

This is a reminder that a report is due 11/30/2016 on a grant given to Oglala Sioux (Lakota) Housing by the Bush Foundation. Details about the grant follow:  
log into your Bush Foundation portal account [here](#) in order to complete and submit your report. You will receive a confirmation email when we receive your report.

[Grants@BushFoundation.org](mailto:Grants@BushFoundation.org).

tom.allen Atomic!1128

11.29 Dear Tom, Thank you for submitting your interim grantee report for grant #30056. We received your report and will share it with our staff for review. We'll be in touch soon with any follow-up questions.

Best regards, Beth Norris Grants Administration Assistant Bush Foundation

Grant #: 30056

Grant Amount: \$170,247.00

Grant Purpose: To develop an appropriate legal entity under the Oglala Sioux Tribe to oversee water, sewer and solid waste operations and infrastructure improvement

Grant Period: 8/1/2014 – 9/30/2017

**Interim Report due 11/30/16**

**Grant Progress**

**1. What specific aspects, components or activities of your work over the entire grant term were most instrumental to making progress? Why was each important? (Provide up to 3 answers)**

**Answer # 1 Maximum of 1,200 characters (approximately 200 words)**

Stakeholder meetings were instrumental to us achieving our goals during both years. We have included the key entities of Oglala Sioux Tribe (OST) Water and Sewer Program, Oglala Sioux Rural Water Supply System, OST Department of Water Maintenance and Conservation, and Oglala Sioux Lakota Housing. We have also met with the entities set up for the OST Promise Zone including the Planning Task Force and the Infrastructure Task Force which included tribal and Federal entities. Here is a list of the key entities and people who have been meeting: Beau White, OST Utilities; Jake Little, OST EPD Coordinator; Liz Welch, Thunder Valley CDC; Leslie Mesteth, OST Solid Waste; James Cross, OST Tribal Council; Bluch Fire Thunder OST Transportation; Chuck Jacobs, OST DWM&C; Willard Clifford, OST DWM&C; Dr. John Glover, NEE/BHSU legal consultant; Frank Means, OSRWSS ; Bill Hillman, OST W&S; tom allen, mitom,inc.

Key government agencies that have been involved include: US Dept. of Agriculture; Department of Housing and Development; Indian Health Service; FEMA; Bureau of Reclamation; Bureau of Indian Affairs; and Environmental Protection Agency.

**Answer # 2. Maximum of 1,200 characters (approximately 200 words)**

Research was another key component. We have gathered all tribal laws and ordinances applicable to the prospective entity. We looked at current rate schedules for many organizations. Rates have not been raised for 20 years and collection rates are low for all three areas. We have done research and LeAnn Kerzman from MAP will be helping to develop fair rates. The original Mni Wiconi development said no individual will be charged for water. We are working on being able to fund the programs through fair rates for organizations, tribal programs, businesses etc. so the systems can be maintained and operated and needed expansion for housing and economic development can be done effectively. OSTDWM&C, OSRWSS and Housing are also working on the 7 Years for 7 Generations Community Water Upgrade and transfer to BOR so there will be more subsidy for operations and maintenance of the community water systems. BOR is

dependent on appropriations and will not cover all costs.

We also continued to research organizational structures of small cities, 5 other tribes etc. We worked on adapting these to develop one that will work for the OST. We found that not many tribes have public works entities.

**Answer # 3. Maximum of 1,200 characters (approximately 200 words)**

The designation of the Pine Ridge Indian Reservation as a Promise Zone 2015 caused a tremendous amount of activity by government agencies to assist with development on Pine Ridge. The designation caused USD 4 barriers that had been blocking the major community upgrade of water systems. The PZ also generated the over Tribal Planning Group to develop a Tribal Planning Office and the Integrated Infrastructure Planning Group which brought federal and tribal agencies together to work on unified strategies for water, sewer, solid waste, roads, etc. This designation gave major boost to the 7 Years for 7 Generations \$20 million dollar community water upgrade plan. Funds were made available for planning and development needed to submit grant applications for both water, wastewater and solid waste. These efforts went side by side with the development of the Commission or management entity which the proposal is designed to create.

**2. What key lessons did you learn about doing your work during this year? Were any the result of something you might characterize as failure? (Provide up to two answers)**

**Answer #1 (Maximum of 1,200 characters)**

We have learned that political influence is invaluable. The Promise Zone designation taught us how pressure from top levels of government are needed to get things done. Native people are the most dependent on the federal government for basic services such as water, wastewater and solid waste. Federal agencies are not used to dealing with local operations so the Tribe needs to develop their own systems and integrated methods of financing which include federal and tribal. If we can develop this Commission it can be a model for proper development, operations, financing, etc. of many tribal systems not just infrastructure.

We have also learned that political influence on the tribal level is important also. The opposition of President Steele to the Promise Zone decreased some of the effects it could have had. We learned that dealing with the change of administrations every 2 years on the Pine Ridge Reservation is devastating and we are planning for this.

**Answer # 2. (Maximum of 1,200 characters)**

The second lesson was not so much of a failure as a loss. We identified Leslie Mesteth as Coordinator of the grant. We learned the first year that our plan to give each of the 3 programs \$20,000 for their time would not work so we hired a Coordinator. She then left to become Director of the OST Solid Waste program and cleaned up the program in 6 months. She is helping the grant proceed from the inside of the tribal program structure.

The lesson is the need for smart, hard-working local people to get the work done. There are many of them, we just need to get them in the right positions.

**3. Select the stage of the community innovation process that was the main focus of your work prior to the grant period.**

Available

Identifying a community need or issue      x

Increasing collective understanding of the issue

Generating possible solutions to address the issue.

**Provide a brief description of your work for the stage that you selected above.**

**Maximum of 300 characters (approximately 50 words)**

We were working on completion of the Mni Wiconi water project when the Director of OSRWSS stated that we needed to work on what happens after the system is done. We identified a need to upgrade community water, wastewater and solid waste infrastructure and to develop a tribal entity to not only manage and finance them but also to provide for planning and development for expansion for new housing and economic development.

**Select the stage of the community innovation process that was the main focus of your work during the grant period.**

**Available**

**Identifying a community need or issue**

**Increasing collective understanding of the issue**      **x**

**Generating possible solutions to address the issue.**

**Provide a brief description of your work for the stage that you selected above.**

**Maximum of 300 characters (approximately 50 words)**

This past year we worked mainly on collective understanding of the issue including doing the research for basic understanding ourselves. All the stakeholder involvement mentioned above contributed to this.

**Select the stage of the community innovation process that will be the main focus of your work in the future (if applicable)**

**Available**

**Identifying a community need or issue**

**Increasing collective understanding of the issue**

**Generating possible solutions to address the issue. \***

**Provide a brief description of your work for the stage that you selected above.**

**Maximum of 300 characters (approximately 50 words)**

During the extended year of the grant we will focus on reviewing already generated options, presenting them, refining them, and having the Tribal Council choose one.

**4. Which of the three elements of the community innovation process—inclusive, collaborative, or resourceful—if any, has been the most important to making progress in your work? Why? (please be specific about how it has helped you make progress)**

**Maximum of 1,200 characters (approximately 200 words).**

We cannot choose which of the elements was most important. In fact, the process showed us that all three are very important. It is important to let stakeholders know about needs, involve them in a truly collaborative process and be resourceful to get things done. The needs for tribal development include planning, knowledge, data, and funds and it takes the involvement of many groups to get this done.

**5. Are there key elements in your community process other than inclusivity, collaboration or resourcefulness that have contributed toward your progress toward innovation? If so, please describe. (Maximum of 1,200 characters – approximately 200 words).**

Understanding the interconnectedness and complexity of any innovation. There is the need to understand all levels from local to tribal to federal and how they affect any plans or changes.

**6. How has your work led to more clarity about the need that you defined in your grant application or about potential innovations to address that need. Maximum of 1,200 characters/about 200 words).**

We have found that there is so much that needs to be done to truly implement a Commission for Water, Wastewater and Solid Waste including reorganization, gathering of basic records,

challenging government interpretation of regulations, having skilled people in engineering, writing proposals, etc. The ultimate need is a functioning and adequately financed entity but the needs to get there are tremendous since so much has been neglected in the past. For example, the water systems are old and have not been maintained so it will take \$20 million dollars to get them to conditions so operation will be effective. This is also true for wastewater and solid waste systems.

We clarified the needs within the needs and possible resources and ways to meet them. In education they call this scaffolding. Often proposals are submitted or plans are made based on the need to meet a deadline or popular idea of the moment.

We have clarified the need to make sure the Tribe is truly represented with competent people as the owner responsible to key stakeholders, the people. Government agencies, programs and outside contractors such as architects are influenced by their own structures and viewpoints.

**7. If you could go back to the start of your grant period and give yourself one piece of advice or learning, what would it be? Why would this have been important to know. Maximum of 1,200 characters/about 200 words.**

We would have hired a Coordinator. Committees can generate ideas and set priorities and plans but it take 1 person to make sure things get done. It is important to make sure there is a competent person with the time to oversee the overall effort.

**8. What else would you like to share with us? Optional . Maximum of 1,200 characters/about 200 words).**

Thank you very much. Often the Tribe is bogged down in a survival mode. You allowed us under the inspiration of Mr. Frank Pope Means to look beyond and truly plan for 7 generations. The Grant brought Housing, tribal and federal programs together to attack a major, if not glamorous, need on the Reservation: operations, upgrade, maintenance and planning for basic needs: water, wastewater and solid waste. Pilamaya.

The Grant has poised the Oglala Sioux Tribe to receive \$20 million dollars for community water upgrade under the 7 Years for 7 Generations plan. We obtained \$1,463,000 to upgrade and expand the condemned Wounded Knee Lagoon and obtained \$270,000 to do Preengineering reports needed to obtain grants to obtain funding to upgrade wastewater infrastructure. The Grant has also led to the total overhaul of the Solid Waste program which has been a shamble for years.

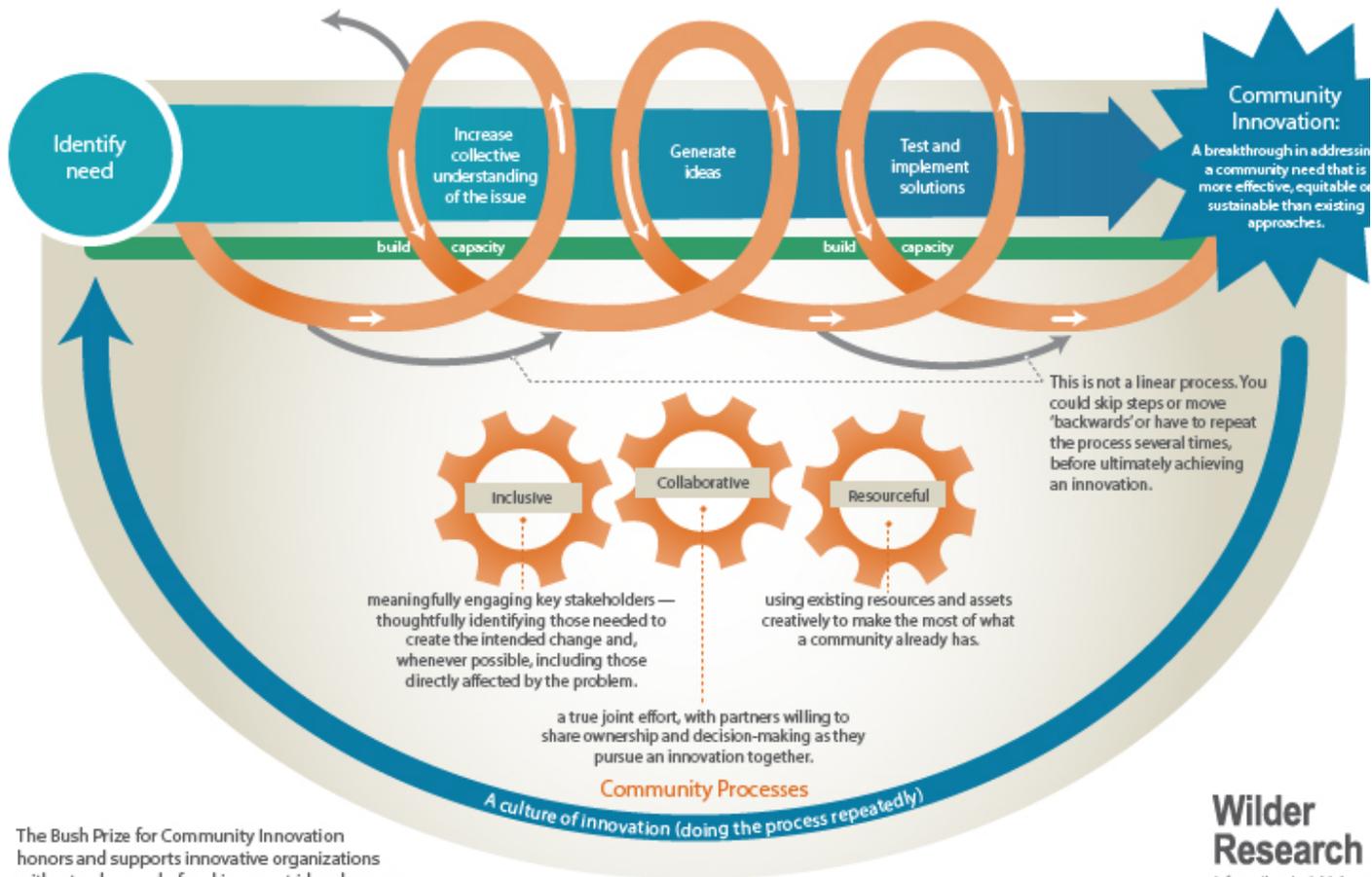
In the final year of the grant we will bring these plans to fruition and set up and implement an Oglala Sioux Tribe Water, Wastewater and Solid Waste Entity that can finance, operate, maintain, replace, and expand these systems to foster increased housing, economic development and environment.

**Financials**

	Budget	Spent	Balance
Salaries	44,552	44,552	0
Fringe	16,335	16,335	0
Travel	11,057	11,057	0
Consulting	82,826	59,976	22,850
Fiscal and administrative fee.	15,477	15,477	0
	\$170,247	\$147,397	\$22,850

The major change we had to make was to change funds that were going to the programs to pay salary and fringe for a Coordinator as agreed to by the stakeholder programs. Our only expenses left are contract obligations to Native Education Endeavors of \$7,850 for legal work and Thunder Valley CDC of \$15,000 for community input.

# The Community Innovation Process



The Bush Prize for Community Innovation honors and supports innovative organizations with a track record of making great ideas happen.

Community Innovation Grants support communities to use problem-solving processes that lead to more effective, equitable and sustainable solutions.

**Wilder Research**

Information. Insight. Impact.

This theory of change was co-developed by Bush Foundation and Wilder Research.