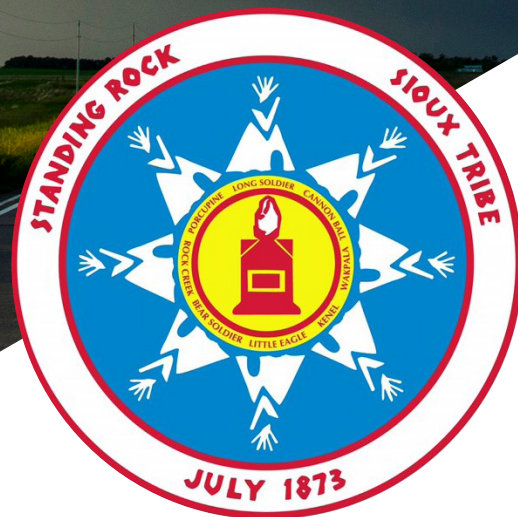


---

SAGE

# Strategic Plan 2020-2025





SAGE

# Strategic Plan 2020-2025





SAGE

# Strategic Plan 2020-2025



---

## Contents

- 03** Introduction: Harnessing Renewable Energy Resources for Economic Development
- 05** The Benefits of Being a Public Power Authority
- 06** Planning for the Future
- 07** Vision, Mission, & Values
- 08** Strengths, Weaknesses, Opportunities & Threats
- 09** Strategic Priorities, Goals, & Actions
- 13** Conclusion: Focused on an Independent Energy Future



## Introduction: Harnessing Renewable Energy Resources for Economic Development

To ensure energy independence, protect the environment, and promote economic growth in the region, the Standing Rock Sioux Tribe is developing renewable energy resources within the reservation.

Located in North and South Dakota, the Standing Rock Reservation has a population of approximately 8,000 people with 6,000 tribal members and comprises an area of 2.3 million acres or just smaller than the State of Connecticut. The Standing Rock Sioux Tribe (SRST) has become nationally and internationally recognized for their leadership protesting against the fossil fuel Dakota Access Pipeline because it poses a threat to drinking water for the Tribe and millions of others who depend on the Missouri River for clean water. In the aftermath of this movement, SRST has made a commitment to sustainable energy and institution building within the Tribe to ensure they are self-reliant in their future energy needs.

To this end, in 2019 SRST has formed a Section 17 Corporation, now known as SAGE Development Authority (SAGE), a federally chartered corporation charged with leading the Tribe's efforts at developing renewable energy resources on the reservation and for economic development. SAGE acts as a Public Power Authority (PPA) that will control and operate all the energy production assets within the reservation. SAGE institutionalizes the Tribe's involvement in renewable energy projects, facilitates



agreements with third-party entities, and holds the Tribes equity interest. For the wind farm, SAGE's goal is to achieve majority ownership over time. SAGE has a Tribal-appointed Board of Directors, electing women at the helm as Chair and Vice Chair of the organization. SAGE is committed to empowering women tribal members as leaders in their self-determination.

The Standing Rock people have long been excluded from participation in economic opportunity and activity. The







## Introduction: Harnessing Renewable Energy Resources for Economic Development

reservation population experiences 70% unemployment and a 40% poverty rate, making it one of the top 10 poorest counties in the U.S.

Furthermore, the cost of electricity for those on Standing Rock is more than double the cost in nearby Bismarck, ND. Currently, the Tribe sells power to the regional grid at 2.6 cents a kilowatt hour,

yet they purchase the power BACK from the same regional grid at over 14 cents a kilowatt hour. A stark indicator of the energy inequities.

The SAGE Development Authority's first priority is the creation of a wind farm that will help SRST change fundamentally the Tribe's relationship to energy development from one of dependence to empowerment.

By developing wind and other sustainable energy resources on Tribal land, Standing Rock will serve as leaders in a movement to reduce the severity of climate change while developing a model of community-determined renewable energy that can be replicated throughout the region and beyond.





## The Benefits of Being a Public Power Authority

A public power authority (PPA) is the essence of “community determined development” on a utility scale wind project. Moreover, it is a business model – and an ecosystem – that has a long track record of creating and sustaining institutions of enduring value. The Tribe is utilizing these industry standards in governance, strategic planning, and operations alongside elder-advised best practices to develop sustainable energy.

Community-owned utilities make sure that services are customer focused, locally controlled, and operated on a not-for-profit basis. As a PPA, SAGE will tailor its services to the needs and preferences of the local community. The benefits of living and working in a community that generates and distributes electricity include rate stability, support for local jobs, policies that are in line with community priorities, and financial support for local government functions. As a PPA, SAGE will remain committed to providing innovative, competitively priced, reliable, safe, and environmentally responsible electric service. The organization will strive to provide best-in-class operations and serve as a trusted resource for utility services and community support.





## Planning for the Future

SRST selected Hometown Connections, Inc., a leading provider of management consulting services to community-owned utilities and municipalities, to facilitate the development of a comprehensive strategic plan for SAGE's renewable energy program.

SRST hosted workshops to develop SAGE's vision, mission, and values; review organizational strengths, weaknesses, opportunities, and threats; identify key strategic issues for the next five years; develop objectives to achieve the strategic goals; and identify success measures to track the progress of the strategic plan.



---

## Vision, Mission & Values

Central to SAGE's planning for the future is ensuring all efforts align with its enduring vision, mission, and values.

---

### Vision Statement

Leading in renewable energy options, working in balance with Natural Law.

---

### Mission Statement

Provide renewable and sustainable energy resources in balance with Natural Law to recognize the interconnectedness of all living things.

---

### Core Values

#### Wisdom

- Natural Law
- Phestola (connectedness)

#### Respect

- Tate Topa (four winds)
- Respecting Grandmother Earth
  - Environmental regeneration

#### Caring/Compassion

- 7 generations/good ancestors
  - 7th generation mindset
- Protecting sacred places

#### Fortitude/Bravery

- Protecting local control and ownership

#### Generosity

- To be equitable
- Selfless acts

#### Humility

- Leadership

#### Honesty

- Fiscally responsible





## Strengths, Weaknesses, Opportunities & Threats

A foundational element of the strategic plan is identifying SAGE's strengths in the marketplace, its vulnerabilities, and its opportunities. The following lists the highlights of the SWOT analysis.

### Strengths

- Board make up
- Leadership
- Tribe ownership (Section 17)
- Environmental stewardship
- Cultural/spiritual values
- Land and quality landsite control
- Quality wind and sun
- Federal permitting (Hearth Act)
- Access to transmission
- Name recognition

### Weaknesses

- Cash money
  - Ability to hire staff
- Regional/local workforce
  - Lack of skill sets for engineering, developing, building, and maintaining renewables
- Multiple land status and access (Do we want to delete?)

### Opportunities

- Partnership with McIntosh
- Community micro-grid
- Solar generation
- SPP and WAPA collaboration
- Grants/other financial vehicles
- Develop workforce skills with Standing Rock
  - Build & train
  - Team with college/education

### Threats

- Access across private land
- NIMBY (not in my back yard)
- Competition from McIntosh (regulatory)
- Lack of staff skills within SAGE, Standing Rock, and region
- Pandemics (COVID-19)
- WAPA allocation



To take advantage of its organizational strengths and address opportunities for development and growth, SAGE identified five strategic priorities to serve as the framework for its strategic plan and created detailed goals and actions for each priority.

---

### Organization Development

*Establish entity with a trained and effective staff/board to build capacity with industry knowledge and standards for continuous improvement.*

#### Goals / Actions

##### **Add two staff, employee or contract, by June 30, 2021.**

- Hire office manager/communications person by Dec 31, 2020 – See Communications strategic priority
  - Skills needed: operations, communications, financials
- Hire accountant/comptroller either employee or contract by June 30 2021

##### **Build permanent office by December 31, 2023.**

- Secure SAGE temporary office space by October 1, 2020
- To include:
  - Interim/permanent
  - Rent/own
  - Green certified/sustainable
  - Historic museum at wind farm

##### **Create professional development training guidelines for all Board and Staff by April 30, 2021.**

- Section 17 and 106 and APPA Gov. training and professional development
- Every board member will receive Public Power Training by Hometown Connections via Zoom or in person (COVID) by April 2021
- One training might be more realistic at this time due to COVID



## Strategic Priorities, Goals, & Actions

### Financial

*Stability through transparency and being fiscally responsible through the development of stable revenues, grants, foundation, and other capital resources*

#### Goals / Actions

**Establish financial policy best practices by October 1, 2020 and review by end of calendar year annually thereafter.**

- Include process best practices (including banking) including budgeting, cash reserves, audit, purchasing levels/approvals, reporting, etc.
- Determine "Fund" or appropriate accounting/budgeting process/system by July 31, 2020.
- Hold SAGE Annual Meeting once per year and no later than March 22 each year.

**Raise \$750k for SAGE through digital crowd funding by June 30, 2021**

- Continue following process for crowd funding with Connexus

**Anpetu Wi Project development stage fully funded by May 1, 2022.**

- Predevelopment fully funded by May 1, 2021

### Communications

*Share our story through our leadership with a unique, authentic, and cohesive voice in various on-line, published and in-person forums.*

#### Goals / Actions

**Website developed and launched by August 1, 2020.**

**Develop communications program and guidelines by April 1, 2021.**

- Create Anpetu Wi project communications policy and plan by October 1, 2020.
  - Responsible parties and checklist of areas
- Community outreach - Audiences include Tribal Council, customers, investors, industry
  - To including brochures, online forum Facebook, snapchat, twitter, website
- Hire an internal person with communications responsibility (office manager) by Dec 31, 2020. See Org Development strategic priority
- Contract with external firm(s) to support program – See Org Development strategic priority

**Develop and capture SAGE and Anpetu Wi story and messaging ongoing.**

- Sage initial story by June 1, 2020
- Further develop story

## Strategic Priorities, Goals, & Actions

### Energy Projects/Resources

*Develop and own innovative commercial and community scale energy projects and resources.*

#### Goals / Actions

##### **Anpetu Wi project fully developed by April 30, 2023.**

- Meet with SRST Land Management to discuss a management plan for Anpetu Wi project by August 1, 2020
- Interconnect application
- Siting and deployment of MET towers
- Develop plan for siting of pads for site locations
- Develop check list to include Developer's Check List
  - Avian study
  - Environmental Impact Study
  - Others
- Finalize PTC
- Initialize conversation with power purchasers
- Select Developer

##### **Develop 2 mW solar project at Casino by April 30, 2022.**

- Restart discussion with Basin on renewable energy RFP timeline – 500 mW

##### **Develop micro-grid at Porcupine by April 30, 2023.**

- Explore microgrid systems and financial structures that best fit rural communities

##### **Explore renewable and recycle projects opportunities ongoing and report on annually.**

- Include timelines in each annual report



## Strategic Priorities, Goals, & Actions

### Natural Law

*Be stewards of the land, air, and water through a balanced approach.*

#### Goals / Actions

**Identify project partners that align congruent with SAGE's values and culture by April 30, 2021.**

- Align with TERO concept
- Align with "Green" businesses

**Establish reclamation (decommission) fund, funded through rates, to reclaim the land and recycle materials by April 30, 2023.**

- Research recycling options
- Create "decommissioning" guidelines/procedures

**Review and consider adopting a green code renewable development standards by Dec 31, 2021.**

- Review other existing Green Codes

---

## Focused on an Independent Energy Future

Using the 2020-2025 Strategic Plan as its guide, SAGE will build a talented and nimble board and staff, construct an office, establish clear financial policies, build a communications program that reaches out effectively to all stakeholders, develop and own innovative energy projects and resources, and be stewards of the natural environment.

The SAGE governing board and staff will use the strategic plan to develop specific tactics for operational planning and make sure all initiatives promote long-term energy independence and economic growth for the Standing Rock community. The board and staff will review on a regular basis the progress of the plan implementation.





---

## STANDING ROCK SIOUX TRIBE

P.O. Box D, Building #1  
North Standing Rock Ave.  
Fort Yates, ND 58538  
701-854-8500  
info@standingrock.org

[www.standingrock.org](http://www.standingrock.org)

