



**Thunder Valley Community
Development Corporation**

Strategic Plan 2019-2023

Report from December 18-19, 2018
Strategic Planning Session
Porcupine, South Dakota



Session Participants

Dianne Amiotte	Lyle LeBeaux
Andrew Bentley	Mary Jo Lebeaux
Brandon Big Eagle	Blue Dawn Little
Amery Brave Heart	Tiarra Little
Lisa Brooks	Leonard Lone Hill
Lora Catches	Maggie McGhee
Boyd Andrew Catt-Iron Shell	Tatewin Means
Elyssa (Sierra) Concha	Wicahpi (Star) Means
Lucille Contreras	Samantha Moelter
Charles Eagle Bull	Dallas Nelson
Otto Flye	Whitney O'Rourke
Ana Garibaldi	Kimberly Pelkofsky
Nick Hernandez	Debra Phelps
Cherella Hughes	Aimee Pond
Ryan Hussman	Charles Pourier
Arlo Iron Cloud	Desiree Pourier
Jennifer S. Irving	Matt Rama
Lilas Jones Jarding	Chance Renville
Marie Kills Warrior	Decora Testerman
Layne Knox	Erica Weston
Matthew Kull	Ernest Weston
Naomi Last Horse	Mariah Weston
Echo LeBeau	Billie White
Jereome LeBeaux	Willi White
	Angel White Eyes
	Jordan Wilson

Facilitated by Seven Sisters Community Development Group, LLC
Vickie Oldman-John, Facilitator
Leslie Newman, Facilitator



Table of Contents

Listing of Session Participants	2
Introduction	4
Vision, Mission, Values, and Belief Statement	5
Wall of Wonder	7
Survey Results	8
SWOT Analyses.....	13
Visioning for the Future	14
Challenges and Obstacles	15
Strategic Directions	17
Wrap-up and Reflections	19
Conclusion	20
Appendices	
Appendix 1: Wall of Wonder	
Appendix 2: Highlights of Survey Results	
Appendix 3: SWOT Analyses	
Appendix 4: Prioritizing Strategic Directions ~ Concrete Actions (2019 – 2023)	
Appendix 5: Staff Commitments	

Introduction

On December 18 - 19, 2018, staff of the Thunder Valley Community Development Corporation (Thunder Valley) conducted a two-day day strategic planning session at their new, recently-constructed community building at the Thunder Valley site in Porcupine, South Dakota. The goals of this session were to:

- Explore/develop mission statement, vision statement, belief statement, and organizational values
- Review Thunder Valley's history and accomplishments
- Discuss and reflect on Thunder Valley's survey outcomes
- Conduct a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats)
- Develop key strategic directions to guide the work of the organization over the next three to five years

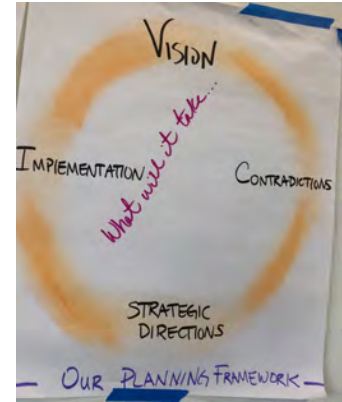
The two-day session included a combination of facilitated discussions, individual and group reflections, brainstorming, and small group exercises, and was facilitated by Vickie Oldman-John and Leslie Newman of Seven Sisters Community Development Group, LLC. In preparation for session, Seven Sisters conducted surveys of staff, board members, community partner organizations, and community members.

The first day of the session focused on laying the groundwork for strategic planning. After Thunder Valley's morning gratitude circle, participants completed an introductory activity using VisualSpeaks photos. Facilitators then reviewed the agenda for the two-day session and participants shared "ground rules" for their work together. The team spent the remainder of the morning focusing on the organization's vision, mission, and values, and began to create an internal belief statement. During the afternoon of day #1, participants developed a "Wall of Wonder" which reflected Thunder Valley's history and key milestones, and then facilitators reviewed highlights of survey results, providing the opportunity for staff to discuss and process these results. Staff then worked in teams to conduct a "SWOT" analysis to identify Strengths, Weaknesses, Opportunities, and Threats facing the organization.

The second day of the strategic planning session provided the opportunity for the staff team to dig in and begin developing their strategic plan. First, participants reviewed a framing question, and then shared questions they hoped the planning process would answer. They then worked in teams to create visual representations of their vision for the future. Staff then identified potential obstacles – what could get in the way of achieving this vision? Once these obstacles were identified, participants then developed key strategic directions that would address obstacles and guide the organization to achieving its vision. The staff team then began operationalizing these strategic directions, mapping out specific steps that need to happen over the next five years. The two-day session concluded with final reflections and commitments.

DAY #1: LAYING THE FOUNDATION

The first day of the planning session began with Thunder Valley's morning gratitude circle, followed by a brief introductory activity using VisualSpeaks photos. Facilitators then reviewed the day's agenda, and participants developed ground rules for the session. Facilitators also shared a framing question to guide the team's work: *What will it take for TVCDC to celebrate change, refine existing programming, model resiliency and successfully springboard to the future?*



Vision, Mission, Values, and Belief Statement

The next piece of developing the foundation for strategic planning focused on exploring the organization's vision, mission, and values, as well as beginning to develop an internal belief statement.

Vision statement

Recognizing that the Thunder Valley team had started efforts to develop a vision statement, and had previously created four potential vision statements, participants' work on the vision statement began with the statements that the team had already created. Staff worked in teams to review initial vision statements, identifying elements that they wished to keep and those that they felt should be added. Teams developed the following four statements, and then voted to select their top choices.

- Liberation for the *Oceti Sakowinn* through *Wolakota*: Language, culture & spirituality (13 votes)
- Prosperity *Oichihi* through *Wolakota*: language, culture and spirituality (17 votes)
- Building a powerful sovereign *Lakota Oyate* from the teachings of our ancestors by strengthening a healthy & safe community= *Wolakota* (7 votes)
- We envision a healthy sovereign *Lakota oyate* rooted in culture, spirituality, and language with our people having the courage to make positive change (8 votes)

As a next step, the board of directors will review these draft statements, and refine the team's top choices to develop a final version.

Mission statement

According to the staff and board survey, most staff and board members are comfortable with Thunder Valley's existing mission statement, or feel that the statement just needs some tweaking. The current statement is:

Empowering Lakota youth and families to improve the health, culture, and environment of our communities through the healing and strength of cultural identity.

The board will also work on tweaks to the mission statement to ensure that it accurately reflects the organization's current mission.

Values

Work to clarify organizational values also built on prior work that the staff team had conducted. Previously, staff had identified the following organizational values:

- Honor system
- Learn levels of respect
- Compassionate/caring
- Love
- Teamwork
- Making decisions/good choices
- Reliability
- Accountability

Using these values as a starting point, staff worked in teams to identify key organizational values, confirming certain values and adding others. Key values identified by the staff included:

<i>Key values (repeated themes)</i>	<i>Other values (also mentioned)</i>
<ul style="list-style-type: none">• Honor System• Respect• Compassionate/ empathy• Love• Teamwork• Reliability• Accountability• Vulnerability• Prayer• Fortitude	<ul style="list-style-type: none">• Making decisions/ good choices• Inclusivity• Open minded/ openness• Courage• Honesty• Equality in how we operate• Passion• Integrity• Generosity• Leadership• Identity- Wolakota

As a next step in incorporating these values, it is recommend that staff work through a team to come up with a descriptive sentence for each value.

Belief statements

After looking at vision, mission, and values, staff turned to belief statements. Jen Irving explained that belief statements capture key elements of the organization, focusing internally. To begin developing their belief statements, staff worked to develop the hashtags (#) below to reflect key elements of Thunder Valley. As a next step, a number of staff members have volunteered to build on these hashtags to develop the organization’s belief statement (Jen, Willi, Star, and Matt).



- #Creating systems of change
- #Believe it See it
- #Building our future
- #New way of Life
- #Čhankúlútaunmánipi
- #In it today for tomorrow
- #Stoodis
- #Big changes Big dreams
- #Growing for future
- #Creating change
- #Community
- #Changing systems Changing lives

- #Wolkota
- #Change can happen
- #Small changes Big dreams
- #Be a good relative
- #Sko Den
- #Support
- #Change makers
- #System Breakers
- #Wolakota Woke
- #Creating change through growth for the future

Wall of Wonder

The next component of laying the foundation for strategic planning focused on developing a “Wall of Wonder” to capture organizational highlights and significant milestones. Participants noted milestones on “post-it” notes, which they placed under the appropriate year (from pre-2007 through 2018).



Once staff had noted all milestones, three staff members (Andrew Iron Shell, Jen Irving, and Star Means) reviewed the milestones and phases of organizational history. Since Thunder Valley has grown rapidly and many staff members are new to the organization, it was particularly important to develop this shared organizational history. (The detailed Wall of Wonder is provided in

Appendix A). In processing the Wall of Wonder, staff shared the following reflections and additions:

- Pyatt studio – presented first
- 2017 intro to Thunder Valley all that’s happening
- Alternative education school development
- Don’t always think of money, first dream big, what do you need to do?
- Founders’ perspective ED always a priority
- 2015 – 2018 enormous growth, brand new positions
- 2013 Promise Zone
- SHOP initiative (Sustainable Homeownership Project)
- Oglala Lakota County
- 2017- Stopped self-help program, took loans to complete construction
- Infrastructure funding

Survey Results

In preparation for the strategic planning session, Seven Sisters conducted three surveys in collaboration with Thunder Valley’s leadership team:

- (1) Survey of staff and board (29 responses: 25 staff, 5 board)
- (2) Survey of partner organizations (6 partner responses)
- (3) Survey of community members (28 community member responses)



The purpose of these surveys was to gather input from different stakeholders to inform strategic planning efforts. As facilitators reviewed the highlights of the survey results, they asked staff to take notes on the following questions:

- What surprised you?
- What confirmed what you thought?
- What should we address through strategic planning?

Highlights of the survey responses included:

Staff/board survey

What do you think are the most important things that Thunder Valley should address through strategic planning?

- Financial sustainability
- Work culture
- Initiatives
- Community engagement
- Communication

Thinking about the future of Thunder Valley CDC, what are you most excited about?

- The regenerative community and its potential impact across the community and local economy
- Creating food systems – seeing the food hub operational
- Immersion language program – revitalizing the Lakota language getting the program its own building
- Staff development – decentralized decision making

Thinking about the future of Thunder Valley CDC, what are you most concerned about?

- Financial sustainability
- Staff – turnover, development, inclusion in decision making
- Leadership – what’s the vision?
- Programs – resources, skills to address challenging issues, available workforce

Partner survey

Thinking about the work of Thunder Valley CDC, what does the organization do really well?

- Fundraising and marketing. They keep their programs and initiatives in the forefront of Reservation news, and pursue and integrate their programs to compliment each other.
- The organization is always helpful and willing to go above and beyond.
- Create change
- Collaborates, asks questions, finds personnel/consultants to fill needs
- Gets the news out. Takes care of business

Thinking about Thunder Valley, what are you most excited about?

- The speed at which they have expanded their initiatives
- The example of leadership and entrepreneurship it is setting for the community
- To see them grow and succeed
- Overall growth in work force development, housing, and providing jobs
- The Housing Initiative

Thinking about Thunder Valley, what are you most concerned about?

- Sustainability
- They do not share information about their mission as it progresses and evolves. As partners in the past, even from the periphery, Thunder Valley kept us "in the loop" as far as their projects.
- Will it continue to grow and provide the leadership it has in the past for future generations?
- Transition to new employees
- Ongoing administration of programs and making sure home ownership works.

Do you have any additional comments or information you would like to share?

- Thunder Valley is living proof that if a community wants change than the community has to make it happen. Thunder Valley is a perfect example of positive change.
- I'm very excited to see the next phase of Thunder Valley and the amazing things that will happen.
- TVCDC is the best thing to happen to rez. Keep it up!



Community survey

Please check all of the Thunder Valley programs that you are familiar with:

ANSWER CHOICES	RESPONSES	
Housing and homeownership	72.22%	13
Food sovereignty	66.67%	12
Lakota language revitalization (childcare/ immersion)	66.67%	12
Workforce development	55.56%	10
Youth leadership	55.56%	10
Regenerative community development/ construction	50.00%	9
Social enterprise/ business development	44.44%	8
Education	38.89%	7
Regional equity/ Promise zone	33.33%	6
Other (please specify)	0.00%	0
Total Respondents: 18		

Did you know that Thunder Valley CDC...

ANSWER CHOICES	RESPONSES	
Has chickens and sells eggs	78.95%	15
Has built 7 houses and will be building 14 more	73.68%	14
Has a youth development program for youth ages 13-17	68.42%	13
Is currently developing a community building for community events	68.42%	13
Has a workforce development program for people ages 18-26	63.16%	12
Other (please specify)	15.79%	3
None of the above	5.26%	1
Total Respondents: 19		

What do you think are the most pressing issues for tribal members on Pine Ridge?

ANSWER CHOICES	RESPONSES	
Jobs and employment	94.74%	18
Housing	89.47%	17
Health and wellness	78.95%	15
Enough food/ healthy food	73.68%	14
Education	73.68%	14
Culture and language	68.42%	13
Safety	68.42%	13
Land use	68.42%	13
Child abuse	68.42%	13
Fairness in justice systems (tribal, state, federal)	63.16%	12
Environment	57.89%	11
Transportation	52.63%	10
Childcare	52.63%	10
Communication	47.37%	9
Other (please specify)	10.53%	2
Total Respondents: 19		

Additional information on survey responses is provided in Appendix B.

After facilitators reviewed the survey results, participants discussed these questions in teams, and then shared highlights of their discussions with the large group. These highlights included:

- Lack of community responses
- Communication
- Response rate for employees (why didn't staff complete survey?)
- Teaching community to be their own advocates (don't know how to do survey – low response) creating skill set
- Housing is a big priority on the survey – our people need to make change to become home owners
- What do we consider community engagement or what do our people think community engagement is?
- Initiatives taking over. How do we build our capacity in each initiative? Do on our own vs. putting it all on community?

- Are we aware of each initiative? Should everyone participate in financial education classes?
- Break the silos
- Staff turnover (we need to address)
- Decentralize (how does this happen)? Initiative Directors (how is capacity in each initiative?) What does it need? They taking it on?
- Decentralizing = build capacity
- Community engagement= teaching skills
- Creating champions
- Staff response rates
- What is Thunder Valley putting on? Events
- Initiatives => communications
 - Build capacity to do their own communications
- Internal communications
 - Not being in silos
- Ecosystem of opportunity
- See outside/inside perspectives, talk about what we do
- Step up local game
- Working with Rockstars
- Appreciate space to be critical of ourselves and organization
- Seeing more engagement that can be done
- SWOT- similarities

SWOT Analyses

Once staff reviewed the survey responses, they turned to a SWOT analysis, to identify the Strengths, Weaknesses, Opportunities, and Threats facing Thunder Valley. In order to encourage all staff to participate in the analysis, facilitators designed the SWOT to be conducted in a “carousel” format, where staff teams carried out the analysis using large sheets of flip chart paper, building on one another’s responses, and reflecting on other teams’ efforts. Once staff team had developed their own analyses, they reviewed those of the other teams, noting which elements they had in common; which elements they liked but had not included; and which elements were particularly important. Detailed SWOT analyses are provided in Appendix C.

DAY #2: DEVELOPING THE STRATEGIC PLAN

After laying the foundation for strategic planning on day #1, the staff team worked on day #2 to develop the strategic plan itself. This work began by reviewing the framing question to guide the day's work: *What will it take for TVCDC to celebrate change, refine existing programming, model resiliency and successfully springboard to the future?* This question provided focus for the planning efforts and gave participants an opportunity to discuss "critical questions" that they hoped to answer through the day's efforts:

- What will it take to decentralize while staying unified?
- How will we keep community safe?
- How do we use others/various initiative/resources?
- How do we keep/(revise) on a narrative?
- Balance – how do we utilize our community engagement to define our work?
- How do we increase community engagement and each initiative?
- How do we better address the gap with our initiative?
- What will it take to help community to get to the point to embrace change?
- How do we ensure balance and stability for staff?

Visioning for the Future

Once staff had outlined critical questions for the day, they turned to visioning for the future. Here, staff worked in teams to create actual visual representations of what they hope to see in the future, in response to the question: **where do you see Thunder Valley in the next 10 years.**

Representations of visions created by staff are provided on the right. In reviewing the different vision representations, key themes that emerged include:



- Youth
- Language
- Community engagement
- Increased job growth
- Housing opportunities
- Our community as a destination (safe) 34 acres
- 20,000 happy chickens
- Growing our own food
- Culture/curriculum
- Food sovereignty
- Pow-wow
- Bring up to scale
- Thriving food system
- Meat processing facility
- Model for other Native communities
- Community development
- 1 billion \$\$
- Financial sustainability and education
- Ripple effect to outer communities
- Help our community heal
- Self-determination (9 districts)
- Outreach (different communities)
- Retail strip (gas, stores, etc..)
- Economic development and growth
- Build our work force
- Dog shelter
- Renewable energy (recycling), plant
- Buffalos/foodies
- Wellness
- Food market
- Sustainability
- Regenerative community
- Endowment
- 1st cohort will have graduated (LLI total immersion classroom)
- Own street address

Challenges and Obstacles

Once staff had developed their visions for the future, they worked to identify potential challenges – ***What are potential obstacles that could block efforts to achieve the vision? What could get in the way?*** Chances of successfully achieving a vision are much greater if obstacles are anticipated early and work can focus on addressing identified obstacles. Staff brainstormed obstacles individually, shared their thoughts in small groups, and then worked as a large group to identify obstacle themes and label the categories the themes represented. The five overarching obstacle themes are listed below; details on each challenge are provided in the boxes below.

- *Under-developed, overworked human capacity*
- *Colonial and oppressive system*
- *Limited community engagement*
- *Environmental impacts and land loss*
- *Restricted resources, communication, and learning opportunities*

- **Under-developed, overworked human capacity**
 - > Human capital – not being able to keep up with growth
 - > Personal diversity of skill set education
 - > Insecure language speakers, under-rep of language, limited people with needed skill sets (Lakota speakers), unbalanced speaker to non-speaker ratio
 - > Excessive work loads
 - > Narrowing creativity of complacency
 - > Discouraged staff members
 - > Uncoordinated staff transitions
 - > Unmotivated
 - > Staff turnover (burnout, staff wellness, distance commute, fatigue)
 - > Limited support for all staff, especially support staff (not feeling part of overall mission)
 - > Neglecting to build the skills necessary for a successful workforce
 - > Inability to hire the right staff
 - > Incompetence

- **Colonial and oppressive system**
 - > Biased or uncoordinated government/ politics
 - > Implicit bias
 - > Governmental restrictions/ limitations or restructuring
 - > Devalued economy
 - > Limited by local government
 - > Invisibility
 - > The “isms” – individual – institutional
 - > Racism/ sexism
 - > Oppressive policies and systems
 - > Outdated paradigm
 - > Unbalanced or outdated systems
 - > Invisibility

- **Limited community engagement**
 - > Community readiness
 - > Why Thunder Valley and not Rapid?
 - > Historical trauma/ unhealed community
 - > Remaining in a supportive not competitive dynamic with our partners
 - > Discouraged youth
 - > Discouraged community members
 - > No community support
 - > Discouraged by the change
 - > Under developed partnerships
 - > Limited community engagement
 - > Unmotivated to create opportunity

- **Environmental impacts and land loss**
 - > Rural locale
 - > Hail damage/climate change
 - > Inaccessibility to recycling center
 - > Land loss/stolen
 - > Natural disasters
 - > (Economic) competition for resources
 - > Land access for initiatives
 - > Isolation

- **Restricted resources, communication, and learning opportunities**
 - > Trying to do too much
 - > Conflicting leadership
 - > Exclusion of initiatives
 - > Restricted by 501 c3 funding politics
 - > Restricted as a non-profit organization
 - > Remaining true to spiritual teachings of TUCDC
 - > Access to funding
 - > Fragmented/ limited funding
 - > Fragmented (how do all initiatives tie into ecosystem)
 - > Fractured fragmented
 - > Internal sharing, fragmented & uncoordinated
 - > Uncoordinated communication
 - > Fragile infrastructure
 - > Navigation for starting school
 - > True belief in our Lakota way of life
 - > Limited funding
 - > Discriminative hierarchy

Strategic Directions

The next component of the strategic planning process focused on developing strategic directions, examining: ***what concrete actions can address potential obstacles to achieving the vision?*** Here again, staff brainstormed actions individually, shared in small groups, and then worked as a large group to analyze the different actions needed to determine and achieve broad strategic directions. Staff determined that over the next five years, they will focus on the following five strategic directions:

- *Fostering healing through culture*
- *Building organizational connectedness and refinement*
- *Promoting well-being through community engagement*
- *Advocating change through policy*
- *Ensuring sustainability*



The following table reflects the actions that will support these five strategic directions:

Strategic Directions

Fostering healing through culture	Building organizational connectedness & refinement	Promoting well-being through community engagement	Advocating Change through Policy	Ensuring Sustainability
<ul style="list-style-type: none"> • Support groups for communication • Celebrate traditions, success • Implementing culture, language • Prayer & ceremony • Training on healing • Culture-based EAP, retreat, Lakota based training • Culture + spirituality using Lakota language every day, Lakota mindset • Redesign education system-> indigenize learning • Organizational healing for staff, holistic (physical, mental, spiritual) • Provide more opportunities to learn and speak Lakota • Education info i.e. , speaker series • Cultural curriculum – incorporation • Holistic healing & education 	<ul style="list-style-type: none"> • Polish up revisions to org. policies & procedures • Mentorship/ develop mentoring roadmap & plan • Collaboration • Establish internal protocol for each initiative to address cohesiveness • Staff wellness • Professional dev. • Have different departments working together • Develop staff competencies • Initiative resilience (building new system in how we work together) • Workload audits & workplans • Initiative refinement • Consistency with staff check-ins • Leading with compassion 	<ul style="list-style-type: none"> • Physical initiative presence in communities • Initiative coalition building (outreach) • Social enterprise incubator • Define communications & community engagement (develop app) • Awareness campaigns 	<ul style="list-style-type: none"> • Local, state, federal policy building • Community engagement through policy advocacy 	<ul style="list-style-type: none"> • Obtaining more land • Diversifying revenue streams • Operationalizing greenhouse • Recycling program for org & RCD

Once staff had developed these broad strategic directions, they worked in teams to identify concrete next steps that need to happen over the next five years, and determine what needs to happen when. These next steps are provided in Appendix D.

Wrap-up and Reflections

At the conclusion of the session, staff shared their reflections on the session and their work together. Each staff member also noted a concrete commitment that they will make in order to support Thunder Valley's efforts to carry out its strategic directions and achieve the organizational vision that staff had created. A listing of these commitments is provide in Appendix E; final reflections on their feelings at the conclusion of the session included:

- Motivated (multiple)
- Thankful to Vickie and Leslie – and especially to all of you for participating over the past two days
- Relieved – was scattered, but all put together
- Ready to get to work
- Glad to be part of the team
- Impressed with how it all came together
- A lot of thoughts came through the room – happy to be working with such a great group
- Stress the importance of doing surveys and collecting the data
- Hopeful and proud – change isn't easy
- So excited since this morning, glad we were able to come
- Inspired
- As a parent, excited for my son to start in the Lakota Language Immersion daycare
- More aware
- Thankful
- Encouraged
- Watching, being patient with everyone
- Thankful and hopeful
- Thankful – got to know everyone a lot more, and all the work they're doing – hope to be here in the next 5- 10 years
- Hopeful
- Proud and grateful
- Humbled, thankful, inspired by everyone
- Very comfortable
- Hopeful (multiple)
- Excited (multiple)
- Surprised by all the good things happening here
- Thankful to Vickie and Leslie and all of you for making the commitment to be here -- coming in July, I wanted to make sure that everyone has a say in where we go, proud of how much we accomplished here together
- Thankful and proud to be part of the team
- Hard to pull away from day-to-day duties, but I think you're awesome
- Continue with the progress we've been making and motivated to move forward
- Very optimistic
- Appreciate the diverse thoughts
- Impressed to see the similarity of ideas we have – finding common ground and common interests
- Empowered, proud to see what we've created, the progress we've made, the stuff that we've built – everything we've planned and envisioned is something we can do – thank you to Vickie and Leslie for helping us vision our strategy

Conclusion

Thunder Valley is at a critical juncture in its organizational development. The December 2018 strategic planning session provided an important opportunity for staff to come together to address organizational priorities, develop a roadmap to guide their work in the future, and begin developing concrete plans to achieve their organizational vision. As one staff member sharing during final reflections:

I feel empowered, and proud to see what we've created, the progress we've made, the stuff that we've built – everything we've planned and envisioned is something we can do!



Listing of Appendices

- Appendix 1 Wall of Wonder
- Appendix 2 Highlights of Survey Results
- Appendix 3 SWOT Analyses
- Appendix 4 Prioritizing Strategic Directions ~ Concrete Actions
(2019 – 2023)
- Appendix 5 Staff Commitments

Appendix 1: Wall of Wonder

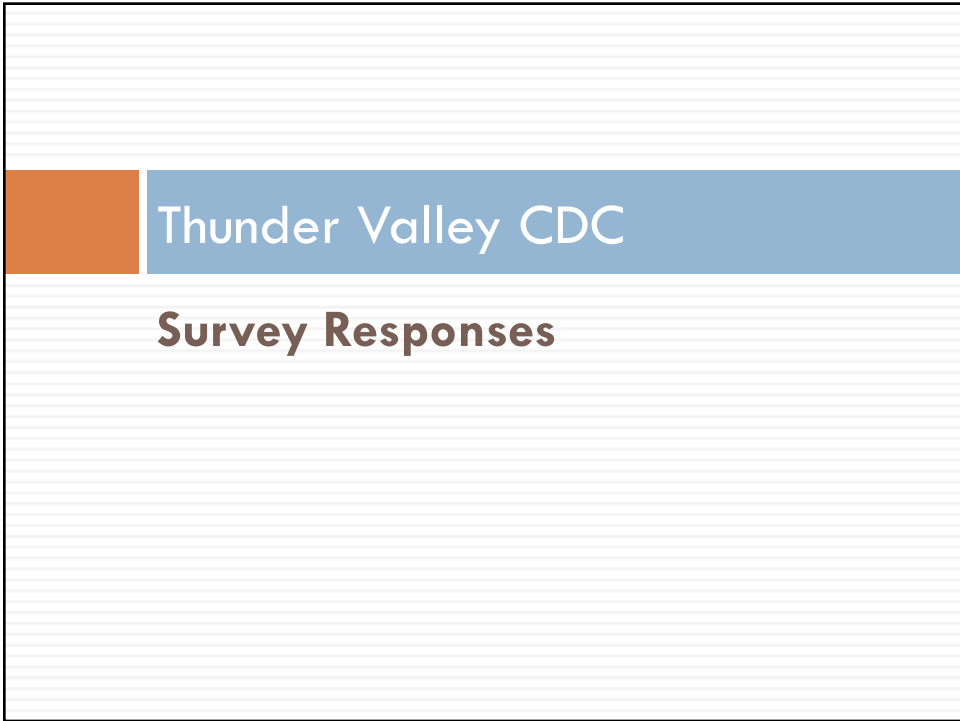
Wall of Wonder

Pre-2007	2008	2011	2013	2014	2015, cont	2016	2016, cont	2017, cont
<p>Started with prayer</p> <p>Complaining Hoping Wishing</p> <p>Founder's perspective</p> <p>2007 E-Tanka café @ Kyle office</p> <p>Organization formed legally</p> <p>Elders & Ceremony: "Don't think about the \$\$/resources first"</p> <p>Board of Directors established</p> <p>1st employee</p>	<p>Youth café</p> <p>Nothing happened [in a good way]</p> <p>2009 Interest in building housing</p> <p>HUD Sustainability grant</p> <p>2010 Peter & Matt learn EMERG call</p> <p>Jen on Board</p> <p>Acquire 34 acres & 1st building</p> <p>Strawbale home = idea</p> <p>Pyatt Studio joined</p> <p>EPA plan for climate change/grant</p>	<p>Garden (bugs ate it)</p> <p>Summer (10 wk) program (2011 – 13)</p> <p>Broke ground on straw bale house</p> <p>1st office building</p> <p>TVCDC gets first vehicle</p> <p>2012 Lakota immersion daycare began</p> <p>Original draft Master Plan</p> <p>Planning with community (2012 – 2014: we did a lot)</p> <p>1st on-line \$\$ for childcare</p> <p>Andy started</p>	<p>No garden</p> <p>TVCDC meets Barak Obama</p> <p>Grants start rollin' in</p> <p>SD Native Homeownership Coalition</p> <p>Re-affirming Yuwipi: Board Ceremony</p> <p>Lenny at College</p> <p>Promise Zone \$ announced</p> <p>TV weekly radio hour</p> <p>More growth</p> <p>SHOP Collaborative</p> <p>Staff and Board retreat</p> <p>Council approves Oyate Omniciye plan</p>	<p>Visit by HUD Secretary Julian Castro</p> <p>Master Plan</p> <p>Daycare merged with TVCDC</p> <p>ANA grant</p>	<p>Teach first classes: Credit When Credit is Due, 1st BNC financial lit, Pathways Home</p> <p>Youth Leadership Initiative started</p> <p>Food Sovereignty Initiative started</p> <p>Local artist joined -- impact on buildings</p> <p>Health insurance</p> <p>Visit by USDA Secretary Vilsack</p> <p>Nick H started</p> <p>NASHI house</p> <p>Lakota books/videos</p> <p>SHOP mini-grants (15K)</p>	<p>1st cohort started Lakota kindergarten</p> <p>Standing Rock: No DAPL</p> <p>1st self-help homes started/1st 7 homes started</p> <p>Closing on first 2 self-help loans</p> <p>25 employees</p> <p>Green house</p> <p>Entered WFDP pole barn & chicken coop</p> <p>20 summer associates</p> <p>1st ANA Seeds Grant (general operating)</p> <p>Food study</p> <p>Childcare garden</p> <p>Social enterprise starts</p> <p>Food Sovereignty Coalition created</p> <p>Food Sovereignty curriculum</p>	<p>TVCDC got a Rose Fellow: Kaziah & Greg, first to live in TV community</p> <p>Iyapi Glukinipi 1st grade (immersion) placed second in LNI Lakota Language Bowl (K-4) division</p> <p>2017 Ended Self-Help program – wasn't working with our families</p> <p>Install anti-virus on computers</p> <p>Four years to Fluency 2LL classes began</p> <p>Introduced to solar energy: solar panels installed</p> <p>SHOP Collaborative ended</p> <p>We got a bad a** homeownership coordinator</p> <p>Geo greenhouse</p>	<p>Celebrate 10 years</p> <p>11 VISTAs</p> <p>Homeownership fair</p> <p>Buffalo chicken eggs/650 chickens</p> <p>Evaluation program begins</p> <p>Staff retreat</p> <p>Became HERO partner</p> <p>Marie became staff</p> <p>Learned leadership self-discipline</p> <p>Growth</p>

Wall of Wonder, continued (2018):

Solar panels on first home	Moving on Ceremony
Finish touches on first homes	Tatewin new ED, Toksa Nick
3 rd closing on our self-help home/pre-purchase	Connect to security cameras remotely
Community roads paved	Overcame challenges
First families moved into community	Year-round Youth Leadership Initiative launch
Housing and Homeownership became members of SD Coalition	Hired a great IT manager
Construction started for Thunder Valley apartments	Social Enterprise strategic planning (5-10 year plan)
Construction on community center	Thikaga Construction launched – TV enterprise
Community center opening	Owinza Quilting Cooperative launched
First event in community building	DAWI (Democracy at Work Institute) Collaborative started
DeCora was hired	Beginning stages of recycling for community
Funders’ convening	58 employees
Started TVCDC language classes	Workforce Development Education Coordinator position: filled
First Iyapi Glunkinipi buffalo kill	2LL language classes
Lakota graduation for Iyapi Glukihinipi	Conversion of construction loans to mortgage loans
Iyapi Glukinipi 1 st grade (immersion) placed second in LNI Lakota Language Bowl (K-4) division	Broke ground on Regenerative Education Farm
Iyapi Glukinipi participated in OLC Lakota Speech Competition – placed 1 st !	Started as Director of Language Integration Education/development stipend
Daycare became output of TVCDC	Food Hub/Grocery Store feasibility study launched & completed
School development started	

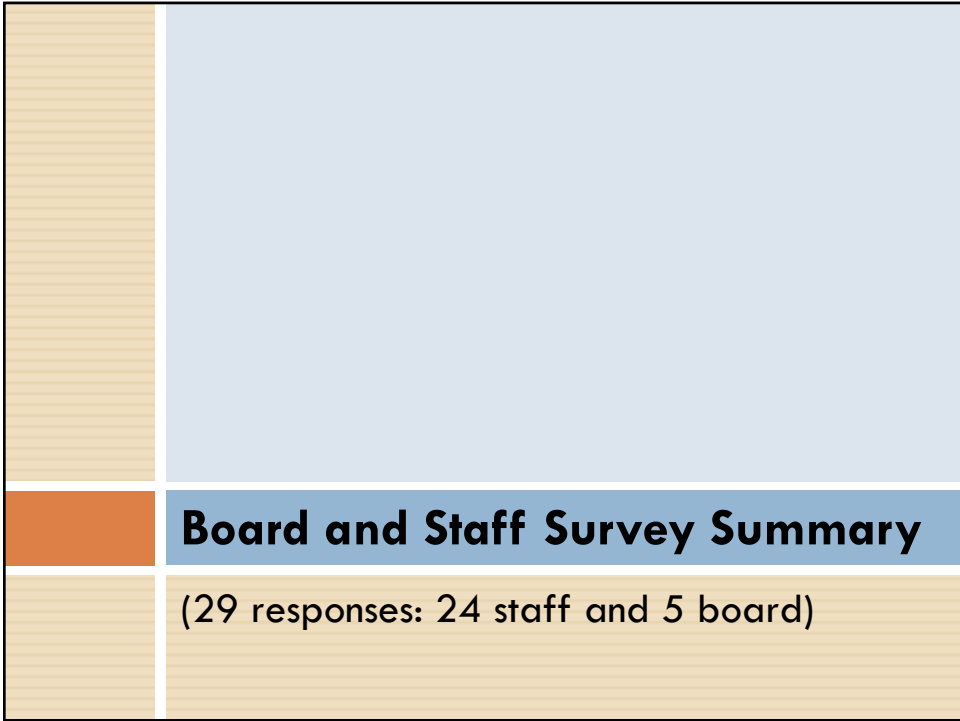
Appendix 2: Highlights of Survey Results



Thunder Valley CDC

Survey Responses

This slide features a white background with horizontal ruling lines. A blue horizontal bar is positioned in the upper middle section, containing the text "Thunder Valley CDC" in white. To the left of this bar is a solid orange square. Below the blue bar, the text "Survey Responses" is centered in a bold, dark brown font.



Board and Staff Survey Summary

(29 responses: 24 staff and 5 board)

This slide has a light blue background with horizontal ruling lines. A blue horizontal bar is located in the lower middle section, containing the text "Board and Staff Survey Summary" in bold black font. To the left of this bar is a solid orange square. Below the blue bar, the text "(29 responses: 24 staff and 5 board)" is centered in a dark brown font. The top and bottom portions of the slide are filled with a light tan color.

What do you think are the most important things that Thunder Valley CDC should address through strategic planning?

Key themes include:

- Financial sustainability
- Work culture
- Initiatives
- Community engagement
- Communication

Please rate how well you think Thunder Valley CDC is doing in the following *external* areas.

Going Really Well

- Promoting homeownership opportunities
- Providing workforce development opportunities
- Promoting food sovereignty
- Promoting Lakota language

Opportunity for improvement

- Community engagement
- Advocacy on community needs
- Communication to key audiences

Please rate how well you think Thunder Valley CDC is doing in the following *internal* areas.

	NEEDS A LOT OF IMPROVEMENT	NEEDS SOME IMPROVEMENT	PRETTY WELL	DOING A GREAT JOB	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Taking care of our staff (staff development, benefits, etc.)	0.00% 0	27.59% 8	34.48% 10	37.93% 11	0.00% 0	29	3.10
Creating a work environment that staff want to be a part of	13.79% 4	10.34% 3	34.48% 10	41.38% 12	0.00% 0	29	3.03
Creating a work environment where staff feel free to share their ideas and opinions	20.69% 6	13.79% 4	31.03% 9	34.48% 10	0.00% 0	29	2.79
Staff understand their job description and duties	3.45% 1	27.59% 8	55.17% 16	10.34% 3	3.45% 1	29	2.75
Clear communication between programs, staff, and management	10.34% 3	34.48% 10	41.38% 12	13.79% 4	0.00% 0	29	2.59

Where would you like to see Thunder Valley CDC focus our energy over the next 12-18 months?

Key themes include:

- ❑ Sustainability – financial and long-term planning around resources and programs
- ❑ Community engagement
- ❑ Build on foundation by strengthening and expanding existing initiatives
- ❑ Homeownership/sell homes
- ❑ Invest in developing a more inclusive and cohesive work environment

Thinking about the future of Thunder Valley CDC, what are you most excited about?

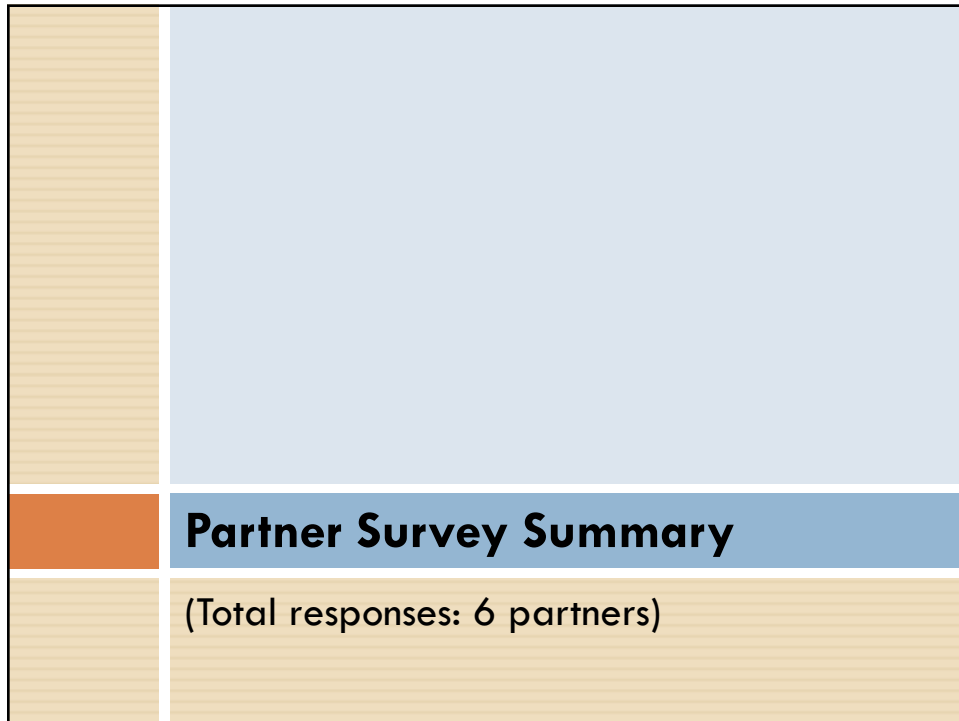
Key themes include:

- The regenerative community and its potential impact across the community and local economy
- Creating food systems – seeing the food hub operational
- Immersion language program – revitalizing the Lakota language getting the program its own building
- Staff development – decentralized decision making

Thinking about future of Thunder Valley CDC, what are you most concerned about?

Key themes include:

- Financial sustainability
- Staff – turnover, development, inclusion in decision making
- Leadership – what's the vision?
- Programs – resources, skills to address challenging issues, available workforce



Partner Survey Summary

(Total responses: 6 partners)

Thinking about the work of Thunder Valley CDC, what does the organization do really well?

- Fundraising and marketing. They keep their programs and initiatives in the forefront of Reservation news, and pursue and integrate their programs to compliment each other.
- The organization is always helpful and willing to go above and beyond.
- Create change
- Collaborates, asks questions, finds personnel/consultants to fill needs
- Gets the news out. Takes care of business.
- Empowers community with innovative solutions.

In partnering with Thunder Valley CDC, what does the organization do really well – as a partner?

- Keep us advised of what they are doing and how their projects might mesh with ours
- It provides a good support system for its partners.
- We have a great working relationship
- Great to work with, collaborates and will to ask questions and invest in people and infrastructure
- Provides outstanding support

What are the areas where Thunder Valley CDC could improve as a partner?

- Share information on who is applying for what grants on the Reservation. As lead agency under the Promise Zone, they are aware of who is applying for what resource. That information is not generally shared and an organization only gets word if their request for endorsement for a grant application is denied or if Thunder Valley itself applies or is awarded funding.
- I feel that they do a great job with partnering.

Which Thunder Valley CDC programs are you familiar with? (Check all that apply)

ANSWER CHOICES	RESPONSES	
Workforce development initiative	83.33%	5
Housing and homeownership initiative	83.33%	5
Regional equity/ Promise Zone initiative	66.67%	4
Lakota language revitalization initiative (childcare/ immersion)	66.67%	4
Regenerative community development initiative	33.33%	2
Food sovereignty initiative	33.33%	2
Social enterprise/business development initiative	33.33%	2
Youth leadership initiative	33.33%	2
Education initiative	16.67%	1
Total Respondents: 6		

Thinking about Thunder Valley CDC, what are you most excited about?

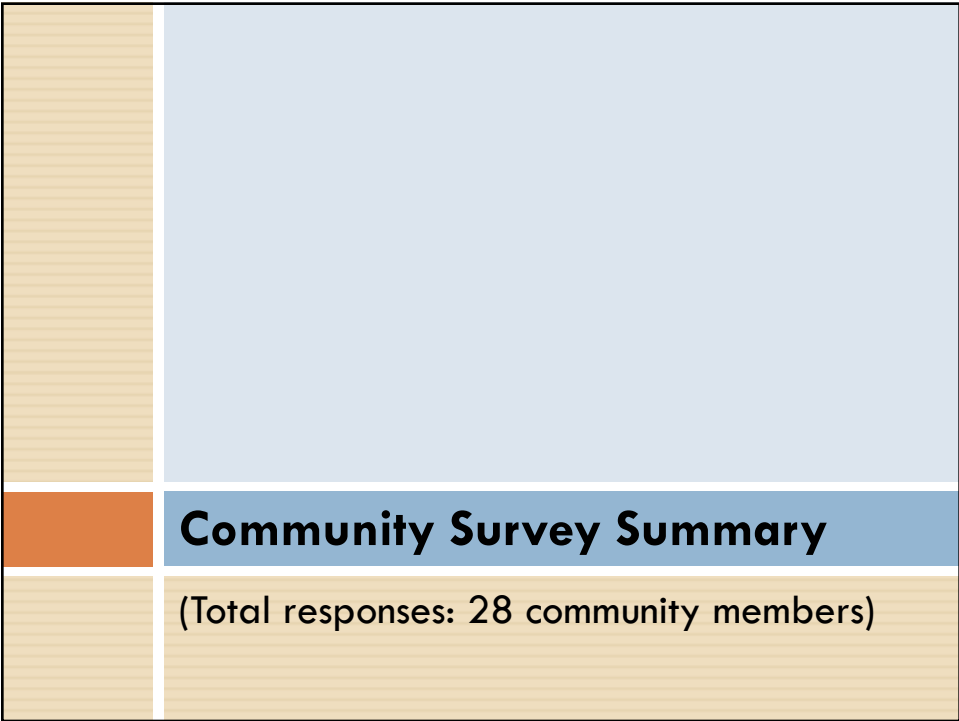
- The speed at which they have expanded their initiatives
- The example of leadership and entrepreneurship it is setting for the community
- To see them grow and succeed
- Overall growth in work force development, housing, and providing jobs
- The Housing Initiative

Thinking about Thunder Valley CDC, what are you most concerned about?

- Sustainability
- They do not share information about their mission as it progresses and evolves. As partners in the past, even from the periphery, Thunder Valley kept us "in the loop" as far as their projects.
- Will it continue to grow and provide the leadership it has in the past for future generations?
- Transition to new employees
- Ongoing administration of programs and making sure home ownership works.

Do you have any additional comments or information you would like to share?

- Thunder Valley is living proof that if a community wants change than the community has to make it happen. Thunder Valley is a perfect example of positive change.
- I'm very excited to see the next phase of Thunder Valley and the amazing things that will happen.
- TVCDC is the best thing to happen to rez. Keep it up!



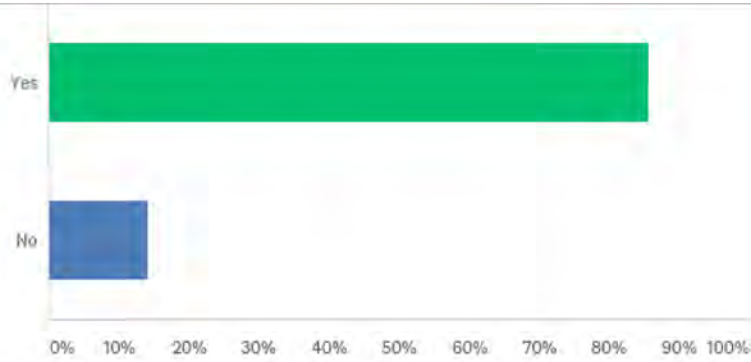
Community Survey Summary

(Total responses: 28 community members)

Where do you live?

ANSWER CHOICES	RESPONSES	
Porcupine District	28.57%	8
Wounded Knee District	14.29%	4
Oglala District	14.29%	4
Pine Ridge Village District	10.71%	3
Wakpamni District	10.71%	3
Other (please specify)	10.71%	3
Pass Creek District	3.57%	1
Rapid City, SD	3.57%	1
Gordon, NE	3.57%	1
Medicine Root District	0.00%	0
Eagle Nest District	0.00%	0
LaCreek District	0.00%	0
TOTAL		28

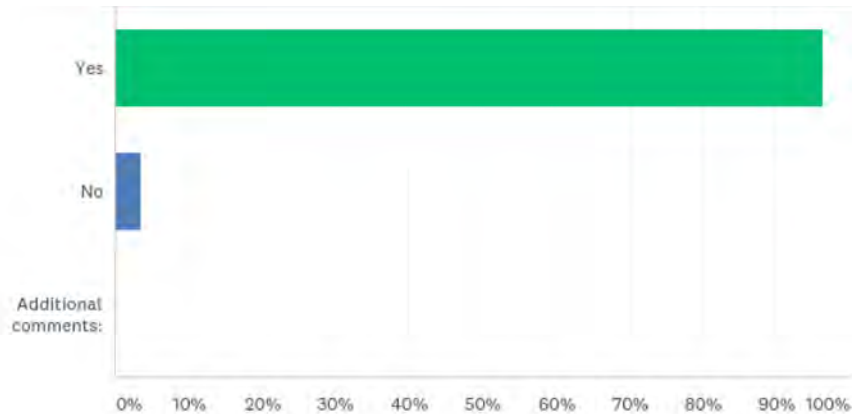
Do you work on the Pine Ridge Reservation?



What is your tribal affiliation?

ANSWER CHOICES	RESPONSES	
Oglala Lakota	78.57%	22
Other (please specify)	14.29%	4
Lower Brule Kul Wicasa	3.57%	1
Standing Rock Hunkpapa Lakota	3.57%	1
Sicangu Lakota	0.00%	0
Crow Creek Hunkpati Dakota	0.00%	0
Cheyenne River Lakota	0.00%	0
Sisseton Wahpeton Dakota	0.00%	0
Flandreau Santee Dakota	0.00%	0
Yankton Sioux Inhanktowan Nakota	0.00%	0
TOTAL		28

Are you familiar with the work of Thunder Valley CDC?



How have you heard about our work? (Check all that apply)

ANSWER CHOICES	RESPONSES
Through family or friends	54.17% 13
I drive by Thunder Valley and see the houses and other buildings	54.17% 13
I follow or have seen Thunder Valley CDC on social media	50.00% 12
I hear about Thunder Valley on the radio	41.67% 10
I've participated in some programming	33.33% 8
I've participated in community meetings with representatives of Thunder Valley CDC	29.17% 7
Other (please specify)	25.00% 6
Total Respondents: 24	

Please check all the Thunder Valley CDC programs that you are familiar with:

ANSWER CHOICES	RESPONSES	
Housing and homeownership	72.22%	13
Food sovereignty	66.67%	12
Lakota language revitalization (childcare/ immersion)	66.67%	12
Workforce development	55.56%	10
Youth leadership	55.56%	10
Regenerative community development/ construction	50.00%	9
Social enterprise/ business development	44.44%	8
Education	38.89%	7
Regional equity/ Promise zone	33.33%	6
Other (please specify)	0.00%	0
Total Respondents: 18		

**Did you know that Thunder Valley CDC...
(Check all that apply)**

ANSWER CHOICES	RESPONSES	
Has chickens and sells eggs	78.95%	15
Has built 7 houses and will be building 14 more	73.68%	14
Has a youth development program for youth ages 13-17	68.42%	13
Is currently developing a community building for community events	68.42%	13
Has a workforce development program for people ages 18-26	63.16%	12
Other (please specify)	15.79%	3
None of the above	5.26%	1
Total Respondents: 19		

What do you think are the most pressing issues for tribal members on Pine Ridge?

ANSWER CHOICES	RESPONSES	
Jobs and employment	94.74%	18
Housing	89.47%	17
Health and wellness	78.95%	15
Enough food/ healthy food	73.68%	14
Education	73.68%	14
Culture and language	68.42%	13
Safety	68.42%	13
Land use	68.42%	13
Child abuse	68.42%	13
Fairness in justice systems (tribal, state, federal)	63.16%	12
Environment	57.89%	11
Transportation	52.63%	10
Childcare	52.63%	10
Communication	47.37%	9
Other (please specify)	10.53%	2
Total Respondents: 19		

Appendix 3: SWOT Analyses

KEY (can we confirm these?)

X	Important elements
*	Elements your team didn't have, but really like
<input type="checkbox"/>	Elements your team also had

SWOT Analysis #1

Strengths	Weaknesses
<ul style="list-style-type: none"> • Passion • Motivated X • Respectful X • Caring • Knowledgeable X • Cultivating • Young Lakota speakers * • Land resources • 2LL – 4 year • Curriculum X • Workforce • Innovation • Awareness • Decolonizing/ indigenizing systems X * • Our story X • Cultural identity X • Willingness to learn 	<ul style="list-style-type: none"> • Staff turnover • Lack of knowledge of each other's programs • Communication • Distance of programs * • Community outreach • Lack of community participation • Physical space * • Lack of/loss of fluent speakers * • Lack of land access/resources* • Lack of money* • Lack of participation/ support within organization
Opportunities	Threats
<ul style="list-style-type: none"> • Philanthropy access, funds • Community outreach • 2LL classes • 2018 Farm Bill* • LLI building* • Land access* • Lakota curriculum (videos, books, apps)* • Lakota as official language* • Economic development* • Moccasin making class* • Youth programs*X • Lakota language classes • Homeownership • Food sovereignty* • Hemp • Growth*X • Partner relationships*X 	<ul style="list-style-type: none"> • Funding X • Staff turnover • No teachers* • Loss of fluent speakers*X • Governments (tribal, local, national) • Climate change* • Monkey in the barrel mentality*X • Shift in grantmaking priorities* • Trump • Govt shutdown • No school/ daycare building* • Access to language and culture* • Negativity X • Loss of land

SWOT Analysis #2

Strengths	Weaknesses
<ul style="list-style-type: none"> • Community engagement • Communication potential/performance • Nonprofit • Housing X • Culture/spirituality • Customer service • Courage to be innovative • Youthful org • Great partnerships • Professional • Local board • Location X • Positivity • Expanding community wealth • Respect • Revitalization of language • Capacity building • Economical growth • Growth mindset • Lateral leadership • Funding versatility • Building economy • New leadership partnerships 	<ul style="list-style-type: none"> • Lack of communication X • Engagement X • Staff turnover (retention) X • Limited in expansion rate (\$ and time) • Written tools (processes?) X • Lack of connectivity to similar orgs • Limited donor base • Local community engagement X • Construction being rural (cost to build in rural areas) • Youth – experience, shy • Resources
Opportunities	Threats
<ul style="list-style-type: none"> • Growth in any direction we decide to go*X • Partner relationships (re-engage, new partners)* • Promotion/ advertise* • Model in other communities/ Tribes*X • Model healthy relations as an organization • Funding X • Increase individual donors (yes!)* • Media expansion and diversity – different ways in approaching engagement*X • Work is relevant* • Healing in our communities*X • Diversifying our revenue streams* 	<ul style="list-style-type: none"> • Funding X • Noem and Trump X • National politics • Govt shutdown • Local politics • Negativity • Staff turnover • Other org • Nepotism • Selfish/self-serving ideas and projects • Jealousy • New administration • If we lose focus and disregard spiritual guidance X • Lack of professional development opps* • Formalize documents for new initiatives • Perception of org X

SWOT Analysis #3

Strengths	Weaknesses
<ul style="list-style-type: none"> • Job opportunities • Strong social media • Diverse skill set of staff • Passion/ commitment of staff • Willingness & open to change X* • Building houses/ community • Accomplishing org goals • Revitalization of language X • Creating positive changes* • Constant coffee* • Strong support system • Clear vision • Based in social justice • Believe in partnerships • Use tech (ipads, social media, IT) • Leaders/role models • Communicate & transparency (most of time) X* 	<ul style="list-style-type: none"> • Employee turnover X • Reaching all districts equally • Community outreach • Community service – giving back • Processes • Consistency in staff policies (i.e. working remotely) • Understanding of initiatives • Communications between initiatives • Trust (lack of communication creates mistrust) • Lack of experience in new positions • Mistreatment • At times lack of transparency • Silo'd initiatives
Opportunities	Threats
<ul style="list-style-type: none"> • More Lakota language speakers X • Funding (has been generous) • Initiative resilience • Partnerships & community partnerships X • Giving staff (WFD etc) education opportunities (financial independence, trade skills, financial literacy) • Technology innovation *X • Staff 2LL X • Evaluation system Established • Access to fresh eggs!! • Homeownership • Employee/staff development * 	<ul style="list-style-type: none"> • Current US administration (grant funds) X • Misinformed community members * • Possibility of recession • Turnover rate • Deficit-based thinking* • Deconstructive criticism • Polarization X • Someone else telling TV's story or determining future • Complacent • Sexism* • Low philanthropic engagement* • Change in foundation funding priorities • Unavailability of subsidy for homes*

Appendix 4: Prioritizing Strategic Directions

Prioritizing Strategic Directions ~ Concrete Actions (2019 – 2023)

Strategic Direction: Fostering healing through culture				
2019	2020	2021	2022	2023
<ul style="list-style-type: none"> • Redesign education systems (indigenize learning) > • Provide more opportunities to learn and speak Lakota • Organizational healing for staff (holistic: physically, mental, emotional, spiritual) • Implementing culture/ language • Incorporate historical cultural curriculum 	<ul style="list-style-type: none"> • EAP (employee assistance program) • Prayer and ceremony • Training on healing (cultural based, EAP, retreat, Lakota based training) • Culture and spirituality using Lakota language everyday (Lakota mindset) 	<ul style="list-style-type: none"> • Holistic healing and education • Education/ information, i.e. speaker series 	Support groups for community	Celebrating traditions and success

Strategic Direction: Increasing organizational connectedness and refinement				
2019	2020	2021	2022	2023
<ul style="list-style-type: none"> • Flatten decision making • Increase initiative empowerment • Improve onboarding process (video, new hires provide info on their jobs) • Polish up revisions to org policies & procedures • Staff development/competencies • Develop mentoring roadmap & plan <ul style="list-style-type: none"> - staff wellness - prof dev. • Improve LLI – org connection • Establish internal protocols for each initiative to address cohesiveness • Staff newsletter • Staff retreat • Mentorship collaboration • Leading with compassion • Initiative refinement • Have different departments working together • Consistency w/staff check-ins • Workload audits/workplans annually 	<ul style="list-style-type: none"> • App for staff • Initiative + teams (finance & advancement): fiscal planning & grant mgmt planning for initiatives • Initiative curriculum development • Publicizing annual reports + Initiative results • Digital signage w/ event info • Initiative resilience (building new systems in how we work together) • EAP 	<ul style="list-style-type: none"> • Staff retreat • Staff family events • Initiative videos 		<ul style="list-style-type: none"> • Staff retreat

Strategic Direction: Ensuring sustainability

- Diversifying revenue streams
- Obtaining more land
- Recycling program for organization and & RCD
- Environmental: operationalizing greenhouse

2019	2020	2021	2022	2023
<ul style="list-style-type: none"> • Fundraising \$8 million • Endowment \$100K • Grants: 90% Donors: 5% Other: 5% • Purchase portable recycling container • Housing sales • YLI seasonal fundraisers • LLI fee for service • Consulting • March - rent payments • Apparel sales • Survey successful greenhouses (be practical) • Early January create check-list for greenhouse • February: begin work on green house • Create inventory of plants that'll be popular with the community • Begin on the planting process • Start selling produce (Fall 2019) • SE egg sales chicken 	<ul style="list-style-type: none"> • Fundraising \$9 million • Endowment \$200K • Grants: 80% Donor: 10% Other: 10% • Build our own recycling facility partner w/ ECO cycle boulder • SE Incubator 	<ul style="list-style-type: none"> • Fundraising \$10 million • Endowment \$300K • Grants: 75% Donor: 15% Other: 10% 	<ul style="list-style-type: none"> • Fundraising \$11 million • Endowment \$400K • Grants: 65% Donor: 20% Other: 15% 	<ul style="list-style-type: none"> • Fundraising \$12 million • Endowment \$500K • Grants: 55% Donor: 25% Other: 20%

Strategic Direction: Promoting well-being through community engagement				
2019	2020	2021	2022	2023
<ul style="list-style-type: none"> • Define communication & community engagement - Develop app • Increase local voter turnout (all locations) • LLI (+) 2LL outreach in multiple districts • Homeownership fair (hands-on) every year -> • Define/develop campaign awareness (consistently update) • Amp up survey • VISTA national day of service • Awareness campaigns 	<ul style="list-style-type: none"> • Social enterprise incubator • District and committee meetings hosted @ TVCDC community center • 2020 Census count: accurate count (+) funding 	<ul style="list-style-type: none"> • Program ideas - youth Interns for each initiative • Innovating ways we engage in communications (creating as opposed to just plugging in) • Survey- needs evaluation: assessing and gathering our community needs consistently • All Lakota radio show 	<ul style="list-style-type: none"> • Initiative coalition building/ outreach • Hosting annual pow wow 	<ul style="list-style-type: none"> • Physical initiative presence in communities • Curriculum demonstrations

Strategic Direction: Advocating change through policy				
2019	2020	2021	2022	2023
<ul style="list-style-type: none"> • Get staff (committee/coalition, etc.) • Get \$\$ • Identify policy priorities (org) • Develop a community organizing 101 workshop for districts • Tracking legislation + actions • Get data + info 	<ul style="list-style-type: none"> • Set-up systems to do this type of work • Pilot community organizing 101 workshop in (x) districts • Reflect on successes/short comings of 101 organizing • Roll out refined community organizing 101 to districts * 9 + target groups (elders, youth) • Assessment • Identify specifics what needs to change • Campaign (development) • Campaign Implementation • Check-ins and follow-ups 	<ul style="list-style-type: none"> • Monthly check-ins + follow-ups 	<ul style="list-style-type: none"> • Smash the state through community organizing • Involve policy makers • Evaluations + feedback 	<ul style="list-style-type: none"> • Fully embrace anarchy

Appendix 5: Staff commitments

Brandon	I commit to promoting food sovereignty and empowering our youth.
Debbie	I commit to continuing professional development through education, and stepping out of my comfort zone to learn new skills.
Ana	Commits to promote financial awareness in communities.
Otto	Commits to increasing language fluency and teaching skills through education.
Erica	Commits to creating Lakota community wealth through business development on Pine Ridge Reservation.
Sierra	Becoming fluent in Lakota within 1-2 years
Nick H	Making the greenhouse a fully active system by summer
Lilias	Help plan policy work; support sustainability activities
Kimberly	Ensure the RCD initiative acts as a team and collaborates with others
Mary	Continue to make sure everyone gets paid to do their work
Jen	Help develop the TVCDC belief statement
DeCora	Be available to discuss the possibilities of C.E.
Tiarra	Share community engagement ideas, successes, and challenges with other initiatives
Aimee	Share ideas with each other related to strategies
Star	Sharing my knowledge through community engagement activities
Andy	Mentoring my peers to tell TVCDC story on their own terms and style
Echo	I will continue to show my children our ways of life to the best of my knowledge
Whitney	Help prepare and budget future initiative and organization budgets for better use to focus on mission
Jordan	Raising healthy chickens
C Boy	Provide guidance and support to advancement team to ensure TVCDC continue to be successful

Arlo	I commit to keeping Oral Tradition alive through technology with a good spirit ☺
Andrew D	Ensuring sustainability, strengthen financial position, provide safeguards
Tatewin	Staying focused and prayerful and acting from a place of hope and love.
Angel	Keeping an open mind and dreaming big – while continuing to grow
Layne	Completing one task at a time (slow down)
Desiree	Learn more of my language to become fluent, staying positive and happy in the office everyday
Ryan	Be aware and provide quality work every day
Matt	I will continue to provide targeted mentorship to new employees, regardless if they work in my initiative or not
Mariah	I will continue to improve my language every day and use it in all settings
Cherella	Learn and speak Lakota
Lisa	Fluent Lakota speaker
Samantha	Improve onboarding process
Lucille	Developing digital signage, connect with with Eco-cycle Boulder to get recycling container, work in green house
Charles EB	Drinking coffee and kicking ass, maintain a healthy work environment, engagement
Lenny	Continue training in the trades
Avery BH	Journey to Lakota language planning, share the wealth
Marie KW	I'll continue to improve myself as an individual – commit myself as a role model for participants
Dianne	Complete the business plan for the Food Hub!
Dallas	Learn, collaborate, and organize
Chance	Collaborate with initiatives to do my job more effectively
Naomi	Tailoring the language to fit the staff needs (fluent in 4!)