

**Pine Ridge Area Chamber of Commerce
Oglala Lakota Living History Village**

Introduction: Pine Ridge Area Chamber of Commerce (PRACC) proposes to develop the Oglala Lakota Living History Village just off the Interstate at the entrance to Badlands National Park. This is a first-of-a-kind authentic effort in the Nation to involve Tribal people in actively bringing Lakota history to life through personal interactions with visitors. The Village is expected to attract visitors on its own, and also encourage tourists in traveling to other points of interest on the Pine Ridge Reservation in western South Dakota. Perhaps more important than obvious benefits to the Oglala Nation economy, this project advances opportunities for Lakota people to share their culture with the world, with integrity. This project represents a major step forward for the fledgling tourism industry on the Pine Ridge Reservation because the location is near high tourism traffic. A major new strategy integrated into the project is “If we can’t get the average tourist to the Reservation, lets take the Reservation to the tourist.”

The Pine Ridge Chamber of Commerce is a non-profit community-based organization and most of the Chamber members are located on the Pine Indian Reservation in the South West corner of South Dakota. The Chamber itself is completely community-driven. The Board, staff, and businesses involved, all including extended families, are community members.

The Pine Ridge Reservation, with a land area of 3,468.86 square miles is the eighth largest Indian reservation, bigger than the states of Delaware and Rhode Island combined. All of Oglala Lakota County is on the Reservation as well as parts of Bennett and Jackson Counties.

This is a land rich with culture and history, peopled by a collective spirit that holds generosity as a core value. This is a land of great expanses ranging from the stark shapes and subtle colors of the Badlands, to the prairies, dotted with wild flowers in the summer, to the buttes and cedars. This is the natural habitat of the buffalo, the prairie dog, deer, antelope, coyotes, and all kinds of other Lakota “relatives.” This is a land to share with the world.



Expected Outcomes: The long-term Community Goal for this project is:

To promote business and community growth and development (on the Pine Ridge Reservation) by: a) promoting economic programs designed to strengthen and expand the income potential of businesses within the trade area of the Pine Ridge Reservation. b) promoting programs of civic, environmental, social and cultural nature which are designed to increase the functional and aesthetic values of the Pine Ridge Reservation community.

This goal was created by the Pine Ridge Area Chamber of Commerce (PRACC) community with input from the larger local community and is supported by the project outcomes and objectives. PRACC’s community is comprised of Chamber members, most of them Reservation -based native businesses whom have some interest in the tourism industry and other businesses. Most are members of the larger Oglala Lakota nation but have agreed to join together specifically to promote business and community growth and development within the Pine Ridge Reservation. They represent a community within the larger community of the Pine Ridge Reservation. Other Indian owned businesses are also a part of PRACC’s community.

If this goal were to be stated in ANA FOA “language”, it might say “Every business

within the Pine Ridge Reservation trade area is prosperous and honors the functional and aesthetic values of the Pine Ridge Reservation community.”

The PRACC long-term community goal was developed as a part of the current strategic plan process, developed over 2018 with community input, analysis, and decision-making during five Board of Director’s meetings. The PRACC long-term goal aligns with and supports the goals of the larger community as adopted formally by the Oglala Sioux Tribe on October 2012 in their ten-year plan, Oyate Omniciye Oglala Lakota Regional Plan. This document was developed through a comprehensive process that resulted in the official Regional Sustainable Development Plan of the Oglala Sioux Tribe, designed to be the long-term foundation for action through the next decade. 290 community leaders, sixteen Tribal non-profits, businesses, and committees, and a multitude of other Tribal residents participated for two years in developing recommendations. This plan is seven years old so progress has been made on many issues but more needs to be done. (See examples of progress later in this document under Community Based Strategy.) The comprehensive nature of the process, especially the widespread nature of grassroots community input also assures its relevance. To discount this plan despite its age is to discount community and Tribal involvement. (In Indian country, the Tribe is considered the voice of the community because it is comprised of elected officials designed to represent that voice).

The Oyate Omniciye Plan objectives that are aligned with and support the PRACC goal are: 1) Continue the healing and strengthening of our people by bolstering identity and opportunity through the unique and beautiful perspective of Lakota knowledge, culture, and language. 2) Reinvigorate a thriving, dynamic, and robust society where all share in the benefits. 3) Create meaningful economic and job opportunities that reignite cultural identity.

Recommendation Five of the section on the economy in the Oyate Omnicye Plan has this specific goal: “To boost the Tourism Industry.”

The project goal below is based on the long-term community PRACC goal, supported by Tribal goals, and designed to overcome a current community condition that is a barrier to achieving our goals.

Current Community Condition: The Pine Ridge Reservation is an area where the poverty level is among the highest in the nation. Unemployment ranges as high as 80%. Responsible tourism can improve the economy, creating jobs. To increase tourism, a number of strategies have and will continue to be employed. This project will focus on *one specific current barrier identified below:*

Oglala Lakota Nation points of interest and businesses that support visitors are often bypassed by tourists, who stay on main thoroughfares, thus reducing economic benefits to the American Indian citizens of the Oglala Nation.

Examples of data to prove this is true: The three top tourism destinations in South Dakota are all in Western South Dakota but do not directly benefit the Oglala Nation nor are they controlled by Lakota people. Mount Rushmore National Memorial has an average of three million visitors annually. Crazy Horse Memorial in 2018 celebrated 70 years of existence and boasts 1.2 million visitors per year. Badlands National Park averages over one million people a year. All are marketed extensively on a national and international basis and are easily accessible from major highways. In contrast, Reservation based points of interest all operated by Indian

entities have significantly lower numbers of visitors. See 2018 statistics below (these will serve as a baseline for tracking objective two of this project.)

Attraction	2018 Attendance Total	June - August
Pine Ridge Area Chamber of Commerce Visitor Center, Kyle, SD	1,627	1,281
Red Cloud Heritage Center, Pine Ridge District	9,807	5,665
White River Visitor Center, Badlands National Park, operated by the Oglala Sioux Parks and Recreation department	15,000	Only open May through October
Oglala Lakota College Historical Center, near Kyle	2,333	
The Oglala Lakota Living History Village	0 -Not applicable	
Beauty and the Beast Rodeos at 3 Mile Creek (PRACC event)	1,288	1,288
Riding the Rez Poker Run, Rapid City to Pine Ridge (PRACC event)	42	42
Zephier Memorial Rod Run (PRACC event)	130	130
Total	30,227	1,460

The statistics above will be used as one baseline for objective two.

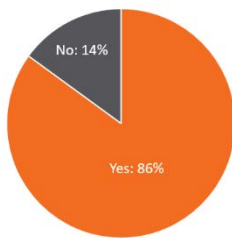
State-wide, South Dakota had 14.1 million visitors in 2018. In contrast, main spots of interest on the Reservation shown above total slightly more than 30,000 people. One can assume that some are local residents and that some of the 30,000 people went to more than one spot of interest.

Why the Current Condition exists: Some of the reasons that tourists bypass points of interest on the Pine Ridge Reservation (to be addressed by this project) are: a. Visitors are often

hesitant to enter the reservation because they are unsure of cultural protocols and some worry about safety. b. Visitors do not know enough about specific destinations and events on the Reservation to both to travel to them, and c. Both of these conditions are difficult to address because tourism is a young industry on the Reservation. Resources for the fledgling to educate tourists or conduct comprehensive marketing is scarce.

Evidence to support these **reasons** the current condition exists: a. Visitors are often hesitant to enter the reservation because they are unsure of cultural protocol or worry about safety.

The Pine Ridge Reservation has been identified as an area of the highest poverty in the Nation for over a decade. Social problems are real, for example a high alcoholism and drug rate, lack of jobs, high school drop-out rates, and other issues. These kind of statistics and stories have been publicized nationwide in the media without equal coverage of the beauty of the land, skilled artists, and points of interest for visitors.



There is evidence however, that interest in Tribal tourism is increasing. The South Dakota Department of Tourism conducted a recent comprehensive study to gauge the level of interest travelers have for tribal tourism activities and experiences. 441 respondents from 46 states, and 26 from international sites participated. Eighty-six percent indicated they would consider a Tribal experience as a part of a future vacation. The 14% saying no were asked what information they would need to add a tribal experience to their trip. 17% said they would need cultural experience and cultural information in order to know what to expect; 4% said they would need to know about customs and expectations. Some of the information individual participants asked for were:

“Any clothing restrictions and information on tribal customs.”

“Information on cultural heritage, behaviors, and norms.”

“I would like to go to a powwow sometime. I would need info on what the rituals are and what the dances represent.”

This project will mediate lack of information about cultural protocols and concerns about safety by providing:

- 1) Colorful, easy to understand handouts free to visitors about protocols and ways to be safe, including directories of services in case of car break-downs or emergencies, and how visitors can meet basic needs like gas, food, and lodging.
- 2) Direct explanations from Village Guides and honest answers to cultural and safety questions.
- 3) Individual and customized assistance by staff to help visitors planning to enter the Reservation to understand what might be expected of them at events or along their route and specific ways to increase their safety.
- 4) Special training for Village Guides and Hosts to address issues.

Most tourists will feel safe in entering the Village because it is just off the Interstate, on a good road, (an Interstate exit road), and is not on the Reservation. This places Village staff in an ideal position to welcome visitors and address their concerns. Further the hands-on visitor experiences at the Village will increase visitor knowledge and comfort.

Reason b. Visitors lack awareness of authentic cultural experiences and points of interest on the Pine Ridge Reservation.

The South Dakota Department of Tourism survey cited above strongly supported the need for on-going and easily accessible information about specific Tribal tourism events and points of interest. The survey recommended these specific forms:

Information Needed	Percent Responding
Event/Activity Details	31%
Seasonality and Hours	25%
Location	25%
Cost/Price	24%
Written Materials	8%
History About Activity	7%

This project, to address this concern will:

- 1) Conduct an extensive comprehensive marketing initiative that reaches out locally, regionally, nationally and internationally through multiple formats and avenues.
- 2) Offer brochures, rack cards, directories, and other material free-of-charge about Oglala Lakota points of interest, events, and visitor amenities including specific information identified above. These items will be located at Reservation businesses, PRACC’s Visitor Center, Oglala Lakota College, White River Visitor Center, the Red Cloud Heritage Center and other locations as a part of the marketing outreach. In addition social media, KILI radio and area newspapers will carry this information.

Reason c: Tourism is a young industry on the Reservation. Resources to educate tourists or conduct comprehensive marketing is scarce for a simple reason. Reservation tourism

businesses need to generate more income before they can afford more marketing to attract more visitors.

South Dakota 2018 Advertising ROI (Return on Investment) Research documented that during a recent \$4.3million dollar advertising campaign on the part of the state, there was a return on investment of \$41 in visitor spending for each ad dollar spent. In contrast, Pine Ridge Chamber of Commerce had a total advertising budget of only \$30,000 in 2018 and revenue generated paid for expenses. This project, because it offers an unusual opportunity to attract large numbers of visitors is expected to generate a much larger amount of money that can be used for marketing.

Baseline Information That Can Be Used to Show Changes: Attendance at the Oglala Lakota Living History Village now is zero and no revenue has been generated since the site has not yet been created. Attendance at seven specific points of interest on the Reservation currently totals slightly over 30,000. Visitor spending in 2018 in Oglala Lakota Country was 22 million.

Knowledge of Target Population: The target population that will benefit most from this project are Pine Ridge Chamber of Commerce Members, especially those that are tourism related, and other Reservation businesses that PRACC serves in some way.

Indirectly all Oglala Nation members and Reservation residents will gain from increased responsible tourism. A study accepted by the Federal Department of Housing and Urban Development estimate the Reservation resident population to be 28,787 people. (Dr. Kathleen Pickering, *Pine Ridge Work Force Study*, Colorado State University, 2005). The Oglala Sioux Tribe has currently 40,834 tribal members. Of that number 19,999 reside on the reservation land base. By October 31, 2018, 14,333 will be age 18 and over. Tribal member residents between the ages of 16-24 will equal approximately 3,870 by that date. (OST Enrollment Office, 2018).

The target population for this project though are Chamber members and other Indian-owned businesses on and near the Reservation (and their families). The PRACC 2018 Workforce and Business Development Report included a business assessment completed by 105 businesses that identifies several characteristics of Reservation businesses. This is a fairly representative survey since estimates in 2018 report 356 businesses registered with Tribal licensing. The survey showed that a wide variety of types of businesses exist. Eighteen percent are retail, 15% are industrial, mechanical or construction, and 13% are tourism. Other types include restaurant and food services, arts and crafts production, grocery and convenience, professional and consulting services, environmental services, community development, automotive maintenance and services, education services, farming and ranching, media, marketing and design, advertising, technology and computer services, salon and spa services, legal services, engineering services, business and financial services, social services, family care services, and health care services. All of these types of businesses may not benefit directly from this project, but they are listed here to show the diversity of businesses on the Reservation.

54% of businesses identified themselves as established and growing, 31% as a small business, and 15% as a micro or emerging business. Annual sales revenue ranged from \$1,000 or under (5.9%) to \$1,000,000 or more (15.7%)

85% of the businesses surveyed reported they felt their business was growing and sustainable. Nearly all for-profits are family owned. None are “corporate”; decision-making is under the control of made Business owners were asked “How satisfied are you with your business income’s contribution to your household. Almost half (48%) reported they were ‘satisfied’, 22 % reported they were very satisfied, and only a combined 7% reported they were ‘unsatisfied’ or ‘very unsatisfied’.

84% reported they felt good about their professional development. They were asked how owning a business contributes to professional fulfillment and development. 25% responded “Providing Services to the Community”, and 23% said “Making a Difference on the Reservation.” Other answers included these and others: Sense of Pride/Accomplishment, Support of Self and Family, Being a Leader, Loving What I Do, Working Hard/Dedication, and Helping Others in Same Field.

The characteristics of our target community described above show only a small snapshot. They illustrate how PRACC is not a typical Chamber of Commerce but is truly an association of community members working together to promote economic progress.

Project Goal: Achieving the Project Goal below (and related outcomes) will positively affect the Community Condition and move the Oglala Nation toward achieving their long-term community goal. The balance of this document explains specifically how this will happen. The Project Goal is:

To substantially increase the number of visitors to Oglala Lakota controlled attractions and businesses that support visitors.
--

Target Population Involvement in Identifying the Project Goal: PRACC began searching for a way to increase new opportunities for Reservation tourism in 2018. Potential project ideas were carried to PRACC members and other local community members for their input at ten PRACC meetings from January through October.

Staff also reviewed PRACC’s 2018 Business Assessment (input from 105 Reservation businesses). This assessment, for example, documented that 66% of businesses identified bad

roads as the major barrier to business success. This data prompted staff to think about ways to promote authentic tourism attractions near major highways.

Meanwhile the Oglala Sioux Tribe was considering purchasing off Reservation land near Interstate 90. The PRACC Board, (representing our target community) in anticipation, sanctioned planning meetings with the Oglala Sioux Tribe Economic Business and Development Committee (November 16, 18, 2018, January 11, February 1, and March 8, 2019) to explore the possibilities for tourism on this land. On February 22, 2019, upon invitation from PRACC, several representatives from off-Reservation entities (South Dakota Department of Tourism, Badlands National Park, Black Hills Badlands Tourism Association, Minute Man National Historic Site, and South Dakota Tribal Relations) met with the Tribe and PRACC to identify opportunities for Tribal tourism, documented by their research and experience. This meeting convinced PRACC and other tribal attendees that interest in authentic Tribal tourism, both on and off the Reservation is currently strong enough to warrant major investment.

PRACC heard from other Reservation businesses and non-profits that urged PRACC to focus on specific attractions ON the Reservation. For example, Red Cloud Indian School offered data from an on-line survey they conducted with 176 respondents, primarily from out-of-state. This data identified high or very high interest in visiting the Red Cloud Indian Art Show (54.49%), and the Heritage Center (46.15%). Over seventy percent expressed interest in “scenic tours and outdoor adventures on Native American Reservations.”

For these reasons, PRACC staff proposed a broad project goal that focused on attracting more visitors to both on- and off Reservation attractions controlled by American Indian owners. The project goal was finalized with additional business input at the PRACC Board meeting in February. Meetings were held about how to develop the project from February through April.

See details later in this narrative in the section describing community readiness to participate in the project.

Project Objectives, Outcomes, Indicators, and Outputs:

Objective: By September 2022, the Pine Ridge Area Chamber of Commerce will create and operate a venue, the Oglala Lakota Living History Village, that will attract no less than 72,000 visitors by the third year of operation. **Outcome:** Increased traffic to the Village, an Oglala Lakota attraction will generate at least \$720,000 that will be reinvested into the tourism industry on the Pine Ridge Reservation. **Indicators:** Attendance records and financial revenue generated. **Outputs:** The Oglala Lakota Living History Village, including infrastructure, signage directing traffic to the Village, displays, and events and staff i.e. 10 acres fenced, with a road to the property, walking trails between displays, three settings (3 tipis, 2 tents, and 1 log cabin) representing different historical periods, information displays in each including cultural items and art of each period, and admissions booth, food truck, a gift shop, safety, protocol, and Reservation business and event information. Village events include tours by Village Guides in costume, and a variety of cultural experiences, i.e. native food tasting, craft projects, Indian games and dancing, animal care, and others. A permanent community input system will be made operational.

Objective: By September, 2022, the Pine Ridge Area Chamber of Commerce will develop and implement a sustainable marketing plan for Oglala Lakota tourism featuring the Village and attractions managed by three Reservation partners. **Outcomes:** a) Visitor traffic in Oglala Lakota County (land entirely on the Reservation) by 8% as measured by attendance numbers at the end of the third year of the project at seven specific tourist destinations; and b) Visitor spending in Oglala Lakota County will increase by 5% by the end of 2022, over 2018

official visitor impact data as documented by South Dakota Department of Tourism. **Indicators:** Visitor numbers at seven specific Reservation points of interest and South Dakota Department of Tourism data will show increased attendance. Visitor impact data gathered by the South Dakota Department of Tourism will show increased visitor spending.

Outputs: Coordinated marketing plan with three other tourism entities on the Reservation including schedule of events of interest to tourists, to be implemented by booths and networking at the Black Hills and Badlands Conference, SD Tourism Conference, American Bus Association Marketplace, Minneapolis, Denver, Chicago, Los Angeles, and Dallas Travel Shows, Black Hills and Badlands Literature Swap, IPW, and American Indian Native American Tourism Conference, and display at the Black Hills Visitor Center, listing and or ads in the South Dakota and Black Hills Visitor Guides, Midwest Living magazine. Other media for marketing will include 2 billboards, PRACC newsletter, web site, Facebook, Instagram, Twitter, and YouTube accounts, KILI radio, Lakota Country Times and other newspapers, brochures and rack cards.

Outcome Tracker

Project Goal: To substantially increase the number of visitors to Oglala Lakota controlled attractions and businesses that support visitors							
Objective: By September 2022, the Pine Ridge Area Chamber of Commerce will create and operate a venue, the Lakota Living Village, that will attract no less than 72,000 visitors by the end of the third year of operation.							
Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3 Yr.Post Project
# of visitors	# of Lakota Living Village visitors	Lakota Living Village Admissions records	0	16,000 visitors	24,000 visitors	32,000 visitors	50,000 visitors
Increased income	Amount of income generated by the LLV	Accounting Records	0	\$160,000	\$240,000	\$320,000	\$500,000
Outputs: The Lakota Living Village, including infrastructure, signage directing traffic to the Village, displays, events, and staff i.e. 10 acres fenced, with a road to the property, walking trails between displays, three settings (3 tipis, 2 tents, and 1 log cabin) representing different historical periods, information displays in each including cultural items and art of each period, and admissions booth, food truck, a gift shop, safety, protocol, and Reservation business and event information. Village events include tours by Village Guides in costume, and a variety of cultural experiences, i.e. native food tasting, craft projects, Indian games and dancing, animal care, and others. A permanent community input system will be made operational.							
2. Objective: By September, 2022, the Pine Ridge Area Chamber of Commerce will develop and implement a sustainable marketing plan for Oglala Lakota tourism featuring the Village and attractions managed by three Reservation partners							
Outcome	Indicator	Means of Measurement	Baseline	Project Year 1	Project Year 2	End of Project	3 Year Post Project
Increase in attendance records at 7 sites/events	# of visitors compiled annually	Attendance records at 7 sites	30,000	32,000	34,000	36,000	38,000
Improved tourism impact in Oglala Lakota Co.	Increase in visitor spending	SD Department of Tourism	\$22 million	\$22,200,000	\$22,500,000	\$23,100,000	\$24,000,000
Outputs: Coordinated marketing plan with three other tourism entities on the Reservation including schedule of events, to be implemented by booths and networking at the Black Hills and Badlands Conference, SD Tourism Conference, American Bus Association Marketplace, 5 Travel Shows, Black Hills and Badlands Literature Swap, IPW, and American Indian Native American Tourism Conference, display at Rapid City Visitor Center, listing and or ads in the South Dakota and Black Hills Visitor Guides, Midwest Living magazine. Other media for marketing will include 2 billboards, PRACC newsletter, web site, Facebook, Instagram, Twitter, and You Tube accounts, KILI radio, Lakota Country Times and other newspapers, brochures and rack cards.							

Data Collection and Management Plan: The Pine Ridge Chamber of Commerce will facilitate an internal evaluation process supported by the South Dakota Department of Tourism data collection system already in place. The internal evaluation will include summative evaluation to document yearly project's success in terms of processes and outcomes, and formative evaluation to assess on-going project activities. Formative evaluation will consist of two segments:

- Implementation evaluation will assess whether the project is being conducted as planned (on-time, on-budget, etc.)
- Progress evaluation will assess the degree of progress toward meeting the project outcomes utilizing the outcome tracker as a tool.

The South Dakota Department of Tourism yearly collects and publishes “official” data and utilizes a professional evaluation team to determine visitor impact. Since all points of interest in objective two will be in Oglala Lakota County and on the Reservation, this professionally developed data will be used as one way to support progress for objective two. See attachments for explanation of methodology. The primary evaluation tool however, for that objective will be tracking the actual attendance numbers at specific places of interest. It is unlikely that there will be any new and unusual tourism marketing efforts in Oglala Lakota County other than PRACC’s; if there are, project staff will note them, realizing that numbers may be impacted by other marketing. See Evaluation Process Below:

Data Variables	Collected Data	Who Collects	When is it Collected	How it is Managed	How is it Analyzed/Used
Increase in visitor numbers	# visitors at the Village	Project Assistant	Daily during operation	Stored in a computer-based database	Analyzed weekly during operation to determine what factors affect traffic.

Increase in visitor spending at the Village	Revenue generated through admissions at LLV	Project Coordinator /Bookkeeper	Daily during operation	Daily cash records in computer. Compiled monthly in financial records	Compared with expenses monthly to determine ways to improve profits
Increase in visitor #	Visitor # at specific partner sites in Oglala Lakota County	Project Assistant through coordination with partner staff	Middle and end of every tourism season	Stored in computer database	Analyzed during operation to determine what activities, marketing or other issues increase visitor #'s
Increase in visitor spending	County and state reporting	SD Department of Tourism and consultants	Annually	Not applicable	Analyzed on receipt and with SD Dept. of Tourism staff to determine project improvements
Visitor satisfaction with the Village & specific activities	Exit surveys & interviews to gather recommendations for improvement	Project Assistant	Weekly Compiled annually	Stored in computer database	Analyzed to determine trends and most prevalent recommendations for improvement
Visitor Intercept Survey	Identify why visitors came; favorite activities, why they might return.	Project Assistant	Weekly Compiled annually	Stored in computer database	Analyzed to determine best marketing strategies for next year
How the project is being implemented	Monthly comparison of expenditures with planned budget & timeline progress	Project Director and Project Coor./ Bookkeeper	Monthly	Accounting and weekly activity records	Compiled monthly to determine any needed changes in spending or activities
How the project is being implemented	Meeting with Community involved with the Project	Project Director	As needed to address concerns		Analyzed quarterly to determine improvements needed

The Project Coordinator/bookkeeper will coordinate all evaluation efforts and involve the entire team. She will modify forms previously developed to collect the attendance and revenue data, and measure visitor satisfaction. She will supervise Village staff and the Project Assistant in

actual data collection and entering into data bases; and work with staff team and others to analyze data and track progress of outcomes and project implementation.

The Project Director and Project Coordinator will both work with the South Dakota Department of Tourism to develop, administer, and analyze visitor intercept surveys (collected on-site and on-line). The Department will also provide annual, professionally developed data to track visitor spending and other data in Oglala Lakota County (objective two). All of this data, the Tourism Departments research, and their 100 hours of annual technical assistance will also be used to improve the project.

Data collection capacity of applicant: The PRACC has successfully conducted several large projects requiring product and process evaluation. Further, they have had seven years' experience tracking visitor numbers at the Center in Kyle. They have twenty years' experience providing accurate financial accounting of revenues. In addition, they have conducted, compiled and analyzed surveys of all kinds, including visitor satisfaction surveys.

PRACC's capacity will be significantly improved because the South Dakota Department of Tourism has committed to providing the project 100 hours per year of technical assistance, data collection, planning, on-site evaluation and meeting time (See MOU). Sophisticated data collection and analysis of tourism impact, including visitor spending, will be provided yearly by the South Dakota Department of Tourism, as a part of their on-going responsibilities for the entire State. This kind of data collection requires substantial more resources than those available to PRACC. The South Dakota Department of Tourism has the ability to provide this information for Oglala Lakota County, separate from data from the rest of the State. (See attachments). Further, they can provide additional statistics that will not be used for tracking purposes, but will assist in analyzing visitor trends and planning for project improvements.

Approach: Planning, Readiness and Implementation Strategy Alignment: This project aligns with the SEDS Funding Opportunity Announcement because it is community driven, fosters development of the Oglala Lakota Nation economy and promotes economic well-being and self-sufficiency of the community and its residents. This project addresses both social and economic concerns. For example, the project strives to protect the Lakota social structure and way of life and at the same time to advance economic development. Providing Lakota people control over cultural information and experiences shared with visitors is a philosophy integrated throughout the project.

Existing Tangible Resources (for the Project): 1)Pine Ridge Area Chamber of Commerce Visitor Center- The Center provides information to visitors about Reservation points of interest, and will refer tourists to The Village. Current PRACC staff gained valuable experience that can be applied to this project.

2)Pine Ridge Area Chamber of Commerce Members-Chamber members pay a membership fee to help sustain the Chamber. More importantly they provide on-going input about ways the Association can fulfill its mission. Many will be eager to showcase their businesses by participating in activities at The Village.

3)Professionally developed marketing materials or venues: (all updated to reflect current information) includes: •“Destination Pine Ridge”, a 23-slide power point presentation with guidebook that presents information about Lakota culture, history, places to visit, and amenities.

•PRACC Visitors Map of the Reservation with all points of interest, clearly identified, and a legend identifying distances in miles between points.

•Lakota Country 3-minute video promo, event promotion – “Riding the Rez Poker Run,

- Visitor Packet.
- You Tube Videos – Reservation Artists, 10 videos of Beauty and the Beasts Rodeo, (finals, bull riding, Jr. Rodeo and other)

- PRACC website, Facebook pages, Instagram and Twitter accounts, You Tube channel

- Radio programs on KILI radio, primarily to market to local and nearby residents.

- Buffalo Tracks, the PRACC newsletter, subscription available for free

- Pine Ridge Reservation Business Directory

4)Curriculum material for training including: •Customer Service training that has successfully been provided at a number of Pine Ridge businesses.

- Destination Pine Ridge, a 31-page training curriculum to educate visitors, tour guides, staff at Tourism sites, Reservation residents, and others about Diversity and Sensitivity, History, Contemporary Life, and Resources, including websites, videos and an annotated reading list.

This training was successfully provided at Crazy Horse Memorial to the Badlands National Park superintendent and park employees around the Black Hills, Badlands, Wind Cave, Jewel Cave, Agate Beds National Monument, Crazy Horse Monument, Mt. Rushmore, and more.

- PRACC Workforce Development Training including a Tour Guide module.

5)Membership in The American Indian Alaska Native Tourism Association, the major national association supporting Tribal tourism.

6)PRACC vehicles to transport materials /staff as needed include a 2011 Chevy Suburban. 2005 Chevy Express Van – 15 passenger, 2007 Chevy Express Van – 15 passenger, 2010 Chevy Express Van – 12 passenger, 2008 Chevy Pick up 2500 –set up to pull a gooseneck trailer and access to a horse trailer to transport livestock.

7)Audio-visual equipment to automatically present videos or power point presentations on a continual “loop”.

8)Quality video, still camera and related equipment, and software to produce media.

9)Large display board for booths.

10)Administrative: Kyocera copy machine – with print, copy, scan and fax capabilities, computers, printers, furniture, and phone systems.

11)A portable safe.

12) A signed 3-year land lease from the Oglala Sioux Tribe for ten acres and MOA including access to information and materials produced by the Tribal Historical Preservation Office, and use of the Oglala Lakota flag on the Reservation (see MOA and plat in attachments).

13)Signed Memorandums of Understanding from the South Dakota Department of Tourism and commitments from others to provide significant resources to the project.

14)A financial commitment from the Bush Foundation to support PRACC's organizational capacity and integration of arts and culture into problem solving. (The Village is an excellent example of utilizing arts and culture to increase revenue for the Oglala Lakota tourism industry.) A portion will be dedicated to this project in years one and two (see budget) and the balance will be used for other activities that are supportive of this project.

15) A volunteer has agreed to loan chickens and horses that will be a part of displays in the Village in the summer in return for feed and caring for the animals.

Plans to secure and maintain resources not currently held: The funding that would be provided if this grant is awarded is the major ingredient missing to make this project happen. Baseline funding is critical and PRACC has found no other sources at this time. The Social and Economic Development initiative of the Administration for Native Americans is one of the few funding streams that provide the flexibility to develop a community-based project like this one.

See section “Recruitment and Selection Process for Participants” that describes how PRACC will involve businesses and others in providing specific resources that will enrich Village experiences.

Implementation of Milestone Activities: Overview-Objective One: Imagine moving back in history and experiencing what life was like by walking into rustic structures, peopled by Oglala Lakota guides performing everyday tasks. Imagine tasting the foods, playing the games of the times, and talking to Lakota people who make these scenes come alive. The Oglala Lakota Living History Village is planned as a unique experience that can be found nowhere else. The Village will be located on ten acres of land leased from the Oglala Sioux Tribe in Jackson County, South Dakota. The Tribe recently purchased fifty-nine acres of land just off Interstate 90, at exit 131, the highway that serves as a major artery for tourist traveling East to West or vice versa. Interstate 90 is the primary corridor to the Yellowstone and Glacier National Parks. The location offers other opportunities because it is the primary entrance of the Badlands National Park, near the most popular trails and Park attractions. The Badlands Trading Post, offering visitor amenities, is located directly across from the site. The Village will be located about fifteen miles north from the Ben Reifel Visitor Center (main Badlands visitor center) and the Cedar Pass Lodge that has a campground, small cabins, and a small restaurant. The site is also located one mile south of the Minuteman National Historic Site, South Dakota’s newest National Historic site showcasing a now obsolete missile that was a part of the nation’s defense.

The physical structure of the Village will be developed in three stages, each to address a period of Lakota history. The priority will be to utilize the space to address features attractive to the project’s marketing targets, (families with children, 50 plus people seeking a once-in-a-lifetime experience, and 60 and older who have special interests like history, culture, gardening

and other). An over-all priority will be to focus on authentic cultural and historic information, and opportunities for interaction, unique experiences, and fun events. This model corresponds with advice from South Dakota Department of Tourism based on their Tribal tourism research.

Objective Two Overview: The Village is intended to serve as a portal to entice travelers to enter the Reservation so that Chamber members and others will also benefit from increased revenue. This is the same strategy employed by PRACC at the Visitor's Center in Kyle. However, the difference is that the Village location offers access to over a million visitors going by on the Interstate and entering Badlands National Park. A comprehensive marketing strategy will be developed and implemented to educate tourists about culture and cultural protocols, and points of interest and events on the Reservation. Education, maps, and other aids will help visitors feel safe and make travel easy. This strategy is in line with recommendations from the South Dakota Department of Tourism.

The South Dakota Department of Tourism is including PRACC in several of their regional and national marketing campaigns because they recognize the significance of this project. In addition to advertising, the Tourism Department will fund PRACC's presence at several industry shows for the next three years. This offers a major new opportunity; it is extremely important that PRACC carries a strong, consistent message about Oglala Lakota Tribal Tourism, and that this message is reinforced for three years. Further, returning to the shows over three years will allow PRACC to establish strong relationships with key industry leaders and tour operators.

Year One, Objective One: The Pine Ridge Chamber of Commerce will immediately complete all start-up work if a grant award is received: for example, hire core staff, contract with consultants, open a new bank account, change the chart of accounts, arrange new office space,

order office supplies, orient the Board and community, and establish project-specific input systems.

Constructing stage one of The Village. The historical period represented by this stage will be the early 1800's and before. Note- staff will utilize materials and information from the Tribes Historical Preservation office throughout the project to help assure authenticity. At that time, the Oglala Lakotas were a nomadic people, following buffalo herds that provided food, hides to provide shelter (tipis), clothing, weapons, and even cooking utensils. Elk, deer, and other animals provided additional necessities and the women gathered wild plants such as onions, potatoes, turnips, strawberries, gooseberries, grapes, plums, and red prickly pears. The Lakota obtained horses in the early 1700s and used them to hunt buffalo and move their villages when weather or grazing required it. In the early 1800s, whites passed through Lakota territory in greater and greater numbers. They sought furs, especially beaver fur at first, and later buffalo fur. The trade in fur changed the Oglala economy and way of life.

The project land itself is undisturbed prairie that will require no major grading or preparation. The grass surface will provide an appropriate and authentic surface. Staff will fence the area. The Tribe has promised to provide all infrastructure (electricity, water, sewer). A gravel pit is a part of the Tribes acreage; this resource can be used to create a parking lot.

The centerpiece for this period of time in The Village will be a group of three large tipis. The inside décor of the tipis will include willow back rests, animal hides, clothing, raw-hide storage and other items associated with the time period. Authentic tipi artwork will decorate the outsides. One tipi will be for visitors to enter, to touch and explore objects inside and to visit with visitor guides, dressed in costumes of the times, and conducting daily activities like tending a cooking fire, scrapping hides, or making wasna from dried buffalo and chokecherries. Guides

will answer questions and also encourage tourists to try their hand at any of the daily activities going on. One tipi will provide a space for “activities of the day, conducted in year one by staff. For example, children or adults will be able to “make and take” a leather medallion. They will be able to cut out the shape from a hide, using a template of their choice, decorate it with dyes (designed to resemble the dyes of the times) in a Lakota or other pattern of their choice utilizing templates or ideas from previously created medallion. They will cut and attach a leather strap and be able to leave the Village with rustic jewelry of their own creation. Other activities will be designed based on cultural skills of Village staff.

The third tipi will house “displays” for tourists who like to read and browse on their own. A large print display will outline major historical milestones of that period. Another large -print display will identify business who offer amenities of interest to visitors. (Note that PRACC already has a well-documented directory of Reservation businesses and events). An audio-visual presentation will be created by the Marketing and Design consultant to show planned future development as a part of encouraging tourists to come back next year.

Other displays will include utensils and tools of the times, tanned hides, costumes and pictures of clothing, and art by Reservation artists. Jewelry and crafts appropriate to the period will be for sale. A “tasting” table will be stocked with berries, dried turnips, dried wild meat, wojapi (sauce made from chockcherries). Free listings of resource materials including books and videos will be available for the taking. A rack of informational and marketing brochures collected from Reservation businesses will be available for the taking. The Lakota Country Times newspaper will be for sale since it provides so much information about contemporary Oglala Lakota life. A brochure outlining cultural protocols expected and suggestions for “safety”

on the Reservation will be developed by the Marketing Coordinator and made available for free. Displays will be created by the Marketing Coordinator and Graphic Artist.

Already developed marketing materials will provide information about the Reservation.

These materials include:

“Destination Pine Ridge”, a 23-slide power point presentation with guidebook that presents information about Lakota culture, history, places to visit, amenities, and other visitor information.

PRACC Visitors Map of the Reservation with all points of interest, clearly identified, and a legend identifying distances in miles between points.

Lakota Country 3-minute video promo, event promotion – “Riding the Rez Poker Run,
Visitor Packet – free for the asking

You Tube Videos – Reservation Artists, 10 videos of Beauty and the Beasts Rodeo,
(finals, bull riding, Jr. Rodeo and other)

This tipi will serve as the center where Village guides help visitors plan their visit to the Reservation, including scheduling a paid tour. Guides will emphasize cultural protocols expected and safety of visitors. In addition, basic infrastructure will be created, for example an admissions structure will be moved to the site. Flag poles for the Oglala Sioux Tribe and United States flags will be erected. PRACC has access to a food truck that will house Reservation entrepreneurs (see MOU’s). An admissions booth will be stationed at the gate. An RV will serve as the staff office. The work to set up the grounds will be done primarily by the Village Manager and Assistant Manager.

The grounds will be available for special scheduled “events, facilitated in the first year by staff. Examples are bow and arrow shoot and tomahawk throw, traditional games, hand games,

stick ball and song and dance presentations. Planning and scheduling these events will be the responsibility of the Village Manager and may involve volunteers from the community.

Year One: Objective Two will begin with a detailed planning period with primary partners (Oglala Lakota College, White River Visitor Center from the Badlands National Park, Red Cloud Heritage Center). The focus will be to compile marketing material and destination maps from these sites that is already in existence, and to plan a schedule of events, especially interactive, experiential, culturally authentic activities. Most of these events are already established and will be determined by consensus of the partners.

Examples of activities at partner sites already in place include: Lakota Star knowledge, wildlife, and cultural art displays and activities at the PRACC Visitor Center in Kyle, and artists in residence at the Visitor Center and Oglala Lakota College, Red Cloud Indian School art show (50 years running) and National Park programming at the White River Visitor Center. PRACC sponsored events include Beauty and the Beast Rodeos from June to August, Riding the Rez Poker Run and the Zephier Memorial Rod Run (cars and motorcycles) in August (during the Sturgis Motorcycle rally). Note that this project is focusing on these initial partner sites because they are well developed and already have established attendance tracking systems in place. Other historical sites, for example, the Wounded Knee Massacre Memorial, (now a graveyard) are important areas of interest, but at this time do not have resources or systems in place to handle a volume of visitors.

A detailed combined marketing plan for the project will be established combining PRACC resources with partner contributions. This plan will require several planning sessions and may result in revised Memorandums of Agreement among the partners.

This first year of the project the theme of all PRACC's marketing will focus on the opening of the Village as a portal to Pine Ridge Reservation destinations. The Marketing and Design consultant will assure that consistent messages, photos, and testimonials will be used in several formats/venues where PRACC already has a presence: their website, Facebook, Instagram, Twitter, You Tube channel, KILI and other local radio stations, Lakota Country Times, and the Oglala Sioux Tribe Economic Summit. Brochures and rack cards focusing on the Village and partners will be produced and distributed. PRACC will work with area vendors to erect a billboard on I-90 westbound no more than 20 miles from the village. (I-90 is the tourism corridor to the Yellow Stone and Glacier National Parks.)

PRACC will coordinate with the South Dakota Department of Tourism's statewide, regional, and international marketing campaigns, and by providing a booth at their annual conference. Through the Departments Cooperative marketing initiative, ads will be placed in major magazine markets such as "Midwest Living. SD Tourism will host the 2019 Familiarization Tour by bringing South Dakota tourist industry leaders to the Village and other spots on the Reservation. PRACC will be a part of the South Dakota delegation attending trade shows in Denver, Chicago, Los Angeles, and Dallas yearly, paid for by the Department of Tourism.

Membership in the Black Hills Badlands Tourism Association will entitle PRACC to participate in their trade show cooperative marketing campaigns (Minneapolis and other locations) and annual Literature Swap, including a presence in the South Dakota and Black Hills Visitor's Guides, and to place a marketing display at the Black Hills Visitor Center in Rapid City. Membership will be paid by the project; these benefits do not require additional commitment from the Association.

PRACC will work with the South Dakota Department of Transportation to facilitate state highway signs to be posted on Interstate-90 and other major highways for The Village. In addition, the Marketing and Design consultant will work with sign vendors to strategically place signage along major highways coming into the Reservation.

Initial contacts with international tour operators and international marketing approaches will be made by the Project Coordinator by attending the US Travel Association's IPW with the South Dakota Department of Tourism. The IPW offers an opportunity to network with national and international vendors and tourism industry specialists. This offers potential opportunities to participate in joint marketing initiatives to German, Italian, and United Kingdom markets, all who have a strong interest in Indian Country destinations. These initial contacts need to be made in year one, because the process requires time to acquire knowledge of new markets and build relationships. In addition, PRACC will attend the American Indian Alaska Native Tourism Association Conference that will offer additional opportunities for national and international marketing.

Year Two: Objective One will focus on the late 1800s through the 1920's. This was a period of invasion of the lands by European people and "Indian wars." Historical events include: 1869-Fort Laramie Treaty-the United States recognized the Black Hills as part of the Great Sioux Reservation, set aside for exclusive use by the Sioux people as an attempt to end wars. 1874- The Black Hills Gold Rush, and in 1877-7.7 million acres of the Black Hills was opened to settlers. 1889- The Pine Ridge Reservation was established further shrinking the Oglala land base. 1890 Wounded Knee Massacre. 1910- The Pine Ridge Act of May 27, 1910 sold off most of the southeastern portion of Pine Ridge located within Bennett County.

1890's to 1920's Assimilation of children through Indian Day Schools.

The centerpiece for this period will be two "wall tents", the white canvas tents Indians were issued when they were herded on to the Reservation in the late 1800's. During the late 1930's and early 1940's, Tribal Members were removed from a portion of the reservation due to imminent domain. This particular land space was deemed a bombing range by the United State Government and military. The area is commonly known as the Badlands Bombing Range. People were relocated and issued canvas wall tents to live in. One tent will be furnished with a wood stove, furniture, clothing, cooking utensils and other items related to the time period. Visitors will be able to experience what it was like to live in this kind of tent, and talk to Village guides in costume about the history and lifestyle of the times.

The second tent will provide a large print display of history milestones and showcase for activities related to this period. Staff will provide demonstrations of making and tasting "Fry Bread and foods made from commodities (including nutritional analysis), horse hair braiding, beading, quill work, hide tanning, raw hide tanning, making star quilts and ribbon skirts. Lakota Art will be displayed.

Indians obtained horses in the 1700s, but they didn't start to establish structures for their animals until this period of history. Horse corrals and pens will be established at the Village in year two. This particular display will showcase the Indian Cowboy and focus on the importance of horses to Lakota culture. A volunteer has agreed to stable two or more horses at the Village during the tourist season in return for PRACC providing feed, water, and care

Year Two: Objective Two: The year will again be opened with planning with major partners to develop a yearly schedule and new events/activities. By this time, the joint marketing

plan of partners will be in place and a priority will be to integrate information about all participating sites into every aspect of marketing conducted by PRACC as well as partners.

One PRACC focus for the year will be to erect bill boards West bound on I-90. The website and social media and other media forms will be updated. South Dakota Tourism cooperative marketing (peak summer advertising, magazine, newspaper, and four regional trade shows) and Black Hill Badlands Tourism cooperative marketing (travel shows, brochure swap, SD travel magazine and brochure space at travel the visitor center) will be coordinated. PRACC will provide a consistent message and presence at the same conferences and shows attended in year one. This repetition is crucial to make sure that the Oglala Lakota visitor message is heard and that networking contacts are maintained. International marketing is expected to expand with a priority being finding and negotiating with specific international tour operators through their presence at IPW and the American Indian Alaska Native Tourism Conference.

Year Three: Objective One: Oglala history between 1920 and 1950 will be featured. Examples of events during this time were:

1934- The Indian Reorganization Act of 1934, permitting tribal nations to reorganize with self-government.

1936-The first Oglala Sioux Tribe Constitution approved

1942 The Department of War annexed 341,725 acres of the Pine Ridge Indian Reservation for use by the United States Army Air Forces as an aerial gunnery and bombing range. It condemned privately held land owned by tribal members and leased communally held tribal land

American Indian families during this time moved toward more self-sufficiency. The centerpiece for this period of history will be a log cabin replica. The earliest housing structures were single room log cabins built by the US Government. The cabins were issued as housing for

families that were allotted land on the reservation. Some of the structures were still being used as housing through the 1980's. The replica displays will include period furnishings, wood stove, furniture, water pump, clothing, tools and other hand-crafted items by local Oglalas. Visitors will be able to experience what it must have been like to live in a small cabin with furnishings of the time. Vegetable gardens and a chicken coop will be established around the cabin. A volunteer will "loan" chickens to be housed at the Village in return for PRACC providing for their care. Visitors will be able to food taste fresh garden vegetables from the garden, and help gather eggs from the coops. Demos provided by staff will include "log chinking" and canning vegetables. Other examples of activities for this period will include: Food tasting-fresh garden vegetables, food preparation – canning vegetables, animal care maintenance, and log chinking.

A large print display will be erected by the Marketing and Design consultant to focus on key achievements in subsequent years, for example these historic events will be highlighted, utilizing photos and short descriptions:

1971 – Oglala Lakota College started

1973-Wounded Knee incident -AIM

1981- Lakota Times -first Native American newspaper in the nation

1983 KILI – starts broadcasting

1999 – PRACC established

2004-Lakota Country Times published

A priority will be to sign long-term Memorandums of Understanding with Reservation businesses, artists, craftspeople, and others to provide visitor services and authentic Lakota experiences.

Year Three: Objective Two: Year Two: Objective Two: The year will again be opened with planning with major partners to develop a yearly schedule and new events/activities. The

marketing focus will be planned based on data from visitor satisfaction and visitor intercept. International efforts are expected to expand.

PRACC will again be present at all major trade show and conferences attended the prior two years. This consistency is crucial to maintain networking contacts and carry the Oglala Lakota visitor message. The PRACC Project Director will continue to make valuable contacts at the yearly IPW. Over 6000 tourism industry specialists are expected to attend annually. Over 1,300 exhibitor booths held by U.S. suppliers of USA travel products and destinations are projected. This is the premier tourism industry event and PRACC's yearly presence here will help build capacity, especially since PRACC will be an integral part of the South Dakota delegation.

The focus in year three will be to develop Memorandums of Agreement with Reservation based tourism destinations including current partners, and with local, national and international tour and bus operators, the Black Hills and Badlands Association and South Dakota Department of Tourism and other industry leaders.

A number of project activities will be repeated yearly and are included in the OWP to make it easier for staff to manage the project. They are listed last in this narrative.

Every year, for example, PRACC will begin the project year with re-orienting the PRACC community to the project, primarily through the Chamber newsletter and KILI radio programs. Staff will meet with key partners like the South Dakota Department of Tourism and Badlands National Park to solicit recommendations for project improvement. Chamber of Commerce Board meetings will provide an ideal time for Chamber or community members to address complaints or make recommendations. PRACC expects to attend the Tribes Economic Development Committee meetings every two weeks to report on The Village progress as well as

to coordinate with developments on the balance of the Tribes fifty-nine acres. Also see recruitment of participants (below).

Planning and preparation: Planning activities already accomplished include these:

1) PRACC has developed memorandums of agreement with a number of partners specific to this project. In addition, several of the PRACC community helped plan project developments. Meetings and contacts in March and April included a. Red Cloud Heritage Center, b. Badlands National Park, c. Oglala Lakota College, d. Nakota Designs, e. Two potential tour operators, f. Potential food vendors, g. Social media vendors, h. Potential summer staff, and others.

2) Staff reviewed research from the SD Department of Tourism and other sources to identify best project strategies including these:

Recommendations: Education is needed for visitors: (a) Visitors are unsure on how to be respectful of the culture (b) We need to provide accurate information about Native American culture and guide visitors to the correct resources (See previous discussions).

Visitors want to embrace historical experiences, opportunity to create cultural experiences (a) Show that tribal tourism can be more than history – can be different experiences embracing art, cultural events, and interaction with knowledgeable guides.

Unique or new events will engage new visitors . Marketing needs to show the variety of options that are available.

The South Dakota Department of Tourism’s survey of visitors indicates that they are most interested in the following types of experiences when they are on vacation in South Dakota:

Monuments and Memorials	Historical Cultural Tours	Powwows Cultural Events	Museums	Arts and Crafts	Food Cuisine
-------------------------	---------------------------	-------------------------	---------	-----------------	--------------

43% (not Applicable)	39%	36%	36%	36%	27%
----------------------	-----	-----	-----	-----	-----

Project Implementation: The Oglala Lakota Living History Village will provide cultural events, arts and crafts experiences, traditional food preparation and tasting. Staff will help visitors plan Reservation tours to historical sites and cultural events. The Oglala Lakota College Historical Center provides an indoor tour of history and culture. The Red Cloud Heritage Center is a museum and also supports the arts. Reservation restaurants provide cuisine.

Recommendation: The South Dakota Department has identified a number of priority audiences for marketing.

Project Implementation: Based on the research, three priority audiences that this project will target are:

Young Families, 25-34 years old, with household income between \$60,000-\$150,000, and with children under the age of 12 in the household.

Marketing to this target focuses on high social media and digital engagement. This group prefers an active vacation for the whole family, rather than just sights to see. The Oglala Lakota Living History Village will feature family friendly activities and events.

Bucket Listers, Age 50, with household income between \$50,000 to \$100,000, are usually active travelers looking for breathtaking, once in a lifetime experiences. They enjoy national and state parks as well as experiencing local culture.

“Nested in Bliss” travelers are sixty years old on average and have household income of around \$73,000. Many are hobbyists, especially enjoying low-tech entertainment and gardening. They are conservative, yet spend higher on travel than other ages.

3) Developed business and marketing plan for the Oglala Lakota Living History Village.
(see plan in attachment).

4) Coordinated extensively with the Economic Development Committee of the Oglala Sioux Tribe in preparation for obtaining a land lease for The Village.

5) Developed initial Memorandums of Understanding and letters of commitment with key partners (in attachments).

6) Solicited additional community support as evidenced by the PRACC Board of Directors' Resolution, OST Economic and Development Committee motion, and letters.

7) Obtained accurate quotes for all items in the budget.

Contingency Plans to overcome challenges and barriers: Challenge: Tribe may not develop infrastructure (water, sewer, electricity) in time for project development even though they have made this commitment. **Solution:** If the Tribe is showing no progress toward developing infrastructure by early 2020, PRACC will hook up to electrical lines already running by the property (this will be a fairly minor cost of \$200 and can be paid for through PRACC general funds). The Rural Water Association water lines also run by the property and they will be contacted to find out costs of a connection. PRACC will apply to Rural Development, United States Department of Agriculture, who in turn can develop sewer lines.

Possible challenge: Tribes development of the remainder of the acreage may create competition or impediments. **Solution:** For example, if the Tribe begins building a restaurant next to the Village, PRACC will partner with the restaurant, rather than competing by bringing in a partner who will provide food.

Challenge: Financial resources for The Village, as proposed in this budget, are minimal for a project of this scope. **Solution:** If the project attracts more people than expected in the

beginning and middle of the process, income generated from admissions will be invested back into the Village. PRACC staff will continually look for more opportunities to cut projected costs, fundraise, find paying sponsors for activities, and to seek grant and foundation resources to enhance the project.

Recruitment and selection processes for participants: Reservation-based entrepreneurs, craftspeople, artists, and others, especially Chamber members, will be invited to participate in creating events and activities at the Village in addition to those already described in the Milestones. The Village will provide a showcase for them at little cost to this project. This showcase will be designed to be fluid and ever-changing. Hands on activities and events for all ages will be the focal point of the Oglala Lakota Living History Village. PRACC would like to utilize the skills of staff and Reservation entrepreneurs to offer a wide variety and through exist surveys identify those that are most popular and build on them to create long-term strategies.

Examples: 1)Lakota Storytelling with children activities to create their own story and a “personalized take-home”.

2)Picture-taking opportunities for the whole family in Lakota costumes.

3)Indian dance classes for all ages (with props).

4)Drumming classes for all ages.

5)Mini powwows with audience participation

6)Making simple shawls (tourists to pay for their own supplies).

7) Other entrepreneurs will be chosen to provide for needs of travelers especially food

Recruitment for participants will be on-going throughout the project through word-of-mouth, flyers at prominent public places across the Reservation, announcements at Chamber activities,

the project website and Facebook page, Buffalo Tracks (the Chamber's newsletter), KILI, (the Reservation-based radio station), and Lakota Country Times (Reservation-based).

The Request for Participants will ask for a brief description of services, activities, or events to be offered at the Village. The Request will make it clear that participants will pay for their own expenses in setting up their showcase, and that all profits from their work belong to them. Most promising mini-proposals, chosen by a staff committee, will be interviewed in person or by phone. Final selections will be made by the PRACC Board of Directors and Project Director and scheduling will be handled by the Village Manager.

Guidelines for selecting participants will be drafted by staff for review and approval by the Board of Directors. Priority for proposed events and activities will be given to family-friendly plans and to those that match the featured "theme" (Year One- 1800's and before, Year Two- 1890's to 1930, and Year Three-1920's to 1950's). If other factors are equal, priority will be given first to Chamber members, and second to all other American Indian entities or individuals based on the Reservation.

Services to tourists will be primarily focused around contemporary food. (The Village is located fifteen miles from the nearest sit-down restaurant.) Offerings could be provided for example by Chamber Members Angie's Burritos, Kyle, Big Bat's Conoco and Convenience store, Pine Ridge, Black Tail Deer Creek Bed and Breakfast, Oglala, Common Cents Grocery and Convenience Store, , Kyle Grocery, Kyle, Lakota Prairie Ranch Resort and Restaurant, Kyle, Lil Angels, Kyle, Native American Natural Foods, Kyle, Pine Ridge Subway, Pine Ridge, Pinky's Convenience Store, Manderson, Sioux Nation Shopping Center, Pine Ridge, Taco Johns, Pine Ridge, the Food Stop Cafe, Kyle, Wanblee Mart, Wanblee, Bette's Kitchen, Allen Store,

Odd Duck Bed and Breakfast, Kyle, and Badlands Trading Post and Convenience Store, near the Badlands loop.

Children and youth activities might be sponsored by schools that are Chamber members: Wolakota Waldorf, Crazy Horse, Little Wound, and Red Cloud Schools and Oglala Lakota College. Anna's Quilting, Badlands Leather, Badlands Quilting, Broer Studio, Buffalo Horn Artforms, Heathershaw Designs, Hehaka Tiosapye, Iron Road Gallery and Trading Post, Lakota Dreams, Lakota Paint Company, Lil' Craft Shop, Nigteagle Flute Company, Oglala Arts Center, Pejuta Sapa, Singing Horse Trading Post and Singhorse.com, Teton Painted Lodges, Wakpamni Gallery, and Gifts, Wanbli Gallery and Gifts, D&A Custom Woodwork & Taxidermy, Dreamhouse Creations, Hanblechia Designs and others offer crafts and other gifts that could be showcased.

The Pine Ridge Reservation and region are the home to a multitude of well-known artists for example, Don Montileaux, Sandy Swallow, Richard Red Owl (paintings), Kevin Pourier (buffalo horns), Thurman Horse (ledger art), Stephanie Sorbel (bead and quill work), Corbin Conroy (watercolors), Brendon Albers (stone), and Jean Roach, (silversmith). In addition to showcasing their work, a number of this group is willing to provide art-related activities for adults and sometimes children. For example, an artist might work with children or adult to create personalized post cards or cards to send home, featuring authentic Lakota designs.

Retail stores may want to set up "pop-up" stores for the convenience of travelers. Examples might include Abe's, , and Sioux Nation Shopping Center, Pine Ridge. Several entrepreneurs offer Lakota goods (i.e. Heathershaw Designs, and various galleries and trade stores mentioned above).

Pine Ridge Chamber of Commerce has long-time relationships with most of these entrepreneurs; their participation is invited, but the Chamber also realizes that it will take some time for most businesses to realize that co-locating services in the Village could be profitable.

Sustainability Plan: The Village itself is predicted to become sustainable because of an admission fee to the grounds, and fees for special classes, events, and Lakota inspired retail sales. By the third summer enough revenue is expected to operate The Village AND conduct basic marketing for the Reservation that will sustain traffic to Reservation-based sites. The high volume of traffic at the Interstate exit near The Village is expected to stay stable or increase. PRACC proposes to eventually attract 5% of Badlands National Park million per year visitors with a basic admission fee of \$10, perhaps adjusted as The Village displays and activities increase. During the project, staff may also find that tourists are willing to pay for a variety of additional activities and services that in turn may generate more income. Income generated is expected to total \$720,000 by the third year. Profit generated in the third year and future income is expected to sustain the Village, and continue to show a profit. (See Business Plan in the attachments).

Every Lakota business who benefits from having a presence of any length of time at The Village is also apt to become more sustainable. For example, the food truck is expected to serve some kind of food to at least half the Village guests at an average of \$8 each for gross revenue of \$400,000 by the third year.

Additional sustainability will be as a result of enhanced partnerships especially with the South Dakota Department of Tourism. The Department has declared Tribal tourism as a priority, realizing the large numbers of people who seek out South Dakota because they want authentic American Indian experiences. The Department cannot themselves create Tribal destinations but

this project can convince them to invest more each year into specific support of Tribal tourism, especially to integrate marketing of Pine Ridge destinations into their annual campaigns.

Other MOA's expected to be signed in the third year of the project to promote sustainability include an extended renewable lease from the Tribe for at least two additional years, coordination with the Black Hills and Badlands Association to promote regional and national marketing, and agreements with one or more international and national tour operators to come to the Reservation. Also see the OWP for possibilities.

How outcome tracking strategy tracks progress of project: Progress toward accomplishing objective one will be tracked by 1) counting the number of visitors who visit the Oglala Lakota Living History Village daily, compiling annual statistics, and comparing each year, including the three years after the project ends; 2) counting revenue collected from admissions and other PRACC activities at the Oglala Lakota Living History Village daily, compiling annual revenue, and comparing each year, including the three years after the project ends. Progress toward accomplishing objective two will be tracked by 1) Collecting annual attendance data at seven specific sites, compiling total data, and comparing progress year by year; 2) Comparing data compiled professionally by the South Dakota Department of Tourism on a yearly basis.

Community-Based Strategy: Connection to and ability to work with the target community: Pine Ridge Area Chamber of Commerce (PRACC) is a community-based, non-profit organization that brings business people together to work together to make the Pine Ridge area a better place in which to live, work and raise a family (mission statement). PRACC, because it provides leadership in one of the most unique places in the world, is not the typical Chamber of Commerce. The Pine Ridge Area Chamber of Commerce targets as their

“community”, the businesses of the Reservation including non-profit supporters. PRACC involves and benefits members, and also non-members. The reason is simple, a good business environment requires participation and cooperation from all segments; a good business environment benefits everyone.

PRACC has a long-time history of accomplishing work through partnerships and coordination. This has resulted in community ownership, stronger projects, and maintaining a small, efficient core PRACC staff so that more funding can be spent on community improvement.

PRACC’s history substantiates close connection to the total community and demonstrates ability to work with Reservation businesses and other partners. PRACC was established in 1999 and at that time was one of the first Reservation-based Native Chamber established in the Nation. The organization has created a unique role for itself, customized to meet Reservation needs; PRACC’s scope of work and influence is considerably larger than most urban Chambers.

PRACC has substantially changed the economic environment on the Pine Ridge Reservation, primarily through leadership, partnering and innovation. Examples of extraordinary accomplishments are: •PRACC’s Buy Local initiative was part of the ANA funded project called the Marketing Alliance Project (MAP). During the MAP project, gross sales in Shannon County increased from \$18,314,800 in 2006-07 to \$21,153,641 in 2007-2008- a **5%** increase. Excise tax during the same period increased dramatically (**18%**). State of South Dakota gross sales declined. (SD Sales Tax Division, 2008). PRACC has sustained this initiative. Every business who was a member of the Chamber as well as others worked with PRACC to create a Reservation-wide directory, available on the web.

•In 2008 PRACC assisted in getting the Uniform Commercial Code adopted on the Reservation including the Model Tribal Secured Transaction Act. This “progressive” agreement between the Tribe and the State of South Dakota makes it easier for lenders to secure their loans. The Oglala Sioux Tribe is first Nation in the state to enact the model code. The Lakota Country Times called the event “historic”, projecting that the new joint Uniform Commercial Code filing system would lead to greater capital flows and investment on the reservation. In a related move, the tribe acted to strengthen its court system to enable enforcement of the new commercial code. The key community partner in this initiative was the Tribe itself and the OST Credit and Finance Committee.

From 2010-12, PRACC created the Visitors Center at Kyle. This Center provides a valuable new tourism destination. The project itself represented a comprehensive community effort with major input from elders. A wide variety of artists, and craftspeople actively helped create the Center. A large number of Reservation businesses collaborated with PRACC to attract visitors including Lakota Prairie Ranch Resort, the Food Stop Café, Pinky’s and Common Cents Convenience stores, Singing Horse Trading Post, Big Bat’s Store, Pine Ridge Oil, Sioux Nation and Kyle Grocery Stores, Red Cloud Heritage Center, Oglala Lakota College and Bookstore, White River Visitor Center, Wanbli Mart, Black Tail Deer Bed and Breakfast, Wakpamni Bed and Breakfast, Prairie Wind Casino, Teton Painted Lodges, Lakota Dreams, Red Owl Gallery and Sandy Swallow Gallery. (See documentation in external project evaluation report by Sweet Grass Consulting).

Recently PRACC has focused on youth workforce development by partnering with Reservation schools and integrating training into the on-going school curriculum. The PRACC 2018 Workforce and Business Development Report included a business assessment completed

by 105 Reservation businesses participated in an extensive business assessment that identifies several characteristics of Reservation businesses. Cedar Pass Lodge and Reservation schools were key community partners.

PRACC is currently the premier American Indian governed organization promoting tourism for the entire Pine Ridge Reservation. PRACC began actively pursuing opportunities to promote tourism approximately ten years ago. The organization for example, has accomplished these milestones in addition to creating and operating the Visitor Center:

1) Provided cultural Diversity training for Crazy Horse, Badlands National Park, Mt. Rushmore National Monument, Jewel Cave, Wind Cave-2010-12 under Lakota Voices.

2) Developed and provided two Reservation-based tours-2016-17

3) Created a Tour Guide training curriculum-2016-18

4) Developed a strategic partnership with Cedar Pass to employ youth in the tourism industry and designed curriculum to prepare them.

5) On-going hosting of events involving tourists and local people, including rodeos, powwows, poker runs, artists-in-residence events, and others.

6) The PRACC Executive Director was given a scholarship from the American Indian/Alaska Native Tourism Association in 2019 to attend training titled “Go International. This is a first effort to develop international marketing.

Although the PRACC has accomplished a great deal in the field of tourism, much more needs to happen. This project builds on past work, but goes in a completely different and innovative direction by developing a new culturally appropriate destination in a location just off the Interstate where tourism traffic is high and referring visitors from this site to Reservation places of interest. Further, the new destination will focus on “experiences” not just displays, in

line with research provided by the SD Department of Tourism about current trends. Staff research

Community awareness and readiness to accept and participate in successful implementation: The PRACC Board of Directors has actively sought input from other Chamber Members in developing this project. They legally represent the Membership and have unanimously passed a resolution supporting this project. Further the Oglala Sioux Tribe, representing all the people on the Pine Ridge Reservation, have signed off on a Memorandum of Agreement between the Tribe and PRACC, signaling their support. Memorandums of Agreement and letters in the attachments from a variety of community entities also show readiness.

Community strengths that will support project implementation: Community strengths of the Pine Ridge Reservation include the natural rugged beauty of the area. The grandeur and vastness of the land is striking. In many spots, visitors can look in all directions, from horizon to horizon, and see nothing but the lush, untouched grasslands, or the eroded, picturesque buttes of the Badlands with pinnacles and spires. At night, a huge velvet dome is dotted with stars in all directions. Wildlife of all kinds roam free for nature lovers to see. The Tribe also offers a variety of hunting licenses and several American Indian hunting guide services exist.

The lands biggest strength are the Oglala Lakota people themselves. Originally these nomadic Plains Indians occupied vast lands in North America and Canada, following the buffalo herds and practicing a rich cultural way of life. Settlers and fortune seekers moved onto the land, and killed large buffalo herds. Indian men, women, and children were murdered during violent “Indian Wars over several years. The Federal Government initiated a Reservation system to force the “savage” Indians to live in isolated areas and give up their culture. Indian men were

stripped of their role as provider because their families now received “rations”. Young people were sent to boarding schools to learn to be white. This collective trauma, portrayed in history books as the positive “settling of the West”, began Indian intergenerational poverty, the loss of culture, and a myriad of associated problems. Despite this history, the Oglala Lakotas have survived. Perseverance and persistence are admired characteristics. The culture is family centered with “extended family” often a part of decision-making and child-rearing.

Many families still try to live the values of Lakota Life:

1)Woc'ekiya – Praying: Finding spirituality by communicating with a higher power, this is direct communication with “Tunkasila” without going through another person or spirit.

2)Wa o' hola – Respect: for self, higher power, family, community and all life.

3)Wa on'sila – Caring and Compassion: love caring, and concern for one another in a good way, especially for the family, the old ones, the young ones, the orphans, the one in mourning, the sick ones, and the ones working for the people.

4)Wowijke – Honesty and Truth: with self, higher power and others with sincerity.

5)Wawokiye – Generosity and Caring: helping without expecting anything in return, giving from the heart.

6)Wah'wala – Humility: all people have “spirit”; no one is better or less than others.

7)Woksape – Wisdom: practice with knowledge comes wisdom.

Other strengths have already been described throughout this document, for example: widespread community support for responsible tourism (page 3), strong business commitment to helping the community, (page 11), a growing and wide variety of American Indian businesses currently operating on the Reservation (between 250 and 300 compared to two in the 1980's),

(pages 40-41), rich history, talented artists, craftspeople, and entrepreneurs with strong cultural skills, PRACC's organizational capacity, and strong partnerships.

How project outcomes will support long-term benefits to the target population: This project will address several challenges identified earlier that impede the number of visitors to Oglala Lakota controlled sites and businesses including lack of knowledge of cultural protocols, concerns over safety on the Reservation, lack of information about specific sites and events, and lack of resources for marketing. The end result will benefit the entire Oglala Nation over the next decade.

This will be the first time that an authentic Lakota governed site has been established in a high tourism traffic location. Further, PRACC's policy of facilitating increased profits for all entrepreneurs co-locating by providing intermittent services at the location means that a large group will benefit, thus enhancing their own abilities to generate tourism income for the next decade. Revenue collected at the Oglala Lakota Living History Village after this project ends will be reinvested back into the Pine Ridge Reservation tourism industry, especially for marketing. As more tourism destinations and related businesses develop the over-all economic health of the Reservation will improve.

If the second outcome is accomplished, a trend will be enhanced to encourage tourism traffic on the Reservation thus benefiting not only specific points of interest, but all supporting businesses. An increase in visitor spending and other results will benefit not only the businesses on the Reservation, but also the families and extended families they support.

How the target population provided input to the development of the project:
Ten Chamber of Commerce Board of Director's meetings in 2018 and three in 2019 involved Reservation businesses; their ideas are incorporated into this proposal. A public meeting was

held at Wakpamni District on March 4, 2019 (one of 9 geographical subdivisions of the Tribe); leasing land off the Reservation was supported. Meetings with partners were held in March and April. Red Cloud Heritage Center, the White River Visitor Center, and the Oglala Lakota College Historical Center provided ideas about developing a collaborative marketing plan. KILI and Lakota Country Times assisted in developing a local media strategy. Painted Sky Management helped design a staff training plan. The PRACC 2018 Workforce and Business Development Report that involved 105 Chamber members and Reservation businesses provided ideas about best marketing strategies for the project and the need for authenticity and integrity in representing the Lakota culture.

Personnel, Partnerships and Organizational Capacity: Core staffing for the project (project director, project coordinator/bookkeeper, and project assistant, are planned be provided by personnel who have already proven their value to the PRACC organization. However, they will serve in project specific roles that different from roles they have played with the organization in the past. Key positions will be filled by people who have already proven their worth as dependable employees, committed to the values of PRACC and the Lakota culture. All of these key positions are project specific... all will work this this budget on project activities only. All have been asked to make a three-year commitment to this project, contingent on funding. All core staff members can start the project immediately if awarded

Ivan Sorbel, Executive Director, PRACC will serve 59.6% time as the Project Director/Project Investigator. He is the ideal person to serve as project director because of his expertise with tourism, and past experience with ANA and the Pine Ridge Reservation. He was the founding father of PRACC and an enrolled member of the Cheyenne River Reservation. In this position, he is responsible for oversight and implementation of the entire project. He will

focus on coordinating with the Oglala Sioux Tribe, South Dakota Department of Tourism, Black Hills and Badlands Association, and serving as lead person at trade shows and industry conferences. However, on a day-to-day basis he will carry out all duties necessary

January “Rose” Brunsch will serve as a full-time Project Coordinator/Bookkeeper. She has exceptional management and accounting skills and extensive knowledge of the people and places of the Pine Ridge Reservation. (She is an enrolled member of the Oglala Sioux Tribe). Rose will coordinate all project events, including internal evaluation, staff training and hiring. She will coordinate with the community and seek input. She will maintain all accounting records, including daily cash receipts.

Tacie LeBeaux will serve as a part-time, full-year Project Assistant. Tacie has worked up to this position from an internship at the PRACC Visitor Center in Kyle. She has social media and technology expertise that she will use with this project. She will assist with all aspects of the project including preparing displays, collecting/ distributing marketing materials and administrative/clerical tasks. She is an enrolled member of the Oglala Sioux Tribe.

All three staff members can start working on the project by October 1, 2019. See resumes in the attachments.

PRACC contacted numerous organizations and people searching for a potential marketing director that was steeped in Lakota culture. No suitable candidates willing to relocate permanently to the Pine Ridge Reservation for a three- year position were found with appropriate combined marketing and cultural skills. Walt Pourier, owner of Nakota Designs, a marketing and design firm, has worked previously with PRACC and has superior credentials that fit the requirements of the job. Further, he has agreed to spend considerable time on site at strategic

times needed to fulfill all requirements of the job. He is an enrolled member of the Oglala Sioux Tribe and has extensive cultural knowledge.

The rest of the positions will not begin until summer. PRACC policies allow advertising positions internally first. Syndnee Ferguson is expected to serve as Assistant Village Manager. She has been promoted from an administrative assistant position to key positions on other PRACC projects. She has exceptional organization skills especially to coordinate events. She is an enrolled member of the Oglala Sioux Tribe. Syndnee will assist with all aspects of the day-to-day operation of the Village, including admissions, monitoring cash receipts, maintaining the grounds and displays, interacting with visitors, and facilitating visitor experiences.

Warren “Gus” Yellow Hair has agreed to apply for the seasonal position as Village Manager and is expected to be the top candidate. He is a cultural consultant on the Pine Ridge Reservation and highly knowledgeable about the Lakota culture. He owns and operates a tour guide and art business. Mr. Yellow Hair has consulted with PRACC on many different projects and is very reliable and skilled. He will be responsible for the day-to-day operations of the Village and will help assure the cultural authenticity of the project.

All other positions will be advertised extensively and the best candidate for the job selected. See job descriptions in the attachments. Two summer hosts will manage admissions to The Village. Summer guides will interact with tourists on the grounds, provide Lakota demos, classes, re-enactments, and help tourists who wish to plan to visit Reservation destinations.

These summer positions are expected to be filled primarily by local college and mature high school students with Lakota cultural backgrounds. PRACC has a pipeline of interns who have worked at the Visitor Center in Kyle and will be eager for a new experience. PRACC through current workforce development projects at Little Wound, Oglala Lakota County, and

Crazy Horse Schools has direct contact with juniors and seniors who could be ideal candidates. There are a number of other young people whose parents have been long supporters of PRACC and have the appropriate skills. This pool represents approximately 50 potential workers that could be hired in the case of turn-over.

Consultants, in addition to the Marketing and Design consultant, will play key roles. Erin Janis will provide financial oversight and review, and assure that project income, if any, is fully accounted for. Kimberly Tilsen Brave Heart will train staff.

Management Capabilities of Project Director, Key Staff, and Partnership: See key staff information above and job descriptions/resumes in attachments. Key partnerships will provide extensive resources and expertise.

The South Dakota Department of Tourism mission is to promote the state as a premier vacation destination to all visitors and to support and serve the South Dakota visitor industry. They will play a prominent role in this project through coordinated marketing and providing 100 hours yearly of technical assistance to help with evaluation, tourism research, marketing, and project planning. Further, they will incorporate PRACC into the South Dakota delegation that attends numerous trade shows (including paying expenses). The Department's current strategic plan identifies tribal tourism as one of four priority development areas. Part of their strategy involves helping develop tourist destinations. The South Dakota Department of Tourism coordinates a number of cooperative programs, all requiring modest investments on behalf of individual businesses. For example, the Department offers film industry and group tour information and hosting. The Tour Planning Guide, Tour Co-Op, Giant Step Magazine Ads, Great Getaways Newspaper Inserts, South Dakota familiarization tours, and South Dakota Interstate Information Center programs all could promote the Village and Pine Ridge hospitality

businesses once more development occurs. The Department hosts an annual Tourism Conference, an ideal location for PRACC and partners to partner with other South Dakota tourism collaborations including the Great Lakes, Glacial Lakes, and Black Hills and Badlands Tourism Associations. SD Tourism has capacity for research about tourism trends, and evaluation of impact by county. They also are specialists in creating Visitor Intercept surveys.

Black Hills and Badlands Association, because PRACC will pay a membership fee, will partner with PRACC through including the Village in Black Hills and South Dakota listings, and materials in publications.

Badlands National Park is located in southwestern South Dakota. The park protects 242,756 acres (379.3 sq mi; 982.4 km²)^[1] of sharply eroded buttes and pinnacles, along with the largest undisturbed mixed grass prairie in the United States. The National Park Service manages the park, with the South Unit being co-managed with the Oglala Lakota tribe.



Two visitor centers serve Badlands National Park. One of the centers, White River Visitor Center is operated by the Oglala Sioux Tribe and is on Reservation land. Open in summer, this small center serves almost exclusively serious hikers and campers venturing into

the Stronghold or Palmer units. The Center offers maps and details about road and trail conditions. Unique features are fossils and Lakota artifacts, and learning about Lakota culture from staff at this Center. The White River Visitor Center will contribute to this project through assisting in the development and implementation of a comprehensive marketing plan for the Village and Reservation tourism destinations. They will assist with planning, provide resources for the effort and help track attendance at the Center.

Red Cloud Heritage Center, and the Oglala Lakota College Historic Center are other Indian-governed points of interest on the Pine Ridge Reservation that will serve as partners in this project. They will help develop and implement the comprehensive marketing plan and track attendance.

The Heritage Center is located at the Red Cloud Indian School near Pine Ridge. The Heritage Center opened its doors in 1982, and has since become one of the region's most prominent centers of Native American artwork. Featuring fine art by Native artists and traditional tribal Lakota pieces, the museum offers a comprehensive view of Native artistry while challenging stereotypes of what Native art should be. In addition to traditional imagery and techniques, contemporary Native artists are featured who use Western mediums to communicate with their viewers their feelings about issues that are important to Lakota people living in today's world: tribal sovereignty, federal policy, cultural pride, identity, environmental issues. The Heritage Center currently hosts the annual Red Cloud Indian Art Show. This juried exhibition provides local and national Native artists an opportunity to showcase their work in a gallery, often for the first time. The Red Cloud Indian Art show, established in 1969, is the largest and longest running Native American art show of its kind in the country and has attracted tens of

thousands of visitors to The Heritage Center. In addition, Red Cloud's grave is located on the grounds of the Red Cloud school.

The Oglala Lakota College Historical Center is located on the College Administrative site, near Kyle. Historical photographs and artwork chronicle the history of the Oglala Lakota from the early 1800s to the Wounded Knee Massacre in 1890. An audiotape of this history provides greater meaning to the displays.

The Oglala Sioux Tribe, especially the Economic and Business Development Committee, will coordinate with the project through monthly meetings to help plan and guide new Oglala Lakota tourism development.

Oglala Nation entrepreneurs including cultural specialists, artists, craftspeople, hospitality industry (foods), authors and others will bring experiences and services to The Village. Their involvement will be solicited during year one of the project and will not begin until year two after basic features of the Village will be established.

Management or coordination of partners, contractors, consultants

Rose Brunch, Project Coordinator will be primarily responsible for coordinating and managing the efforts of local Reservation-based partners and consultants. Ivan Sorbel, Project Director, will coordinate with the Tribe, through regular meetings with the Oglala Sioux Tribe Economic and Business Development Committee and with the South Dakota Department of Tourism.

Coordination of parties will be facilitated by revising formal memorandums of agreement at the beginning of every project year and monitoring progress on a quarterly basis through face-to-face, phone, and media contact.

Contingency plans to address staff turnover, hiring delays, or loss of key partnerships:

If life events on the part of any staff member creates a vacancy, PRACC has a long-established system of recruitment through word-of-mouth, and local media (KILI Radio, Lakota Country Times, Buffalo Tracks newsletter, FaceBook, and the organization web site. PRACC also directly recruits recent graduates of Oglala Lakota College when needed. Policy requires that all vacancies be posted internally first, and if not filled, announcements will be disseminated widely for at least two weeks. Top three applicants will be interviewed and if quality staff is not found, positions will be re-advertised.

Partnerships with the Tribe and the Department of Tourism can not be replaced without reconfiguring the project. If Badlands National Park/White River Visitor Center, Red Cloud Heritage Center, or Oglala Lakota College Historical Center leave the project, other Reservation attractions could be asked to partner, (for example, Wounded Knee Memorial, the Tribe's casinos or a multitude of hospitality related businesses), or the marketing campaign could continue without their resources. KILI, and Lakota Country Times could be replaced with other media. Lakota Dreams could be replaced with other entrepreneurs selling food.

Plan for Oversight of Federal Award: PRACC's Board-approved Policies and Procedures that meet all federal, Tribal, state, and local funder requirements. Specifically, detailed instructions are provided to assure 1) Costs charged to federal grants are allowable and consistent with grant applications and amounts/rates allowed by the grant award, 2) Appropriate source documentation is filed to support costs charged to federal grants, 3) All expenditures have proper approval by more than one authorized person, 4) Financial records, bank statements, and all supporting information reconciles, 5) A system exists to implement and document segregation of duties and sufficient internal controls, 6) Financial and performance reports are submitted to funders in accordance with grant award requirements, 7) Safeguards are in place to assure quality

goods and services at appropriate prices, and 8) other issues required by OMB circulars and grant awards.

The current Executive Director has extensive training and experience in managing federal and other grants, including past attendance at ANA Project Development, Pre-Application and Post-Award training. All PRACC staff have been trained to implement these policies and procedures; their adherence to policy and procedure is a factor in Annual Personnel Performance Evaluations.

PRACC's double-entry, fund accounting system adequately tracks, manages, and accounts for income and expenditures by project or grant, utilizing password protected QuickBooks software. The system is capable of displaying actual expenditures to date compared to the projected budget by line item. Formal financial statements are prepared quarterly but profit and loss statements are available at any time from Erin Janis a Native accounting firm. This accounting firm has been in business in specializes in non-profit fund accounting as well as other services offering an off-site and external control.

The Executive Director reviews project financial statements at least bi-weekly to assure consistency with projected budgets and appropriate allocation to line items. The Board of Directors has ultimate responsibility for oversight of all projects including federal grants and have also received training to help them meet their responsibilities. They monitor monthly financial statements, and performance/financial reports on a regular basis as one aspect of their management responsibilities. The Board delegates day-to-day authority for project oversight to PRACC's Executive Director.

PRACC is consistently below the federal threshold for A-133 audits. In lieu of audits, PRACC relies on the IRS form 990 to accurately report yearly financial. The accountant has final review of annual financials and upon board approval completes and submits the 990.

PRACC has a documented history of quality administration of several large projects, primarily federal. The following chart provides examples:

Year	Source	Amount
2013-2018	Administration for Native Americans	\$1,874,990.00
2016-2020	Department of Education NYCP	\$999,028.00
2018	First Nations Development Institute	\$32,000.00
209-2012	Administration for Native Americans	\$1,366,258.00
2011	Lakota Funds Contract	\$26,000.00
2010	Lakota Funds Contract	\$26,400.00
2009	USDA RBEG	\$82,000.00
2009	South Dakota Tourism Million Dollar Challenge	\$19,325.00
2009	Oglala Oyate Woitanacan Empowerment Zone	\$43,150.00
2007-2008	Administration for Native Americans	\$373,480.00
2006	Department of Labor Earmark Grant	\$198,400.00

Security and confidentiality issues: Existing organizational personnel policies require ALL staff to maintain confidentiality. They are trained in procedures and sign an agreement to safeguard project, youth, and customer information. Supervisors monitor confidentiality and promptly address any breaches. Client data is kept in locked cabinets with access only by authorized staff. After this project ends, all project data will be maintained for three years as required by policy, in locked archive cabinets, accessible only to high-level administration. Project and accounting software is password protected. Sensitive and confidential data is not sent over the internet except through secure connections.

Geographical Location: The Oglala Lakota Living History Village project will serve the Pine Ridge Reservation in western South Dakota with primary activities located in the Oglala Lakota and Jackson Counties.

