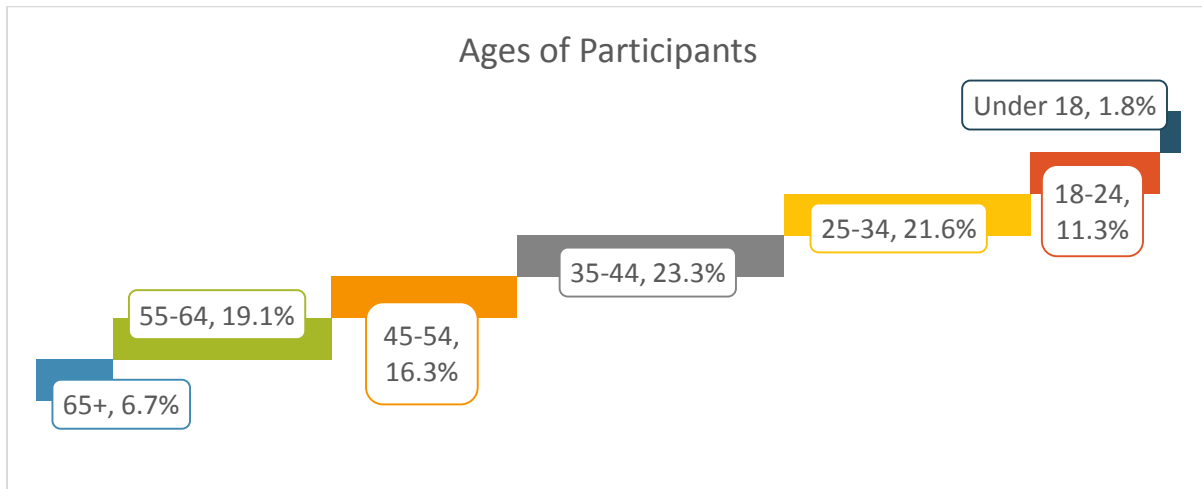
Participants' Community

The largest majority, nearly 23% of survey participants, were from St. Francis as indicated in the chart below. The skew most likely arose from 2 of the 4 RAs residing in or near St. Francis, one of which works at the St. Francis community building. Following St. Francis was Parmelee with nearly 12% and then Antelope with almost 11%. The only communities which participants did not reside in where Corn Creek and Bull Creek, though RAs attempted surveys in both of these small, sparsely populated communities. Participants who did not reside within a community were given an opportunity to express which community they lived most closely. The average number of years that participants lived in their current community of residence was 22.

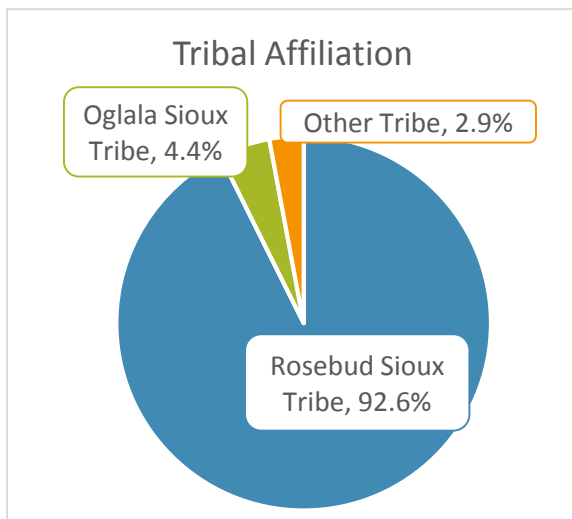


Age and Gender

The age ranges of participants represents a fairly decent bell curve with nearly 22% being between the ages of 25-34 and 23% being between the ages of 35-44. The chart below details participant age ranges.



Of all participants, 68% identified as female and 31% identified as male. Additionally, 1% of participants identified as two spirited.



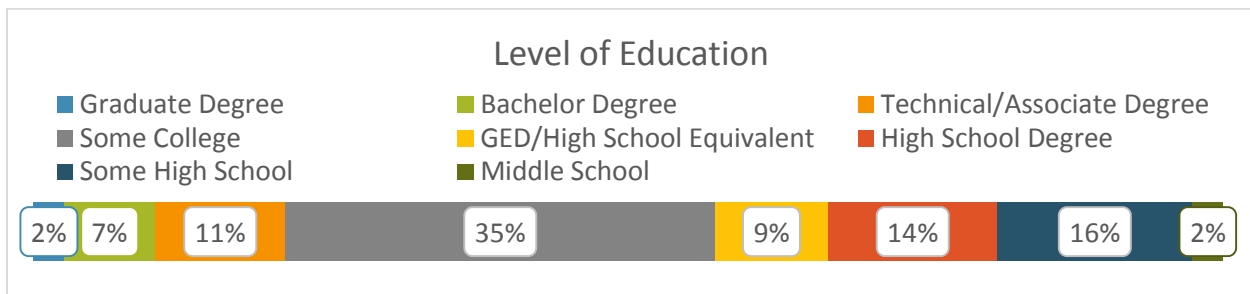
Ethnicity and Tribal Affiliation

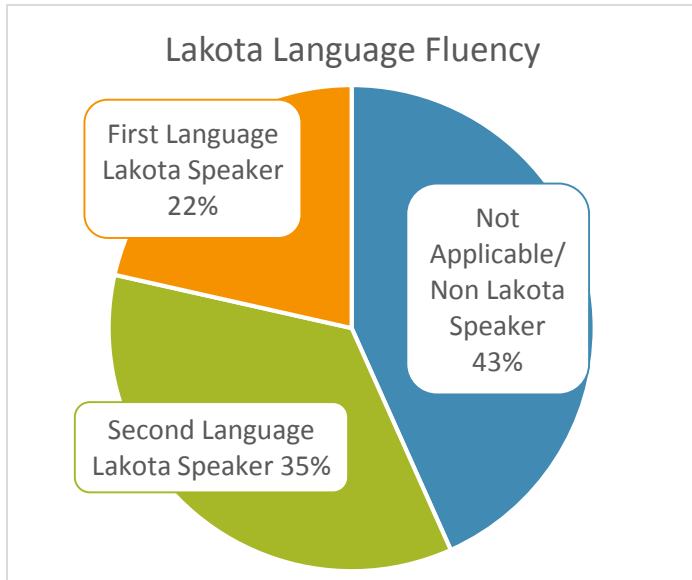
Nearly 97% of participants identified as being either American Indian or Alaskan Native and 3% identified as being white. The majority of those who identified as American Indian or Alaskan Native were Rosebud Sioux Tribal members. The chart to the left details participants' tribal affiliations.

Education

When asked about the highest level of education they had received, 35% of participants indicated they had 'some college' education, as indicated in the chart below. Following that response was 'some high school' at 16%, a 'high school degree' at 14%, and

'GED/high school equivalent' at 9%. Of the participants, 54% had obtained some sort of college education or technical degree beyond high school. Four individuals held masters degrees and two held doctorates. Most post-high school education was obtained through Sinte Gleska University.





Lakota Language

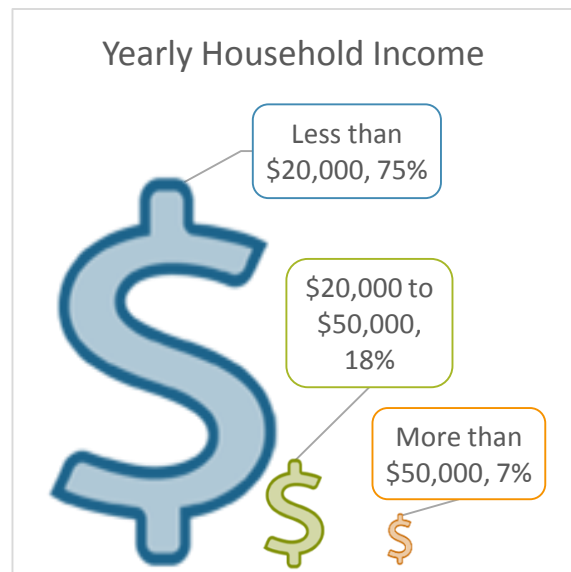
In addition to general demographics, REDCO was interested in the Lakota Language Fluency of the surveyed population. This is especially important, given that a high number of participants, as indicated later in the report, prefer various culturally relevant developmental initiatives in the future. Of the survey population, 22% were 'First Language Speakers (Native Speakers)', 35% were 'Second Language Lakota Speakers', and 43% checked 'Not Applicable/Non Lakota Speaker'. The chart to the left breaks down the level of fluency of Native Speakers and Second Language Lakota Speakers. The

categories used to assess Lakota Language Fluency originated from the Lakota Language Consortium.

For more information, visit their website at: <http://www.lakota.org/>

Income

Participants were asked: 'What is your total approximate household income prior to taxes?' The majority, 75% made 'less than \$20,000 per year; 18% made between \$20,000 and \$50,000 per year; and 7% made 'More than \$50,000 per year.

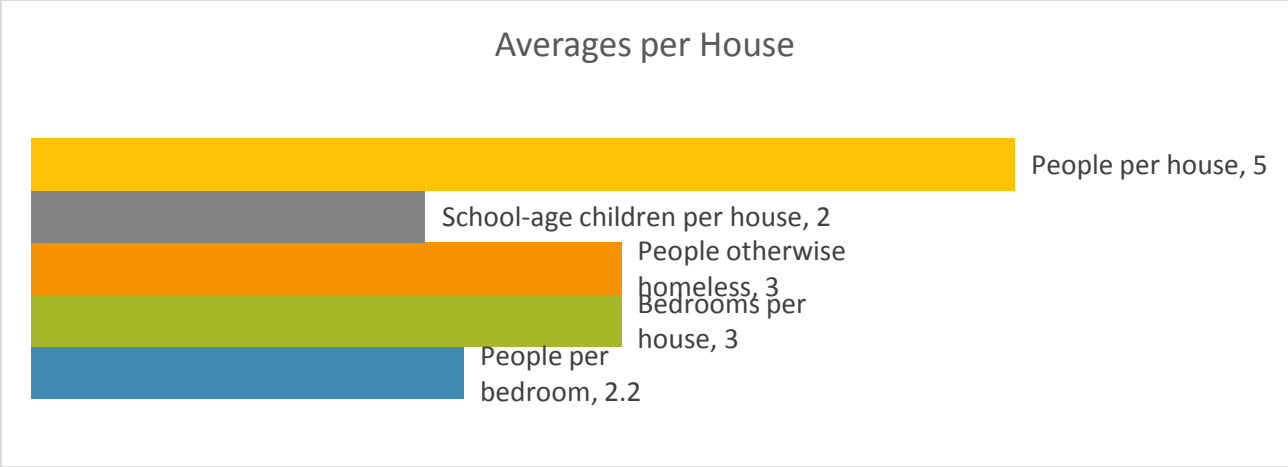


Housing Needs

Questions related to housing needs sought to specifically further understand the adequacy of participants living space and barriers to adequate housing; credit; housing payments; and community interest in various forms of housing.

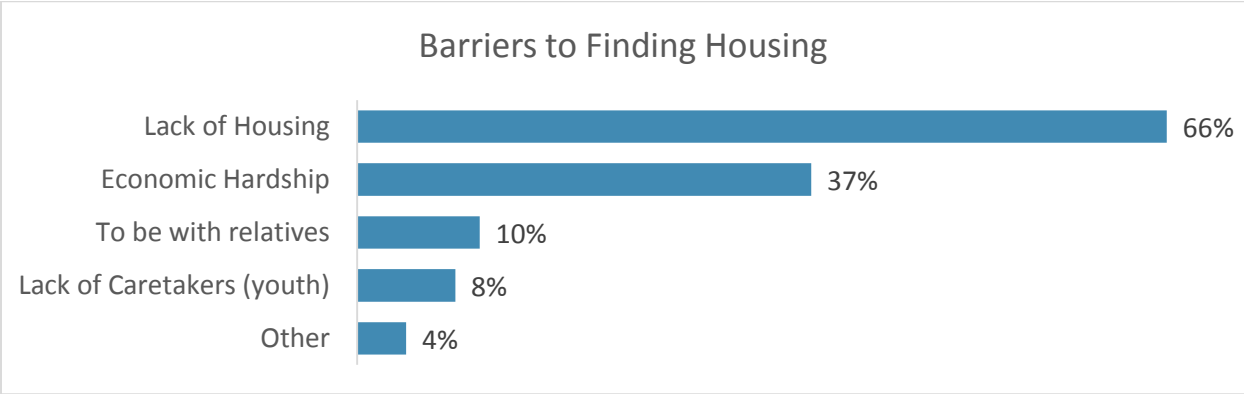
Adequacy of Living Space and Barriers to Adequate Housing

Of the participants surveyed, there is an average of 5 people currently living in their household. The range is 0-20. Accordingly, each household has an average of 2 school aged children. Furthermore, there are 106 homes allowing a total of 291 people 'who would otherwise be considered 'homeless' or 'houseless' if [they] did not provide them with a place to stay.' These 'otherwise homeless or houseless' individuals account for a total of 251 families. Thus to accommodate the housing needs of this survey sample alone, 251 shelters would need to be created.

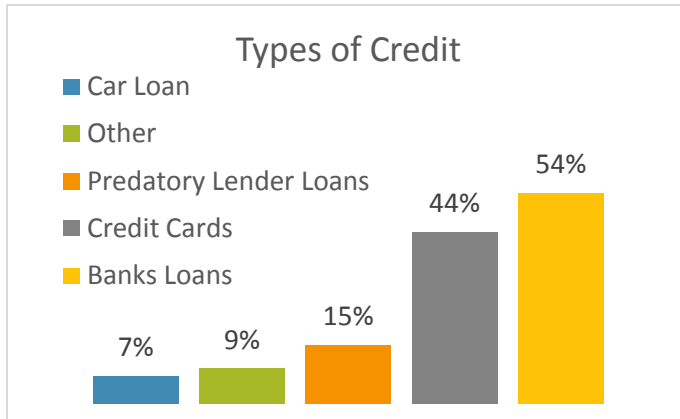


More questions were asked to assess homeless or houseless on the Reservation as well. Of the participants surveyed, 20% mentioned that ‘in the past year [. . .] residents in [their] home stayed in a place that is not a regular/permanent place to stay’. In total, 60 people have stayed in a place that was not regular or permanent ‘such as outdoors, in a car, in an abandoned or vacant building, public, or business place’. On average, those people stayed in that place for 13 months. When asked: ‘Why can’t those people find housing,’ the number one response, at 66%, was ‘lack of housing’ followed by ‘economic hardship’ at 37%. See the chart below for other responses.

Later on in the survey, a similar question was asked: ‘What are the greatest housing issues/challenges on Rosebud?’ Participants were able to pick multiple responses as opposed to limiting their answers to just one. Once again, lack of housing, far outweighed any other response at 66%.



In line with the issues knowingly associated with overcrowding on Reservations, and the issues raised by residents of the Rosebud Reservation, 42% of participants mentioned that their ‘home [does not] have the adequate space to meet the needs of everyone living there.’ Unfortunately, most participants opted not to explain their reasons for not having adequate space, however it appears that the majority who did respond, needed more bedrooms to allow privacy. Often times, Lakota women share bedrooms with their children due, in part, to a lack of bedrooms. Furthermore, 10% of participants mentioned the desire to be with relatives as creating a barrier to finding housing.



Credit

When asked, 'Do you have credit,' 78% of participants did not. Only 22% had credit, which is staggering compared to the 72.2%¹ of Americans who had at least one credit card by the end of 2009. The chart to the left indicates the types of credit obtained by the 22% of individuals who had credit.

Only 13% of those with credit knew their credit score. The average credit score was 594.

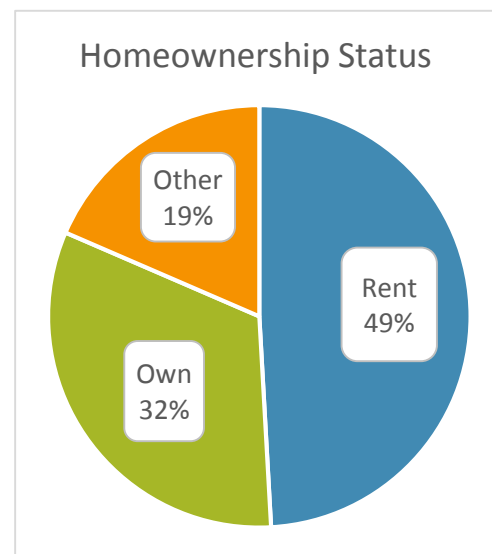
Housing Payments

Renters made up 49% of the survey participants while 32% of participants own their own home. Those who selected 'other' had various living situations such as 6 participants who identified themselves as homeless and most lived with their mother or other family members.

Of those who responded to the question, 'How much do you pay for housing per month,' they paid an average of \$203.

Community Interest in Various Forms of Housing Programs

Participants were asked to gauge their interest in a rent-to-own program. Of those participants, 62% would be interested or very interested in a rent-to-own program. Participants were also asked about their interest in elder, veteran, and single-parent housing. Elders comprised 27% of the surveyed population. Of those elders, 40% showed interest in living in a 'Supportive Housing/Home, now or in the future.' However, like most anything, location is critical. 49% of elders mentioned that they would 'want a relative to live with [them] or nearby.'



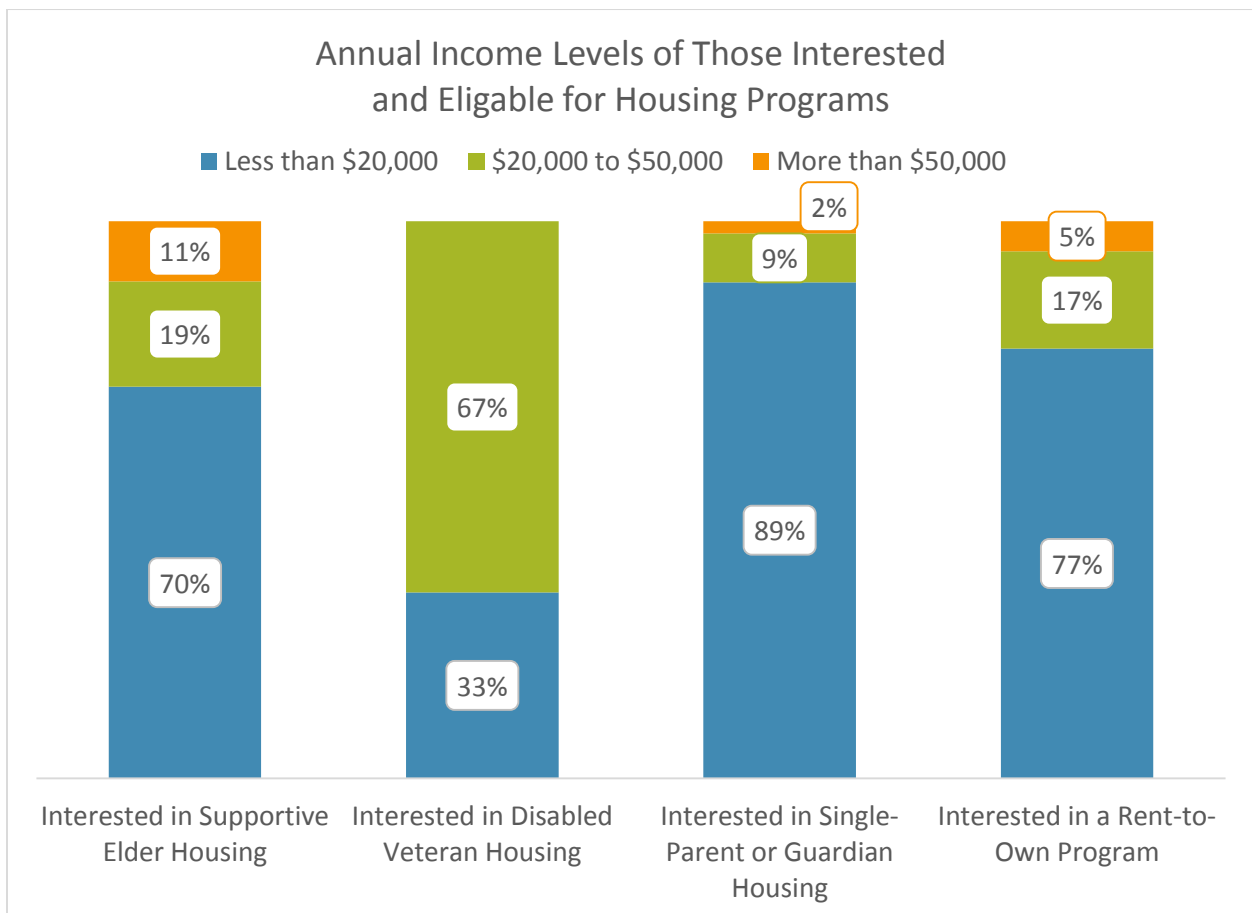
Veterans comprised 7% of the surveyed population and of that 7%, 14% identified themselves as disabled. Two-thirds of the disabled veterans from the surveyed population signified that they would live in disabled veteran housing if it were available. One individual expressed his concern of still hauling water and using an outhouse, while another disabled veteran stated they would live in disabled veteran housing "if it was the same as low rent housing."

¹ Foster, Kevin, Eric Meijer, Scott Schuh, and Michael A. Zabek. 2011. The 2009 Survey of Consumer Payment Choice. P. 41. Public Policy Discussion Papers. Federal Reserve Bank of Boston. Accessed 11/8/2014 online: <http://www.bostonfed.org/economic/ppdp/2011/ppdp1101.pdf>

Single-parents comprised 44% of the surveyed population and 78% of those single parents expressed they would live in single-parent or guardian housing if it were available on the Reservation. One single parent stated emphatically: “Any single-parent household would not pass up the opportunity to have a place of their own.” Having a place of their own was reiterated by several other single parents who expressed their concerns with relying on family for housing or being kicked out any time a significant other becomes emotional. Others generally mentioned that having housing would provide greater security and stability for their children as well as teach independence. One mother mentioned the opportunity to associate and build community around other single-parents.

Those who prefer not to live in single-parent housing, 66%, mentioned the noise and crime issues that often accompany housing which caters to single-parents or that they already had their own home. Thus, one of the most common response to those not concerned with single-parent housing was iterated by an individual that stated: “I would rather live in my own community.” Likewise, cost was also an issue.

The majority, 89% of those interested in single-parent or guardian housing indicated that their current household income before taxes was less than \$20,000. Of the 93 single parents who would live in single parent housing, 81 make less than \$20,000/year, 8 make \$20,000 to \$50,000/year, 2 make more than \$50,000/year, and 2 did not respond. This indicates that the possibility of single-parents or guardians actually affording single-parent or guardian housing is unlikely, without some form of assistance. The chart below details annual income levels of those interested and eligible for various housing programs. Housing, however, is only one of the ideas for future development on the Rosebud Reservation.



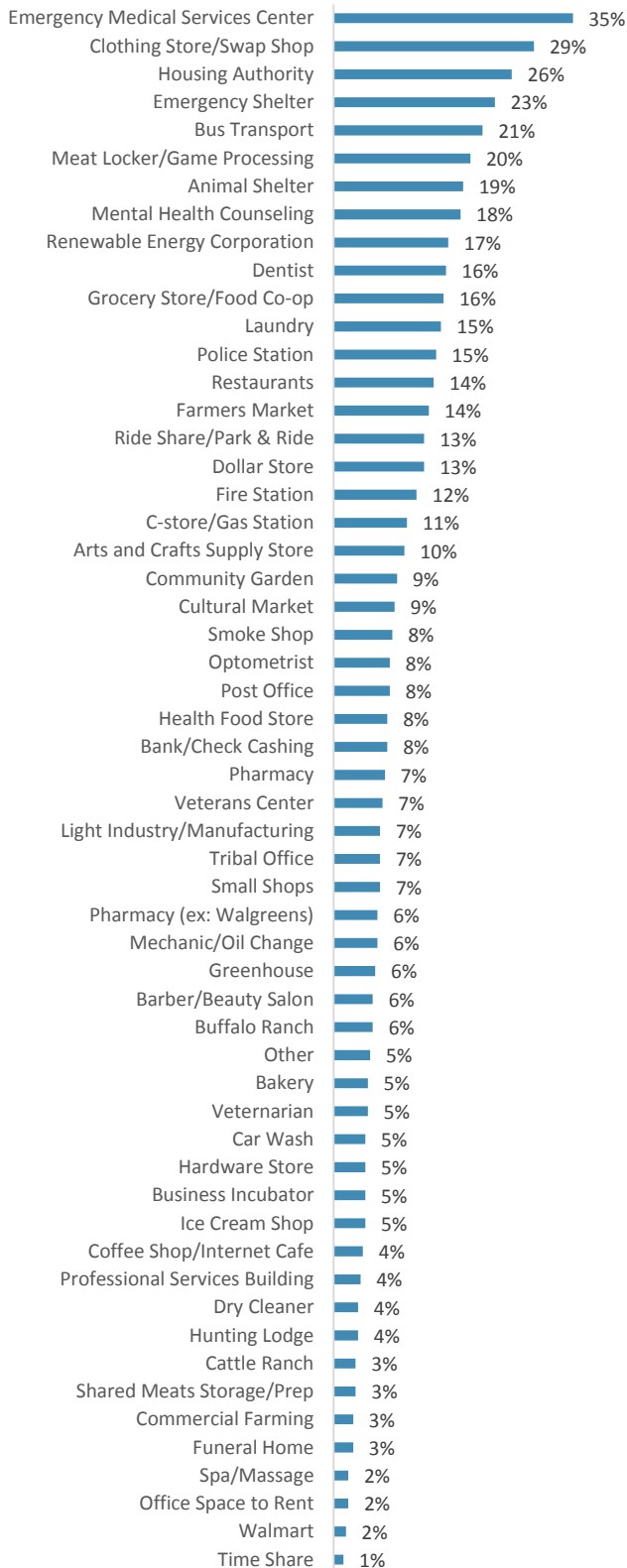
New Development

The 'New Development' section of the survey asked questions to gauge what types of development participants think would be best for their communities and where they think money should be spent to enhance economic development on the Reservation. To begin, participants were given extensive lists of development options: anything from 'Ice Cream Shop' to 'Wind Turbines'. This section of the survey was broken into subsections as follows:

- Business, Commercial Services (ie. Fire Station, Optometrist, Car Wash)
- Education and Cultural Spaces (ie. Sweat Lodge, Library)
- Site Elements (ie. Parking, Bus Stops/Transit, Buffalo Pasture)
- Entertainment and Recreation (ie. Ball Field, Casino, Skate Park)
- Residential/Facility/Shelter (ie. 2 to 3 bedroom duplex, Hotel/Motel)

From each of these 5 extensive lists, participants were asked to check a certain number of elements that they thought were priorities for development. It should be noted that these lists were derived from Blue Star Studio, Inc. to mirror the questions they asked at community gatherings prior to the SGC survey collection period. The same lists were used, though slightly modified, so we could add to the data BSS previously collected.

Business, Commercial and Services



Business, Commercial Services

Participants were asked to pick 5 elements from this list. It should be noted, however, that some participants picked more than 5. In cases where participants picked more than 5, all of their answers were still included because there was no way for data analysts to assess the participant's individual priorities. In other words, if participants were asked to pick 5, but they picked 7, analysts were unable to decipher which 5 of those 7 were the top 5 pick.

'Emergency Medical Services Center' was the top pick at 35%. Despite having 55 options to choose from, it is not a surprise that this was the top option due to the inadequacies, under staffing, and under funding of Indian Health Services. Stories on Reservations continually arise of inadequate health services as doctors and nurses often move to Reservation communities for a short 2 or 4 year period, as part of a deal to have their student loans paid off. An Emergency Medical Services Center would be expensive, for sure, but a service of this type would provide a need for greater health related employees and administrators that require college degrees. Thus, Sinte Gleska University would receive benefits from an Emergency Medical Services Center as well. Not to mention the environmental technician and other janitorial and service related jobs that would be needed to maintain a medical center.

The second most popular response, at 29%, was the need for a 'Clothing Store/Swap Shop'. On other reservations, swap shops have come and gone, in part due to the amount of free clothing that floods onto Reservations on a daily basis, people don't need access to a swap shop. Many Reservation families wear second hand

clothing, generally referred to as ‘rummage’ by Lakota. There is a need to inspect and sort clothing though. Often times, donated clothes are thrown away due to the lack of preparation by outside donors to ensure that there is a place to store donated clothing on the Reservation. Also, people continually ‘donate’ clothes that are decades out of date, stained, and ultimately an offensive gesture toward human dignity and compassion. An organized Clothing Store/Swap Shop could help streamline donations, provide inspection and sorting of clothes, and thus provide a reliable source for second hand clothing on the Reservation. The same store could also provide brand new clothing as well, creating greater options and meeting the needs of all community members on the Reservation.

The third most popular response, at 26%, was ‘Housing Authority.’ A lack of follow up by participants made it unclear as to why this was such a priority, given that Rosebud already has a Housing Authority —SWA. However, the 26% does indicate that there is a concern by locals for money to be spent toward housing.

The fourth most popular response was ‘Emergency Shelter,’ at 23%. This would do little to enhance the local economy, but it is needed given the street people and domestic violence occurrences on the Reservation.

Coming in as the fifth most popular response was ‘Bus Transport,’ with 21% of participants selecting this option. Many participants stated throughout the survey that distance and/or a lack of a vehicle were a concern to many on the Reservation.

The sixth most popular response, at 20%, was ‘Meat Locker/ Game Processing’. Locals and hunters from off the Reservation assist the local economy through hunting: the purchasing of licenses, paying local guides, lodging, meals, and other amenities. However, these hunters do not have a local place on the Reservation to process meat. A meat locker/game processing would be useful because of the high amounts of cattle ranchers on the Reservation as well as the tribal buffalo herd. Other South Dakota tribes usually pay off-Reservation processors to assist with their buffalo processing. However, with a meat locker/game processing, the Sicangu Lakota could keep the money used for processing within the tribe as opposed to exporting their meats elsewhere for processing off-Reservation

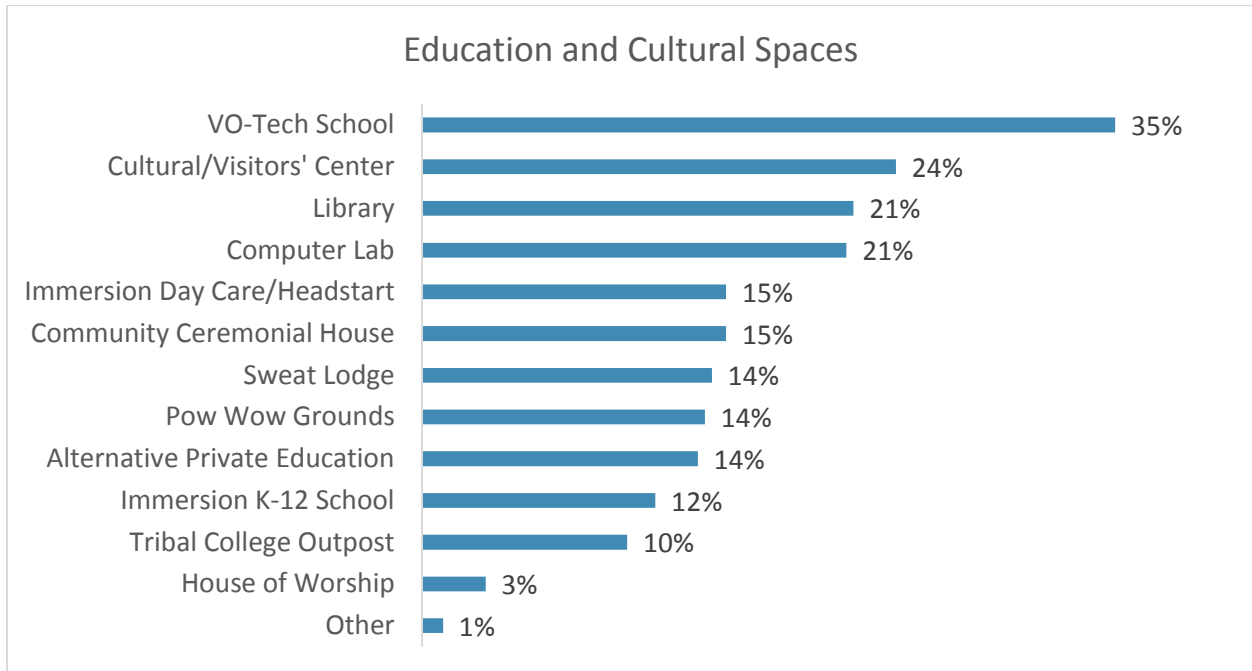
Education and Cultural Spaces

Participants were asked to pick 2 elements from this list. It should be noted, however, that some participants picked more than 2. In cases where participants picked more than 2, all of their answers were still included because there was no way for data analysts to assess the participant’s individual priorities.

At 35%, ‘VO-Tech School’ was the most popular response among participants, with many stating that such a school would greatly benefit younger generations. VO-Tech Schools are popular among rural and agricultural communities, teaching the youth and adults applicable life skills and development skills that are applicable to local communities and enhancing wellbeing, for example residential wiring, carpentry, and auto mechanics. The second most popular response was ‘Cultural/Visitors’ Center,’ with 24% of participants selecting this option. One participant mentioned the amount of space the tribe owns along HWY 18, which includes Keya Wakpala, as being an excellent space to draw interested tourists.

‘Library’ and ‘Computer Lab’, both at 21%, tied for the third most popular response, followed by ‘Immersion Day Care/Headstart, at fourth with 15%.

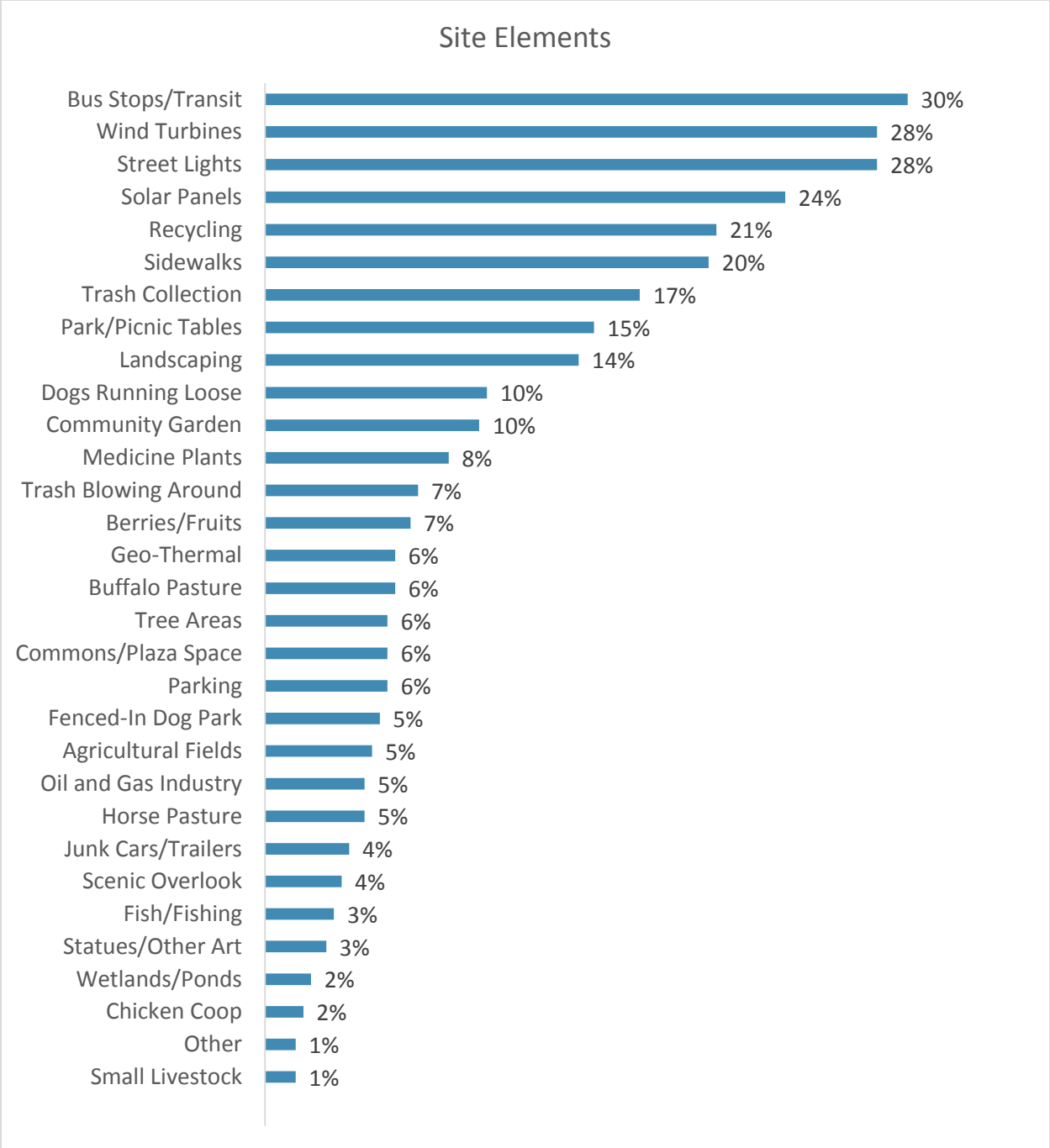
The adherence to ‘VO-Tech School’, ‘Library’, and ‘Computer Lab’ are excellent choices, especially concerning the 18% of the survey population who have not received a high school education, the Reservation residents who are wishing to further their education and knowledge, and the 34% of respondents in the accompanying *Business Assessment* that indicated that a ‘lack of skills’ is the ‘greatest barrier to employees doing a good job’. Space such as the ones mentioned here are necessary to build community interest and capacity while exploring current community assets.



Site Elements

Participants were asked to pick 3 elements from this list. It should be noted, however, that some participants picked more than 3. In cases where participants picked more than 3, all of their answers were still included because there was no way for data analysts to assess the participant’s individual priorities.

‘Bus Stop/Transit’ was the most popular response with 30% of respondents choosing it. This ties in well with the response in the previous section wherein 21% of participants selected ‘Bus Transit’. The second most popular response was a tie between ‘Wind Turbines’ and ‘Street Lights,’ with 28% of participants selecting these options, followed by the third most popular response, ‘Solar Panels,’ at 24%. Aligned with Keya Wakpala being a green community, ‘Recycling’ was the fourth most popular response at 21%. A state-of-the art recycling center would give Rosebud a leading edge among other South Dakota tribes, and would tie in well with the wind and solar that participants are concerned with in their communities. These types of developments connect timeless, sacred Lakota values with 21st century innovations. One participant spoke of wind turbine innovation and cooperation, as perfected by ranchers in Minnesota: “I would like to see our tribe invest in wind turbines. This would help our economy. Five ranches in MN have a co-op with turbines. The electric company buys electricity from them.”

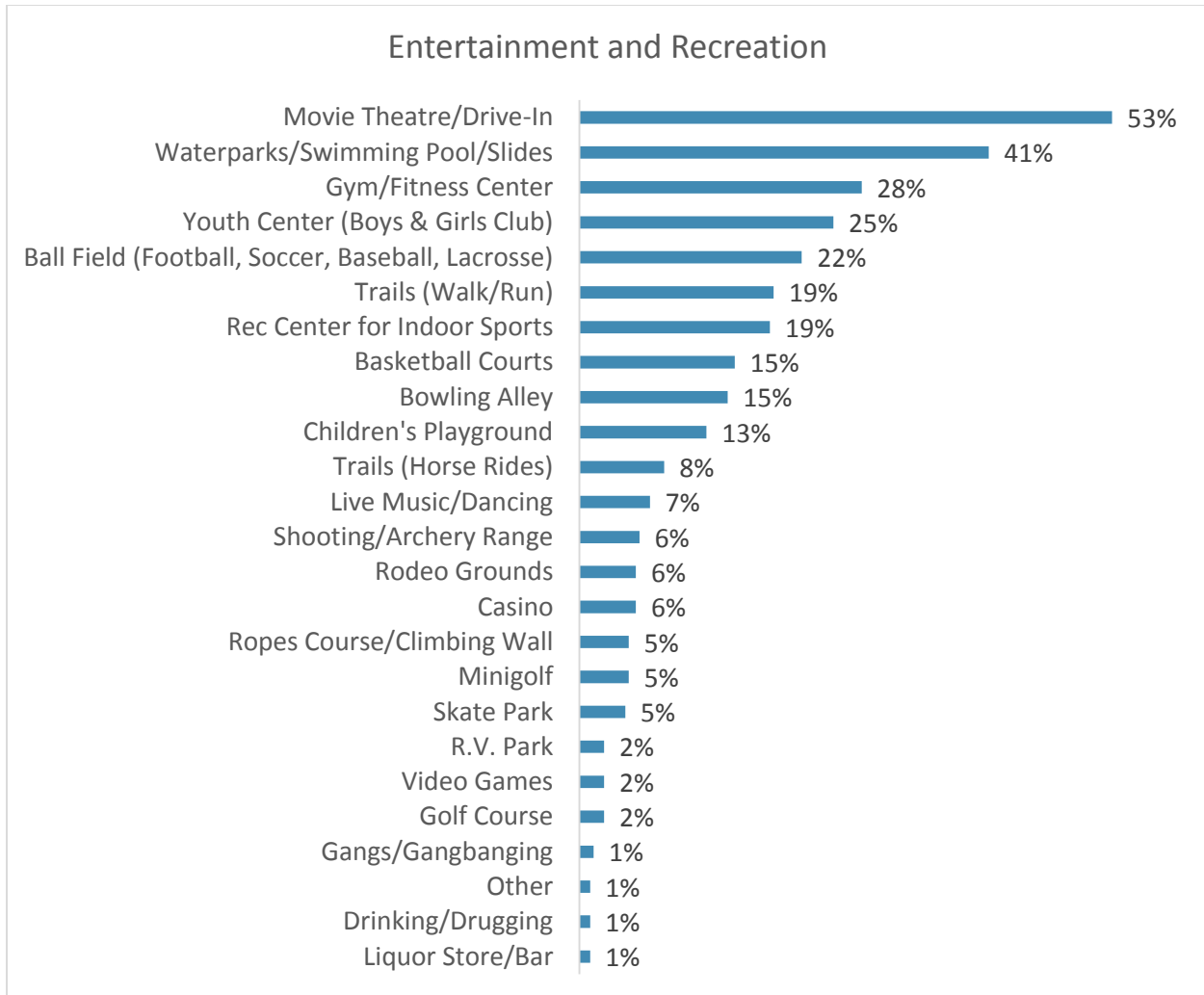


Entertainment and Recreation

Participants were asked to pick 3 elements from this list. It should be noted, however, that some participants picked more than 3. In cases where participants picked more than 3, all of their answers were still included because there was no way for data analysts to assess the participant’s individual priorities.

The most popular response by far was ‘Movie Theatre/Drive-In,’ at 53%, followed by ‘Waterparks/Swimming Pools/Slides’, at 41%. The third most popular response, at 28%, was

'Gym/Fitness Center', followed by 'Youth Center (Boys & Girls Club)' as the fourth most popular response, at 25%. These selections, accompanied by locals desire for 'Healthy Sandwich Shops' as indicated later, further highlight the Reservations desire to promote and maintain cultural, individual, and community fitness.

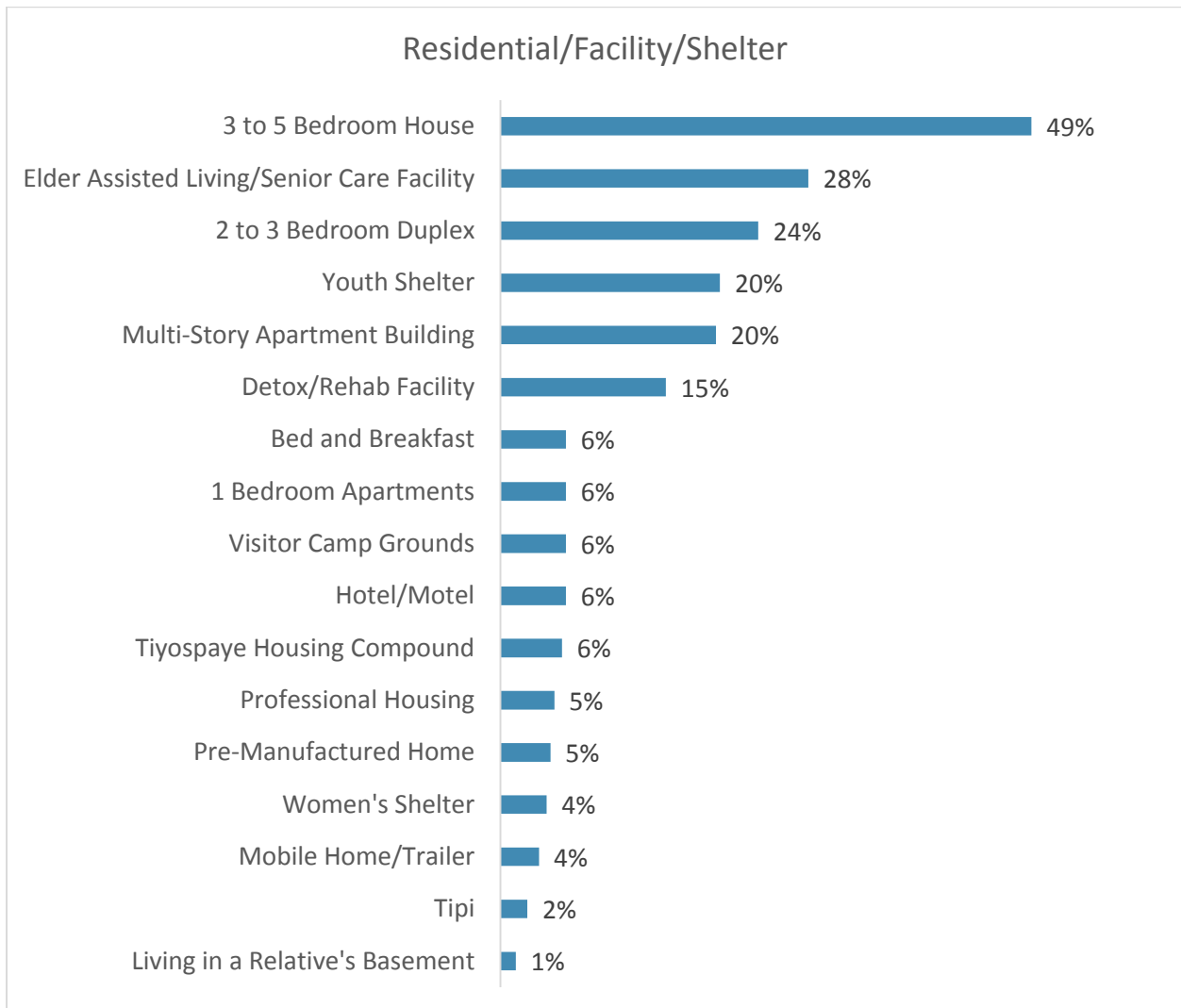


Residential/Facility/Shelter

Participants were asked to pick 2 elements from this list. It should be noted, however, that some participants picked more than 2. In cases where participants picked more than 2, all of their answers were still included because there was no way for data analysts to assess the participant's individual priorities.

By a large margin, the most popular response was '3 to 5 Bedroom House,' at 49%. A lack of housing is often an issue on the Reservation, with many families having to share a house with other families. When asked how these options would benefit the Tribe and local area, the overwhelming response given by participants was the positive effects related with more housing. The second most popular response, at 28%, was 'Elder Assisted Living/Senior Care Facility', followed by '2 to 3 Bedroom Duplex', at 24%, again addressing the need for more housing on the reservation.

The fourth most popular response was ‘Youth Shelter,’ at 20%. Many participants expressed hope that these services would benefit younger generations. The desire to keep the youth occupied with healthy entertainment and activities instead of gangs, drugs or alcohol was frequently stated.



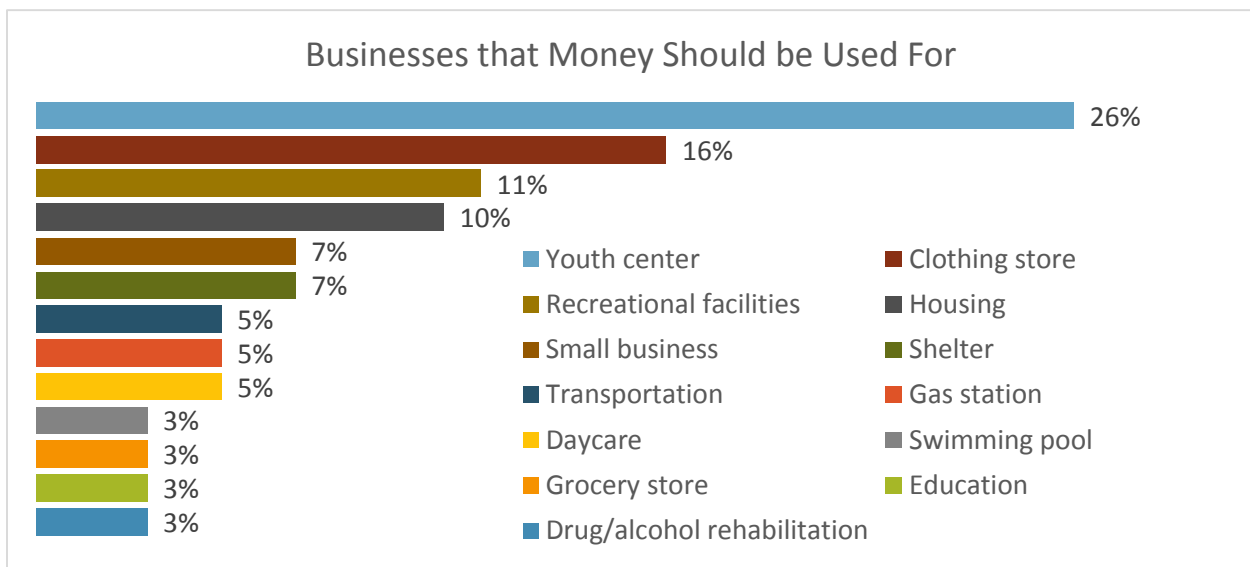
The 7th Generation and Other Impacts

As indicated, there is a diverse array of priorities from Reservation residents as to what should be developed in their local communities during the upcoming years.

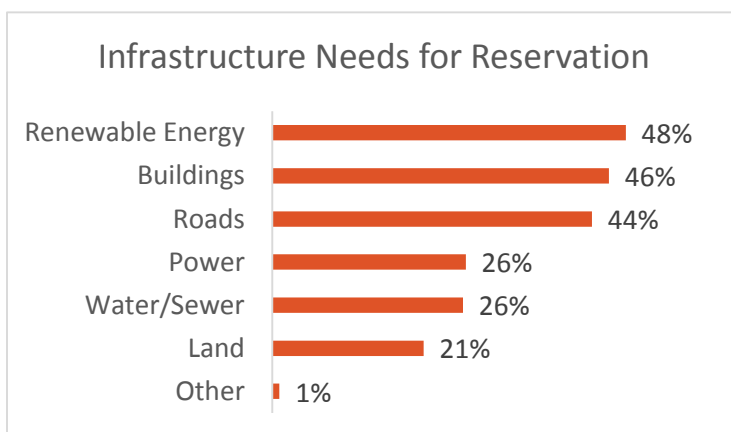
When asked, ‘Would you pay more for the services you listed above if the companies were more careful toward the environment and toward the next 7 Generations?’, 65% responded that they would. One participant’s quote that mirrored many others was: “I think it would be great for our younger generation to have something to look forward to. That would be worth investing in.” For the 35% who stated otherwise, the response: “I would like to, but a lot of us live on fixed income and it is very hard,” explained their sentiment.

“I think it would be great for our younger generation to have something to look forward to. That would be worth investing in.”

Alcohol, bars, and liquor stores were by far the most common responses when participants were asked to provide information on what ‘would have a negative impact on Reservation Development’. The two questions: ‘If funds were to be provided for enhancing existing businesses, how should those funds be used?’ and ‘Are there specific businesses that you think the money should be used for?’ provided further insight into participants perceptions of future development and the possible impacts of development [See chart below]. Some participants spoke specifically about types of businesses, as indicated by the response: “A large clothing store so people don’t have to travel so far.” Accordingly, many participants connected their responses to the youth, expressed in the following comment: “Expand Turtle Creek deli to a full restaurant open through the evening and weekends with a full menu. Build an arcade for youth at Turtle Creek and also build an ice skating rink.” Similar to business expansion, as previously mentioned with the Turtle Creek deli, the response: “They should be used to upgrade [businesses],” was mirrored by 49 participants. The following graph indicates the top businesses that were mentioned for ‘specific businesses that [. . .] the money should be used for’.



Similarly, participants were asked to express their opinions on ‘the most pressing infrastructure needs for the Reservation’. Reinforcing previous assertions regarding the importance of the 7th Generation, and continually emphasizing respondents desire to see wind and solar energy as well as recycling, ‘Renewable Energy’ was the most common response at 48%. Then, as previously indicated by the responses above, ‘Buildings’ was the second most popular response at 46%, followed by ‘Roads’ at 44%.



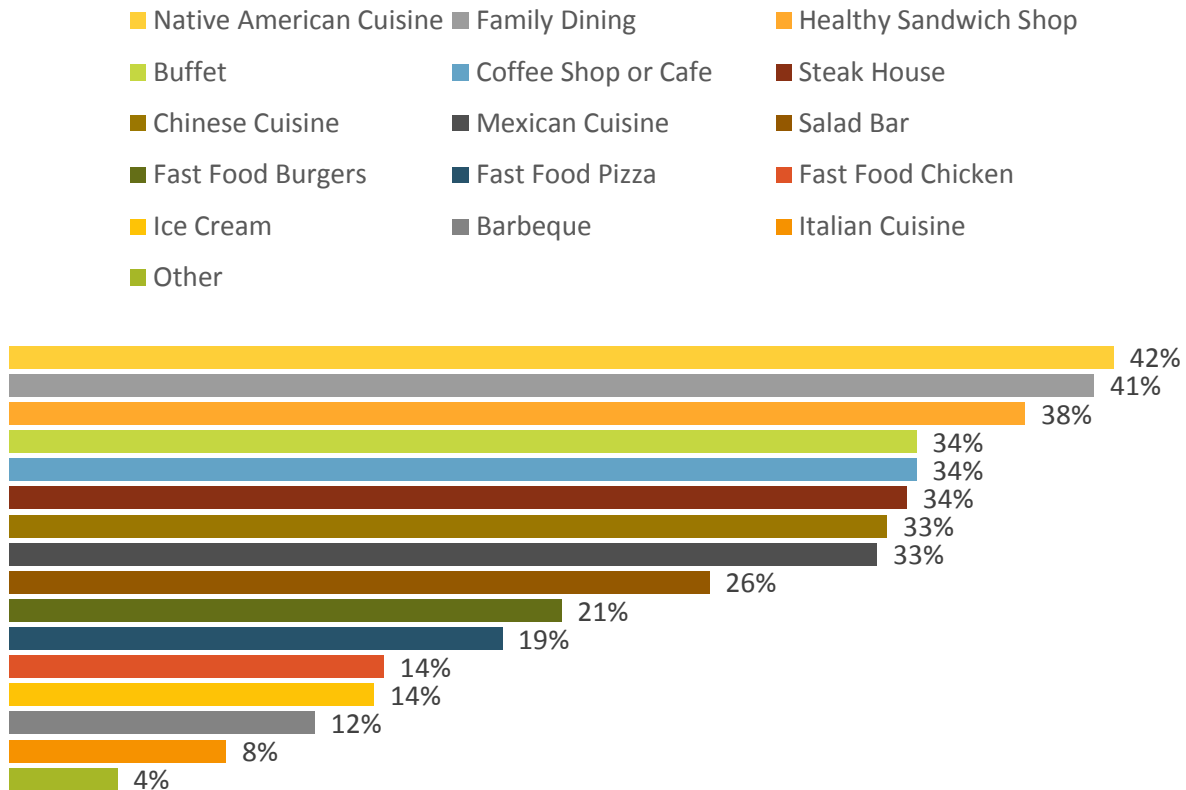
After participants expressed their preferences for development initiatives and provided their thoughts on future impacts, participants were asked about their priorities concerning food service related development. The chart below indicates ‘What types of food options [participants would] like to see come to the reservation?’ ‘Native American Cuisine’, followed by ‘Family Dining’ were the most popular options.

The third most popular response was 'Healthy Sandwich Shop' which amplifies recent Native American advertisements and marketing strategies that highlight 21st century Native Americans commitment to individual and community health.

The success of Native American restaurants for drawing tourists, as indicated by recent openings in Denver, CO and Minneapolis, MN as well as Lakota excitement and appetite toward cultural foods provides both cultural and economic reasons for seriously considering the development of a 'Native American Cuisine' restaurant. Likewise, with Lakota maintaining a high priority toward family and family events, an affordable family dining restaurant could provide local entertainment, instead of the

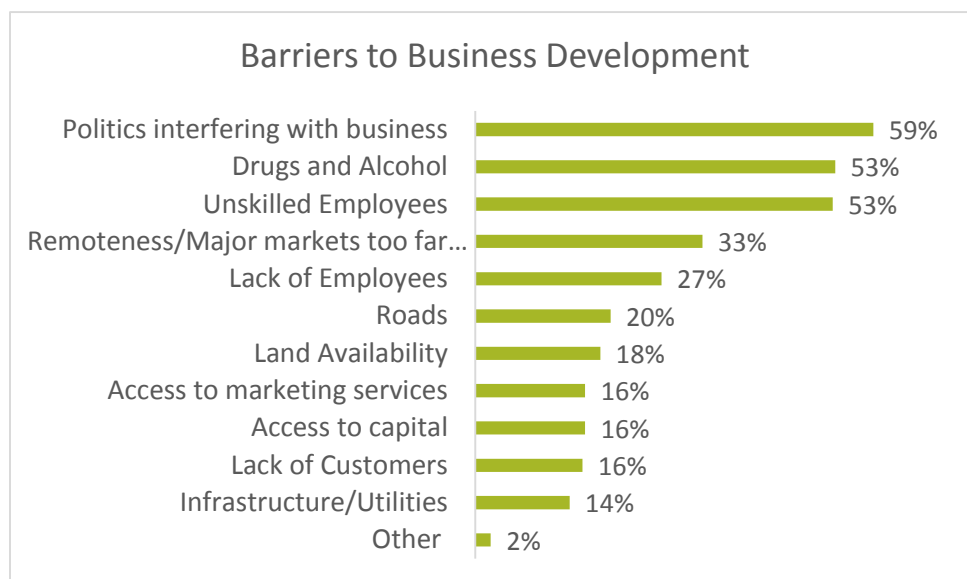
alternative—traveling to Pierre or Valentine. The third most popular response was 'Healthy Sandwich Shop' which amplifies recent Native American advertisements and marketing strategies that highlight 21st century Native Americans commitment to individual and community health.

Potential Food Options for Reservation



Barriers to Development

Not only were residents asked to explain what they thought about ‘new development’, they were also asked to explain the barriers to business development on the Reservation. First, residents were asked to check from a list ‘the greatest barriers to business development on the Rosebud Reservation’. The chart below indicates their responses.



‘Politics interfering with business’ was the number one response at 59%. When asked to further explain their responses, 37% of respondents cited elements related to poor leadership, nepotism, and corruption as indicated by one concerned local: “Educated natives

can't get those jobs whereas the unskilled employee keeps their job because they are related to someone in council. Council will just want the money for their own pockets.” Other sentiments were mirrored by a concerned person who wrote: “If our tribal council would just do their job and make this place better and stay out of everything else, the tribe could probably get some place. [There is] no jobs for everyone except if you know someone and there is no room to advance. [We are] always on a budget and then the council takes it.” One critical respondent offered direction to solving the problem of political interference: “In most studies, politics is one of the biggest obstacle to development. Laws need to be accessible, separation of powers in the legal system is important.” Concerning the more social side of politics, nepotism—it’s all who you know—is a concern among many reservations and even within the Federal Government. However, the term is frequently used on reservations concerning unskilled workers who both keep jobs and receive jobs because of family members on Tribal Council. This concern was emphasized by one respondent who professed with disgust: “Family members usually run things around here. It’s not what you know, it’s who you know, so nothing is professional.”

‘Drugs and Alcohol’ and then ‘Unskilled Employees’, both at 53%, were the second most cited responses concerning barriers to business development. Community developers, economic developers, social workers, academics, engaged community members and many others have recognized the connection between skills leading to increased esteem, a sense of self-worth, a greater vision for tomorrow, and a greater sense of belonging within a community. People begin to see themselves as an asset to their community. Thus, the solutions to these two selections, ‘Drugs and Alcohol’ and ‘Unskilled Employees’ in some ways go hand-in-hand. More trainings—meaningful and thorough trainings—to provide needed skills to the Reservation, should also help decrease drug and alcohol use. As humans understand their

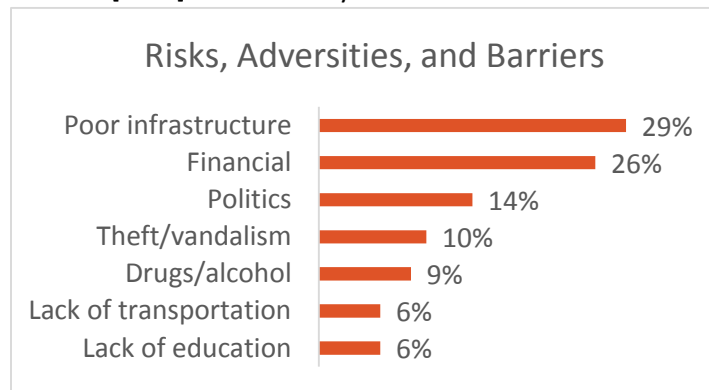
full potential, as individual assets are enhanced and further developed, people are more clearly able to see themselves as useful. Then the pangs and hopelessness associated with drugs and alcohol are more easily discerned as conquerable by both individuals and communities.

‘Remoteness/Major markets too far away’ was the third most popular response at 33%, providing greater credibility to responses related to ‘bus transit’ and ‘transportation’ earlier in the study. Furthermore, this sentiment lends credibility to enhancing local markets and developing the 590 acre Keya Wakpala site to begin establishing a local ‘major market’ area within lands owned by the Sicangu Lakota.

The fifth most cited response was a general ‘Lack of Employees’ at 27%. This ‘lack of employees’ was also connected to education, similar to the ‘Unskilled Employees’ responses. One respondent noted: “We have a university on our reservation but not all individuals finish their degree, and have social skills to show and help our community.” Another respondent pointed to the issue of not having youth—the leaders of the future—involved with employment opportunities: “Businesses need to hire our youth!”

In an area with high drop-out rates, more programs should be implemented to ensure people are being educated not only in general studies, but also in job and entrepreneurial skills that will enhance the ‘workforce readiness’ of Reservation residents. The above responses concerning ‘Unskilled Employees’ and a ‘Lack of Employees’ further highlights the importance of a VO-Tech School, or something similar, as indicated earlier in the report.

Respondents were also asked an open ended question to ‘describe any risks, personal adversities or barriers [their] business may need to overcome. The chart below is a synthesis of responses. The most



cited response pertained to poor infrastructure. One respondent articulated this problem particularly well: “The majority of our programs are operating in old, condemned or shared buildings located all across the Reservation. This creates a hardship on the people who have limited or no transportation.” A respondent who felt similarly about the conditions of preexisting buildings mentioned: “If we get more land we can

have more opportunities,” insinuating that greater access to land will allow for updated, more efficient infrastructure.

‘Financial’ reasons were cited by 26% of respondents explaining their ‘risks, personal adversities, or barriers’ that they need to overcome. If the tribe or tribal entities do not already offer small business grants or loans to small business owners and emerging entrepreneurs, this area is worth exploring.

‘Politics’ at 14% was mentioned in open-ended responses, mirroring previously stated concerns of politics interfering with business development.

Consumer Information

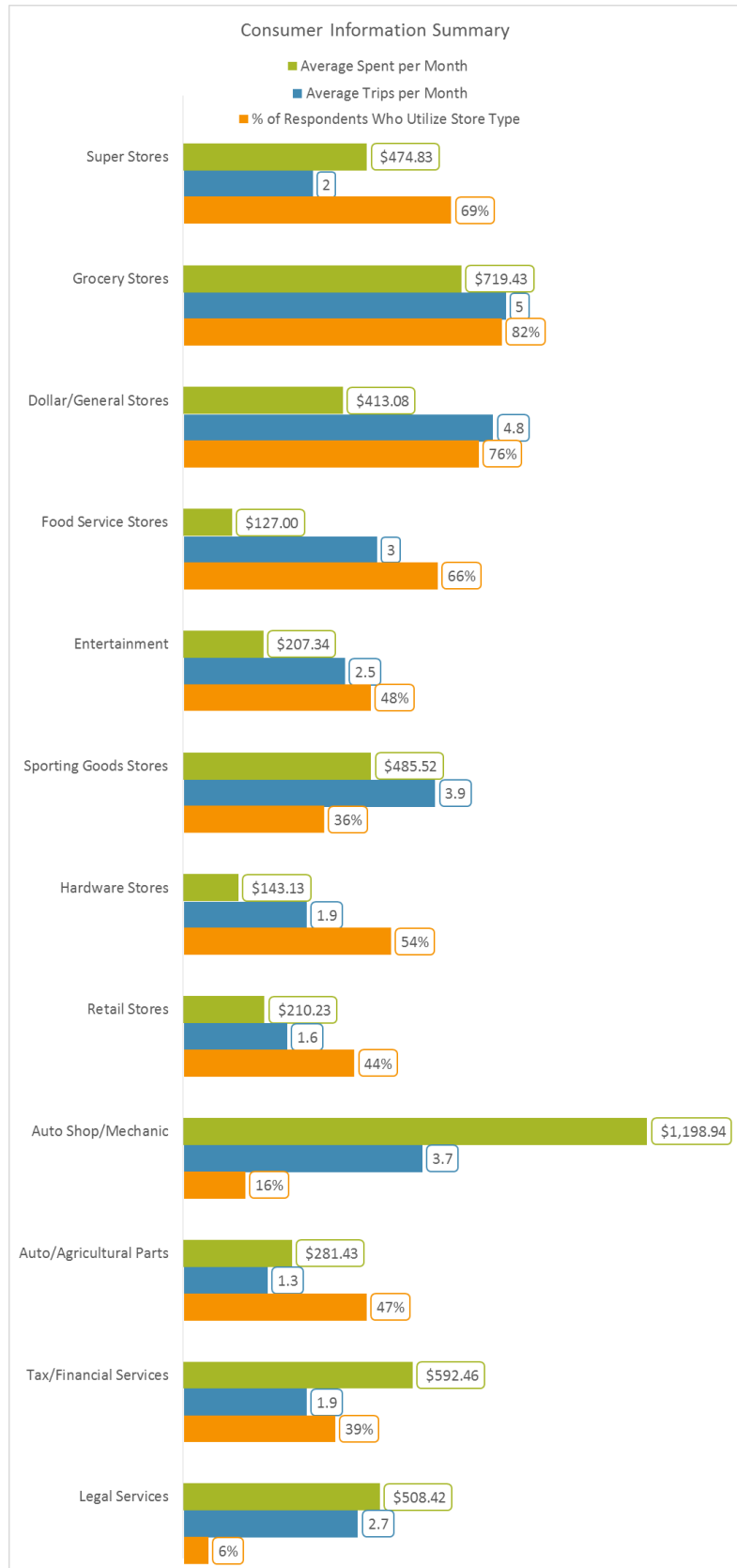
After explaining preferences for business and food development on the Reservation, participants were asked a series of questions to assess consumer trends— where they shop, how often they shop there, and how much money they spend at the establishments they visit. Responses from these questions can be used 1) to assess which types of establishments are important to Reservation residents and 2) to calculate the estimated dollar amounts that are spent at those establishments by Reservation residents. This information could be useful to entice corporations to locate onto the Reservation or entice the tribe to allocate funding toward various businesses that would offer positive competition toward the corporate businesses that Reservation residents frequently visit off-Reservation.

To assess consumer trends from Reservation residents, questions were broken down into separate sections by the following store type:

- Super Stores (ie. Wal-Mart)
- Grocery Stores (ie. Turtle Creek Crossing)
- Dollar/General Stores (ie. Family Dollar)
- Food Service Stores (ie. Fast Food Restaurants)
- Entertainment (ie. Casino)
- Sporting Goods Stores (ie. Stadium Sports)
- Hardware Stores (ie. True Value)
- Retail Stores (ie. Young Western Wear)
- Auto Shop/Mechanic/Services (ie. Computer Lighthouse)
- Auto/Agricultural Parts Stores (ie. NAPA)
- Tax Service/Financial Institutions (ie. Tax Express)

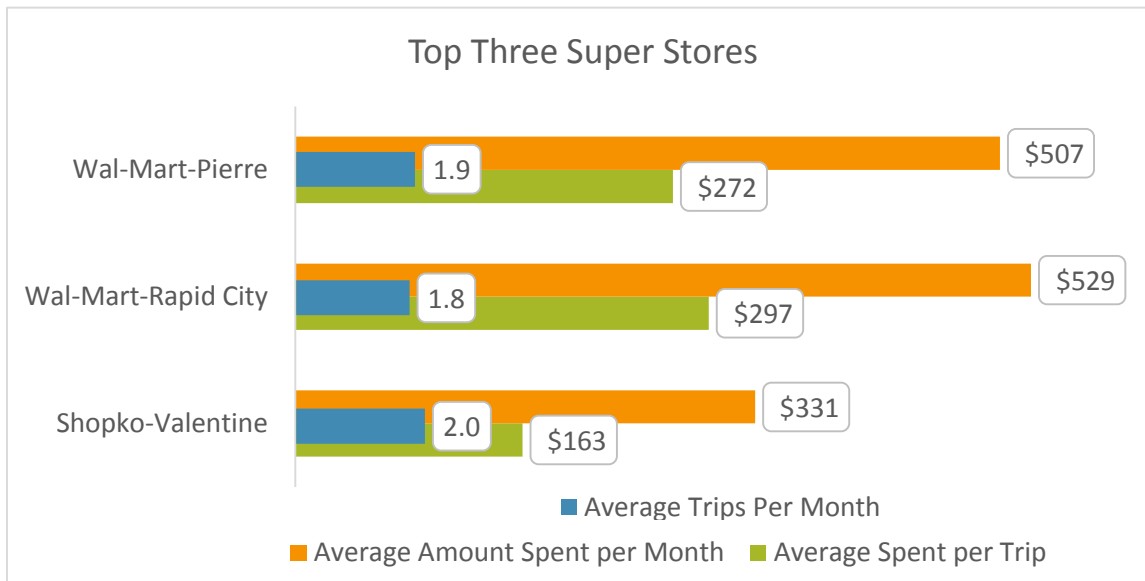
Consumer Information Summary

The chart to the right depicts the number of participants who shopped at each category of store, the average trips per month they take, and the average they spend per month at each store type. In the following pages each store category is discussed in more detail.



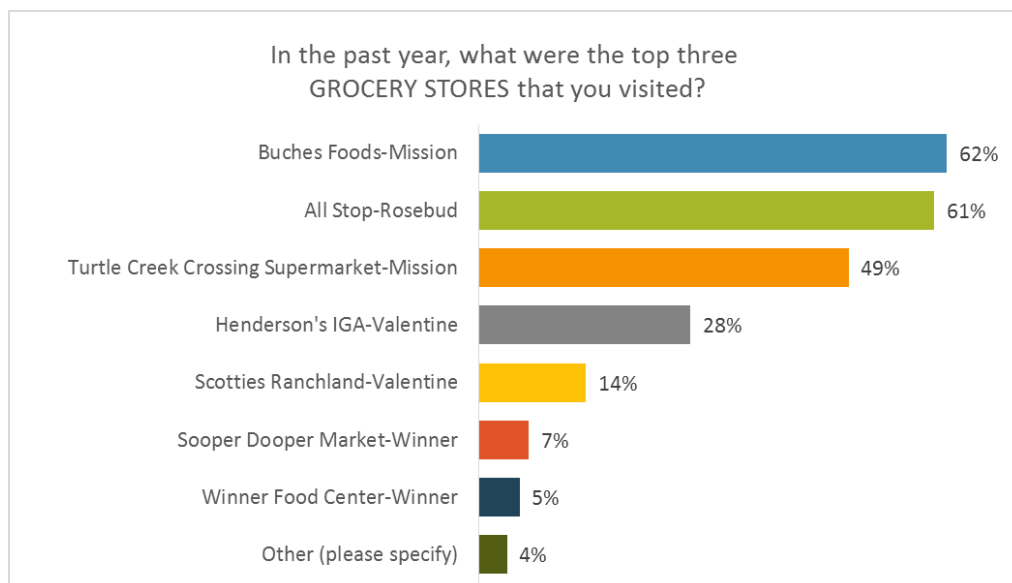
Super Stores

Of the 'Super Stores' mentioned, the top visited was the Wal-Mart in Pierre, followed by the Wal-Mart in Rapid City, and then Shopko in Valentine. Reservation residents who participated in the survey visit 'Super Stores' an average of 2 times per month and spend, on average, \$474.83 per month. The chart below demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Super Stores'.



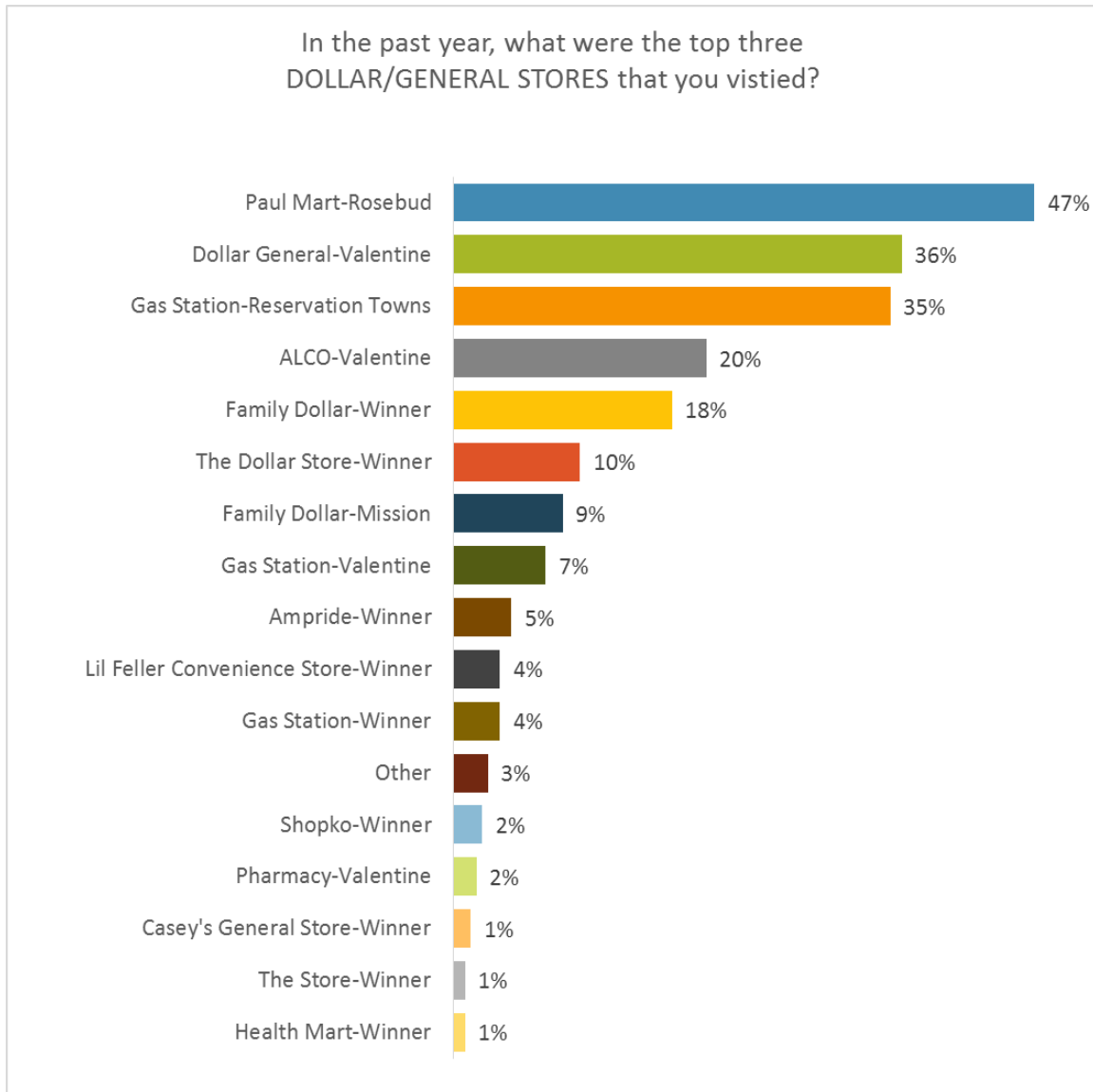
Grocery Stores

Of the 'Grocery Stores' mentioned, the top visited was Buche's Foods in Mission, followed by All Stop, and then Turtle Creek Crossing Supermarket In Mission. Reservation residents who participated in the survey visit 'Grocery Stores' an average of 5 times per month and spend on average, \$719.43 per month.



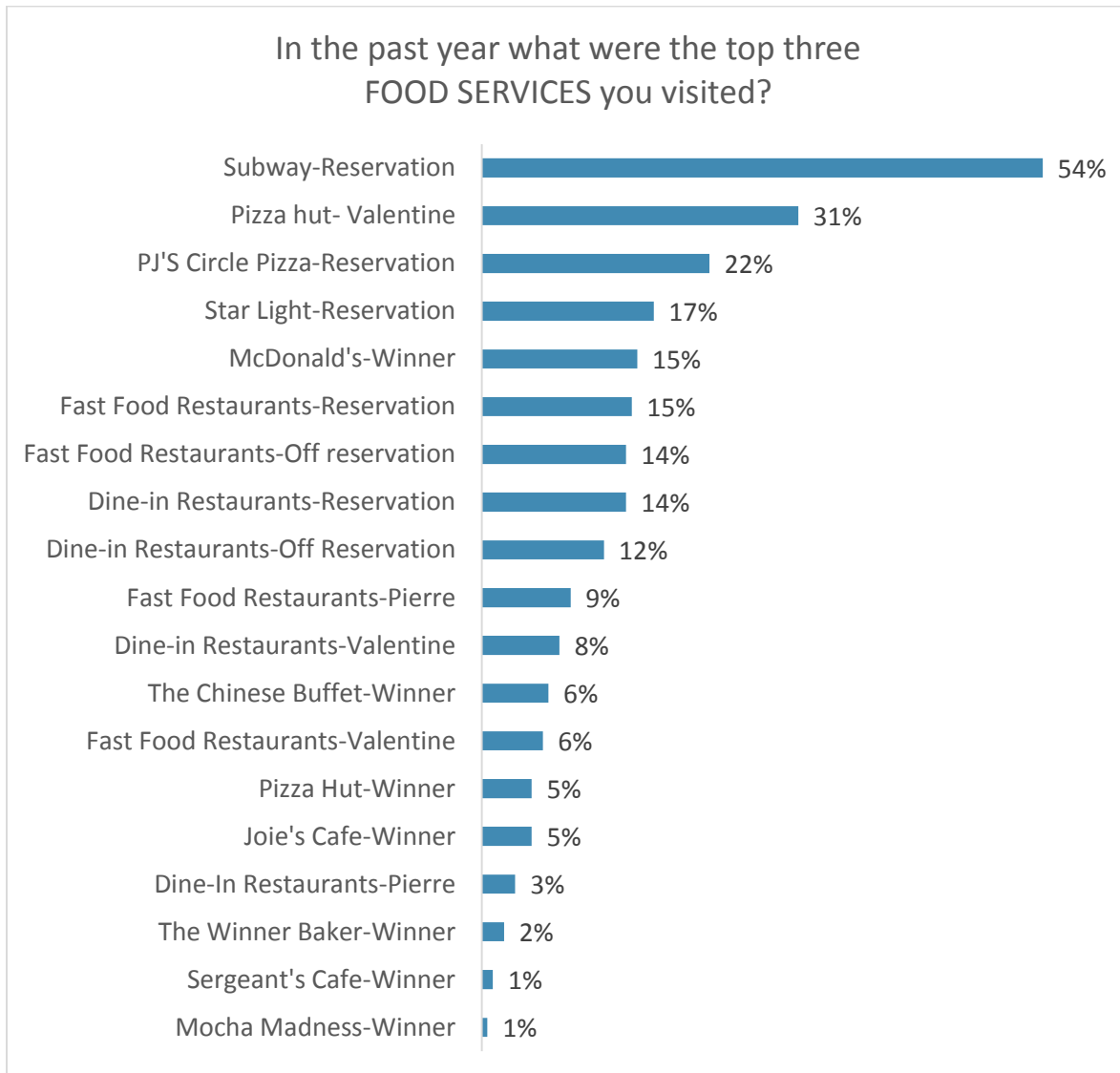
Dollar/General Stores

Of the 'Dollar/General Stores' mentioned, the top visited was Paul Mart, followed by the Dollar General in Valentine, and then Gas Stations within Reservation towns. Reservation residents who participated in the survey visit 'Dollar/General Stores' an average of 4.8 times per month and spend on average, \$413.08 per month.



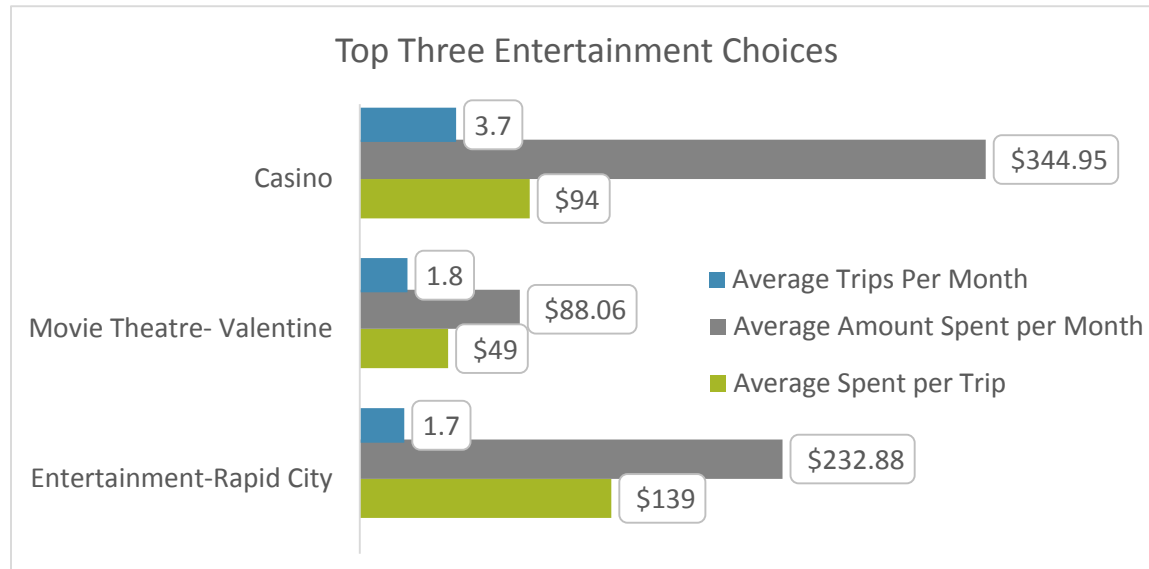
Food Service Stores

Of the 'Food Service Stores' mentioned, the top visited was the Subway on the Reservation, followed by the Pizza Hut in Valentine, and then PJ's Circle Pizza. Reservation residents who participated in the survey visit 'Food Service Stores' an average of 3 times per month and spend on average, \$127.00 per month.



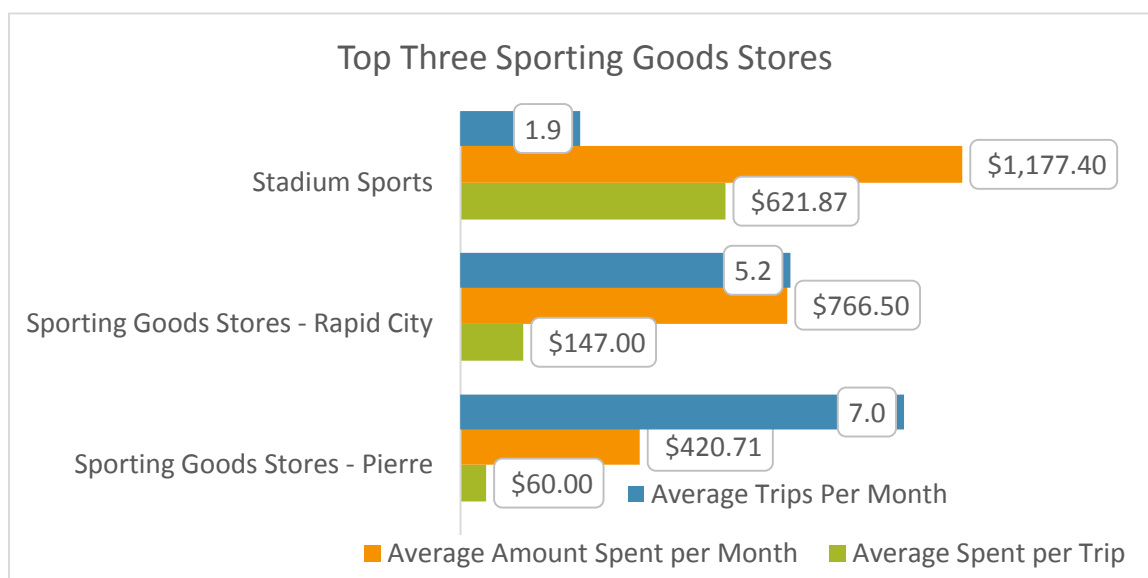
Entertainment

Of the 'Entertainment' establishments mentioned, the top visited was the Rosebud Casino, followed by the Movie Theatre in Valentine, and lastly residents visited various entertainment establishments in Rapid City. Reservation residents who participated in the survey visit 'Entertainment' establishments an average of 2.5 times per month and spend on average, \$207.34 per month. The chart below demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Entertainment' establishments.



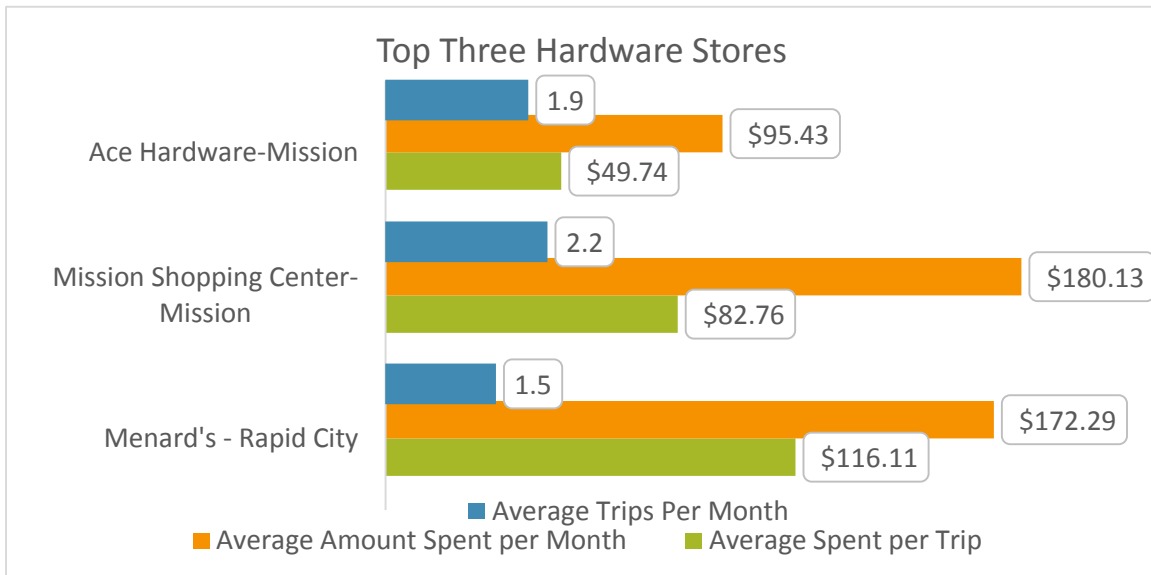
Sporting Goods Stores

Of the 'Sporting Goods Stores' mentioned, the top visited was Stadium Sports, followed by Sporting Goods Stores in Rapid City, and then Sporting Goods Stores in Pierre. Reservation residents who participated in the survey visit 'Sporting Goods Stores' an average of 3.9 times per month and spend on average, \$485.52 month. The chart to the right demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Sporting Goods Stores'.



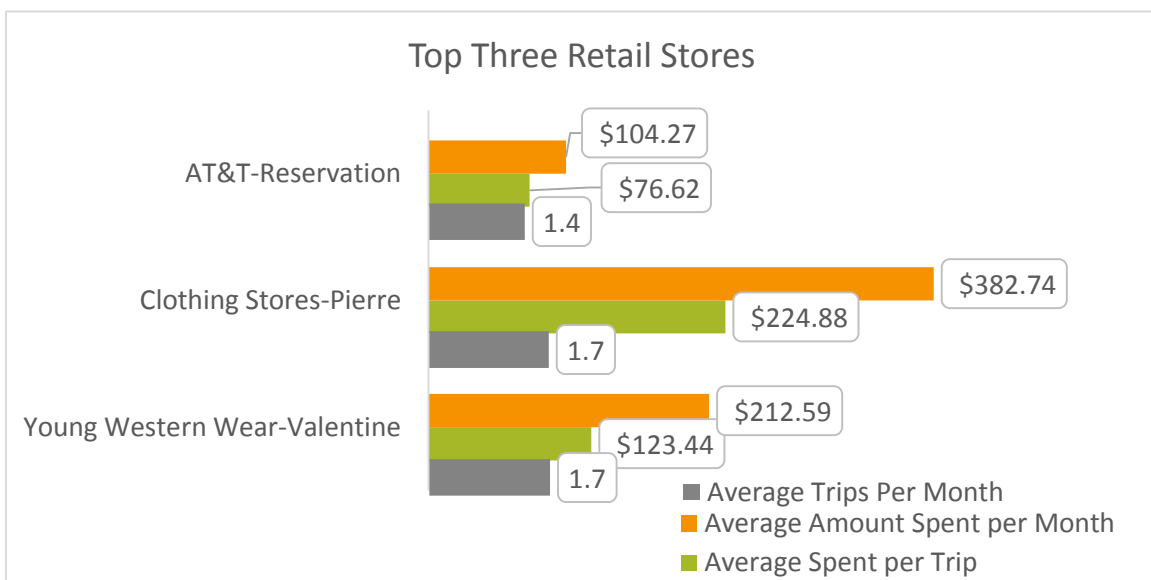
Hardware Stores

Of the 'Hardware Stores' mentioned, the top visited was Ace Hardware in Mission, followed by Mission Shopping Center, and then Menards in Rapid City. Reservation residents who participated in the survey visit 'Hardware Stores' an average of 1.9 times per month and spend on average, \$143.13 per month. The chart below demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Hardware Stores'.



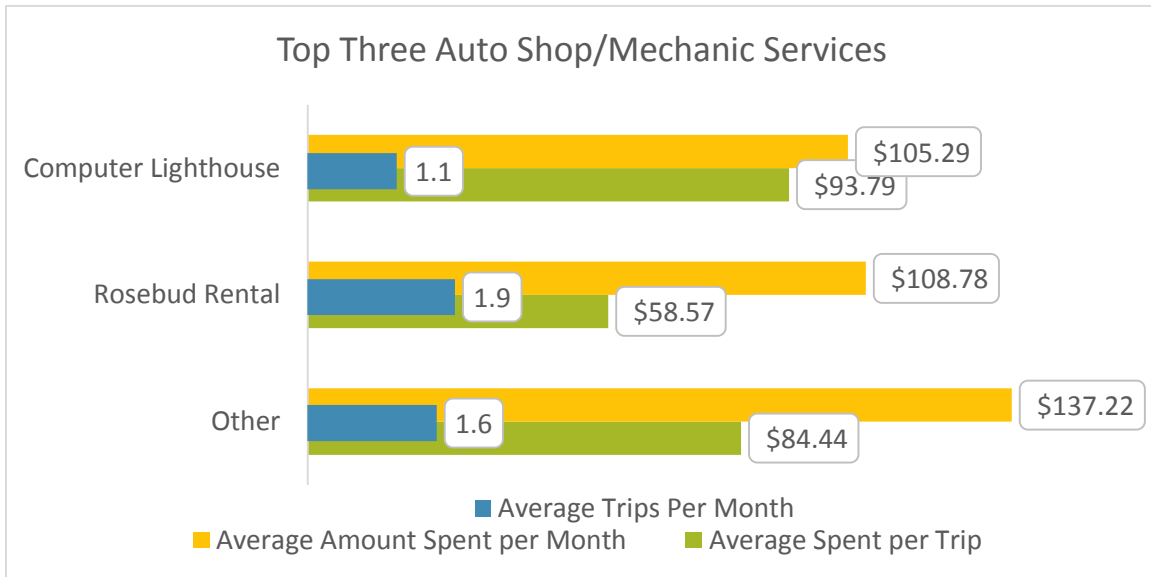
Retail Stores

Of the 'Retail Stores' mentioned, the top visited was the AT&T store on the Reservation, followed by Clothing Stores in Pierre, and then Young Western Wear in Valentine. Reservation residents who participated in the survey visit 'Retail Stores' an average of 1.6 times per month and spend on average, \$210.23 per month. The chart below demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Retail Stores'.



Auto Shop/Mechanic/Services

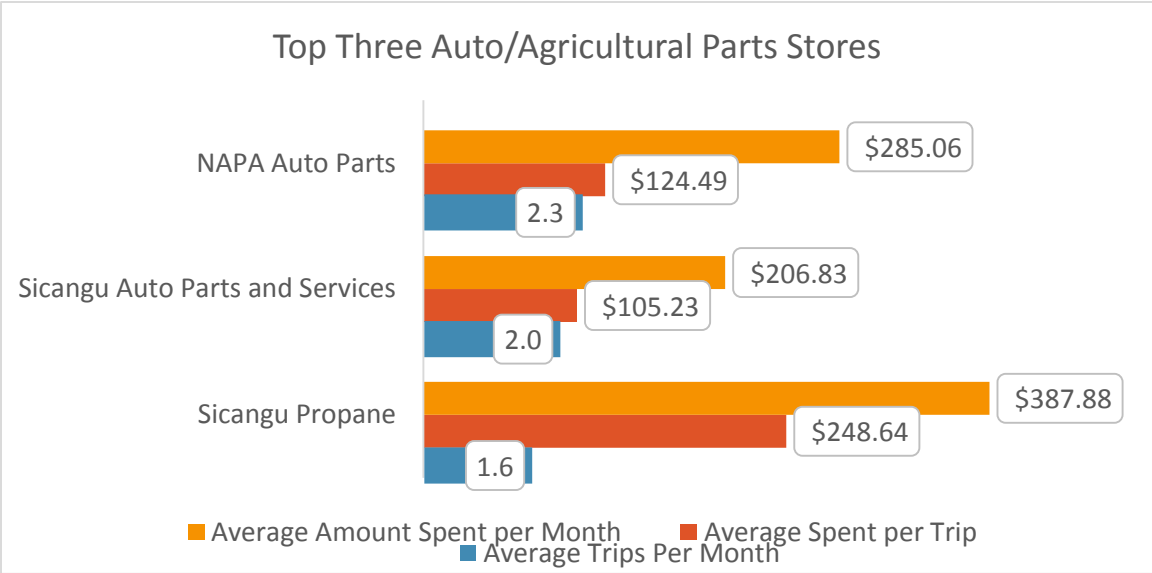
Of the 'Auto Shop/Mechanic/Services' mentioned, the top visited was Computer Lighthouse, followed by Rosebud rentals, and then 'Other'. Reservation residents who participated in the survey visit 'Auto Shop/Mechanic/Services' an average of 3.7 times per month and spend on average, \$1,198.94 per month. The chart to the left demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Auto Shop/Mechanic/Services' establishments.



Auto/Agricultural Parts Stores

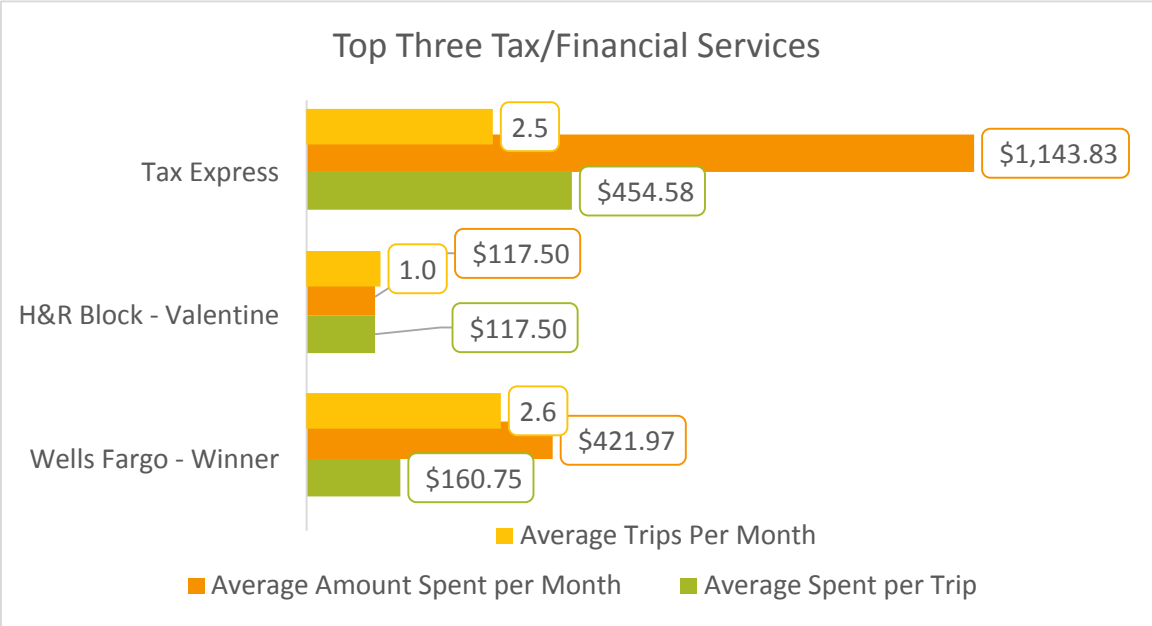
Of the 'Auto/Agricultural Parts Stores' mentioned, the top visited was NAPA Auto Parts on the Reservation, followed by Sicangu Auto Parts and Services, and then Sicangu Propane. Reservation residents who participated in the survey visit 'Auto/Agricultural Parts Stores' an average of 1.3 times per month and spend on average, \$281.43 per month. The chart below demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Auto/Agricultural Parts Stores'.





Tax Service/Financial Institutions

Of the 'Tax Service/Financial Institutions' mentioned, the top visited was Tax Express on the Reservation, followed by H&R Block in Valentine, and then Wells Fargo In Winner. Reservation residents who participated in the survey visit 'Tax Service/Financial Institutions' an average of 1.9 times per month and spend on average, \$592.46 per month. The chart below demonstrates the average trips per month, average amount spent per trip, and the average amount spent per month for the top 3 visited 'Tax Service/Financial Institutions'.



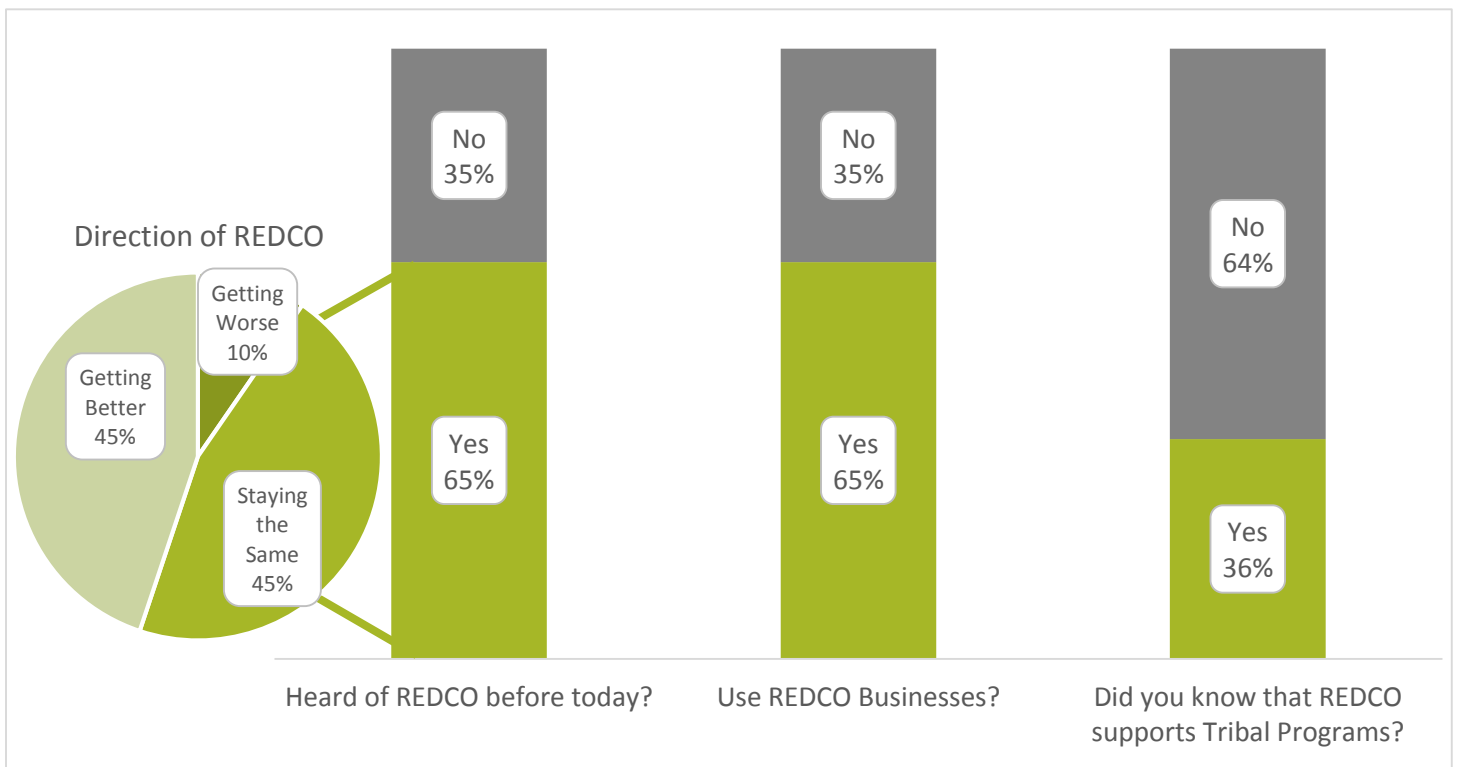
Legal Services

In the past year, 7% of participants utilized 'Legal Services'. Of those who utilized 'Legal Services' 50% utilized 'Off Reservation' services, indicating that money could be spent securing more applicable 'On Reservation' 'Legal Services'. Participants utilized 'Legal Services' an average of 2.7 times per month and spend on average, \$508.42 per month.

REDCO and REDCO Businesses

As noticed, consumer information was gathered on REDCO businesses as well. However, in addition, questions were asked to provide Reservation residents the opportunity to provide input on ‘REDCO and REDCO Businesses’. As the principal investigator or general contractor of the *Sicangu Lakota Strengths, Economic Needs, and Business Development Assessment* initiative, and thus the primary organization that will implement development based on survey results, REDCO felt it important to provide Reservation residents with this opportunity. These results will give REDCO first-hand information on how to better meet the needs of their clientele and the communities they serve.

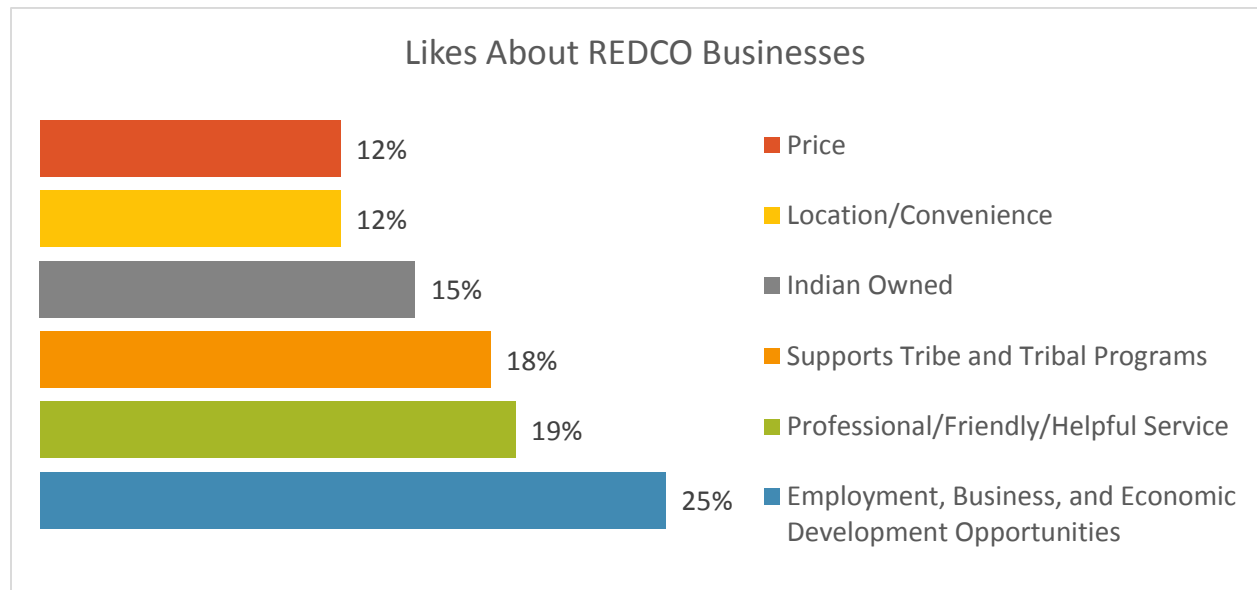
According to the survey, 65% of participants had heard of REDCO, and of that 65%, 45% felt that the ‘direction of the organization’ was ‘Staying the Same’ while an equal 45% believed the ‘direction of the organization’ was ‘Getting Better’. Despite, 65% of participants having heard of REDCO, only 41% actually knew which business were REDCO businesses. When provided a list of REDCO businesses though, 65% indicated that they utilized those businesses. However, 64% of participants were unaware that ‘spending at REDCO businesses supports the tribe and tribal programs like the Low Income Housing Energy Assistance Program (LIHEAP)’. Thus, RAs were able to inform the public, through the surveys, of the importance of utilizing tribal businesses—in general to enhance the economic multiplier effect, but also specifically to support other tribal programs.



When asked ‘What do you like about REDCO businesses?’ one respondent exclaimed: “REDCO is making some positive advancements!” Another respondent was proud of “the services and business start-up [REDCO] is offering people.” Specifically, participants mentioned that REDCO is “Indian owned” and “tribal”. Concerning employees, one participant stated that: “They are very professional now,” while

another participant further explained: “Employees are courteous and polite. They act in a professional manner.” Directly relating to employees’ helpfulness and promptness, one participant said, “They are there when you need a mechanic, when you need groceries, and propane.” Similarly, one participant stated: “REDCO administrative personnel greet the public and make them feel they are there for them.” These statements should not be taken lightly. Recent surveys from other Lakota reservations mentioned that customer service is much needed on local reservations. It appears, from these REDCO customers, that REDCO businesses have taken the call for customer services seriously and proactively.

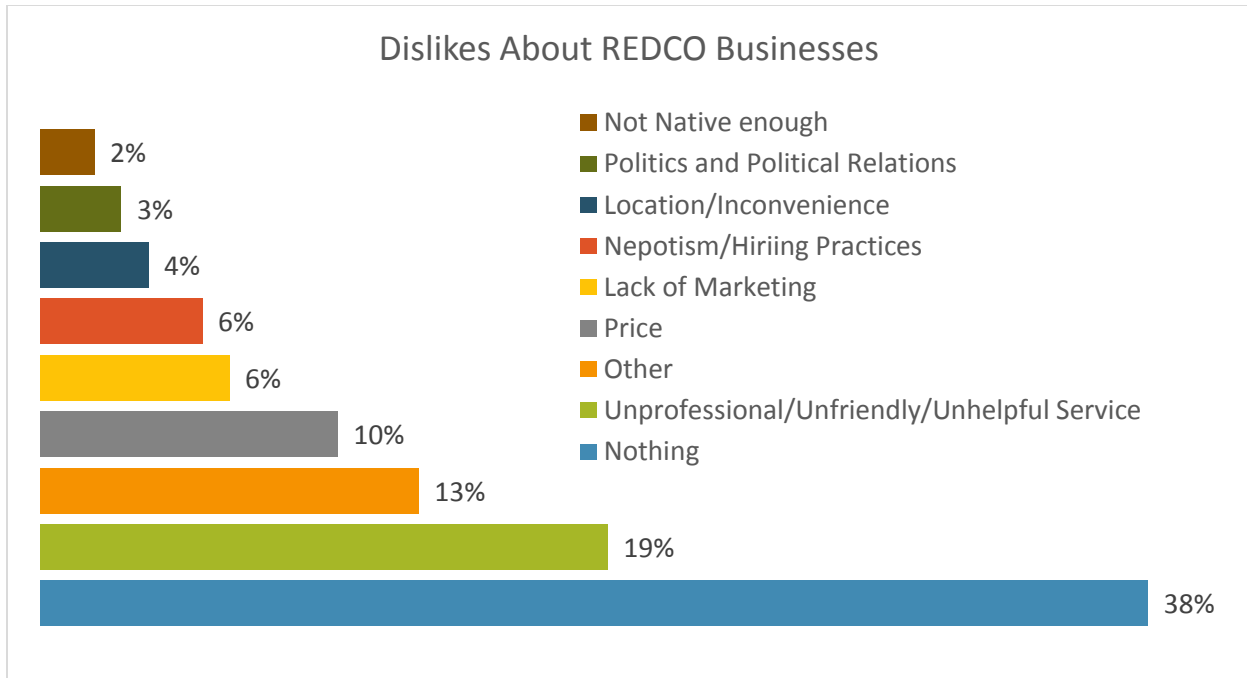
“Employees are courteous and polite. They act in a professional manner.”



However, contrary to some of the positive statements, other REDCO customers were not so pleased with their services from REDCO. Unlike some participants who mentioned REDCO being “Indian owned” or “tribal” some participants mentioned that there was too much “nepotism” at REDCO businesses, which is an element that affects development, both positively and negatively on reservations and rural areas. The most common response, though, about dislikes of REDCO businesses was based on unprofessional, unfriendly, or unhelpful service. One customer stated that REDCO businesses were “insensitive” while another was more direct saying they had “crabby employees” and another still was a bit more explanatory, stating: “[They are on] Indian time, self-centered, and lack good customer service. [They] negotiated Turtle Creek Crossing Shopping Center for 7% to the tribe!”

Customers of REDCO businesses were also able to comment on what REDCO could ‘do to improve their businesses’. The majority of similar responses involved “lowering prices.” Others addressed location as well, as mirrored by this statement: “Find good locations where a lot of traffic comes here.” Still some recommendations for improvements were related to some of the negative comments about employees discussed earlier. One participant recommended REDCO “[h]ire business minded people who know how to run a business.” Several progressive individuals simply asked that REDCO “keep doing what they are doing” and “start more businesses.” Others provided insight on avoiding nepotism, evaluating to ensure success, and separating politics from the equation. One participant stated: “Put honest and qualified persons on the Board of Directors,” while another explained: “Evaluate its tribal members for strengths

and weaknesses and placing the appropriate jobs, keeping politics out. Hire on the strength of competence.” Some other practical suggestions were to: “hire more employees,” “advertise,” “develop a Tribal Bank,” “pay attention to entrepreneurs and small business development,” and “get more involved or spread the word so our people know what this business is doing for us and our people.”

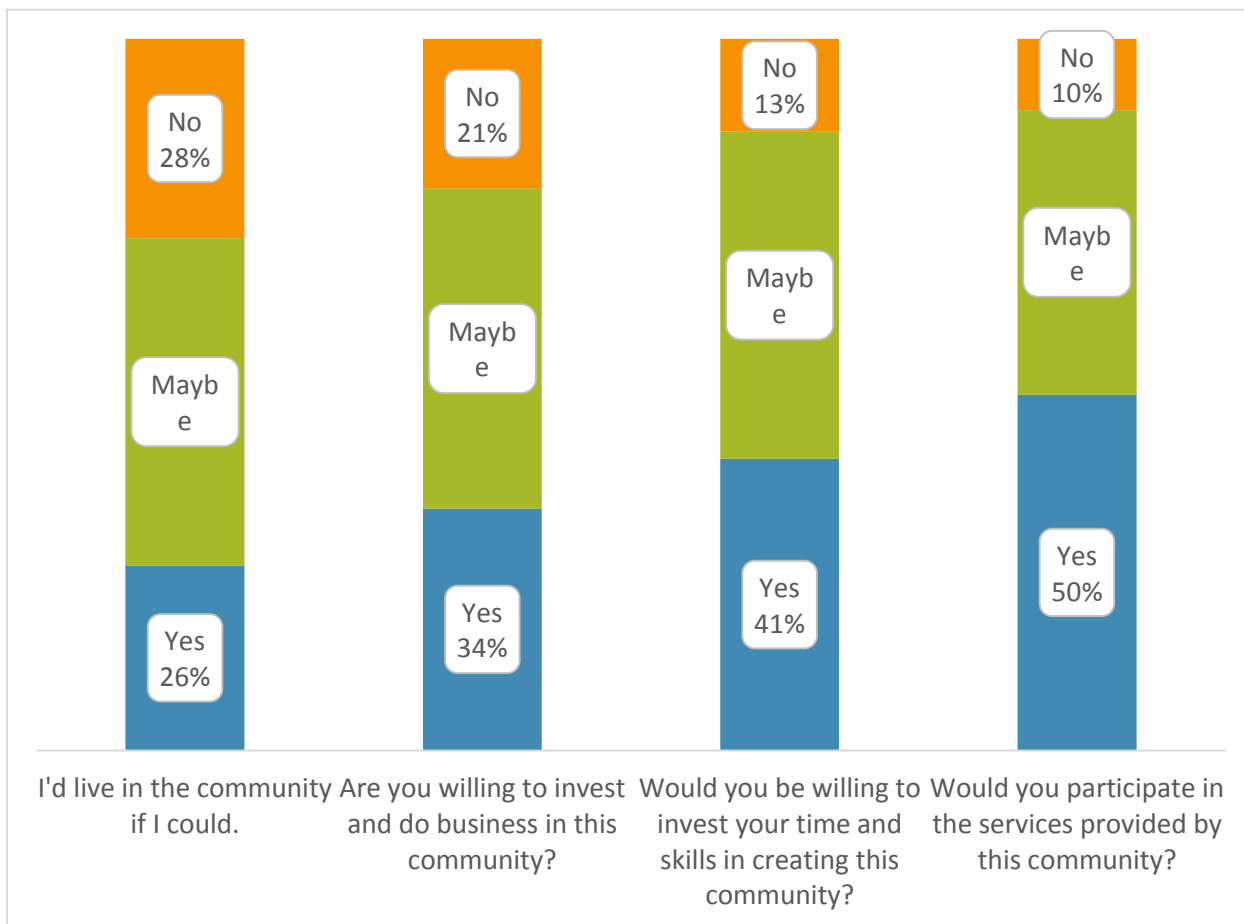


One other, possibly more cautious, observer mention their positive sentiments of REDCO with a touch of criticism: “It’s a beginning, but still inside the box thinking.” Perhaps one of REDCOs many moves away from “inside the box thinking” is their partnership with Blue Star Studio, Inc. and their inclusive plans for Keya Wakpala Waíčageyapi.

Keya Wakpala Green Development

Before taking this survey only 14% of survey participants had heard of Keya Wakpala Green Development, indicating that greater advertisement, publicity, and calls for community involvement would enhance visibility and possibly community involvement. During surveys, RAs distributed pamphlets, provided by BSS, and showed community members preliminary maps of possible development options at Keya Wakpala. According to RAs, community members were very excited about Keya Wakpala Green Development especially after having a chance to look over the maps, pamphlets, and hearing RAs explain to them, “this is your chance to let your voice be heard for this new development in our community.”

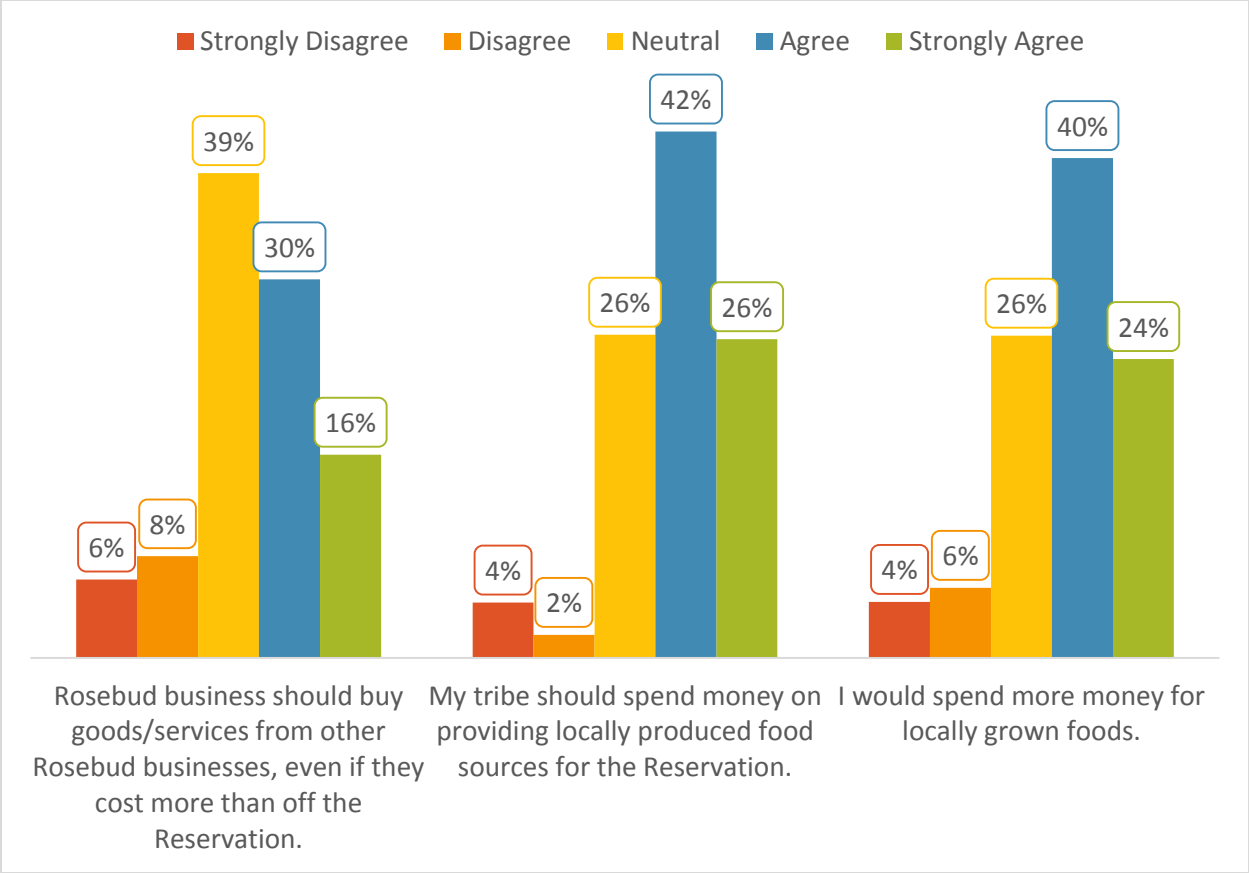
As indicated in the chart below, participants were asked to gauge their interest in living at Keya Wakpala Green Community, investing and doing business with community businesses, investing skills time and energy into developing a green community, and participating in the services provided by a green community. The chart highlights their responses.



The chart indicates that the majority of participants are unclear of whether or not they would live in the Keya Wakpala Green Community. Some of the participants who were unsure cited that they “liked [their] community” while others expressed that the price might be too high. The majority of respondents who were unsure, did not elaborate their reasons for being unsure. However, as mentioned, 50% of the participants indicated that they would participate in the services provided by the community.

Buy Local Marketing

Given REDCO’s desire to enhance local development and marketing, the survey concluded with a few questions to gauge Reservation resident’s ideas toward ‘Buy Local Marketing’. The chart below indicates that 47% of participants either agree or strongly agree that ‘Rosebud businesses should buy goods/services from other Rosebud businesses, even if they cost more than off the Reservation’. Likewise, 64% of participants mentioned that they ‘would spend more money for locally grown foods’, signifying that they would act out their values of supporting local business. Furthermore, they mentioned holding the tribe accountable given that 68% agreed or strongly agreed that the ‘tribe should spend money on providing locally produced food sources for the Reservation’. It is suitable to end on this note, given the sole desire for enhancing Rosebud business, economics, and assets is to provide an even more culturally rich, economically thriving, and environmentally sustainable local area for people both on and off the Reservation.



RECOMMENDATIONS

These Recommendations are based on: insights from the 284 respondents of *Sicangu Strengths*; additional insights from 75 employees, managers, and business owners from the *Business Assessment*; and Sweet Grass Consulting's combined 14 years of development in Indian Country, including collaborating with tribal entities to initiate, employ, and assess over 25 community and economic development initiatives. For more information about SGC's past, present, and future involvement in community and economic development, please visit: www.sweetgrassconsulting.net.

Though endless recommendations may be derived from the data collected, the top recommendations will be presented. The recommendations are centered on the 5 following themes:

- 1) Transportation and Access
- 2) Education
- 3) Building Space and Homes
- 4) Consumer Choice
- 5) Energy and Sustainability

Transportation and Access

For even the most sedentary of people groups, mobility has always been important. Mobility is essential for social networking, to access resources, and to communicate and initiate actions and ideas. Mobility was even more important for more mobile bands and tribes, such as the Lakota generally, but specifically to this initiative, the Sicangu. However, due to a history and present of harsh political and economic barriers, along with various social and personal factors, economic and community development is often stifled by a lack of transportation. This topic surfaced approximately 5 different times in the *Sicangu Strengths* study and *Business Assessment*. Though transportation may not appear directly related to economic development, buildings, programs, initiatives, and businesses will continue to be hindered unless the issue of transportation and access to those services is addressed.

Data analyses in the *Business Assessment* indicated that major complaints of low-functioning employees included: 'Poor Attendance' at 21%, 'Repetitive Tardiness' at 15%, and 'Family Issues' at 13%. Given that 'Poor Attendance', 'Repetitive Tardiness', and 'Family Issues' ranked so highly on the list of major complaint about low-functioning employees, it makes sense that 37% of participants mentioned 'Transportation' as 'the greatest barrier to employees doing a good job'. Reliable and personal transportation is critical for attendance, and specifically, timely attendance. Likewise, when there are many family issues, and only one transportation option, difficulties making it to work on time can arise.

In correlation with the *Business Assessment*, this report indicates that 'bus transport', at 21% was the number 5 need out of a list of 55 'Business, Commercial and Services'. Furthermore, 'Bus transit', at 30% was selected as the number 1 overall needed 'Site Elements', a list which also included other possible selections such as: 'Sidewalks'; 'Landscaping', 'Buffalo Pasture'; 'Parking'; 'Oil and Gas Industry'; and more. The continual occurrence of 'bus transit' and 'Transportation' related responses, suggests that punctual and reliable public transportation needs to be a major focus for economic

. . . punctual and reliable transportation needs to be a major focus for economic development . . .

development, providing Reservation residents with greater mobility and access to goods and services.

Education

It is noticed among community developers that processes are often more important than expected outcomes. Outcomes of an initiative may include a building or a business. However, if during the process individuals are not educated, empowered, and enthusiastic, those buildings will become useless and businesses will continue to fail. Education, skill development, and the recognition of personal and community assets are imperative to sustainable business creation and economic development.

The *Business Assessment* found that ‘the [second] greatest barrier to employees doing a good job’ was ‘Lack of Skills’ at 34%, Similarly a ‘Lack of Job Skills’, at 12% was listed as one of ‘the major complaints of low-functioning employees’. From the *Sicangu Strengths* survey, ‘Drugs and Alcohol’ and then ‘Unskilled Employees’, both at 53%, were the second most cited responses concerning barriers to business development. Though, 18% of the surveyed population have not received a high school education, 54% have obtained at least some college education or technical degree, indicating that residents are interested in furthering their education and advancing their technical skills. These assertions align with respondents desire to see a Vocational/Technical on the Reservation. At 35% ‘VO-Tech School’ was the most common response for ‘Cultural and Educational’ needs. Furthermore, other facilities, such as ‘Library’ and ‘Computer Lab’, both at 21%, tied for the third most popular response.

Whether or not an actual building is constructed for a vocational school, or vocational trainings are conducted through existing buildings (ie. SGU) and programs, there is a clear need for greater job preparedness, workforce development, and vocational skills. Vocational skills such as auto and diesel mechanics, carpentry, residential

... there is a clear need for greater job preparedness, workforce development, and vocational skills.

wiring, plumbing, accounting, nursing, and others would assist greatly in economic development of the local area. Likewise, trainings emphasizing: job readiness; customer service; business start-up; business accounting; advertising and marketing; and home ownership would be influential. Similar trainings are

... trainings emphasizing: job readiness; customer service; business start-up; business accounting; advertising and marketing; and home ownership would be influential.

being conducted in other South Dakota reservations and positive results have been noticed and are still being recorded. Specific to this initiative, the *Business Assessment* found that 21% of respondents felt that above all, greater skills in the realm of ‘advertising and marketing’ ‘would help increase the growth and sustainability of their business. This theme reoccurs throughout this report as well. Likewise, the top 3 responses for training needs for businesses were ‘Marketing’, ‘Bookkeeping/Accounting/Financial Planning’, and ‘Customer Service’.

Caution should always be taken when developing or implementing trainings though. Often, organizations receive grants to conduct trainings as part of a development initiative. In some cases, inapplicable, unnecessary trainings are conducted, in order to meet the guidelines of the grant. These trainings leave participants with a certificate of completion yet little to no skills have been developed, or the trainings were often lofty and irrelevant to the participants to being with.

As noted earlier, the connection between skills leading to increased esteem, a sense of self-worth, a greater vision for tomorrow, and a greater sense of belonging within a community is imperative. Trained people begin to further see themselves as an asset to their community. As humans understand their full potential and as individual assets are enhanced and further developed, people are more clearly able to see themselves as an important asset to their communities and families. Individual development is a critical process to sustainable economic and community development.

. . . skills leading to increased esteem, a sense of self-worth, a greater vision for tomorrow, and a greater sense of belonging within a community is imperative.

Building Space and Homes

Infrastructure needs for both businesses and housing were reiterated through this initiative.

As indicated in the *Business Assessment*, 57% of participants stated that they would relocate ‘their business if a better opportunity or more attractive office space was built’. The most pressing infrastructure need for businesses was ‘Buildings/Office Space’ at 38%. This finding is not surprising given that 59% of participants indicated that they did not have ‘enough space to properly conduct [their] business out of’.

Business incubator space and retail space in an easily accessible area, such as that of Keya Wakpala, would influence entrepreneurial success and local customer patronage on the Reservation as well as more efficiently market to tourists and visitors during summer. ‘Adequate Place/Space was cited by 19% of businesses as the element that would make their business more sustainable. When asked, business owners and managers indicated that ‘arts, crafts, and beadwork’ related businesses should be developed above all other businesses and their third most popular response was ‘Tourist

Business/Hotel’. Coupled with ‘Cultural/Visitors’ Center’—the second most cited response for ‘Education and Cultural Spaces’—these findings strongly suggest the need for a facility that simultaneously addresses the needs of local artists and tourists—a place to purchase supplies, produce art, and to sell art.

. . . these findings strongly suggest the need for a facility that simultaneously addresses the needs of local artists and tourists—a place to purchase supplies, produce art, and to sell art.

Buildings and space for homes however, are also important for development and was reiterated in responses to the *Sicangu Strengths* survey. ‘Lack of housing’ was cited by 66% of respondents as the most prominent barrier to obtaining a home.

Furthermore, there are 106 homes allowing a total of 291 people ‘who would otherwise be considered ‘homeless’ or ‘houseless’ if [they] did not provide them with a place to stay.’ These ‘otherwise homeless

or houseless' individuals account for a total of 251 families. To accommodate the housing needs of this survey sample alone, 251 shelters would need to be created.

This report indicated that 62% of participants are interested in a rent-to-own housing program. This option would be worth pursuing given the lack of credit and lack of income, particularly for the 89% of single-parents who are interested in 'Single-Parent or Guardian Housing' yet make less than \$20,000 per year. It should be noted though, that 17% of individuals interested in a rent-to-own program make \$20,000-\$50,000 and 5% make more than \$50,000. Likewise, a large portion of elders are interested in 'Supportive Elder Housing'. Of those interested, 19% make \$20,000-\$50,000 and 11% make more than \$50,000. These numbers suggest that the elder population and single-parent population both desire housing and segments of those populations could afford the housing without grants and subsidies. This is the same with disabled veterans, however, they made up a very small portion of the population.

Of the surveyed population, 49% of responses indicate that '3 to 5 Bedroom House[s]' are needed, followed by 'Elder Assisted Living' at 28%, and then '2-3 Bedroom Duplex' at 24%. Due to barriers accessing credit and an expressed interest in rent-to-own programs, rent-to-own programs would provide a safer option for the tribe and individuals in those programs. Likewise, these home ownership programs could mandate trainings to provide individuals with greater homeownership literacy, financial literacy, and financial security. Various types and sizes of housing should be built to accommodate the multiple types of families and a rent-to-own option for each type is suggested.

Various types and sizes of housing should be built to accommodate the multiple types of families and a rent-to-own option for each type is suggested.

Consumer Choice

In order to maximize the dollars spent on the Reservation, residents need greater options. This report highlights where and how much money is spent at different types of establishments. The money spent off-Reservation at various stores, coupled with the tribal taxes not being collected by off-Reservation purchases is one of the largest economic deficits on the Reservation. Respondents spend a lot of money at the Pierre and Rapid City Wal-Marts, however, more money is spent at 'Grocery Stores'. Between Buche's and Turtle Creek, the Reservation has greater access to foods than many sparse rural and dense urban area (even considering Turtle Creek's reputation of unstocked shelves). However, greater collaboration and cooperation could be utilized to network for cheaper food prices.

. . . a large retail store or several smaller specialty stores . . . would incentivize on-Reservation shopping.

Residents spend considerable amounts of money at retail stores, specifically clothing related stores in Valentine, Pierre, and Rapid City. The amount of money residents spend on 'Dollar/General Stores', 'Sporting Goods Stores', and 'Retail Stores', coupled with 'Clothing Store' being the second most favored option for 'Business, Commercial and Services' suggests that a large retail store or several smaller

specialty stores for clothing, household goods, and entertainment options would incentivize on-Reservation shopping.

It is well known through various studies, though, that part of the reason locals travel to Pierre and particularly to Rapid City is for mini-vacations, to visit relatives, go out to eat, and enjoy the weekend while they purchase needed items such as groceries or clothing and attend important appointments. Thus, attention and financing must be geared toward consumer choices related to healthy family entertainment and appointments related to health and well-being.

Healthy, 'Family Dining' and 'Native American Cuisine' food choices were favored by the responses in this study. Likewise, 53% of responses indicated that a 'Movie Theatre/Drive-In' along with 41% that mentioned 'Water Parks/Swimming Pool/Slides', making these plausible food related, leisurely, and physically active entertainment options that could also appeal to off-Reservation communities.

Relating food sources, physical activity, and local jobs is the option of creating a local 'Meat Locker/Game Processing' facility. Given the extensive amount of hunters both living on and traveling to the Reservation, cattle ranchers, buffalo ranchers, buffalo caretakers, and the tribal buffalo herd; a storage, processing, packaging, and perhaps even retail center for meats, would address multiple needs. People would have greater access to healthy foods, artisan and spiritual materials from animal by-products, and employment opportunities with a small-scale, culturally compliant meat locker and processing facility.

People would have greater access to healthy foods, artisan and spiritual materials from animal by-products, and employment opportunities with a small-scale, culturally compliant, meat locker and processing facility.

Of the 55 options for 'Business, Commercial and Services', 'Emergency Medical Services Center' was number one at 35%. This responses, along with participant insights suggests that great emphasis needs placed on medical services, aside from IHS. Accordingly, a medical related center, even the likes of mental health counseling, as indicated by 18% of the responses; optometry, as indicated by 16% of responses; and dentistry, as indicated by 8% of responses would provide residents with local preventative health options. As mentioned in a prior section, medical centers of this type would provide jobs for both college graduates, such as doctors, nurses and nurses assistants, as well as skilled labor positions that do not require a college degree.

. . . a medical related center . . . would provide residents with local preventative health options.

All-in-all, a holistic approach to development, providing a local, affordable market for services in multiple sectors (ie. household goods, food, entertainment, and health) is essential. Among other cultural, environmental, and personal effects, this would also increase the multiplier effect of the dollar, increase jobs, decrease money spent on traveling, and increase the amount of revenue from tribal taxes.

Energy and Sustainability

The economic development strategies from this report must sustain for the long term, akin to the 7th generation approach within Lakota ways of thinking about the world. The consistency of respondent concerns with sustainability insinuates that environmental concerns and future sustainability should be a top priority during the development of new and existing businesses, homes, and communities. Even

as the counties that comprise the Rosebud Reservation are some of the most economically impoverished in the nation, 65% of respondents would pay for services ‘if the companies were more careful toward the environment and toward the next 7 Generations’. ‘Wind Turbines’, ‘Solar Panels’, ‘Recycling’, and ‘Trash Collection’ were all four cited in the top 10 ‘Site Elements’ from a list of 31 items. ‘Community Garden’ and ‘Medicine Plants’ were the 11th and 12th most cited response. Likewise, ‘Renewable Energy Corporation’ was listed 17% of the time, for ‘Business, Commercial, and Services’ and when asked what is the most pressing infrastructure need for the Reservation, ‘Renewable Energy’ was the most commonly selected choice at 48%.

Utilizing solar panels and wind turbines is an excellent option for locations surrounding Mission, SD. The Rosebud Sioux Tribe is already actively pursuing wind farm options, so Keya Wakpala may not be their optimal selection for a wind farm, however, being powered from a wind farm, or having smaller wind turbines to provide energy for the local buildings is plausible. Likewise, solar panels would be effective, provided employees are available for snow removal during the winter months. Though, South Dakota does not receive the vast amount of energy from the sun as southwestern states, it should be noted that Germany, with overcast days similar to South Dakota, is one of the most solar powered countries in the world.

Efficient and reliable trash cleanup and disposal, along with alternative energy sources will provide Rosebud communities, economics, and ecosystems with greater health and wellbeing for future generations. Operating in this manner would allow Lakota communities to innovatively model their traditional values in the 21st century.

Operating in this manner would allow Lakota communities to innovatively model their traditional values in the 21st century.

CONCLUDING REMARKS

This report provides a detailed analysis of 284 Reservation residents’ thoughts, opinions, practices, and insights regarding development on the Rosebud Indian Reservation. These analyses should be used to inform developers, investors, business owners, upcoming entrepreneurs, and community members of development ideas and directions for their communities. Community meetings and other arenas for community input should still be considered throughout the upcoming months and years in order to remain inclusive and to entice, encourage, and welcome participation and collaboration from the diverse array of Lakota and non-Lakota throughout Reservation communities. It is clear that, as human beings, the participants in this survey felt dignified and honored to be included. Likewise, as human beings, they had a vast array of ideas toward development. The above analyses solidified some of the main points from these vast array of ideas which should be used to promote positive development decision-making.

GRATITUDE and SPECIAL THANKS

Sweet Grass Consulting, LLC wishes to thank REDCO for making community voices a main priority in carrying development to the next generation. We specifically would like to thank Stephanie White Eyes, Mindi Vavra, and Wizipan Little Elk for being those helpful, healthy, and courteous employees of REDCO

that survey participants mentioned. Likewise, a special thanks is extended to Scott Moore y Medina of Blue Star Studio, Inc. for his prior and future development presence on the Rosebud Reservation. We extend a huge thanks to Veronica and Reeta Nadeau, Jolene Arcoren, and Sheila Young. Without them working on the ground, in communities as Research Associates and advocates for positive development, this report would not have been possible. Lastly, SGC wants to thank Marshall Cremeens, Thomas Bell, Savannah Leon, and Josh Shaughnessy for contributing to this report.

PHOTO CREDITS (IN ORDER OF APPEARANCE)

1. Lorius, Sgt. 1st Class Billie Jo. 2012. N.D. Guard, Tribal Nations Dedicate New Lakota Helicopter (9/4/12). Access 11/5/2014: <http://www.ndguard.ngb.army.mil/news/Pages/NDGuard-TribalNationsDedicateLakotaHelicopter.aspx>
2. Wikipedia. Shopko Logo. 7/15/2012. Accessed 11/5/2014: <http://en.wikipedia.org/wiki/File:ShopkoNEWLogo2008.png>
3. Gordon, Tani. 11/9/2012. Sicangu Propane Ready to Take Orders. The Sicangu Eyapaha: The Monthly Publication of the Rosebud Sioux Tribe Accessed 11/5/2014: <http://sicangueyapaha.com/2012/11/09/sicangu-propane-ready-to-take-orders/>

APPENDIX

Sicangu Lakota Strengths, Economic Needs, and Business Development Assessment Survey Instrument



SICANGU LAKOTA STRENGTHS, ECONOMIC NEEDS, and BUSINESS DEVELOPMENT ASSESSMENT

Demographics

1. Participant Id#	
2. Location Survey was taken (Please Specify the community): <input type="checkbox"/> Business: <input type="checkbox"/> Community Meetings: <input type="checkbox"/> Grocery or Convenience Store: <input type="checkbox"/> Other:	
3. If survey was taken during an event, which event:	
4. Location of Home: <ul style="list-style-type: none"> a. Town: <input type="checkbox"/> Rosebud <input type="checkbox"/> Mission <input type="checkbox"/> Winner <input type="checkbox"/> Norris <input type="checkbox"/> White River <input type="checkbox"/> Other: b. Community: <input type="checkbox"/> Antelope <input type="checkbox"/> Okreek <input type="checkbox"/> Parmelee <input type="checkbox"/> Rosebud <input type="checkbox"/> Saint Francis <input type="checkbox"/> Spring Creek <input type="checkbox"/> Two Strike <input type="checkbox"/> Milks Camp <input type="checkbox"/> Corn Creek <input type="checkbox"/> Butte Creek <input type="checkbox"/> Soldier Creek <input type="checkbox"/> Upper Cut Meat <input type="checkbox"/> Ring Thunder <input type="checkbox"/> Black Pipe <input type="checkbox"/> Bull Creek <input type="checkbox"/> Swift Bear <input type="checkbox"/> Grass Mountain <input type="checkbox"/> Ideal <input type="checkbox"/> He Dog <input type="checkbox"/> Horse Creek c. <input type="checkbox"/> If Rural. What is the nearest town/community? 	
5. How long have you lived in this community or place?	
6. Your Age: <ul style="list-style-type: none"> <input type="checkbox"/> Under 18 <input type="checkbox"/> 45-54 <input type="checkbox"/> 18-24 <input type="checkbox"/> 55-64 <input type="checkbox"/> 25-34 <input type="checkbox"/> 65-74 <input type="checkbox"/> 35-44 <input type="checkbox"/> 75+ 	7. Your Gender: <ul style="list-style-type: none"> <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Identify as:
8. Your Race/Ethnicity (please mark all that apply) <ul style="list-style-type: none"> <input type="checkbox"/> American Indian or Alaska Native <input type="checkbox"/> Native Hawaiian <input type="checkbox"/> White <input type="checkbox"/> Black/African American <input type="checkbox"/> Asian <input type="checkbox"/> Hispanic or Latino <input type="checkbox"/> Other: 	9. Are you enrolled in the Rosebud Sioux Tribe? <ul style="list-style-type: none"> <input type="checkbox"/> Rosebud Sioux Tribe <input type="checkbox"/> Oglala Sioux Tribe <input type="checkbox"/> Cheyenne River Sioux Tribe <input type="checkbox"/> Other:
10. Your Highest Level of Education/Vocational Training:	

<input type="checkbox"/> Elementary School	<input type="checkbox"/> Some College	If Graduate Degree or Doctorate please identify your field (example: MBA, or Doctorate in Psychology)
<input type="checkbox"/> Middle School	<input type="checkbox"/> Associates Degree	
<input type="checkbox"/> Some High School	<input type="checkbox"/> Technical Degree	
<input type="checkbox"/> High School Diploma	<input type="checkbox"/> Bachelor's Degree	
<input type="checkbox"/> GED	<input type="checkbox"/> Other:	

Master's Degree:
 Doctorate:

11. If you attended High School, where did you receive your education? Not Applicable

12. If you attended College or Higher, where did you receive your education? Not Applicable

13. What is your level of Lakota Language Fluency?
 First Language Lakota Speaker (Native Speak)
 Second Language Lakota Speaker (Learner)
 Not Applicable/Non Lakota Speaker

a. If you selected First Language Lakota Speaker (Native Speak) which one of the following applies to you:

- Passive (can understand but don't speak)
- Limited Fluency speaker
- Semi-fluent speaker
- Fluent speaker
- High Competence speaker
- Not Applicable

b. If you selected Second Language Lakota Speaker (Learner) which of the following applies to you:

- Beginner
- Elementary
- Pre-Intermediate
- Intermediate
- Post-Intermediate
- Pre-advanced
- Advanced
- Post-Advanced
- Not Applicable

14. What is your total *approximate* household income prior to taxes?
 Less than \$20,000/year \$20,000/year to \$50,000/year Over \$50,000/year

Housing Needs

15. How many people total live in your household?

16. How many school-age children live in your household?

17. How many bedrooms total are in your household?

18. How many people are you allowing to stay at your home who would otherwise be considered 'homeless' or 'houseless' if you did not provide them with a place to stay?

19. Why can't those people find housing?
 Economic Hardship Lack of Housing Lack of Caretakers (youth) To be with Relatives Other:

20. Those adults, youth, and children would make up how many families? (In this instance, a family would be any individual or couple, age 18 or older, and the children or young adults that depend on them).

21. Does your home have the space to meet the needs of everyone living there? YES NO
a. Why or why not?

22. In the past year, have any of the residents in your home stayed in a place that is not a regular or permanent place to stay, such as outdoors, in a car, in an abandoned or vacant building, or in a public place or place of business?
 YES NO

a. If yes, how many people?
b. For how long?

23. Do you have credit? <input type="checkbox"/> Yes <input type="checkbox"/> No
a. If so, what types of credit? <input type="checkbox"/> Bank Loans <input type="checkbox"/> Predatory Lender Loans <input type="checkbox"/> Credit Cards <input type="checkbox"/> Other:
24. Do you know what your credit score is? <input type="checkbox"/> YES <input type="checkbox"/> NO
a. If so, what is it?
25. Do you rent or own the place where you live? <input type="checkbox"/> RENT <input type="checkbox"/> OWN <input type="checkbox"/> Neither (please describe):
26. How much do you pay for housing per month? <input type="checkbox"/> Not Applicable
27. What are the greatest housing issues/challenges on the Rosebud Reservation? <input type="checkbox"/> Lack of housing <input type="checkbox"/> Quality of housing <input type="checkbox"/> Price of Housing <input type="checkbox"/> Housing in Disrepair <input type="checkbox"/> Limited "other" housing types to choose from (i.e. apartments, townhomes, duplexes, etc.) that may fit a certain age or social group
28. How interested are you in a rent-to-own program? <input type="checkbox"/> Very Disinterested <input type="checkbox"/> Disinterested <input type="checkbox"/> Neutral <input type="checkbox"/> Interested <input type="checkbox"/> Very Interested
29. Do you consider yourself to be an elder? <input type="checkbox"/> YES <input type="checkbox"/> NO a. If yes, would you live in a Supportive Housing / Home, now or in the future? <input type="checkbox"/> YES <input type="checkbox"/> NO b. If yes, would you want a relative to live with you or very close nearby? <input type="checkbox"/> YES <input type="checkbox"/> NO
30. Are you a veteran? <input type="checkbox"/> YES <input type="checkbox"/> NO a. If yes, are you a disabled veteran? <input type="checkbox"/> YES <input type="checkbox"/> NO
31. If disabled veteran housing were available on the Reservation, would you live there? <input type="checkbox"/> YES <input type="checkbox"/> NO a. Why or why not?
32. Are you a single parent or guardian? <input type="checkbox"/> YES <input type="checkbox"/> NO a. If yes, what is your relation to the child you take care of?
33. If single parent or guardian housing were made available on the Reservation, would you live there? <input type="checkbox"/> YES <input type="checkbox"/> NO a. Why or why not?

New Development

34. Of the industries and services listed below, please select the amount specified from each section, that you believe would impact the Tribe and local area in a ***good way***.

Section 1- Business, Commercial and Services

Of the industries and services listed below, please select ***(5)*** that you believe would impact the Tribe and local area in a ***good way***.

<input type="checkbox"/> Emergency Medical Services Center <input type="checkbox"/> Fire Station <input type="checkbox"/> Housing Authority <input type="checkbox"/> Veterans Center <input type="checkbox"/> Animal Shelter <input type="checkbox"/> Police Station <input type="checkbox"/> Ice Cream Shop <input type="checkbox"/> Funeral Home <input type="checkbox"/> Business Incubator <input type="checkbox"/> Post Office <input type="checkbox"/> Farmers Market <input type="checkbox"/> Cultural Market <input type="checkbox"/> Mental Health Counseling <input type="checkbox"/> Mechanic/Oil Change <input type="checkbox"/> Pharmacy <input type="checkbox"/> Dentist <input type="checkbox"/> Renewable Energy Corporation <input type="checkbox"/> Hunting Lodge <input type="checkbox"/> Meat Locker/Game Processing	<input type="checkbox"/> Grocery Store/Food CO-OP <input type="checkbox"/> C-store/ Gas Station <input type="checkbox"/> Coffee Shop/Internet Café <input type="checkbox"/> Restaurants <input type="checkbox"/> Small Shops <input type="checkbox"/> Arts and Crafts Supply store <input type="checkbox"/> Hardware Store <input type="checkbox"/> Laundry <input type="checkbox"/> Dry Cleaner <input type="checkbox"/> Office Space to Rent <input type="checkbox"/> Greenhouse <input type="checkbox"/> Shared Meats Storage/ Prep <input type="checkbox"/> Pharmacy (ex. Walgreens) <input type="checkbox"/> Emergency Shelter <input type="checkbox"/> Optometrist <input type="checkbox"/> Veterinarian <input type="checkbox"/> Buffalo Ranch <input type="checkbox"/> Cattle Ranch	<input type="checkbox"/> Bank/ Check Cashing <input type="checkbox"/> Car Wash <input type="checkbox"/> Dollar Store <input type="checkbox"/> Spa/ Massage <input type="checkbox"/> Bakery <input type="checkbox"/> Barber/ Beauty Salon <input type="checkbox"/> Clothing Store/ Swap Shop <input type="checkbox"/> Smoke Shop <input type="checkbox"/> Tribal Office <input type="checkbox"/> Health Food Store <input type="checkbox"/> Bus Transport <input type="checkbox"/> Ride Share/ Park & Ride (to a big city like Rapid City) <input type="checkbox"/> Time Share <input type="checkbox"/> Community Garden <input type="checkbox"/> Commercial Farming <input type="checkbox"/> Light Industry/ Manufacturing <input type="checkbox"/> Professional Services Building <input type="checkbox"/> Other:
--	--	---

Section 2- Education and Cultural Spaces
Of the industries and services listed below, please select **(2)** that you believe would impact the Tribe and local area in a **good way.**

<input type="checkbox"/> Community Ceremonial House <input type="checkbox"/> Pow Wow Grounds <input type="checkbox"/> Sweat Lodge <input type="checkbox"/> Cultural/ Visitors Center	<input type="checkbox"/> VO- Tech School <input type="checkbox"/> Alternative Education such as Charter School, Waldorf, or Montessori School <input type="checkbox"/> House of Worship <input type="checkbox"/> Tribal College Outpost	<input type="checkbox"/> Immersion K-12 School <input type="checkbox"/> Library <input type="checkbox"/> Computer Lab <input type="checkbox"/> Immersion Day Care/ Headstart <input type="checkbox"/> Other:
---	--	--

Section 3- Site Elements
Of the industries and services listed below, please select **(3)** that you believe would impact the Tribe and local area in a **good way.**

<input type="checkbox"/> Parking <input type="checkbox"/> Sidewalks <input type="checkbox"/> Street Lights <input type="checkbox"/> Wetlands/ Ponds <input type="checkbox"/> Park/ Picnic Tables <input type="checkbox"/> Trash Collection <input type="checkbox"/> Statues/ Other Art <input type="checkbox"/> Junk Cars/ Trailers <input type="checkbox"/> Commons/ Plaza Space <input type="checkbox"/> Solar Panels	<input type="checkbox"/> Bus Stops/ Transit <input type="checkbox"/> Community Garden <input type="checkbox"/> Scenic Overlook <input type="checkbox"/> Fish/ Fishing <input type="checkbox"/> Chicken Coop <input type="checkbox"/> Recycling <input type="checkbox"/> Tree Areas <input type="checkbox"/> Agricultural Fields <input type="checkbox"/> Berries/ Fruits <input type="checkbox"/> Wind Turbines <input type="checkbox"/> Oil and gas Industry	<input type="checkbox"/> Horse Pasture <input type="checkbox"/> Buffalo Pasture <input type="checkbox"/> Fenced in Dog Park <input type="checkbox"/> Dogs Running Loose <input type="checkbox"/> Small Livestock <input type="checkbox"/> Raised Wetlands Path <input type="checkbox"/> Landscaping <input type="checkbox"/> Trash Blowing Around <input type="checkbox"/> Medicine Plants <input type="checkbox"/> Geo-Thermal <input type="checkbox"/> Other:
--	---	---

Section 4 – Entertainment and Recreation
Of the industries and services listed below, please select **(3)** that you believe would impact the Tribe and local area in a **good way.**

<input type="checkbox"/> Ball Field (Football, Soccer, Baseball, Lacrosse) <input type="checkbox"/> Trails (Walk/Run) <input type="checkbox"/> Movie Theater/ Drive-in movies <input type="checkbox"/> Minigolf <input type="checkbox"/> Golf Course <input type="checkbox"/> Ropes Course/ Climbing wall <input type="checkbox"/> Live Music/ Dancing <input type="checkbox"/> Gangs/ Gangbanging	<input type="checkbox"/> Waterparks/ Swimming Pool/ Slides <input type="checkbox"/> Trails (Horse Rides) <input type="checkbox"/> Rec Center for Indoor Sports <input type="checkbox"/> Gym/ Fitness Center <input type="checkbox"/> Casino <input type="checkbox"/> Children's Playground <input type="checkbox"/> Liquor Store/ Bar <input type="checkbox"/> Skate Park	<input type="checkbox"/> Basketball Courts <input type="checkbox"/> Video Games <input type="checkbox"/> Shooting/ Archery Range <input type="checkbox"/> Bowling Alley <input type="checkbox"/> R.V. Park <input type="checkbox"/> Youth Center (Boys & Girls Club) <input type="checkbox"/> Drinking/ Drugging <input type="checkbox"/> Rodeo Grounds <input type="checkbox"/> Other:
---	--	---

Section 5 – Residential/ Facility/ Shelter
 Of the industries and services listed below, please select **(2)** that you believe would impact the Tribe and local area in a **good way**.

<input type="checkbox"/> 3 to 5 Bedroom House <input type="checkbox"/> Elder Assisted Living/ Senior Care Facility <input type="checkbox"/> Multi-Story Apartment Building <input type="checkbox"/> Hotel/ Motel <input type="checkbox"/> Mobile Home/ Trailer <input type="checkbox"/> Visitor Camp Grounds	<input type="checkbox"/> 2 to 3 Bedroom Duplex <input type="checkbox"/> Tiyospaye Housing Compound <input type="checkbox"/> Living in a Relatives Basement <input type="checkbox"/> Tipi <input type="checkbox"/> Detox/ Rehab facility	<input type="checkbox"/> 1 Bedroom Apartments <input type="checkbox"/> Professional Housing <input type="checkbox"/> Pre-Manufactured Home <input type="checkbox"/> Bed & Breakfast <input type="checkbox"/> Youth Shelter <input type="checkbox"/> Women's Shelter <input type="checkbox"/> Other:
---	---	---

35. In the space provided, please explain some of the reasons why the industries and services you selected would impact the Tribe and local area in a good way.

36. Would you pay more money for the services you listed above, if the companies were more careful toward the environment and toward the next 7 Generations? YES NO
 Please Explain Why or Why Not?

37. Please provide five things or new businesses that you think would have a negative impact on the Reservation's Development?

i. _____ : Why?

ii. _____ : Why?

iii. _____ : Why?

iv. _____ : Why?

v. _____ : Why?

38. If funds were to be provided for enhancing existing businesses, how should those funds be used? (please explain)

39. Are there specific businesses that you think the money should be used for?

40. What types of food options would you like to see come to the reservation?

<input type="checkbox"/> Healthy Sandwich Shop <input type="checkbox"/> Fast Food Burgers <input type="checkbox"/> Fast Food Chicken <input type="checkbox"/> Fast Food Pizza <input type="checkbox"/> Ice Cream <input type="checkbox"/> Italian Cuisine <input type="checkbox"/> Salad Bar	<input type="checkbox"/> Chinese Cuisine <input type="checkbox"/> Mexican Cuisine <input type="checkbox"/> Steak House <input type="checkbox"/> Native American Cuisine <input type="checkbox"/> Family Dining <input type="checkbox"/> Barbeque <input type="checkbox"/> Buffet
--	--

<input type="checkbox"/> Coffee Shop or Cafe	<input type="checkbox"/> Other:
--	---------------------------------

41. Making as much money as possible should be the main focus of tribal and local economic and business development efforts.

Strongly Disagree
 Disagree
 Neutral
 Agree
 Strongly Agree

Please Explain:

42. What are the greatest barriers to business development on the Rosebud Reservation? (please mark all that apply)

<input type="checkbox"/> Politics Interfering with Business <input type="checkbox"/> Access to capital <input type="checkbox"/> Roads <input type="checkbox"/> Infrastructure/ Utilities <input type="checkbox"/> Land Availability <input type="checkbox"/> Drugs and Alcohol	<input type="checkbox"/> Unskilled Employees <input type="checkbox"/> Lack of Employees <input type="checkbox"/> Lack of customers <input type="checkbox"/> Access to marketing services <input type="checkbox"/> Remoteness/ major markets too far away <input type="checkbox"/> Other:
---	---

43. Please explain your answers regarding barriers related to business development:

44. What are the most pressing infrastructure needs for the reservation? (please mark all that apply)

Roads
 Water/Sewer
 Power
 Renewable Energy
 Buildings
 Land
 Other:

45. Please describe any risks, personal adversities or barriers you or your business may need to overcome:

46. How confident are you in your ability to overcome these risks/adversities/barriers?

Very Unconfident	Unconfident	Neutral	Confident	Very Confident
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Consumer Information

47. In the past year, what were the top 2 *Super Stores* (Walmart, Target, etc..) that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

<input type="checkbox"/> Shopko-Valentine	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Wal-Mart-Pierre	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Wal-Mart-Rapid City	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Target-Rapid City	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Other:	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Not Applicable	

48. In the past year, what were the top 3 *Grocery Stores* (Family Thrift Center, Safeway, etc..) that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Turtle Creek Crossing Supermarket-Mission | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> All Stop-Rosebud | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Buches Foods-Mission | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Henderson's IGA-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Winner Food Center-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Sooper Dooper Market-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Scotties Ranchland-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Other: | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Not Applicable | |

49. In the past year, what were the top 3 *Dollar/General Stores* that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Paul Mart-Rosebud | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Gas Station-Reservation Towns | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> ALCO-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Dollar General-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Pharmacy-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Gas Station -Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Gas Station-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Family Dollar-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> The Dollar Store-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Lil Feller Convenience Store-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Casey's General Store-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Ampride-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Shopko-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Health Mart-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> The Store-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Rosco's Liquor Store-Winner | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Other: | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Not Applicable | |

50. In the past year, what were the top 3 *Food Service Stores* (dine-in, fast food, bar, etc) that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Dine-in Restaurants-Reservation | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Fast Food Restaurants-Reservation | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Dine-in Restaurants-Off Reservation | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Fast Food Restaurants-Off Reservation | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Subway-Reservation | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Star Light-Reservation | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> PJ's Circle Pizza-Reservation | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Dine-in Restaurants-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Fast Food Restaurants-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> Pizza Hut-Valentine | Times/Month: _____ \$/Visit: _____ |
| <input type="checkbox"/> The Winner Bakery-Winner | Times/Month: _____ \$/Visit: _____ |

- The Pheasant Bar-Winner Times/Month: _____ \$/Visit: _____
- Dick's Bar-Winner Times/Month: _____ \$/Visit: _____
- Peacock Bar-Winner Times/Month: _____ \$/Visit: _____
- The Elk's Club-Winner Times/Month: _____ \$/Visit: _____
- Mocha Madness-Winner Times/Month: _____ \$/Visit: _____
- Joie's Café-Winner Times/Month: _____ \$/Visit: _____
- Sargeant's Café-Winner Times/Month: _____ \$/Visit: _____
- The Coffee Shop-Winner Times/Month: _____ \$/Visit: _____
- Wild West Steakhouse and Saloon-Winner Times/Month: _____ \$/Visit: _____
- Pizza Hut-Winner Times/Month: _____ \$/Visit: _____
- McDonald's-Winner Times/Month: _____ \$/Visit: _____
- The Chinese Buffett-Winner Times/Month: _____ \$/Visit: _____
- Dine-in Restaurants-Pierre Times/Month: _____ \$/Visit: _____
- Fast Food Restaurants-Pierre Times/Month: _____ \$/Visit: _____
- Other: Times/Month: _____ \$/Visit: _____
- Not Applicable

51. In the past year, what were the top 3 *Entertainment Options* that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- Rosebud Casino-Reservation Times/Month: _____ \$/Visit: _____
- Movie Theater –Valentine Times/Month: _____ \$/Visit: _____
- Pix Theatre-Winner Times/Month: _____ \$/Visit: _____
- KWYR Radio Station-Winner Times/Month: _____ \$/Visit: _____
- Movie Theater-Pierre Times/Month: _____ \$/Visit: _____
- Entertainment-Rapid City Location: _____ Times/Month: _____ \$/Visit: _____
- Other: Times/Month: _____ \$/Visit: _____
- Not Applicable

52. In the past year, what were the top 3 *Sporting Goods Stores* that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- Stadium Sports-Reservation Times/Month: _____ \$/Visit: _____
- Gary's Gun Shop-Valentine Times/Month: _____ \$/Visit: _____
- Sports Authority-Winner Times/Month: _____ \$/Visit: _____
- The Bait Shop-Winner Times/Month: _____ \$/Visit: _____
- Gary's Guns-Winner Times/Month: _____ \$/Visit: _____
- Sporting Goods Stores-Pierre Times/Month: _____ \$/Visit: _____
- Sporting Goods Stores-Rapid City Times/Month: _____ \$/Visit: _____
- Other: Times/Month: _____ \$/Visit: _____
- Not Applicable

53. In the past year, what were the top 3 *Hardware Stores* (Menards, Ace, etc..) that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- Mission Shopping Center-Mission Times/Month: _____ \$/Visit: _____
- ACE Hardware-Mission Times/Month: _____ \$/Visit: _____
- D&S Jones Lumber and Hardware-Mission Times/Month: _____ \$/Visit: _____
- True Value-Valentine Times/Month: _____ \$/Visit: _____
- True Value-Winner Times/Month: _____ \$/Visit: _____
- ACE Hardware-Winner Times/Month: _____ \$/Visit: _____

- Home Depot-Pierre Times/Month: _____ \$/Visit: _____
- Lowes-Pierre Times/Month: _____ \$/Visit: _____
- Menards-Pierre Times/Month: _____ \$/Visit: _____
- Lowes-Rapid City Times/Month: _____ \$/Visit: _____
- Menards-Rapid City Times/Month: _____ \$/Visit: _____
- Other: Times/Month: _____ \$/Visit: _____
- Not Applicable

54. In the past year, what were the top 3 *Retail Stores* that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- Sicangu Business Products-Reservation Times/Month: _____ \$/Visit: _____
- AT&T-Reservation Times/Month: _____ \$/Visit: _____
- Young Western Wear- Valentine Times/Month: _____ \$/Visit: _____
- Schramm Furniture-Winner Times/Month: _____ \$/Visit: _____
- The Antique Store-Winner Times/Month: _____ \$/Visit: _____
- Radio Shack-Winner Times/Month: _____ \$/Visit: _____
- The Hearing Center-Winner Times/Month: _____ \$/Visit: _____
- Clothing Stores-Pierre Times/Month: _____ \$/Visit: _____
- Other: Times/Month: _____ \$/Visit: _____
- Not Applicable

55. In the past year, what were the top 3 *Autoshop/Mechanic/Services* that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- Computer Lighthouse-Reservation Times/Month: _____ \$/Visit: _____
- Rosebud Rental-Reservation Times/Month: _____ \$/Visit: _____
- Mel's Automotive-Winner Times/Month: _____ \$/Visit: _____
- Kucera's Electric-Winner Times/Month: _____ \$/Visit: _____
- Anderson Repair-Winner Times/Month: _____ \$/Visit: _____
- Country Club Motel-Winner Times/Month: _____ \$/Visit: _____
- Brown Oil-Winner Times/Month: _____ \$/Visit: _____
- Other: Times/Month: _____ \$/Visit: _____
- Not Applicable

56. In the past year, what were the top 3 *Auto/Agricultural Parts Stores* that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- NAPA Auto Parts-Reservation Times/Month: _____ \$/Visit: _____
- Sicangu Auto Parts and Services-Reservation Times/Month: _____ \$/Visit: _____
- Sicangu Propane Times/Month: _____ \$/Visit: _____
- Pronto Auto Parts -Valentine Times/Month: _____ \$/Visit: _____
- Grossenburgs Implement-Winner Times/Month: _____ \$/Visit: _____
- Mathis Implement-Winner Times/Month: _____ \$/Visit: _____
- Frontier Motors -Winner Times/Month: _____ \$/Visit: _____
- Harry K. Ford-Winner Times/Month: _____ \$/Visit: _____
- Other: Times/Month: _____ \$/Visit: _____
- Not Applicable

57. In the past year, what were the top 3 *Tax Service/Financial Institutions* that you visited, how many times a month would you say you visited there, and how much money did you spend per visit?

- Tax Express-Reservation Times/Month: _____ \$/Visit: _____

<input type="checkbox"/> H&R Block-Valentine	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Bank of the West-Valentine	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> The Insurance Center-Winner	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Fenenga DeSmet Accounting-Winner	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Wells Fargo-Winner	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> First Fidelity Bank-Winner	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Sentinel Credit Union-Winner	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> BankWest-Winner	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Other:	Times/Month: _____ \$/Visit: _____
<input type="checkbox"/> Not Applicable	

58. In the past year, did you use *Legal Services*? YES NO
 a. If so, was the service: On Reservation Off Reservation
 b. How many times a month would you say you visited there, and how much money did you spend per visit?
 Times/Month: _____ \$/Visit: _____

REDCO & REDCO BUSINESSES

59. Have you heard of the Rosebud Economic Development Corporation (REDCO) before today? YES NO
 60. If you know about REDCO, what do you think about the direction of the organization?
 Getting Worse Staying the Same Getting Better

61. Do you know which businesses on the Reservation are REDCO businesses? YES NO

62. Did you know that spending at REDCO businesses supports the tribe and tribal programs like the Low Income Housing Energy Assistance Program (LIHEAP)? YES NO

63. REDCO businesses are Turtle Creek Crossing Supermarket; Sicangu Auto Parts and Services for tire sales, auto services, and auto parts; and Sicangu Business Products. Do you use these businesses? YES NO

64. Why or Why not?

65. What do you like about REDCO businesses?

66. What do you dislike about REDCO businesses?

67. What can REDCO do to improve their businesses?

KEYA WAKPALA GREEN DEVELOPMENT

“Keya Wakpala Waíčageyapi is a safe place for all Lakota people and their neighbors who seek a unique community encouraging resilience, health, education, and helpfulness while renewing a culturally meaningful way of life.”

68. I have heard of the Keya Wakpala Green Development before today. YES NO

69. I'd live in the Keya Wakpala Green Community if I could. YES NO Maybe
 a. Why or why not?

70. Are you willing to invest in, and do business in this community? YES NO Maybe
 b. Why or why not?

71. Would you be willing to invest your skills, time, and energy to help create this type of community?
 YES NO Maybe
 c. Why or why not?

72. As a community member, would you participate in the services provided by this community?
 YES NO Maybe
 d. Why or why not?

BUY LOCAL MARKETING

[Read this sentence to Reservation residents only.] For every \$1 spent in sales tax on the Reservation, \$0.87 returns back to the tribe. So, for every \$1 spent in sales tax off the reservation. That is \$0.87 that the reservation will never see.

73. Rosebud businesses should buy goods/services from other Rosebud businesses, even if they cost more than buying off the reservation.

Strongly Disagree Disagree Neutral Agree Strongly Agree

74. My tribe should spend money on providing locally produced food sources for the Reservation.

Strongly Disagree Disagree Neutral Agree Strongly Agree

75. I would spend more money for locally grown foods.

Strongly Disagree Disagree Neutral Agree Strongly Agree

76. If you were to recommend a 'buy local' marketing 'brand' what would it look like or what would be on it?

77. If you enjoy drawing, go ahead and sketch it out here.

78. Additional comments and suggestions:

Thank You!

Pilamayaye!

Any other questions or comments beyond the survey?
Call REDCO at (605) 856-5090.