

# Oneida Business Committee Agenda Request

1. Meeting Date Requested: 5 / 10 / 16

## 2. General Information:

Session:  Open  Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

GSD 2nd Quarter Report

## 3. Supporting Materials

Report  Resolution  Contract

Other:

1.

3.

2.

4.

Business Committee signature required

## 4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

## 5. Submission

Authorized Sponsor / Liaison:

Primary Requestor/Submitter: \_\_\_\_\_  
Your Name, Title / Dept. or Tribal Member

Additional Requestor: \_\_\_\_\_  
Name, Title / Dept.

Additional Requestor: \_\_\_\_\_  
Name, Title / Dept.

## Oneida Business Committee Agenda Request

### 6. Cover Memo:

Describe the purpose, background/history, and action requested:

Attached is the second quarter report for Governmental Services Division (GSD)

- 1) Save a copy of this form for your records.
- 2) Print this form as a \*.pdf *OR* print and scan this form in as \*.pdf.
- 3) E-mail this form and all supporting materials in a **SINGLE** \*.pdf file to: [BC\\_Agenda\\_Requests@oneidanation.org](mailto:BC_Agenda_Requests@oneidanation.org)

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# Governmental Services Division

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FY16 Second Quarter Report

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# Executive Summary

## Division Executive Summary

This report reflects a detailed communication from each department within GSD. Each department was asked to respond to the following questions:

1. What is the Base number of customers served.
2. Utilization of services. How many times has each customer used a service you provided.
3. Identify 1<sup>st</sup> and 2<sup>nd</sup> quarter initiatives to achieve customer outcomes.
4. Identify customer trends that service operations are responding to.
5. What is the customer or service forecast for each department.
6. Explanation/summary explaining customer information/statistics.
7. Identify performance targets for the 2<sup>nd</sup> quarter.
8. Based upon the 2<sup>nd</sup> quarter performance, identify the 3<sup>rd</sup> quarter performance target/s for the department.
9. What is the customer satisfaction score for the 2<sup>nd</sup> quarter?

The following information submitted to the Business Committee can be used to obtain a snapshot of department operations in the Governmental Services Division. This information is submitted to enable the Business Committee Members to take a quantitative and qualitative look at the range and effectiveness of human development services to the Oneida Nation Community.

Information contained in this report will be used for continuous improvement initiatives during the 3<sup>rd</sup> quarter. Under performing departments will submit performance improvement plans, in line with 3<sup>rd</sup> quarter performance targets to achieve planned customer outcomes.

Thinking about Division performance for the 3<sup>rd</sup> quarter, GSD, will be developing and continue to develop three (3) important initiatives. First, GSD will be requesting most, if not all the Divisions in the tribal organization, to assist in the development of system to address Holistic Wellness for the Oneida Nation. This initiative will start with a global vision of Holistic Wellness, and result in inter-disciplinary teams, working through their specific areas of expertise, to provide service/s aligned with the Vision, to achieve Holistic Wellness Outcomes. A facilitator for the visioning session has been selected and members of the Business Committee are welcome to participate. Notifications for the visioning will be sent out during the month of May.

Initiative two (2).

The Division Office will be hosting a global meeting of Oneida Culture Leaders to discuss the improvement of the Oneida Culture System and to develop a collaborated approach to implementation. The intended outcome is to construct a plan for societal development, with an “Oneida Ways” foundation. This would include cultural education, roles and responsibilities, norms, standards, training and education for “key” roles and responsibilities within the system.

Initiative three (3).

The Three Sisters Project. This is the pyramid design that outlines knowledge, skills and abilities that must be achieved as one matures through human development stages. The Three Sisters methodology also walks a similar developmental path found in native traditional education processes. This initiative can and will be utilized to achieve functionalism in Oneida Cultural and mainstream life.

To conclude this 2<sup>nd</sup> quarter report, the Governmental Services Division request Business Committee support to transfer Major Home Repair Services to the Land Division. After previous discussions with the current Division Director, the Division of Land Management provides similar services to its customer base. In addition, the Land Division also has qualified staff in construction trades, which Elder services does not have

## Cultural Heritage Area

FY16 Second Quarter Report  
Oneida Cultural Heritage

Cultural Heritage serviced 7914 individuals 15150 times during the 2<sup>nd</sup> quarter. The goals for Cultural Heritage are to increase a positive cultural identity and Oneida language speaking ability. Initiatives to meet our goal are TsiNiyukwalihot<sup>^</sup>, Tw<sup>^</sup>hatenis, and On<sup>^</sup>yote'aka Tsi nitwaw<sup>^</sup>not<sup>^</sup>. All departments provide assistance to other Divisions and Areas like Social Services (SEOTS), Comprehensive Health and the Oneida Nation School System to develop their culture components, language development, and training in health and wellness. Monthly presentations are provided to the community on significant Court decisions, Treaties, Land issues, and laws. Other services include classes on traditional arts and crafts. Youth involvement is encouraged through an art auction and afterschool programming. A major communication system being worked on includes the development of a broadcasting station.

So far this year Oneida Language is approved as an accredited class through St. Norbert College. The museum staff agreed to take on the elder interview with the idea of working with youth from the Oneida Nation School System as assistance. A new initiative includes a History Department to continue presentations, collecting historical documents and providing information on families.

Language development is occurring throughout the nation by employees and volunteers in various pockets of the Nation. There are public school personnel taking the responsibility to teach using various methods including the On<sup>^</sup>yote'aka Tsi nitwaw<sup>^</sup>not<sup>^</sup> curriculum

Information used for planning activities or programming is obtained through the 2005-2025 Comprehensive plan, surveys and planning strategies at various events. 71 individuals completed a survey at the April 2016 General Tribal Council meeting. The top answers were put into categories to the question of why Cultural Heritage is important. The categories are:  
Identity,

### Education and Information

Assessments were conducted of Cultural Heritage during this time period. The result shows our strength and our weaknesses. The documents are used to make corrections and build a stronger area to provide the best service for our community.

Scorecard Statistics:

a. Base Numbers

Month	Culture	EI/History	Language	Library	Museum	Healing & Wellness	THPO
January	910	25	289	1527	280	33	387
February	478	50	400	1628	79	54	62
March	1037	18	397		151	109	
Totals	2425	93	1086	3155	510	196	

\*\*Culture numbers include: Administrative staff, Cultural Advisor, Language/Culture Archivist/ Educator

b. Customer Utilization:

Month	Culture	EI/History	Language	Library	Museum	Healing & Wellness	THPO
January	4001	27	289	1527	380	48	387
February	1632	58	736	1628	230	36	62
March	2743	126	726		304	210	
Totals	8376	211	1751	3155	914	294	449

Identify any 1<sup>st</sup> and or 2<sup>nd</sup> quarter operation initiatives to achieve customer outcomes:

Culture	Found an individual to coordinate Tw^hatenis (Rites of Passage-Mentorship group) Held strategic planning session during the 2016 Decolonization - Began the 2 year intense adult language/culture Tsi?niyukwalihot^ with 15 individuals ranging from infant to 89 years old.
EI/History	Held Hoyan event at Cottage II. People visited and told stories about our history and other traditions. Presented "Missing Land" to teach about treaties and land base. Video filmed and edited on Oneida History by Randy Cornelius. Video uploaded to youtube. <a href="https://youtube/69sQyrGrVM">https://youtube/69sQyrGrVM</a> . Hosted PL 280 presentation to teach knowledge of historical events, treaties and laws.
Language	1 <sup>st</sup> Quarter: Worked with St. Norbert College to provide On^yote'aka Tsi nitwaw^not^ curriculum for credit; Started Kaliwiyo Class 2 <sup>nd</sup> Quarter: Started Monthly Language classes/activities; Collaborated with ONSS to apply for an ANA grant
Library	January was Native American Heritage month. Rising Nation motorcycle group along with Resurrection car club donated \$200 to provide snacks
Museum	Offered an array of presentations regarding history and culture. Conducted annual Young Artist Auction promoting tribal youth.

	<p>Installed a new Basket Exhibit at the casino to promote tribal artists.</p> <p>Installed a new hands-on exhibit in the museum.</p> <p>Offered a variety of workshops and presentations by tribal members were offered to promote language, culture and history.</p>
Healing/Wellness	Hired a Healing Facilitator.
THPO	Austin Strauble archeological survey on 50 acres resulting in one isolated find to be curated to the Museum.

Customer trends:

Culture	<p>Tsi?Niyukwalihot^ participants are bonding and volunteering. They are gaining confidence in the information provided to promote a positive self-esteem. 8 out of the 15 work with Tw^hatenis as aunts and uncles. The group took initiative to start Tuesday and Thursday sewing circles at Redstone to complete their ceremonial clothes. One day may change to a beading circle once they learn raised beadwork. In May the schedule will change to Thursday evenings for the sewing circle, community members are invited to join.</p> <p>Postcards were sent out to youth ages 12-13 to participate in the Rites of Passage. Older youth and their family are encouraged to attend, however our target group is ages 12-13. The group meets Sunday afternoon from 1-3pm.</p> <p>During the April 13, 2016 GTC meeting a survey was completed to measure the successes and areas of concern for Cultural Heritage. 71 individuals completed the survey. Answers indicate the majority see Cultural Heritage as a form of learning identity. The next popular answer is education and the third providing information. Other answers include family, spiritual and language.</p>
EI/History	Requests for presentations throughout the Nation.
Language	Collaboration with other GSD departments working more smoothly & a trend toward using On^yote'aka Tsi nitwaw^not^ in ONSS
Library	
Museum	Customer Trends - We survey our customers to obtain an understanding of their needs/requests. As a result, we repeated classes that were offered last year, conducted presentations regarding the culture and history. Several classes were highly attended to include our scarf making class, beaded earring class and beaded ornament class.
Healing/Wellness	<p>The Healing Facilitator is working with Tw^hatenis as a part of his duties and responsibilities.</p> <p>The Wellness Facilitator works closely with Behavioral Health, Domestic Violence, Environmental and others to provide presentations, training, and grant writing assistance.</p>

THPO	Presentations and training continue for Local, State, Federal and First Nation agencies. Certifications are presented after training sessions.
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Operations forecast for Area, Department/Program, based upon customer information:

Culture	Based on the Decolonization SWOT Analysis and the April 13, 2016 GTC meeting a survey Cultural Heritage will be reviewing the Mission Statement Tsi?Niyukwalithot^ could be expanded if adequate room and work area was available. A Cultural Center would be an ideal place. The indication for activities included fitness activities like: Dance exercise class. Hannaville is used as an example Acknowledging all our current language learners throughout the community scheduled for the 3 <sup>rd</sup> quarter. Invitations will be going out soon.
EI/History	
Language	More collaboration with ONSS & other tribal youth programming specifically Headstart, Childcare and YES; expanded services; community wide language survival day and a language bowl
Library	Obtain relevant and reliable information for First Nations studies.
Museum	We are currently working with a museum in Madison regarding a traveling exhibit to promote tribal raised beadwork artists. We plan to offer additional beading classes as well as other hands-on activities. We continue to obtain gift shop items based on customer requests. We are also working on more interactive exhibits to include technology
Healing/Wellness	A healing /wellness workshop is planned for the near future.
THPO	Continue presentations, site visits and training. Customers are receiving pay schedule well. After a short lull in requests they are now picking up again. Continue work with agencies to develop a radio station or broadcasting service for Oneida.

Per Department/Program, narrative summary explaining or clarifying the above statistics:

Culture	All of the information used for Tsi?Niyukwalihot^ was provided by the Cultural Heritage staff , Oneida Community members and local colleges or universities through discussions, informal interviews and professional planning techniques.
EI/History	A teacher at the Oneida High School submitted a paper on Oneida Education for her class at the University of Wisconsin-Milwaukee. The Environmental Resources Board required help with some maps to determine future walking paths across Oneida Creek. Tourism requested assistance with the photos and

	artifacts in the Judiciary. Presentations at Seats are well attended. However, the March presentation was cancelled due to a snow storm. The Historian presented at the Elderly Meal Site for three hours. The Elders attending were very enthusiastic and requested her to do another discussion soon.
Language	The above statistics were gathered over the past 6 months via the number of people in attendance at language learning opportunities and return attendance at the same opportunities. Additional, customer counts include people benefiting from our staff providing a service in the language such as ten day feasts, tobacco burnings, speaking at funerals and other ceremonial participation. The initiatives in the 1 <sup>st</sup> & 2 <sup>nd</sup> Quarters were in response to community requests. Trending recently is partnering with tribal entities that provide youth programming. From the continuing trends we envision a forecast where more work with ONSS will be a benefit to the community through an ANA grant. We seek to expand our services by hiring new staff and starting an annual language survival day and language bowl.
Library	Follow public museum standards
Museum	Our customers have requested: cultural and history presentations. Therefore, we offered presentations to include Randy Cornelius, Becky Webster, Artley Skenandore, Loretta Metoxen and Loretta Webster. Survey results indicated that the community was interested in a variety of classes. Therefore, we offered raised beadwork picture frames, beaded ornaments, beaded earrings, scarf making, and a painting class. The classes were highly attended
Healing/Wellness	Suicide and other harmful behaviors are an issue. Tw^hatenis will provide our youth with mentors to help guide them through rough patches in the growth and development.
THPO	Any and all activities are conducted using the grant applications for Tribal Historic Preservation and Broadcasting. Other activities are upon request and follow the Reservation Comprehensive Plan from 2005-2025.

Challenges to your and continuous improvement efforts to meet the challenge:

Culture	Cultural Heritage staff is located in various buildings. A Cultural Center would be ideal to keep everyone together. Not all of our information is in Onbase so research isn't easy. A group was formed a few years ago to identify roles and responsibilities of our knowledge keepers. We are planning to begin meeting again to regain cohesiveness. The Oneida Nation would benefit from having apprentice positions for the Cultural Advisor and Language/Culture Archivist/Educator
EI/History	There are 30,000 photos in the possession of the History Department that need to be handed over to the Museum for proper care. After the move of the Historian six months ago to this facility, (Cottage II), there are about 20 boxes of

	materials that are not yet filed. Travel would be required to collect other historical documents from such places as Haskell Junior College and other colleges, archives and museums to further develop our own Oneida Nation research center
Language	Gaining Support financially via operations Gaining Support in general  We are developing a better way of communicating our financial needs within the budgetary process & applying for more grants. Support for our department in general is low due to misunderstandings, miscommunication and general lack of understanding. To address this challenge we will continue to collaborate with others and respond proactively to requests.
Library	Tribal contributions funds Library functions and identifies as a public library.
Museum	Customers preferred the evening classes in the winter. They stated that Wednesday evenings worked best for them. We also had repeat visitors to the Gift Shop based on clothing and jewelry selections.
Healing/ Wellness	Additional funding is needed to adequately meet the needs of the Oneida Nation. At least 3 additional staff are needed. A manager another healer and herbalist.
THPO	The Tribal Historic Preservation Officer works alone. She could use at least 2 additional staff members, an Administrative Assistant and Apprentice. This position takes care of the bones of our ancestors and uncovered remains from constructions sites.

Performance targets achieved at the end of the 2<sup>nd</sup> quarter:

Culture	Actively conducting daily classes in Language and Culture for 15 individuals from infant to 89. A strong inter-generational group is formed to foster a positive Oneida identity. The participants learned how to introduce themselves, their clan, their nation and different forms of prefixes. The Creation story was told. They made rattles, syrup, learned how to read a pattern, and offer tobacco for various activities. Tw^hatenis pilot is starting with 6 nieces and encouraging others to participate. The classes so far informed the value of tobacco, how to use it and made their own pouch. Cultural Heritage staff works with Comprehensive Health to develop their curriculum and provide e-learning information to meet the Nation's strategic plan. Met with Headstart to begin implementing language training for staff and provide additional support staff for the next school year.
EI/History	The Archivist and Historian have completed the research on twenty-five

	individual family requests for genealogical research. The Archivist has moved from the east end of Cottage II to the west end so to accommodate the scanning process of the thirteen filing cabinets of Land Claims records and to additionally scan historical records for accessibility in On Base. The scanning process is estimated to take from eight months to one year. The Multi-Media Specialist developed and designed a tripartite brochure of the monthly presentations of the History Department. The Research Assistant has made regular presentations at Elementary Schools and the Neville Museum.
Language	Increasing language proficiency in staff and students; curriculum accreditation; collaboration to apply for ANA grant
Library	Meeting the needs of the community.
Museum	We modified some of our plans to better meet the needs of the community. We invited and hosted more presenters. We changed the Young Artist Auction from December to February so that second semester students could participate. We hosted several tribal artists to offer classes expanding our class opportunities.
Healing/ Wellness	Hiring a Healing Facilitator Training with Behavioral Health and Social Services by Wellness Faciliator
THPO	Conduct site visits for broadcasting station.

Performance targets for each Department/Program for the 3<sup>rd</sup> quarter:

Culture	Tsi Niyukwalihot^ participants will learn kinship terms, and begin putting words together to make sentences. The participants will make waterdrums and learn social dance songs and planting songs.
EI/History	The Research Assistant and the Historian will be working with the Museum in the development of the Travelling Exhibit sponsored by the Great Lakes Culture Keepers. The theme of this exhibit is: <b><u>WE ARE STILL HERE.</u></b> A completed Memorandum of Understanding between the Oneida Nation governing body and the Governance of the Brothertown Nation regarding the Brothertown Collection. The Historian, as one of the Cadre' will be one of the trainers of U. S. Department of Agriculture employees. The training is titled "Working Effectively with American Indians". She will address Oneida Nation Treaty Rights and relationship to the land. The Veterans would like wording to placed on a Memorial for Dr. Josiah Powless. The presentation in June at SEOTS will include The Hall of Fame and Genealogy.
Language	A. Speaking assessment tool created B. Assessment of staff's speaking ability C. Language Camp Event

Library	Enrich cultural and recreational use of time
Museum	Our performance targets included offering one hands-on activity per month. We more than doubled that amount. Another performance target pertained to presentations. We tripled that amount.
Healing/ Wellness	Host a Healing/Wellness workshop for community members.
THPO	2 <sup>nd</sup> visit to broadcasting station and meet goals of Grants

Customer satisfaction score for each Department/Program for 2<sup>nd</sup> quarter:

Culture	85%
EI/History	100%
Language	98%
Library	75%
Museum	93%
Healing/ Wellness	Healing services began in March 100% is the score for Healing and Wellness
THPO	98%

Culture	An ET Admin will be completing their term in June. Working with HRD to get a job description in place. Web statistics are not included in this report. However over 47757 hits were monitored in the 2 <sup>nd</sup> quarter
	There are 14 Cultural heritage staff advancing in Language acquisition according to the monthly report information
	There are 14 advancing in knowledge of the foundational elements of Tsi?Niyukwalihot^
	There are 15 Staff development plans on file
	There are 15 staff meeting their development plan

## Education & Training Area

The following is the scorecard information for the Education & Training Area for the 2<sup>nd</sup> quarter:

### Base Number of Customers:

Program	January	February	March
Child Care	65	67	65
YES	453	453	453
Job Training	66	63	95
Higher Education	748	790	814
Early Intervention	74	75	80
Arts	1212	2606	1574
<b>TOTAL</b>	<b>2618</b>	<b>4054</b>	<b>3081</b>

### UTILIZATION:

Program	January	February	March
Child Care	1300	1407	1430
YES	7901	15989	14516
Job Training	419	385	407
Higher Education	3440	2203	2158
Early Intervention	775	950	600
Arts	4513	5984	5000
<b>TOTAL</b>	<b>18348</b>	<b>26918</b>	<b>24111</b>

### CUSTOMER SERVICE:

Program	January	February	March
Child Care	100%	85%	80%
YES	96%	96%	95%
Job Training	100%	100%	100%
Higher Education	70%	100%	100%
Early Intervention	99%	97%	97%
Arts	94%	96%	93%
<b>Average</b>	<b>93.1%</b>	<b>95.6%</b>	<b>94.1%</b>

### Summary:

The base numbers for most of our programs are fairly consistent due to the fact we serve the same customers every day. The exception would be the Arts Program which varies due to the classes/workshops at different times of the year. One program which is not included in the charts above for 2<sup>nd</sup> quarter is CEC, which is currently getting re-established or re-organized and will have numbers to report in the 3<sup>rd</sup> quarter.

The utilization rate for the program again stayed pretty consistent. Youth Enrichment Services did have some variation during 2<sup>nd</sup> quarter due to staff on leave or a vacant position. In Early Intervention there was a drop in March due to school children being on spring break.

Overall for 2<sup>nd</sup> quarter our customer service rated at 94.2% which meets and exceeds the Division Office goal of 85%.

During 2<sup>nd</sup> quarter our departments were involved in a variety of activities for the community and membership. Some of the activities included: Lunch & Learn presentations, Financial Aid Workshops, Job Fairs, SEEDS Program, Radio Hour, Music from Our Culture, High School visits at area schools, and computer classes.

One major change that happened during our 2<sup>nd</sup> quarter was the addition of the Arts Program to the Education and Training Area. During this time the Arts Program Director got the Community Education Center up and running again. The Center was able to start offering some classes to the community toward the end of the 2<sup>nd</sup> quarter and more are being offered during the 3<sup>rd</sup> and 4th quarter. A course offering flyer was sent out to Oneida households advertising class offerings.

Due to the vast amount of information for all the programs, I have attached the reports from each program which goes into more detail on the services, accomplishments and challenges.

## **FY16 Second Quarter**

### **Arts Program**

#### Statistics

Base number of customers is 1,500

Customer Utilization is 3,500

Operation initiatives: SEEDS Program, Board, Art Classes, Artist in the School, Music from Our Culture, Community Guilds, Arts Workers, Fiscal Sponsorship, DAP, Radio Hour.

Customer Trends: We are seeing a healthy rise in community initiated projects. For example the basket guild, the beading circles, the Woodland Indian Arts Board, and the Writer's Project are stable and well received.

#### Operations forecast:

Our base number of customers include school-aged children who are audiences in our SEEDS program,

DAP audiences, audiences to any of events, children in the band program at the Tribal school, people taking art classes, MOC students, KLU students, different community groups we work with, and 1,000 listeners on the WPNE radio weekly program. An interesting thing with our utilization is that some of our most significant programs – such as our KLU which pairs Arts Workers and students together to learn the Thanksgiving Address, meet weekly. The number involved is 8 \* 4 times a month for a total of 32. However, the impact of the number is significantly higher than the radio hour that reaches approximately 1,000 people each week for a total of 4,000.

#### Challenges:

Our biggest challenges in our department is marketing of events. We address this challenge through strategically marketing using many different formats: web page, newspaper, email, mailers, facebook, and twitter.

As a multi area program, we have many targets. One of our targets is promoting the Music from our Culture program through “Friendship Concerts.” We realize that our participants attend many different schools that do not have access to Oneida music. To help our children share their culture at their schools, we are presenting “Friendship Concerts.” We presented 2 concerts this quarter.

For the 3<sup>rd</sup> Quarter we will be working on our summer camps. Specifically marketing the camps, registration and setting up the camps. We will use the children’s satisfaction as a measurement.

We use evaluations of the SEEDS program. Our rate is collectively 99%.

### **FY16 Second Quarter Community Education Center (CEC)**

#### Statistics:

Base number of customers is 270

Customer Utilization is 2,730

#### Narratives:

Operation initiatives: GED/HSED, Computer Usage, Partnership Usages (Workforce Development), Computer Classes, Community Classes, Meeting Space, and Tutoring.

Customer Trends: The CEC was scheduled to close. Four of the 6 staff accepted other jobs. The remaining two staff kept the building open. CEC usage and data collection had stopped when it was announced that the building was closing. When it was official that the building would be opened, it was

Operations forecast: The CEC is beginning a new era of service to the community.

Our base number of customers includes: tribal members that come in to use the computers, that number represents about 15 – 30 people daily; people working on their GED/HSED; other programs

using our building; meeting space; and tutoring. Starting in February, we began offering classes. The classes have been very well attending and are also represented in our numbers.

Our biggest challenge is starting up programming after the assumed closure of the program. We are reworking job descriptions, updating programs, updating policies, and marketing the new center.

Our target for the second quarter was getting the CEC up and running. We have hired a program director, establishing quarterly classes and are in process for expanding programming.

For the 3<sup>rd</sup> Quarter we will continue to work on community programming and reworking job descriptions..

We have not evaluated programming yet.

## **FY16 Second Quarter Oneida Child Care Department**

### Scorecard Statistics:

Base number of customers: 65

Customer Utilization Number: 1,340

Operation initiative to achieve customer outcomes: Post teacher positions at comparable wages as area child care centers.

Customer Trends: Child Care currently has a waiting list of 75 with Oneida's working for Oneida at 50. Largest age group is 1-2 year old age group.

Operation forecast for Child Care to achieve customer outcomes: Hiring more qualified teachers will increase child care's children enrollments.

### Detailed narrative summary:

The base number of customers along with the utilization numbers are governed by the number of Teaching staff employed. Child Care has had 8 teacher resignations due to staff returning to school full time, interdepartmental transfers to higher paying positions and teachers retiring. State licensing mandates that we keep within ratios according to the ages of the children.

Child Care has instituted several initiatives to achieve higher staff recruitment. The Teacher position's wages have been adjusted to be comparable to Brown County child care wages. Four of the vacant have been adjusted to Teacher Trainee positions to allow trainees the opportunity to receive work experience in a child care center. Several applicants have had the required education but lacked the Child Care experience and were screened out.

### Challenges to Child Care:

Hiring qualified teachers to increase child enrollment.

Continues improvement to increase child enrollments are the increase of teacher wages, reinstating teacher trainees and adjusting classroom age groups.

Child Care has achieved the following performance targets:

- a. Adjusted classroom age groups to 1 year increments which allow the additions of another 2 – 3 year old classroom.
- b. Adjusted wages of teachers to meet area child care wages.

Child Care's 3<sup>rd</sup> quarter targets:

- c. Attendance: Increase enrollment by 5 children
- d. Education: 75 % of teaching staff will complete 6.25 CEU's
- e. 1 child who needs to be screened developmentally will be screened by June 1<sup>st</sup> 2016.

Child Care customer satisfaction average score for the 2<sup>nd</sup> quarter is 88 and is considered excellent customer service.

## **2<sup>nd</sup> Quarter Performance Report**

### **Early Intervention**

Identify any 1<sup>st</sup> and 2<sup>nd</sup> quarter operation initiatives.

- For 2<sup>nd</sup> quarter our initiatives were to hold four Lunch & Learn events for parents, employees and Tribal members on various subjects pertaining to disabilities and early childhood education. Another initiative was presenting at three different Early Childhood Conferences. The presentation was entitled, Community Collaboration: Bringing Services to Families with Young Children.

### **Customer Trends**

- Slight growth in student numbers, however we are serving many more community children on site rather than at collaborative sites such as Head Start and Childcare. This is an indication that there are not enough slots available at Oneida preschool programs. Early Intervention usually provides therapy to children in their natural environments but because of waitlists for other programs we are providing therapy services in the afternoon at our site. Children are usually seen in their childcare programs but since there is a lack of availability and waitlists for these programs we are serving children on our site.

- Customers want evening events with quality childcare and light meal. I will be working with JoAnn Ninham and the YES program to develop some of these events next year. We anticipate offering 3-4 events during the 2016-17 school year.

Narrative:

Although we held 4 Lunch & Learns, the public just seems to be tired of these events so we are moving ahead and will collaborating with other agencies to have evening events so that both parents and grandparents can participate. Since we are seeing more children in our building we understand that the Oneida Childcare and Head Start programs are at capacity. I expect this trend to continue but we are prepared for this trend and will continue to develop afternoon programming for children who are not in an early childhood program on the Oneida Reservation. We anticipate serving 10-12 children each week.

The audience attendance at the three Early Childhood Conferences was approximately 45 participants at each session and the reviews averaged 4.7 out of 5.

Challenges:

The challenges to our program are time. We see the majority of our students at Oneida Head Start and their program only makes children available for therapy between the hours of 9:30-11:30. Most children receive 2 therapy sessions each week of 30 minutes, it's hard to get all children their time, especially if they are absent.

Performance Targets:

Our target is increasing developmental screens for children 4 months old – 5 years. Currently we screen 150 children annually; however we would like to screen an additional 50 children each year through collaborative agreements with Brown and Outagamie Counties and the seven surrounding school districts.

A new initiative for our 3<sup>rd</sup> quarter target is to provide summer services for our most needy children receiving 3-4 different therapy services. If a child just has speech therapy they would not qualify, but severely disabled children usually receive, speech, occupational, physical and early childhood special education services and therapies. The neediest children are served by the public school district or other outside agencies and they provide summer services to these children but we anticipate serving 3-7 children each summer with additional services so they don't fall behind their peers when entering 4K or 5K.

**2<sup>nd</sup> Quarter Report  
Job Training Programs**

Scorecard Statistics	Voc. Rehab.	WIOA	Total
Base Number of Customers	66	29	95
Customer Utilization Number	261	137	301

Identify any 1<sup>st</sup> and 2<sup>nd</sup> quarter operation initiatives to achieve customer outcomes. Schools were in session during the 1<sup>st</sup> and 2<sup>nd</sup> quarter of the program operations which meant that Transition (school-to-work initiative) activities were aggressively pursued after the summer break. VR and WIOA staff are actively involved with development and participation in job fairs. Job Fairs are an integral aspect of job training programming since the primary goal of job training programming is providing access to employment opportunities. While not all job fairs are sponsored by Job Training staff it is important that we attend as many as we can. Job Fairs serve two purposes: first they put employers face-to-face with job seekers, and secondly, staff become more familiar with the needs of the employers in the region. "Work First" is the trumpet call of WIOA. To address that pairing job seekers with employers is key.

#### Customer Trends:

As the temperatures begin to climb we find an increase in the number of potential customers coming to the WIOA program seeking employment or, after having secured employment, looking for program support in securing needed clothing, work shoes and/or tools. Most of these jobs will be seasonal and participants will be advised that they are expected to retain their employment for a minimum of 90 days.

Operations forecast for Area/Department/Program, based on customer, and labor market, information. We expect, based on the latest Labor Market Information (LMI) that the WIOA customer base will remain quite level over the next quarter, with perhaps a slight increase in numbers becoming noticeable in June and increasing slightly throughout the remainder of the summer months. Construction trades, residential home building and highway construction labor will probably lead the field as far as employment opportunities are concerned.

#### Narrative:

Both of the Programs under the Job Training Programs umbrella are federally funded grant programs with specific participant eligibility criteria and regulations governing allowable services and service delivery. Beyond counseling of participants, making referrals to training venues, and assisting with job search and other employment enhancement efforts there is little that can be done by project staff, however what can be provided is labor intensive. While the number of participants on the Job Training Programs caseload appears to be few the amount of time required to work with each consumer, to take them from their skill level at the point of program entry to a successful employment outcome averages between six to nine months, depending on the skill level at time of entry. The Vocational Rehabilitation Project has an additional element to deal with in addressing the employability of a consumer that being that eligible applicants must have a clinically diagnosed disability, and that disability must be the barrier to that applicant's employability. Once eligibility is confirmed the counselor's primary role is to provide guidance to the participant as the participant takes the steps laid out in the Individualized Plan for Employment. Again, because these consumers have uniquely identified conditions the length of time from intake to successful employment outcome can be anywhere between six months and a year. The same is true for the WIOA participants, with the exception that the WIOA participants do not have to have an identified disability as a barrier to employment. In both programs the counselor serves to support the efforts of the program participant.

### Challenges:

One of the biggest challenges to the programming of the Job Training Programs is the identification of the numbers in the population that could potentially be serviced by our programming. No statistics exist, for example, that identify the numbers of persons with disabilities that may be experiencing employment limiting conditions due to their disability. Population data is not broken down to the point of identification of persons living below the poverty-income levels. Availability of this data would go a long way in assisting program staff in identifying unmet needs in the area of disability and of those living in poverty. A second challenge is funding, or lack thereof. The lack of any financial support for WIOA, especially in the summer youth programming, leaves many of our young people without an opportunity to explore the world of work. In adult programming this level of financial support means we are not able to adequately assist consumers with needed training activities because of the high cost of the training. Finally, a limiting force in the Job Training Programs is the “cost of doing business”. Programs in the Job Training area are labor intensive, meaning most of the costs are personnel costs. With fringe benefit levels of 40%, or more, funding that quite possibly have gone to training support, etc. is used to cover increased personnel costs. Over the past couple of years positions in both Job Training Programs have been lost because the available funding cannot support the increases in fringe benefits and indirect costs.

### Performance targets:

The primary targets for the Job Training Program is the placement of participants into employment. The proposed outcome numbers are an annual number but can be broken down into quarters. For the Vocational Rehabilitation Program that annual proposed number for successful outcomes is thirteen consumers, which correlates to three to four successful closures per quarter. The Vocational Rehab program experienced four successful closures in the 2<sup>nd</sup> quarter of the year. Similarly, the WIOA has an annual proposed successful closure number of 16 consumers, or four per quarter. In the 2<sup>nd</sup> quarter of operations two participants had successfully entered employment but there were several others who were nearing the ninety days of employment requirement. The WIOA Program target goals were traditionally supported by two full time workers. Challenges identified in the prior question (loss of staff) are directly impacting the proposed number of successful consumers projected.

### Performance targets for 3<sup>rd</sup> Quarter:

The performance levels for the Job Training Programs for the third quarter are as follows: for the Vocational Rehabilitation Project three to four consumers will have successfully completed the requirements for entering employment, and for the WIOA Program four adult consumers will have successfully entered employment.

### Customer Satisfaction:

The Customer Satisfaction score for both the Vocational Rehabilitation Program and the WIOA Program during the 2<sup>nd</sup> quarter was 100%.

## FY16 Second Quarter Higher Education

### Scorecard Statistics:

- a. Base number of customers: Funding for the 2<sup>nd</sup> quarter totals 632 students disbursing approx. \$ 9,401,162.
- b. Customer utilization number: 7,801 (*Per monthly activity report*).
- c. Identify any 1<sup>st</sup> and or 2<sup>nd</sup> quarter operation initiatives to achieve customer outcomes: Provide student support during the 2<sup>nd</sup> quarter by contacting Oneida Higher Education (OHE) students on academic probation to assist with retention, visiting area schools and high school students, hold 2 community financial aid workshops, provide college/career planning and increase OHE social media presence through Facebook, OHE web page and the Kali.
- d. Customer Trends: The number of students awarded has been declining from the 2010 to the past 2015 school year by approximately 6.08%.
- e. Operations forecast for department/program based upon customer information: Based on past trends, projections show a minimal increase in students. The rate of high school graduates attending college has not made up for the reduction due to the aging population (*per Oneida Higher Education Projections dated January 2016, Melissa Nuthals, Statistician's annual report*).

### Narrative:

- f. A decline in the overall tribal contribution budget. However, the average student funding has continued to increase. For example, from 2010 to 2015 it has increased by 14.9% resulting in the average of \$11,639.91 per student. Final 2016 school year data/numbers will be available after August 2016 (*Oneida Higher Education Projections report, January 2016*).
- g. During the 1<sup>st</sup> quarter our office initiated on "on-call" procedure where incoming calls go directly to the OHE Advisors or Assistant Manager for direct one to one customer assistance who can address their Higher Education questions/concerns.

### Challenges:

- h. It's a challenge to develop an annual budget due to the hundreds of post-secondary institutions student attend throughout the United States; budgeting for two school years within the tribal fiscal year timeframe, The number of students seeking higher education funds is unpredictable and unknown each year (average student age is 29; most frequent age is 20), and annual changes in federal and state financial aid. Will continue to work with our Statistician to create an annual projection report and the Quality of Life Survey may add data to assist with improvements.
- i. It's a challenge to make changes or improvements to the Higher Education Scholarship program due to internal politics. Will continue student funding as usual until directed otherwise.

Performance targets:

- j. Disburse the Oneida Higher Education Scholarship per GTC Resolution: 632 Higher Education students.
- k. Provide student support: Contacted 75% of students on academic probation to assist with retention. Visited 5 area school schools and spoke with 21 high school students. Held 2 community financial aid workshops approx. 22 individuals (including parents/guardians). College/career planning with 15 applicants.
- l. OHE social media presence through Facebook, OHE web page and the Kali.: Monthly average FB likes is 471.

Performance targets for the 3<sup>rd</sup> quarter:

- m. Disburse the Oneida Higher Education Scholarship per GTC Resolution.
- n. Provide student support: Contacted 100% of students on academic probation to assist with retention.
- o. Counsel 20 clients through advisement and/or assessments.
- p. New student contacts 80% of students who receive our funding for the first time.

Customer Satisfaction: 90%

## Fitness, Adventure, Recreation & Parks Area

The Fitness, Adventure, Recreation and Parks Area is focused on healthy lifestyles and healthy habits and hobbies for our membership. We utilize the Growth and Development model for determining appropriate physical, cognitive, and emotional needs are for each age group. Our scorecard data is included in the report and is used for determining scheduling and programming for our departments. The Fitness Center saw an increase in membership since the membership fee has changed. The Parks Department worked closely during the Second Quarter with Elder Services on snow-plowing for our Elders during “named storms”. The Adventure Department was working closely with the local school system to help with transitioning schools, and provided an Identity program through collaborating with the YES Program.

Customer Satisfaction	Jan.	Feb.	March
<b>Fitness</b>	97.0%	97.0%	97.0%
<b>Experiential</b>	97.0%	97.0%	97.0%
<b>Recreation</b>	100.0%	100.0%	100.0%
<b>Average</b>	98.0%	98.0%	98.0%

Base Number	Jan.	Feb.	March
<b>Fitness</b>	4,796	4,652	4,599
<b>Experiential</b>	410	450	445
<b>Recreation</b>	259	334	422
<b>Total</b>	5,465	5,436	5,466

Utilization	Jan.	Feb.	March
<b>Fitness</b>	4,796	4,652	4,599
<b>Experiential</b>	216	700	1,323
<b>Recreation</b>	2,348	2,402	2,695
<b>Total</b>	7,360	7,754	8,617

**FY16 Second Quarter Report  
Oneida Recreation**

**Second Quarter**

Month	Attendance – Visits	Current Members
January 2016	2348	259
February 2016	2402	334
March 2016	2695	422

\*NOTE: all memberships will need to be renewed beginning 1/1/16.

**Service Development Outcomes and Customer Results:**

- **Birth to 18 months:** No results  
0 membership
  - **Toddler – 18 mo. – 3 years :** No Results  
0 membership
  - **Pre-School – 4-5 years:**  
5 memberships (1%) (3-Male/2-Female 3-Oneida/Desc./0-Other Tribe/2-Other)
  - **School Age – 6-12 years:**  
194 memberships (46%) (113-Male/81-Female 118-Oneida/Desc./36-Other Tribe/40-Other)
- NOTE: Youth need to be 7 years of age to attend the Recreation after-school program.

***Physical Development Needs:** This age group is finally learning to master gross and fine motor skills. They have lots of energy and enjoy physical activities and structured games with rules. Our Sports & Fitness area provide ample opportunities for school-age children to expend their extra energy. We encourage all school-age children to participate in 60 minutes of physical activity daily (the recommended amount according to the President’s Council on Fitness). We also provide youth with opportunities to participate in structured leagues such as flag football.*

Month	Outcome	Civic Center Result	Clifford E. Webster Result
January 2016	Each member completes 60 minutes of physical activity/day.	51%	75%
February 2016	Each member completes 60 minutes of physical activity/day.	37%	67%
March 2016	Each member completes 60 minutes of physical activity/day.	31%	53%
TOTAL		40%	65%



**Emotional Development Needs:** School-age children begin to form longer lasting friendships with the same-sex peers as they become more interested in identifying with the likes and dislikes of a group. They are self-conscious about their abilities and need to be acknowledged and encouraged by adults. Our Social Recreation area focuses on the emotional needs of our youth. Girls and Guys Groups provide opportunities for school-age youth to interact with peers and learn new skills. Character Club provides this age group with opportunities to build their character and get involved in the community. For example, Character Club participants made Christmas cards for the Elders, homemade birdseed ornaments to hang in outside trees and went Christmas caroling. These activities allow the youth to practice the character traits they learn about all year long during Character Club.

Month	Outcome	Civic Center Result	Clifford E. Webster Result
January 2016	Participants learn about each pillar of Character Development and have opportunities to exhibit them.	44%	37%
February 2016	Participants learn about each pillar of Character Development and have opportunities to exhibit them.	41%	31%
March 2016	Participants learn about each pillar of Character Development and have opportunities to exhibit them.	53%	41%
TOTAL		46%	36%



**Cognitive Development Needs:** Children this age have longer attention spans and are interested in discovering things for themselves. They like intellectual challenges and reading about things they like. The Learning Centers at each facility are filled with books to read on various subjects. The youth are encouraged to build their reading skills daily. Before youth are allowed to use the computer or gaming systems in the rooms, they are required to read for 15 minutes. Activities such as Brain Food also encourage youth to complete their daily homework assignments and read for enjoyment. When the youth have completed their assignments, they are rewarded with a healthy meal prepared by the staff. The Art Rooms also provide school-age youth with opportunities to explore new and exciting ways to express themselves creatively. Youth at the Clifford E. Webster Building enjoy art journaling, upcycled craft projects, music and pottery. Youth at the Civic Center enjoy drawing, photography and completing native American art projects such as beading and music.

Month	Outcome	Civic Center Result	Clifford E. Webster Result
2nd Grading Period	Complete homework assignments daily and increase GPA.	10 Report Cards Collected	7 Report Cards Collected
	Average GPA	3.41	3.24



Month	Outcome	Civic Center Result	Clifford E. Webster Result
January 2016	Participants will be exposed to a variety of art mediums & techniques	29%	5%
February 2016	Participants will be exposed to a variety of art mediums & techniques	58%	35%
March 2016	Participants will be exposed to a variety of art mediums & techniques	0%	25%
TOTAL		44%	22%



- **Adolescent – 13-18 years:**

67 memberships (16%) (39-MALE 28-FEMALE 53 – Oneida/Desc. 6 – Other Tribe 8 – Other)

**Physical Development Needs:** *This time of rapid growth (the most since infancy) can lead to a lack of coordination, loss of self-esteem and feeling awkward. Our Sports & Fitness areas offer teens opportunities to play sports and games in a relaxed non-competitive setting. This age group enjoys interacting with staff during games and leagues.*

Month	Outcome	Civic Center Result	Clifford E. Webster Result
January 2016	Each member completes 60 minutes of physical activity/day.	7%	20%
February 2016	Each member completes 60 minutes of physical activity/day.	9%	22%
March 2016	Each member completes 60 minutes of physical activity/day.	9%	13%
TOTAL		8%	18%



**Emotional Development Needs:** Adolescents are very self-conscious about their bodies and physical appearance in general, which can lead to psychological vulnerabilities. They have a strong desire to conform to their peers and form close one-on-one relationships. Our Social Recreation areas work hard to provide opportunities for our youth to increase their social skills. Social skills such as character development, verbal and non-verbal communication, etiquette, and personal hygiene are stressed in activities such as Bingo, Girls Group and Guys Group.

Month	Outcome	Civic Center Result	Clifford E. Webster Result
January 2016	Participants learn about each pillar of Character Development and have opportunities to exhibit them.	7%	10%
February 2016	Participants learn about each pillar of Character Development and have opportunities to exhibit them.	5%	2%
March 2016	Participants learn about each pillar of Character Development and have opportunities to exhibit them.	13%	11%
TOTAL		8%	8%

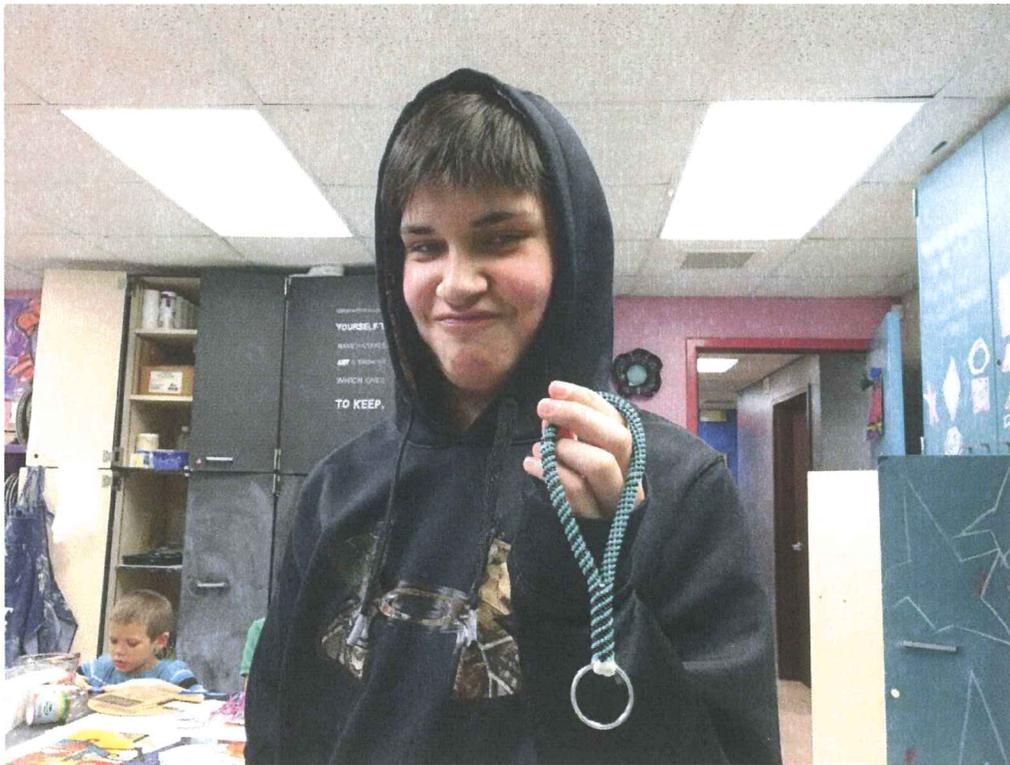


**Cognitive Development Needs:** Adolescents are developing abstract thinking. They are beginning to think about social issues and future goals in life. They can plan with little or no help from adults. The Learning Centers are available for all teens to complete their homework assignments and for computer use. The Arts areas also encourage teens to express themselves creatively in a variety of activities and programs such as pottery, traditional native arts, journaling and upcycled art.

Month	Outcome	Civic Center Result	Clifford E. Webster Result
2nd Grading Period	Complete homework assignments daily and increase GPA.	3 Report Cards Collected	4 Report Cards Collected
	Average GPA	3.06	3.09



Month	Outcome	Civic Center Result	Clifford E. Webster Result
January 2016	Participants will be exposed to a variety of art mediums & techniques	3%	10%
February 2016	Participants will be exposed to a variety of art mediums & techniques	7%	10%
March 2016	Participants will be exposed to a variety of art mediums & techniques	0%	2%
TOTAL		5%	7%



- **Young Adult – 19-35 years:**

34 memberships (8%) (25-MALE 9-FEMALE 29 – Oneida/Desc. 1 – Other Tribe 4 – Other)

*This stage is a continuation of the adolescent phase, as young adults continue to separate themselves from family and focus more on friendships. It is an exciting time of new opportunities for education, careers, and other life experiences. The young adult must develop into a mature adult and face their new responsibilities.*

Month	Men’s Basketball – Noon Hour, Sunday, After 9 pm at Civic Center
January 2016	42
February 2016	85
March 2016	42
TOTAL	169

- **Middle Age – 36-64 years:**

48 memberships (11%) (22-MALE 26-FEMALE 37– Oneida/Desc. 1– Other Tribe 10– Other)

*This time is a period of reflection, family and career. This self-reflection is the time for a person to become content with their life and who they are as they prepare for retirement. It is a time for a person to enjoy their family life – children, grandchildren, extended family, etc.*

Month	Number of Rentals Clifford E. Webster Building	Attendance
January 2016	15	310
February 2016	14	381
March 2016	16	330
TOTALS	45	1021

- Average # of rentals per month = 15. Average Attendance per month = 340. Community rentals range from events such as holiday parties, birthday parties, family reunions, baby showers, etc. The Clifford E. Webster Building is rented out on weekends and holidays.
- During the second quarter, the number of rentals increased by 15% and rental attendance increased by 3% compared to FY15.

- **Elder/Older Adult – 65 plus:**

74 memberships (18%) (26-MALE 48-FEMALE 47- Oneida/Desc. 4- Other Tribe 23- Other)

NOTE: Elders age 55 and older can attend the Recreation elder activities.

*The elder adult stage is no longer considered “old age.” There are some who have to suffer the illness and discomfort of growing older, but the majority of elders are healthy and active. Retirement is a time for people to pursue the interests that they did not have time to before. It is important to stay active and involved after retirement; many find this involvement in community, social, political and personal activities and projects. Although, this stage is a time for preparing for death, it is also a time to enjoy life and do many exciting, worthwhile things.*

Month	Bingo Attendance	Bowling League Attendance
January 2016	207	0
February 2016	148	0
March 2016	220	0
TOTAL	575	0

- Bingo is held every Wednesday from 1:30 – 3:00 pm at the Clifford E. Webster building. We average 48 elders per session. No Elder Bowling league due to staff turnover.



**Dartball League**

Each winter we hold a dart ball league at the Civic Center. This year we had 8 teams – 71 registered players. 70% of these participants are male and 30% are female. Teams compete against each other each week and the league ends with a tournament and potluck meal. This year the winners were the VETS. This activity spans four age groups:

Adolescents (ages 13-18)	7 participants	10%
Young Adult (ages 19-34)	27 participants	38%
Adult (ages 35-64)	27 participants	38%
Elder (ages 65 +)	7 participants	10%

NOTE: 4% of participants were not current members and we didn't have age information on them.

Attendance for this activity is as follows:

	January	February	March	Total
Players	89	140	147	376
Guests/Fans	13	25	24	62
	102	165	171	438

## FY16 Second Quarter Report Oneida Family Fitness

This quarter, Oneida Family Fitness focused on maximizing fitness and wellness programs to improve the health and wellness of our membership, employees, and the Oneida community.

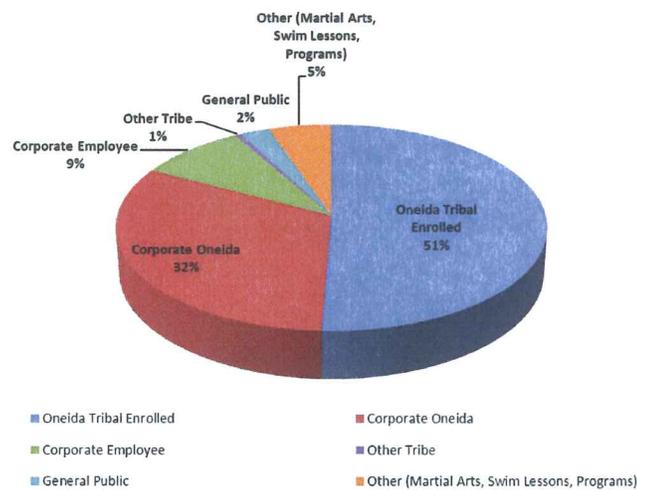
### Second quarter statistics

Membership total: 4,599  
Facility usage: 29,579

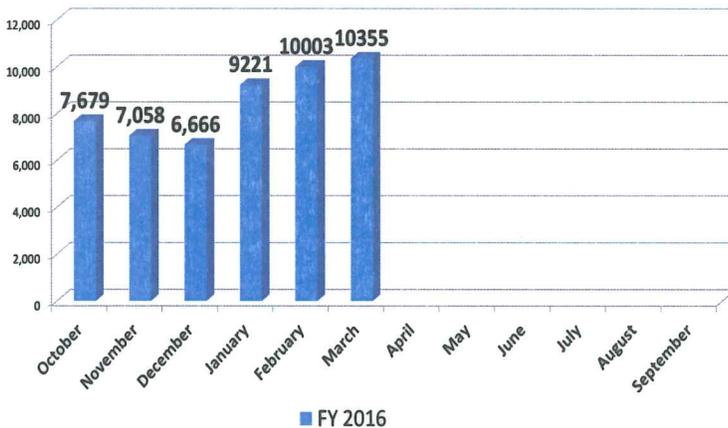
**FY 2016 Membership Totals**



**FY 2016 Membership Type Report**



**FY 2016 Facility Usage**



Pool usage: 6,579  
Martial art attendance: 1,399  
Group fitness attendance: 10,848

2 <sup>nd</sup> Quarter Focus – Increase engagement		
Initiative	Activities	Outcomes
Provide fitness and wellness programs for all ages and abilities	<ol style="list-style-type: none"> <li>1. Fit Kidz – Headstart program</li> <li>2. Swim lessons returned</li> <li>3. Increased pool hours</li> <li>4. Increased operating hours</li> <li>5. Held a weight loss incentive challenge</li> <li>6. Provide Tai Chi &amp; Chair Yoga services for elders at Elder Services.</li> </ol>	<ol style="list-style-type: none"> <li>1. 124 Headstart kids</li> <li>2. 5 levels offered; 27 youth attended</li> <li>3. Extended evening hours and Saturday hours</li> <li>4. Extended hours to close at 9:00 p.m. Monday – Friday</li> <li>5. Approximately 100 participants; with a total weight loss of (females – 428.6 lbs); (males – 98 lbs)</li> <li>6. Provide exercise class 1x a week at Elder Services.</li> </ol>
Increase participant’s KSA’s of physical fitness and healthy lifestyles to reduce health care costs	<ol style="list-style-type: none"> <li>1. Offered stress management 6 week program - RAS Point eligible</li> <li>2. Reward members who engage in the recommended physical activity (3-5 days/week)</li> <li>3. Conducted pre-fitness assessments for participants in the Oneida Exercise Pilot Program</li> </ol>	<ol style="list-style-type: none"> <li>1. 21 attendees</li> <li>2. 10% of membership</li> <li>3. 78 employees participated in pre-assessments (post assessments to be completed in May)</li> </ol>



Oneida Family Fitness conducts quarterly customer satisfaction surveys. 71 members completed our 2<sup>nd</sup> quarter survey; with a 97% satisfaction rating. The surveys give us feedback on our program and services, staff, as well as the facility.

Plans for FY 2016 3<sup>rd</sup> quarter is to continue to provide quality programs and services for the Oneida Community and Employees and use the feedback and usage to increase engagement in our services.

Some of the challenge we see that prohibits our membership to be more engaged is:

- No evening day care
- Lack of space to provide programs
- No weight management program

We will also focus this quarter on researching ideas to provide evening day care. We submitted a CIP plan for facility updates, to include ventilation issues. Lastly, we have staff attending training so we can bring back our Weigh of Life weigh loss management program for members, as well as Oneida employees which is part of the RAS point program.

## **FY16 Second Quarter Oneida Experiential & Adventures**

### Scorecard Data:

Customer utilization number 2<sup>nd</sup> Quarter= 1,323 -programs varied between an hour to multiday programs.

Customer Satisfaction = 97%

Customer registration for Individual signup programs has increased by 60%

### Narrative:

We have had excellent attendance for our RAS & Diabetic noon and evening classes, with attendance being at or exceeding capacity. Tribal members and employees are looking for ways to improve their mental and physical health. **Our mission is to reduce stress! We create outlets and opportunities to reduce the stress experienced by those who are living with diabetes, or helping to avoid diabetes, by providing recreational, experiential group activities and outlets.** Our RAS programs have been an excellent way to expose employees to positive ways to improve their health. By offering RAS points it gives the incentive for the employee to try new activities that changes their mindset on living a healthy lifestyle. Through these new discoveries we have had many participants share that they are partaking in these activities with their families as well. This creates healthier individuals and healthier family units, by having them spend quality time connecting to the outdoors and to each other.

The Experiential department collaborates with the Health Center to provide more than bi-weekly programming targeting diabetic prevention and reduction, these programs are offered at noon, in the evening, and on the weekends to meet the client's needs. Programs include: Depression Prevention, Snow Shoe Tying, Mindful Programs, Nature Hikes, Biking, and overnight retreats.

Programs Served 2<sup>nd</sup> Quarter:

Depression prevention	Family Enrichment Programs	AODA- Journey & IOP Groups
Domestic Violence	Alternative HS	Lombardi Yes Boys Group
Lombardi Yes Girls Group	Face Program	External contracts
Wise Women Gathering Place	Native Crossroads	Title VII
Conflict resolution-	Family Fun Night	Employee Health
Veterans Program	Teen Parents Support Group	Kayak Pool – 2 classes
JMIO- Events	Hunter Safety- Survival skills	Behavioral Health
Oneida High School –Archery, Snow Shoe, Biking Units		
RAS- Program- Snow Shoeing, Mindful, Biking, Hiking		

Challenges:

The department even though understaffed, continues to work evenings and weekends to meet customer’s needs and convenience. We have had a position open or unfilled for over a year due to the wage being low compared to the qualifications and expectations of the position. The staff has done an amazing job, covering the duties and programs of this position but this is not sustainable. I have been cross training employees from other departments and people from outside the tribe in efforts to mitigate this deficit, this is only a temporary fix. These people have a primary function or role that is their priority when

The wage line in the budget should be adjusted to hire a fulltime seasonal position along with sub-relief staff that is scheduled when program demands reflect the need. This would allow more programing options that would enable our department to serve more clients, larger groups, continue convenient hours, and increase program venues.

Goals:

Continued programing for the above programs with a customer satisfaction rating of 94% or better. Provide three week long youth camps that focus on character development by utilizing the Climbing, Paddling and Adventure venues to teach the youth lifelong social and interpersonal skills.

Customer = 97%

Customers are stating on the post evaluations that the programs that attended are helping them make needed life changes. These programs are designed to help community members and employees to improve their health by making real behavior changes and discovering and overcoming road blocks that has prevented them from making these changes previously.

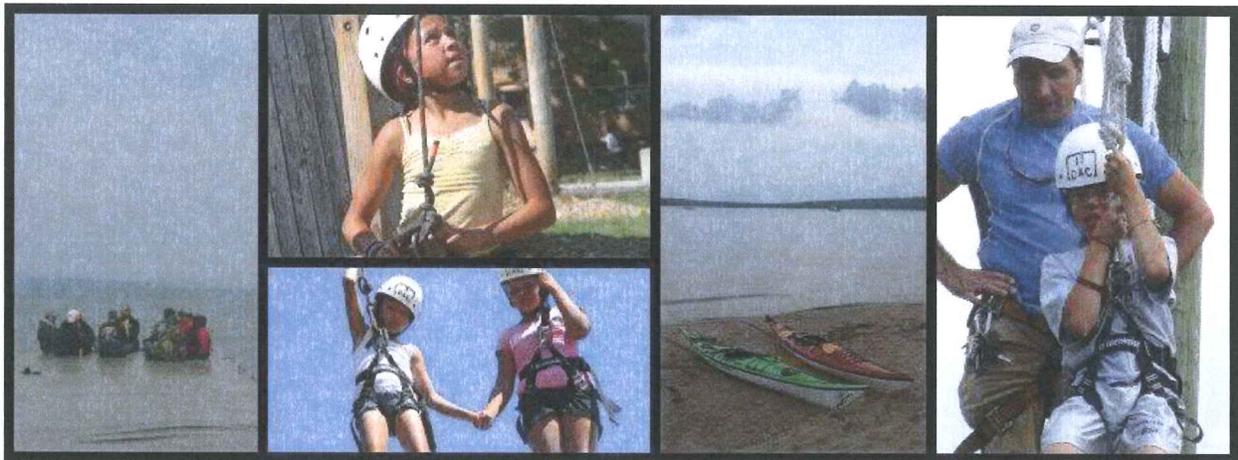
Below are just a few comments that represent the purpose and the outcomes of our programing:

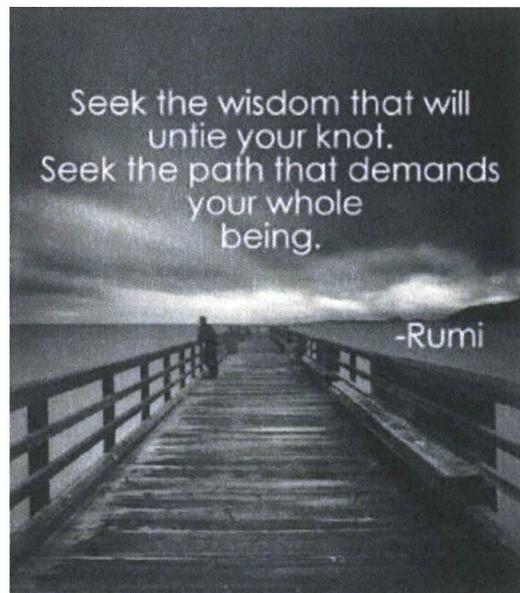
“This class was instrumental in teaching and enforcing patience. Good time management and relaxing time great behaviors learned for life long lessons.”

“I believe this class is a great opportunity. Although it was frustrating for me at times I felt like giving up but with the help and support of from others I was able to finish my shoes. I learned some valuable lessons in regards to my personal life style and choices I make that affect my health.”

“This class was great! There are many parallels to life situations and dealing with stress. The sense of accomplishment was great.”

“ I have been to a ton of teambuilding trainings and this one by far was the best. It has given or reminded me behaviors I need to incorporate or change to be the best me that I can be.”





## Social Services Area

Social Services programs highlight 2<sup>nd</sup> quarter continuous efforts to increase customer service delivery and staff development capacity building and performance reporting. All programs are working on providing client needed resources ranging from fresh food and food cards, to crises management, child support and child placement and child education. Food Distribution program continues to focus on generational healthier lifestyle and balanced eating approach.

The Child Support demographic continues to work on case transfers from counties with the typical population at low-income. It is anticipated the services will continue to increase with the case transfer as in most cases maintained by the county the workers don't have the time to spend with their clients whereby the tribe is able to engage further with the client base. The SEOTS program has experienced a challenge in engaging tribal membership in dialogue around health and participation in activities in overall wellness. The program is at level II. of their community Health survey initiative to survey and assess community health measures. Under Quarter II, staff begins to receive training and processing in identifying critical areas from that survey. Unfortunately the community has experienced two youth suicides within a one month period resulting in the department reaching out to local agencies to increase efforts in awareness and suicide education. Child attendance for the Head Start program continues to average at 87% with a goal to rise to 90% and level out as regular attendance equates to overall school success. Duplicate count of family activity is dependent on additional resources the families may need and provided.

Overall performance targets for Quarter 3 are to continue to increase overall client interaction at a 3 to 4% rate.

Challenges: Ongoing assessment of program staff capacity, looking at succession planning efforts to date, forecasting and balanced budget preparation and reviews. Management continues to review manager to employee ratios, efficiency of personnel management, and continued training and development needs within program areas.

## FY16 Second Quarter Food Distribution

### Scorecard Statistics

- a. Base number of customers: (J) 340, (F) 353, (M) 358, Avg = 350
- b. Customer utilization number: (J) 740, (F) 747, (M) 740, Avg = 742
- c. **Identify 2<sup>nd</sup> quarter initiatives to achieve customer outcomes:** WELLNESS OUTCOME.  
Making customers more aware of the benefits of healthy eating through proper diet and preparation of their meals. Providing meaningful information thru pamphlets, brochures, DVD's, and hands-on menu preparation utilizing our USDA food products.
- d. Customer Trends: Seems to be more of the younger generation within our customer make-up that is seeking assistance and information in pursuit of a healthier lifestyle and a more balanced eating approach.
- e. Operations forecast for Program based upon customer information: Continuation with USDA to provide healthy/nutritional values in our food products that provide our clients with a food package that meets or exceeds the USDA requirements in the national food pyramid matrix.

### Program Narrative Summary:

Our partnership with USDA thru established Grant contracts continues to provide the needed resources in the form of various food products, both fresh, frozen, and canned, that sustain our Native community by providing sustenance and a balanced approach to healthy eating habits, both for the individual as well as an entire family. The numbers that are generated reflect a continuing effort to meet the food necessities required by the populace we serve, and to ensure that future generations get the provisions that make for a healthy/vibrant Nation.

### Program challenges/efforts to overcome them:

To spend in its entirety authorized Grant contract monies in line with USDA/Tribal directives that meet the overall needs of the department with regard to its customers. Solution: Closely monitoring of monthly R & E statements that reveal current balances in each separate PRT within the approved Budget, and making adjustments accordingly.

### Program performance targets achieved in 2<sup>nd</sup> quarter.

Delivery services for the 2<sup>nd</sup> quarter indicate a slow but consistent rise in the number of customers utilizing our delivery service as a direct benefit. (J) = 68, (F) = 73, (M) = 85 Avg. = 75 VS. 41 of last quarter statistics.

Performance target(s) for 3<sup>rd</sup> quarter achievement: To apply our best efforts in meeting the sustained base/utilization numbers that reflect our customers dependence upon our Program continuing to provide the needed resources being available for their benefit and overall welfare.

Identify customer satisfaction score: (J) = 100%, (F) = 90.7%, (M) = 95.2% Avg. = 95.3% An overall excellent rating IAW rating scale utilized.

## **FY16 Second Quarter**

### **Head Start/Early Head Start**

#### Score card statistics:

Base number of customers: 358 is the monthly average

Customer Utilization number: 485 is the monthly average

#### 1<sup>st</sup> and 2<sup>nd</sup> quarter operation initiatives to achieve customer outcomes:

Monthly child attendance for the Head Start program is as follows: January 86%, February 88%, and March 89%. During our recent federal review the program was praised for not falling below the federal requirement of 85%. It is a goal of Head Start to make sure children are getting to school.

#### Customer trends:

The participation of parents and other family members has been high during the quarter. In March the numbers were lower but the number of contact days was less due to spring break. In Early Head Start participation in monthly socializations and family events remains consistent.

#### Operation forecast for Department/Program based upon customer information:

In the next quarter there will be a decrease in the utilization and base numbers because the Head Start program's last day is May 18<sup>th</sup> and school will resume at the end of August.

#### Narrative summary explaining or clarifying the above statistics:

The base numbers and utilization numbers are based on the participation of families in the program. Daily the children receive services from the Head Start program but families will participate in various ways increasing or decreasing the numbers. Duplicate services also depend on the needs of the family and what additional resources they require.

For families in the Early Head Start program weekly participation for the parent and the child is required. The numbers in this program vary based on parents who make their weekly home visits and participate in socializations and family events for the month. In Early Head Start duplicate services are also dependent on the additional resources that families may need. In addition, this program will also transport families for required appointments for the child or parent.

#### Identify challenges to your Program and continuous improvement efforts to meet the challenges:

The Head Start program's goal is to keep attendance above 90%. Research shows that there is a direct link to ongoing school success and regular attendance. Children who have poor attendance can fall behind in developmental milestones, have poor relationships with peers, and are more likely to be held back a grade in elementary school.

Head Start has made a conscientious effort to improve attendance using these methods:

- Talking to parents at the orientation home visit about the importance of attendance and the consequences of chronic absences from school. The strongest consequence is removal from the program to allow another child who will utilize the services to attend.
- Monthly certificates go out to children with perfect and good attendance.
- Family Service staff work with parents whose children have low attendance right away and develop a contract to improve attendance.
- The director meets with families to discuss the possibility that this program is not meeting the family's needs and suggests placing child on the wait list until circumstances change and the family can get the child to school on a regular basis.
- Teachers report perfect attendance in the monthly newsletter

The federal lead for the recent federal monitoring review stated that Oneida Head Start is "magical". She went on to clarify that in the many years that she has monitored programs she could only remember one other time that the attendance did not fall below 85% during a school year. The fact is that this Head Start program has not fallen below 85% since January of 2013 when extreme cold prevented families from sending the children to school.

The Early Head Start program has a goal of increasing the number of children who get ongoing dental care. In recent years the state of Wisconsin put into their "Early and Periodic Screening, Diagnostic, and Treatment" (EPSDT) plan that first tooth is the time for the first dental visit.

Getting parents in Early Head Start to agree to this time frame has been a challenge. Many people believe that these are only baby teeth and that the child will eventually lose them. Research shows that ongoing issues with baby teeth are a strong predictor of the same issues with the child's permanent teeth based on the bacteria present in their mouth. Approximately 10 percent of the Head Start students have major dental surgery every year.

In collaboration with the Oneida Dental Department every other Monday is set aside for Early Head Start families to bring their children in for care. This has increased the number of children getting dental care by 11% from last year.

Performance targets each Program achieved at the end of the 2<sup>nd</sup> quarter:

*Head Start*

Percentage of children reaching or exceeding developmental milestones:

Social Emotional	80%
Large Motor	86%
Fine Motor	88%
Language	75%
Cognitive	85%
Literacy	87%
Math	61%

### *Early Head Start*

Social Emotional	92%
Large Motor	86%
Fine Motor	100%
Cognitive	98%
Literacy	85%
Math	58%

### Identify targets for each Program for the 3<sup>rd</sup> quarter:

Head Start and Early Head Start continue to target children's math skills to increase the number of children who meet or exceed those milestones. The goal is to increase the percentage to above 85%. The federal regulations require children to reach 85% or above in their developmental milestones. Both programs have increased activities in the area of math and have included parents in working with their children on these skills.

### Customer satisfaction score for each program for the 2<sup>nd</sup> quarter:

The average customer service score for the past quarter is 96.6%

## **Second Quarter Report**

### **Southeastern Oneida Tribal Services (SEOTS)**

#### Scorecard Statistics:

Base Number of Customers: 473

Customer Utilization Number: 1383

Operation Initiatives: In Quarter 1, SEOTS completed a community survey to assess many measures of health. The critical areas identified were obesity, diabetes, and depression. In Quarter 2, SEOTS staff started receiving training on the critical areas.

Customer Trends: The SEOTS community experienced two suicides.

Operations Forecast: SEOTS is strategizing with local agencies to increase awareness and education and provide direct services. SEOTS is also working to develop strategies to address the critical areas identified in the 2015 Health Survey.

#### Narrative:

During January, February, and March, 473 different people visited SEOTS for various activities and services. Many of the customers visited more than once, resulting in a total of 1,383 visits during the three month period. The most utilized services during that time frame were medication distribution and Elder activities.

#### Challenges:

Challenges during Quarter 2 include the ability to engage Tribal membership in dialogue around health and to establish high levels of participation in activities that improve overall wellness. In January we offered quality instruction on living with diabetes, however, participation was low and we had to discontinue the offering.

SEOTS performance targets revolve around client interactions, which not only includes utilization rates, but also includes phone calls received. The phone vendor is currently having difficulty pulling the data report for calls received. We are continuing to work on the problem. Utilization rates are up slightly over previous data, signaling we are in line with increasing interactions at the desired rate.

The performance target for Quarter 3 is to continue to increase client interactions at a rate of approximately 3%.

Average Customer Satisfaction Score: 90%

## FY16 Second Quarter

### Elder Services

- |    |  |            |     |
|----|--|------------|-----|
| 1. | Increase in program Participation              | <u>Yes</u> | 95% |
| 2. | Increase in Congregate Mealsite Participation  | <u>Yes</u> | 98% |
| 3. | Increase in Home Delivered Meals Participation | <u>Yes</u> | 97% |

- |  |               |            |     |
|--|---------------|------------|-----|
| Increased participation in Evidence Based activities |               |            |     |
|  | a. Activities | <u>Yes</u> | 88% |

### SOCIAL FUNCTIONING/HEALTHY LIFESTYLE

- |    |  |            |     |
|----|--|------------|-----|
| 4. | Increase in Transportation                       | <u>Yes</u> | 77% |
| 5. | Increase in Standard of living with Home Repairs | <u>Yes</u> | 62% |
| 6. | Increase in Family Caregiver Program             | <u>Yes</u> | 92% |
| 7. | Decrease in Elder Abuse cases                    | <u>Yes</u> | 50% |

(Interpersonal relations, communication, verbal non-verbal communication, dressing for success, grooming, personal hygiene, negotiate, etiquette, philosophical discourse)

### MOBILITY

- |    |   |            |        |
|----|---|------------|--------|
| 8. | Increase in general rider-ship  | <u>Yes</u> | 86%    |
| 9. | Increase in special needs rider-ship (persons with disabilities)<br>(wheelchairs) | <u>No</u>  | .....% |

### ONEIDA CULTURE AND LANGUAGE

- |     |   |             |        |
|-----|---|-------------|--------|
| 10. | Increase in acquisition, utilization and retention of Oneida Language | <u>Yes/</u> | 88%    |
| 11. | Increase in practice and participation of Oneida culture              | <u>Yes/</u> | .....% |
| 12. | Increase in cultural events   | <u>Yes/</u> | .....% |

### BENEFITS

- |     |  |             |     |
|-----|--|-------------|-----|
| 15. | Decrease in Benefit Specialist usage<br>(education, financial, housing, disability, pension) | <u>Yes/</u> | 39% |
| 16. | Increase in Home Chore Services  | <u>Yes/</u> | 42% |

17. Increase in In Home Chore Services	<u>Yes/</u>	52%
18. Respite Care	<u>Yes/</u>	80%
19. Increase in Outreach services	<u>Yes/</u>	86%

ECONOMIC STATUS AND CONDITION

20. Decrease in homelessness (no vacancy in Apartments)	<u>Yes/</u>	
21. Increase in housing request (56 on waiting list)	<u>Yes/</u>	88%

EMPLOYMENT

22. Decrease in volunteerism	<u>Yes/</u>	....%
23. Increase employability		
a. Title V Program (pending available funds)	<u>No</u>	....%
b. Career development	<u>No</u>	....%

FY16 Second Quarter  
Family Support Services

*\*Please note that the data in this report will be reflective of Family Support Services which includes:*

- Oneida Child Support Enforcement (OCSE)
- Indian Child Welfare (ICW)
- Parenting
- Foster Care
- Prevention
- Domestic Violence (DV)
- Yethiyatanunha.

Score card statistics:

Base number of customers: 3652 monthly average

Customer Utilization number: 8100 monthly average

Identify any 1<sup>st</sup> and 2<sup>nd</sup> quarter operation initiatives to achieve customer outcomes:

Customer trends:

In review of the data from January through March of 2016, caseloads and customer contacts have been fairly consistent in the 2<sup>nd</sup> quarter, with a slight increase from January to March.

Operation forecast for Department/Program based upon customer information:

ICW will anticipate an increase in reports and potential case load for ICW as the school year comes to an end, which is when the program usually receives an increase in Child Abuse and Neglect reports from local schools. There has also been a rise in ICW cases related to opiate use. Department recently began tracking specific drugs types when reports are coming in. Current on-going case load 49% are related to opiate use.

Child Support should remain fairly consistent as Brown and Outagamie County cases have transferred over and Milwaukee County has been slowly transferring their cases to Oneida Child Support.

Prevention and the DV youth advocates will move from providing services in the schools to having a summer youth program on-going through the week (June 13-July 28). So, the number of programs offered and frequency will begin to taper in the upcoming quarter due to the school year ending.

Narrative:

The base number of customers is collected by the number of cases each worker in the different areas manages. This number is actually higher if considering that one case has multiple family members and collateral contacts, in many cases. This varies between the different programs and from the families.

Utilization is data is collected by collecting on customer contact throughout the month related to each particular case. We have been working to improve this documentation for the Intake worker in ICW. This role is consistently moving from one case to another on a very short term basis and documenting utilization has been an initiative the department has been working to improve related to this one particular role.

Identify challenges to your Program and continuous improvement efforts to meet the challenges:

The Child Welfare Department has not been able to keep up with the number of Investigations each month. The Intake/Investigation worker attends as many as she can but often there are numerous investigations happening at one time. For example, we received 167 referrals during the months January, February and March, 80 of which were children Oneida enrolled /eligible for enrollment. The Intake/Investigation worker does paperwork (such as enrollment verification and notifying the County) on all 167 referrals. For the 80 that are eligible for services, the worker would participate in Investigation activities for those that are screened in. The efforts taken to manage this high case load are On-going, staff will help out (although this takes time from their own caseload) and the Intake/Investigation worker works to prioritize as best she can. An ultimate solution would be to create a second Intake/Investigation position with upcoming Title IV-E funds.

ICW department has also had increased trending in the number of reports related to opiate use (prescription pill and heroin). Department staff will continue to seek education and training in response to the trending issues within the community.

Our Prevention department is hosting an educational community awareness event May 23rd to discuss the opiate issue. Aside from education, we have limited resources to assist in remedying the issue for

families as most AODA and medical professionals will confirm, it is highly addictive and difficult to get off of. This is not just Oneida, it is the entire community.

Departments continue to struggle with lack of participation in the groups offered to family groups and adults. There is usually not a challenge with youth participation. The Prevention program is continuously seeking new program curriculum that will better appeal to the community to increase participation. In addition, the program provides transportation, child care, meals, and incentives to increase family participation. Lack of funding presents a barrier in always being able to provide these different services.

Programs are also in need of new vehicles to transport youth and families. This will present an issue in the near future as the both the Prevention and ICW van are over a decade old and have had numerous mechanical issues.

Yethiyatanunha is faced with funding barriers. Program and leadership are working to plan/resolve.

Identify what performance targets each Program has achieved at the end of the 2<sup>nd</sup> quarter:

For months January through February, 78% of children receiving ICW services achieved permanency.

This is a performance objective set for by the funding unit with a goal of reaching 80%.

Parenting began and ended their 12 week Parenting Education Class during the 2<sup>nd</sup> quarter, with 80% of their parents completing the class. This is another performance objective set forth by the funding unit.

The goal was 75%, so the department has surpassed their goal for this quarter.

Staff from all departments sought additional training via a webinar offered in March to identifying what opiate use looks like in the customers we serve. Staff also attended Active Shooter training in March for safety awareness in the workplace. There have been on-going efforts since January to improve workplace safety for staff and customers.

Programs have been working toward becoming more trauma-informed to better serve our customers.

ICW was selected for the Wisconsin Trauma Project in January of 2016. This initiative requires the training of two staff to learn the Trauma Informed Parenting Curriculum and for another clinical staff person in the department (ICW Supervisor) to train in Trauma Focused-Cognitive Behavioral Therapy (TF-CBT). This training will be ongoing throughout the year and the families we serve along with the community members and staff will benefit during the training phase.

Child Support has rolled out their program video which is playing on a video feed in the main reception area which aims to educated customers on their program and the services they provide but to also be inviting to customers so they feel more welcomed (This is also a piece of the Strategic Plan for the year).

Identify targets for each Program for the 3<sup>rd</sup> quarter:

ICW will continue to work towards increasing the permanency for children.

In response to community needs the program staff will continue to work on receiving additional education and training.

Child Support introduced their Strategic Plan in March to staff and the goal is to increase collections to 70% by the end of FY 2017 through a series of service initiatives; which include but are not limited to:

- Improved communications
- Customer referrals to community resources and services
- Additional Training and education for customers & staff
- Improving internal processes

Domestic Violence, Prevention and ICW have worked on completing a new spreadsheet to capture customer contact and utilization of services offered. Accurately capturing data to reflect the extensive work done by the programs is continuously improving to meet the reporting needs of leadership. This is in addition to striving towards consistency of data reporting.

\*\*Also, important to note that with the official merge of all the programs under one department, Family Support Services programs have been working internally to achieve more cohesiveness and collaboration in programming. This will be done and through quarterly staffing of the programs to keep each area informed of services being provided and updates, as well as internal training opportunities. In addition programs have been working on cross-over collaboration.

Examples:

- Trauma Informed Parenting is being offered to families first and then to staff and community
- Conscious Discipline will be offered in the summer to staff as well as other Tribal staff
- Prevention and youth DV staff who provide the summer program for youth
- Child Support and Parenting offer a Co-Parenting workshop to parents

Customer satisfaction score for each program for the 2<sup>nd</sup> quarter:

Customer Service surveys distributed to Child Support customers as well as group participants for Prevention and Domestic Violence: January 98%, February 99%, and March 98%.

## **FY16 Second Report**

### **Transit**

#### Narrative:

Public Transit has experienced a 2.7% increase in utilization for the second quarter for FY2016. It is also experienced lower customer service satisfaction resulting in the loss of 2 drivers on medical leave creating shortages in daily shift staffing creating longer than expected pickup/dropoff requests.

#### Challenges:

2 drivers lost to: 1 termination and 1 retirement. 2 drivers on Medical Leaves for 5-7 weeks.

Performance target achieved: 2.7% increase over 1<sup>st</sup> quarter.

Performance target 3<sup>rd</sup> quarter: 2.0% utilization. Transit will be going live with new auto-dispatching system at end of may beginning of June. Vendor has indicated that Oneida should experience about a 20% increase in system performance within the first 12 months from going live.

Customer Satisfaction is down to 98.0 overall. Staffing of shifts to cover operating hours has been difficult creating higher than normal overtime hours to keep system running.

#### Possible solutions:

- a. Hire 2 Drivers.
- b. Re-assign driver to vacated Supervisor position.
- c. See how overall system improves with new auto-dispatching software going live.
- d. Create a Driver "Pool" for Public Transit
- e. Increase staff both administratively and front-line utilizing new FTA funds received (\$607,609) during FY2016-2017.

**FY16 Second Quarter  
Veterans Department**

Scorecard Stats:

- Base and Utilization # - 1761
- Homeless veterans initiatives which is one of the depts. Outcomes
- No real trending issues, except for 1<sup>st</sup> qtr in Nov. due to hunting season
- Customer feedback is Positive

Homeless veteran's initiative is achieved thru the HUD/VASH program, which is a voucher for rentals and the veteran paying 30% of the rent. Veteran must be enrolled with VA Healthcare and have an assigned Case Worker to qualify for HUD/VASH. DOLM is taking the lead on project.

A challenge is always with budget/grant issues and dept. continuities to apply for Wis. Indian Veteran Grant.

3<sup>rd</sup> qtr initiative is working with Environmental on the Aquaponics project

Department average customer satisfaction score is 83.3%