

# Oneida Tribe of Indians of Wisconsin

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Oneida, WI 54155



UGWA DEMOLUM YATEHE  
Because of the help of  
this Oneida Chief in  
cementing a friendship  
between the six nations  
and the colony of  
Pennsylvania, a new  
nation, the United States  
was made possible.

Oneidas bringing several hundred bags of corn to Washington's starving army at Valley Forge, after the colonists had consistently refused to aid them.

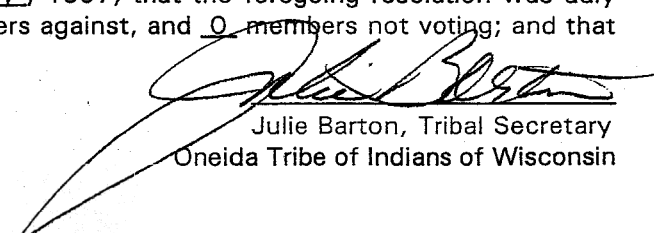
## RESOLUTION # 07-23-97A 1997 Overall Economic Development Plan

- WHEREAS, the Oneida Tribe of Indians of Wisconsin is a federally recognized Indian government and a treaty tribe recognized by the laws of the United States, and
- WHEREAS, the Oneida General Tribal Council is the governing body of the Oneida Tribe of Indians of Wisconsin, and
- WHEREAS, the Oneida Business Committee has been delegated the authority of Article IV, Section of the Oneida Tribal Constitution by the Oneida General Tribal Council, and
- WHEREAS, a goal of the Oneida Tribe is to protect, maintain and improve the standard of living and the environment in which Oneida People live, while maintaining and enforcing the sovereignty of the Oneida Nation, and
- WHEREAS, the Oneida Economic Development Program is updated annually to maintain a current perspective to improve the economic conditions and prosperity of the Oneida Nation, and
- WHEREAS, the Oneida Planning Department is responsible for developing the Oneida Economic Development Program and has held community meetings for tribal members to review the Oneida Economic Development Program, and
- WHEREAS, the Oneida Economic Development Program Subcommittee recommends for approval the 1997 Overall Economic Development Plan

**THEREFORE BE IT RESOLVED**, that the Oneida Business Committee hereby approves the 1997 Overall Economic Development Plan as updated for the Oneida Tribe of Indians of Wisconsin.

### CERTIFICATION

I, the undersigned, as Secretary of the Oneida Business Committee, hereby certify that the Oneida Business Committee is composed of 9 members of whom 5 members constitute a quorum. 8 members were presents at a meeting duly called, noticed and held on the 23rd day of July, 1997; that the foregoing resolution was duly adopted at such meeting by a vote of 7 members for; 0 members against, and 0 members not voting; and that said resolution has not been rescinded or amended in any way.

  
Julie Barton, Tribal Secretary  
Oneida Tribe of Indians of Wisconsin

1997

OVERALL ECONOMIC DEVELOPMENT PROGRAM



KEITH SUMMERS - DIRECTOR OF DEVELOPMENT DIVISION

DIANA L. PETERSON - COMMUNITY PLANNER

ONEIDA NATION RESERVATION

ONEIDA, WISCONSIN

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# Overall Economic Development Plan (OEDP)

## Definition

The Overall Economic Development Program is a process that is designed to create jobs, foster more stable and diversified economies, improve living conditions, and coordinate the efforts of persons and organizations concerned with Economic Development. The OEDP reports on the process of Economic Development within the Oneida Tribe by examining the area needs, problems, and resources. The main purpose of the document is to establish goals and objectives; select a multiyear plan of action; evaluate past achievements; and illustrate changing conditions.

## Purpose

The Oneida Tribe would receive funding from the U.S. Economic Development Association (EDA). The EDA provides financial assistance to designated districts for the purpose of developing an OEDP Program to assist in alleviating economic distress, unemployment, and underemployment. The EDA also provides grants to communities for public works projects that are directly linked to that economic development program. The deadline for the OEDP document is June 30, 1997.

The document also serves as an internal document to outline Oneida Nation's priorities in Economic Development.

## Economic Development Administration

The Economic Development Administration was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. 3121), as amended, to generate new jobs, help retain existing jobs, and stimulate industrial and commercial growth to economically-distressed areas of the United States. The funding is available to rural and urban areas of the Nation experiencing high unemployment, low-income levels, or sudden and severe economic distress.

The EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. The Economic Development Administration helps distressed communities address problems associated with long-term economic deterioration, the closure of military installations and other Federal facilities, as well as sudden and severe economic dislocations including recovering from the economic impacts of natural disasters.

## Development of Plan

The Planning Department and the Development Division completed the OEDP document by involving the Senior Management Team which included the Divisions Directors and various Tribal departments to meet on a monthly basis to revise the document.

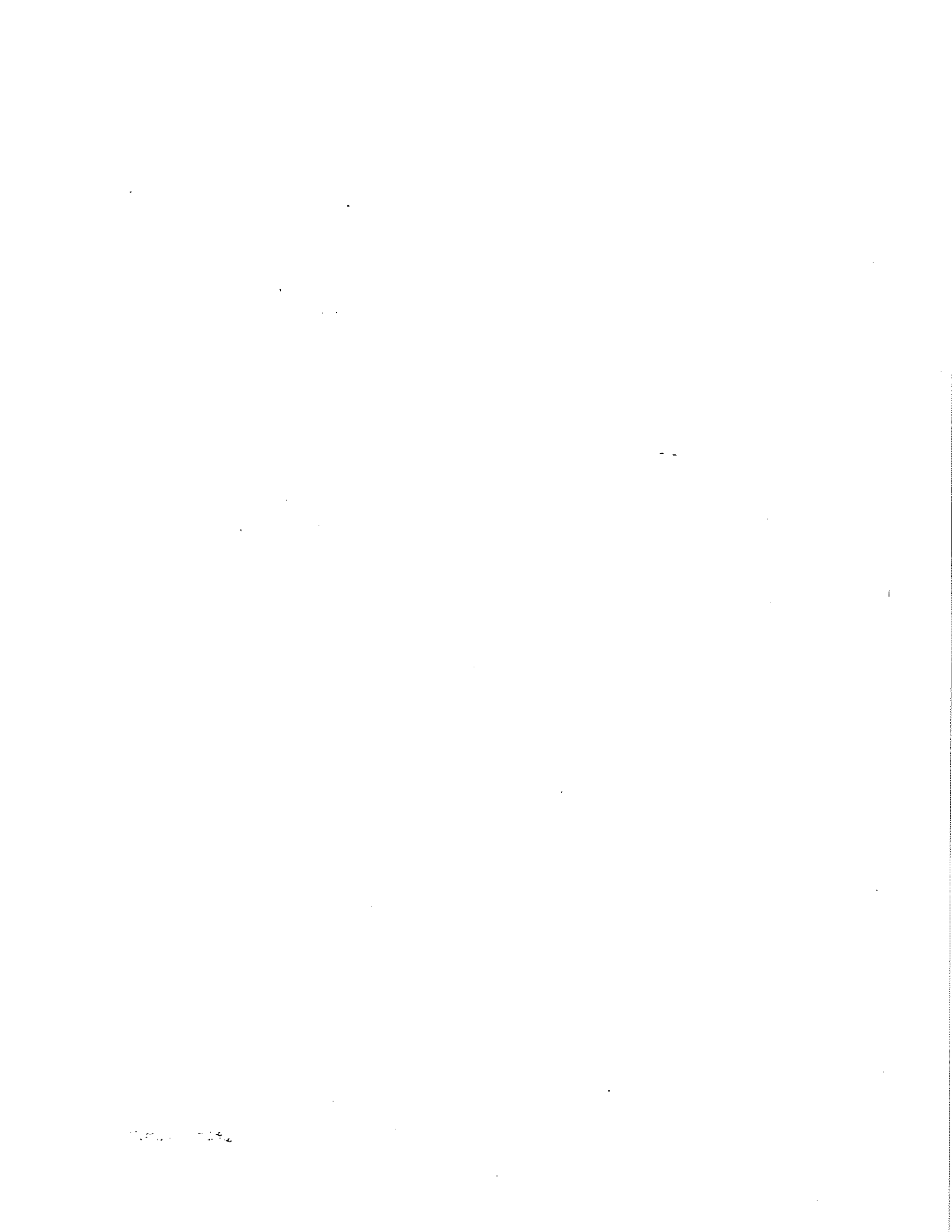
The OEDP involved a lengthy process of meeting monthly over an *eight* month span. Due to minimal participation (the last two months), data was retrieved through personal interviews and phone calls. Each person contacted submitted or was responsible for reviewing the material before submission. Planning takes time and effort. We are all busy with day-to-day work and planning is an added burden.

## Structure

The structure of the document consists of three chapters. The first chapter includes: Tribal Government, Six Divisions of Operations, Elected Boards, and OEDP Purpose and Process. The second chapter includes: Historical Assessment, The Area and Its Economy, and the Oneida Community Profile. The third chapter includes: Seven Divisions of Operations, Economic Development Goals and Objectives and 1997 Goal/Strategies for the Oneida Nation. This portion of the document outlines each division and primary functions within the Tribal structure.

## Comments and Suggestions

Submit comments and suggestions for the 1998 OEDP through the e-mail system, Groupwise or mail an interoffice envelope to Diana Peterson, Community Planning Assistant, Planning Department, Little Bear Development Center. Thank-you!



## Acknowledgments

The data provided for the 1997 Overall Economic Development Program and the writing of this report reflect the combined efforts of several co-authors. These co-authors are within the Compliance Division, Development Division, Division of Land Management, Enterprise Division, Gaming Division, Government Division and Internal Services Division.

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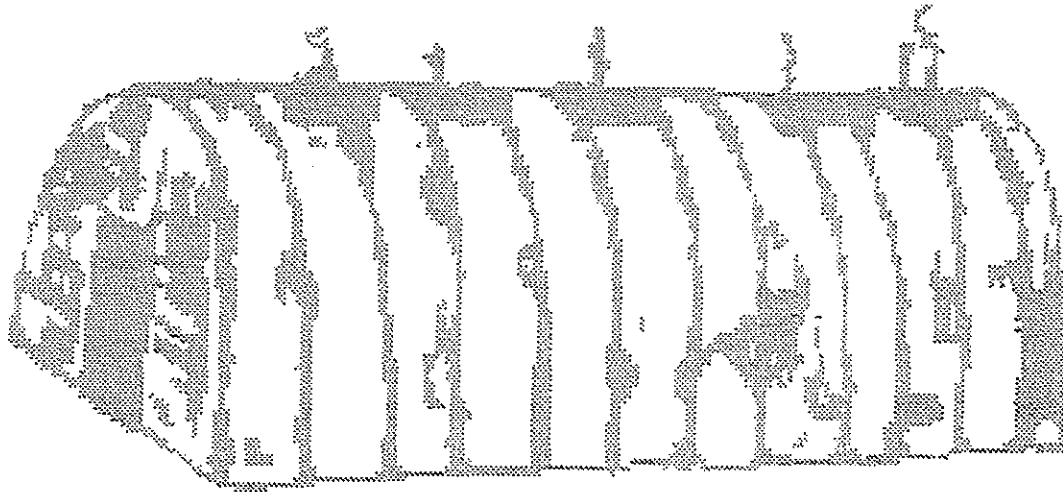
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### **Special Acknowledgments**

Staff in the *Development Division, Compliance Division, Enterprise Division, and Government Services Division* made many contributions to the preparation of this report. In particular; the **Senior Management Team, Parker Plitz, Wilmer Peters, Jr., Lloyd Powless, Jr., Janice Hirth, Debra Powless, Lois Strong, Dr. Carol Cornelius, Keith Summers, Loretta Metoxen and Thelma McLester** for providing commentary and written response on a regular basis. Special acknowledgment is directed to the **Geographic Land Information Systems (GLIS Department)** for providing the maps within the Overall Economic Development Program.

**Diana Peterson** (Community Planning Assistant) and **Keith Summers** (Development Division Director) provided overall direction for preparation of this report.

# HISTORICAL ASSESSMENT



## Longhouse

The cultural meaning of the longhouse goes back to the time of Creation. After the arrival of Sky Woman on the Turtle's back she had a daughter. The daughter died giving birth to twins and was buried beneath the surface of the earth. From her grave grew the Three Sisters (corn, beans and squash). When the ukwehu?we were created, they formed a shelter for themselves in the shape of a body. It was made this way to represent the first woman who was buried into the earth from where life began. If you look closely at the longhouse it resembles that of a body with the ribs of the building supporting our culture. Life begins within the longhouse and the women are the ones who hold title to this domain. Thus, the longhouse symbolizes family unity.

The clan symbols: Turtle, Bear, or Wolf were displayed above the door of each longhouse. The number of smoke holes indicates how many families live within that longhouse. The longhouse represents our own family, our clan family, and our Confederacy. The Onondaga, Cayuga and Seneca have more clans.

Dr. Carol Cornelius, Oneida Cultural Heritage Area Manager

# I. HISTORICAL ASSESSMENT

## A. HISTORY

The Oneida Nation is a sovereign nation with its reservation in the eastern central portion of Wisconsin. This 65,430 acre Oneida Reservation lies within the two counties of Brown and Outagamie. The Duck Creek, an important waterway for the Reservation was one of the reasons for the settlement of the Oneidas in this area.

The boundaries of the Reservation today extend into the City of Green Bay, which is one of the largest metropolitan areas along the Fox River. The Oneida Reservation is approximately 120 miles north of Milwaukee, 204 miles north of Chicago and around 284 miles southeast of Minneapolis-St. Paul. (See Map 1: *1838 Treaty Boundary: The Oneida Nation within the State of Wisconsin*) At present, this area is experiencing a fast economic growth pattern and is considered one of the most progressive areas in Wisconsin. This area, as well as the State of Wisconsin has excellent transportation facilities with easy access to substantial growing markets including that of tourism.

The Five Nations of the Iroquois Confederacy<sup>1</sup> consisted of: the Mohawk, Oneida, Onondaga, Seneca and Cayuga Nations. In the 1600's, the Oneidas were living on 5.5 million acres near Oneida Lake in upstate New York. They were surrounded by other members of the Five Nations whose settlements reached beyond the New York State borders. The Tuscaroras joined the Five Nations in 1712, thereby changing the makeup to Six Nations.<sup>2</sup>

Land became one of the most sought after commodities with the gradual influx of European settlers in this area. After the Revolutionary War, the Oneida as well as the other Iroquois Nations were pressured by the federal government, New York State, and the Ogden Land Company to leave their homelands. The Oneida, Tuscarora and Stockbridge Nations helped the colonists win the War. The United States acknowledged these tribes for their patriotic efforts in the treaties of 1784, 1789 and 1794.

### A1) Move To Wisconsin

The United States plan was to remove all New York Indian Nations to land in Wisconsin Territory in the early 1820's. The Oneida made treaties with the Menominee and Winnebago tribes in 1821 and again with the Menominee in 1822 to settle on their lands. The original amount of land jointly used by the indigenous tribes of Wisconsin and the Oneida contained more than 7 ½ million acres. The first large group of Oneida people to arrive and settle on these lands was in 1822. The Oneida paid the Menominee and the Winnebago tribes for the right to occupy and use vast lands in Wisconsin.

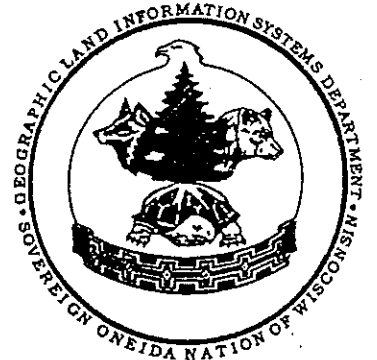
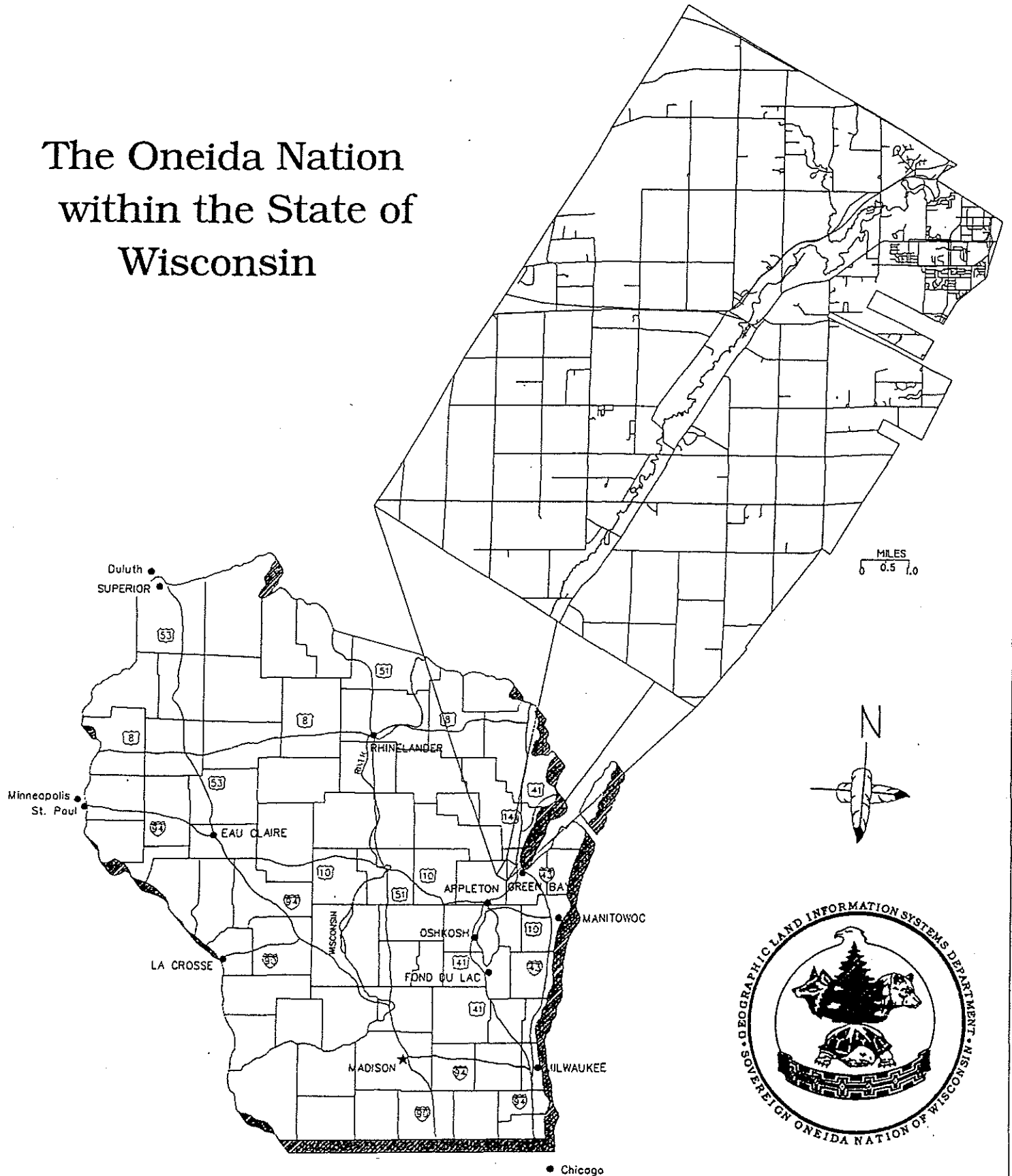
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<sup>1</sup>The term Iroquois Confederacy, derived from European influence and used throughout history, described the Five Nations.

<sup>2</sup>Six Nations will describe the Iroquois Confederacy in the remainder of the document.

# 1838 Treaty Boundary

The Oneida Nation  
within the State of  
Wisconsin







#### A1) Move To Wisconsin Continued

The Oneida Treaty of 1838 reduced Oneida land to 65,430 acres. With the passage of the Dawes Act in 1887 lands previously held in common by the Oneidas were allotted to individuals through trust patents as applied by an executive order of the President in 1892.

The land distribution to heads of households and their children became problematic. The use of all the land was not possible. Due to the separation of the individual parcels of land, much of the land was in low-lying swamp unsuitable for any type of agriculture.

It was shortly after this period when most of the allotments were lost by taxes, mortgages and outright fraud that many Oneidas had difficulty in providing for their families. A rapid outmigration occurred. The passage of the Indian Reorganization Act in 1934 ceased allotments and the alienation of Indian trust lands. Limited lands were repurchased under the IRA. It was not until the passage of the Indian Self Determination Act of 1975 that the Oneida, again, began to set their own destiny for greater self-sufficiency.<sup>3</sup>

The Oneida Nation, through adoption of its constitution in 1936, reaffirmed its status as a sovereign nation. The Oneida constitution provided that all adult enrolled members of the Nation are members of the General Tribal Council, the ultimate governing body of the Nation.

#### A2) Seven Generations Planning

The Oneida Nation, historically, has a responsibility to the next Seven Generations to maintain the language, traditions and culture, and to improve the standard of living and quality of life for their members. The Oneida Nation takes that responsibility seriously and this drives the Oneida to aggressively pursue efforts to improve the living conditions while protecting tribal sovereignty. The Six Nations, otherwise referred to as the Iroquois Confederacy, of which the Oneida is one, contains this advice: *In our deliberation, we must consider the impact of our decisions on the next seven generations.*

This counsel has guided the Oneida to view their strategy for growth in terms of developing an organizational base demonstrating competence in business and planning long range goals. This organizational capability is always balanced by the needs of the nation which provides political strength and stability, and also recognizes the importance of individuals, families and community.

The Oneida Nation will continue self-sufficiency through economic development. The Nation will continue to strive to expand by providing employment, educational opportunities, adequate physical and mental health care, housing, and a better quality of life for all members.

The cycle of life is an important aspect of life for the Oneida people and they have an obligation to live in harmony within their environment. Respect for Mother Earth is reflected in all plans and projects implemented by the Oneida Nation. Within that cycle, the Oneida people must create an environment that gives the children a vision for the future. This vision emphasizes family, unity, and respect for all the gifts from the Creator, while caring and understanding the affect on the next seven generations. This long range vision has allowed the Oneida

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<sup>3</sup>Tribal Historians Dr. Carol Cornelius, Thelma McLester and Loretta Metoxen 1996

### A2) Seven Generations Planning Continued

people to reinvest in themselves to continue endeavors that will take the Oneida Nation forward in success and prosperity.

The people of the Oneida Nation look to the future with hope, optimism and confidence. The Oneida Nation will continue to progress while maintaining cultural distinction and unity as one of the renowned Six Nations.

### A3) Culture And Quality Of Life

The Oneida people have adapted to many changes in their environment, governmental and social lives. The story of the Two Row Wampum guides the Oneida people in living and working in a society that the European cultures have influenced for the past 500 years. The Two Row Wampum signifies the two ways of life that lie before the Iroquois people. The analogy draws parallels such as riding in two canoes, you must choose to ride in one canoe or the other, you cannot ride in both. One canoe is that of the Ukwehuwe (the people) and one is the canoe of the white man. In the canoe of the Ukwehuwe, the canoe has all the needs of the people: the traditions, language and ceremonies given to them by the creator. In the other canoe is the needs of the whiteman. The Oneida must maintain their own canoe and only take what is good from the other, remaining on their own path.

These and other traditional values are drawn from a myriad of stories, ceremonies, the wampum belts, and the Constitution of the Five Nations. Traditional values and philosophies have been incorporated into the development of programs, enterprises and services of the Oneida Nation of Wisconsin.

### A4) Cultural Activities

The Oneida Nation has a diverse culmination of individuals who practice many different religions and philosophies. These differences are taken into consideration in all the tribes' affairs.

The traditional Oneida ceremonies are held at the Longhouse throughout the year. The annual maple harvest is highly celebrated and has become part of the curriculum of the Tribal School. The Oneida Tribal School and Oneida Headstart are the foundation for other cultural activities such as the annual "Grandparents Feast" held for the elders and the annual maple syrup/pancake supper.

The largest celebrated cultural activity is the annual 4th of July pow-wow. It's a gathering of Native American cultures and a time of homecoming for the Oneida people. Other cultural activities include the Veteran's and Honor the Youth Pow-wows.

Throughout the year as the tribe continues to progress, each new ground breaking event for new facilities is a cultural activity as are the respective grand openings. The building designs and structures all have elements of the Oneida culture incorporated in them to reflect the pride and dignity of the Oneidas.

#### A5) Lifestyle

Most Oneida Reservation residents enjoy a rural lifestyle. The major employer is the Oneida Nation and the average wage is comfortable for most. Tribal members are enjoying increasingly better living conditions. Many are purchasing their homes for the first time through the programs and services the tribe is offering.

The close proximity of a major metropolitan area allows the tribal members to engage in a variety of multi-cultural activities. The communities around Oneida enjoy activities such as church picnics, ethnic gatherings, a large museum, theaters and recreational parks. One of the most famous pastimes of this area are the Green Bay Packer home games. Within a 20-mile radius there are fine parks, museums, golf courses, campgrounds, hiking trails, skiing, snowmobile trails and historical sites.

The Oneida community enjoys participation and being spectators in softball, lacrosse, volleyball and golfing. The local churches provide a continuing sense of community through activities and events. The Oneida Tribe offers transportation for most events in and around the community. The Oneida Nation Commission on Aging provides a wide range of activities and social events for the elders. The Oneida Recreation Department focuses most of its energy on the youth for whom it coordinates activities throughout the year.

## B. TRIBAL GOVERNMENT AND OPERATIONS

The Oneida constitution requires the General Tribal Council to meet a minimum of twice a year. Meetings occur on the first Mondays of January and July. In accordance with their constitution the Oneida membership is empowered to elect a nine member Business Committee that oversees the affairs of the tribe in the absence of the General Tribal Council. The actions of the Oneida Business Committee are subject to review and ratification by the General Tribal Council at their semiannual meetings. The General Tribal Council can also call special meetings throughout the year by following proper procedure.

The Oneida Business Committee is the elected legislation of the Tribe. They have the Tribal constitutional authority to act in behalf of the General Council. The Committee sets at the head of all Tribal programs, enterprises and operations. Nine members make up the Business Committee and are elected to serve three year concurrent terms. The Committee is paid full-time wages and holds one regularly scheduled meeting on Wednesday of each week. There are four Committee Officers: Chairman, Vice-Chairman, Secretary, and Treasurer. The membership also elects five at-large council members. The five council members serve on the Legislative Operating Committee, a body that reviews, directs the research of and promulgates all tribal resolutions, ordinances, policies and procedures.

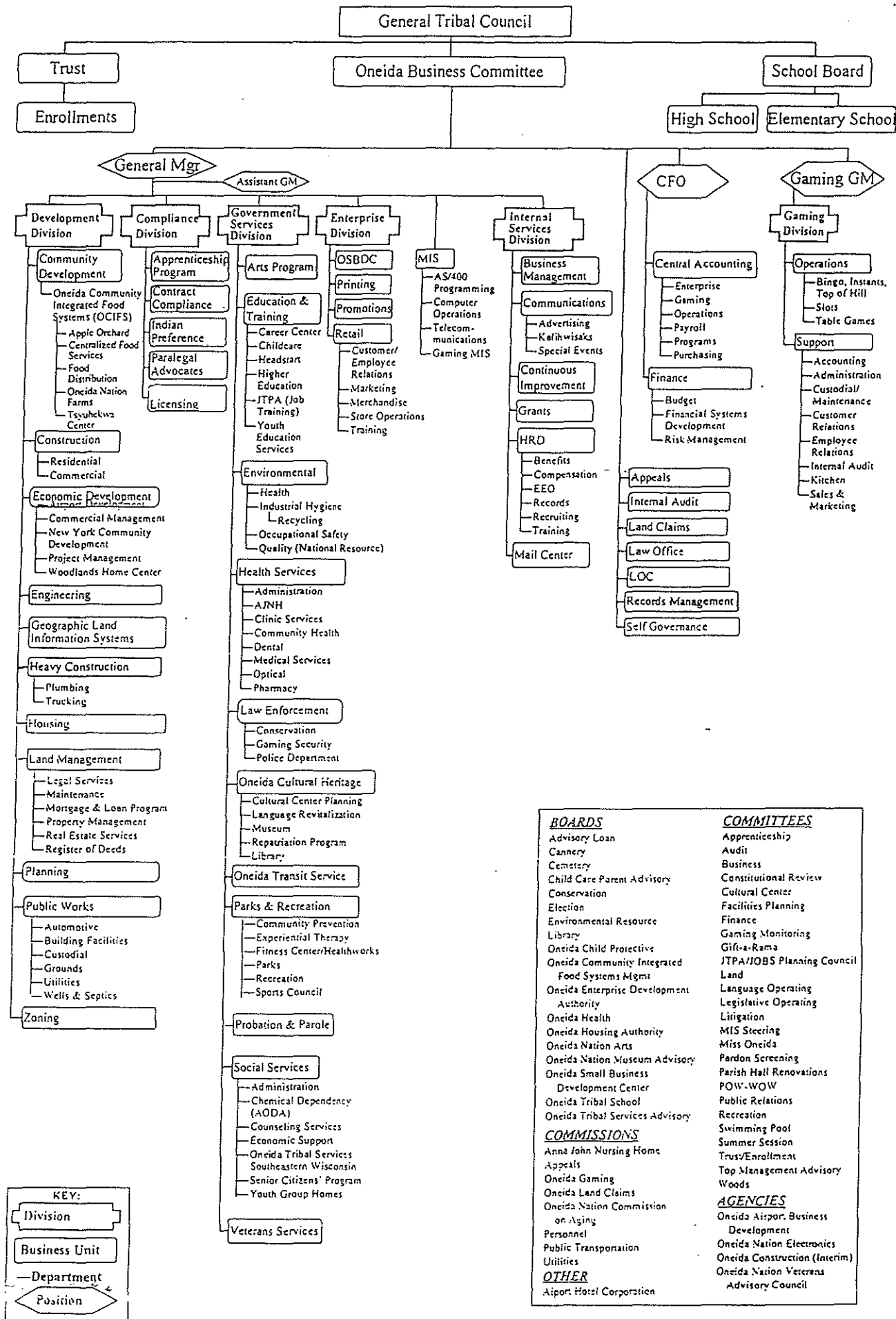
The Oneida Business Committee has direct access to legal counsel, the office of the Chief Financial Officer, and office managerial, secretarial, clerical and research staff. Each member of the Business Committee appoints a legislative aide. The Business Committee as a whole supervises, gives direction and evaluates the position of the General Manager.

The General Manager and the Assistant General Manager oversee the day-to-day operation of the tribe through a team of highly qualified professional managers that comprise the Senior Management Team. The Senior Management Team is a consortium of Division Managers that direct and oversee the following six divisions: Governmental Services, Gaming, Compliance, Development, Internal Services, and Enterprises.

The Gaming General Manager directs the Oneida Gaming operations, a position responsible directly to the Oneida Business Committee.

### B1) See Figure 1: Tribal Government

The tribal government chart is continually changing to improve the Business Operations of the Oneida Nation. The chart is dated September 26, 1996.





## C. ELECTED BOARD, COMMITTEES, AND COMMISSIONS

The General Tribal Council has established a variety of boards, commissions, and committees to serve the tribe in a variety of ways. Some are established to serve as regulatory and enforcement bodies responsible for enforcing the compliance of tribal, state and/or federal laws. There are elected bodies responsible for the oversight and enforcement of tribal directives of the General Tribal Council. The Oneida General Tribal Council requires some elected bodies to serve in an advisory capacity.

Boards, commissions and committees serve as representatives of the membership with the purpose of providing tribal community focus and direction for the government.

### C1) Elected Boards

**Oneida Tribal School Board: Nine (9) member board serving three (3) year terms.**

**Seven (7) Parent Positions and two (2) At-large positions.**

(P) = Parent Position, (AL) = At-Large Positions

Purpose: The Oneida Tribal School Board has the charge of setting direction for the educational leadership of the students attending the Oneida Tribal School, and the planning for future educational development. Within that responsibility rests the authority to oversee and plan for the academic and cultural growth of the students and Tribal institutions. Within the authorities set out by the General Tribal Council pursuant to Section 1(h) of Article IV of the Constitution of the Oneida Tribe of Indians of Wisconsin, and the agreements contained within the Memorandum of Agreement of February 14, 1983, the Oneida Tribal School Boards exists to ensure the compliance of the school with Tribal initiatives and planning, the community's desires, and sound academic practice.

### C2) Elected Committees

**Trust/Enrollment Committee: Nine (9) members serving three (3) year terms.**

Purpose: It is the purpose of the Oneida Trust Committee to exercise due diligence, integrity and responsiveness in carrying out their responsibilities as fiduciaries of Trust Fund assets.

### C3) Elected Commissions

**Oneida Gaming Commission: Seven (7) members serving three (3) year terms.**

Purpose: The Oneida Gaming Commission shall provide for the regulatory responsibilities to provide for the integrity, compliance and enforcement of the federal regulations, (IGRA) Indian Gaming Regulatory Act, State/Tribal Compact and Tribal Gaming Ordinance for the Gaming Division of the Oneida Tribe of Indians of Wisconsin

**Oneida Land Claims Commission: Four (4) members serving four (4) year terms.**

Purpose: The purpose of the Oneida Land Claims Commission is to develop strategy and provide direction and recommendation for Litigation and Negotiation and/or settlement to the Oneida Business Committee and GENERAL TRIBAL COUNCIL with the New York Land Claims as established priority, and Wisconsin land claims and other future land claims as second priority.



C3) Elected Commissions Continued

Appeals Commission: Eleven (11) members, three (3) appointed serving for 3 years, eig' (8) Elected serving 4 years.

(E) = elected members, (A) = appointed members

Mission: The Oneida Appeals Commission's mission is to enhance and protect the self government and sovereignty of the Oneida Nation. The Appeals Commission is the highest level of appellate review. Their jurisdiction shall extend over all persons and cases in law and equity arising under the protection of the Oneida Constitution, laws adopted and laws which May be adopted in the future for the Oneida Nation. One important goal of the Commission is to implement a swift, thorough and uncomplicated procedure for members/employees of the Oneida Nation to acquire justice.

Oneida Nation Commission on Aging: Nine (9) members serving three (3) years.

Purpose: The purpose of the Oneida Nation Commission on Aging shall be to adhere to the Oneida Nation's Vision, Mission and Priorities and to provide and administer programs of services that will meet the needs of older individual members of the Oneida Nation.

D. THE OEDP PURPOSE AND PROCESS

The OEDP Committee is comprised of a team of tribal employees charged with the responsibility of developing and maintaining a comprehensive economic development plan for the Oneida Nation. The committee includes:

Table 2:  
1997 OEDP Executive Committee

Artley Skenandore	General Manager
Janice Hirth	Assistant General Manager
Lloyd Powless	Compliance Division Director
Keith Summers	Interim Development Director
Debra Powless	Director of Enterprise Division
Jerry M. Hill	Economic Development Manager
Thelma McLester	Area Manager of Education and Training
Donald White	Interim Governmental Services Division
Neil Cornelius	Gaming Manager
Deanna Bauman	Health Center Director
Chris Doxtator	Land Management Director
Dr. Ron Baba	Planning Director
Diana Peterson	OEDP Project Coordinator
Wilmer Peters	Business Development Unit
Chas Wheelock	Program Director (New York Development)
Lois Strong	Enterprise Division
Judi Skenandore	Health Services
Kevin Kuse	Business Evaluation Analyst

D1) Purpose

Oneida's Overall Economic Development Plan (OEDP) provides guidance for development on the Oneida reservation and promotes its economic interests in the surrounding area. The Oneida Planning Department will update this plan annually. This proposed plan serves as a guide for the Oneida Nations economic goals to assess local conditions. The OEDP committee will identify problems and opportunities, set goals, design strategies to achieve these goals, coordinate activities to implement the strategies and evaluate accomplishments.

**D2) Economic Development Staff**

The Economic Development Manager is a key advisor to the General Managers and the Division Directors. The Economic Development Manager participates in all strategic planning, setting goals and objectives, budgeting and financial management. The Planning Department will coordinate the preparation efforts of the OEDP document in relation to the Economic Development Department.

**D3) Process**

The OEDP Advisory Committee will be responsible for the development and review comments of the OEDP plan. The comments will be included in the final recommendations that will be submitted at the tribal community meetings. The Overall Economic Development Plan will be presented to the General Tribal Council for final review and approval.

**D4) Tribal Leadership**

The OEDP Executive Committee must send the document to the Business Committee. The General Tribal Council will have final approval of the OEDP.

Following adoption, this OEDP will be available to all Tribal members. Implementation of the development strategy described herein will be the direct responsibility of the Oneida Business Committee and its Central Management.

## THE AREA AND ITS ECONOMY



### Logo

This logo contains many symbols representing the Oneida culture. The Oneida Clans are:

Wolf: They are the pathfinders who give guidance to the people.

Turtle: They hold together the understanding of our world.

Bear: They give us the comfort and strength of their knowledge.

Eagle: The eagle watches over us all to give us protection.

Turtle: Represents the Creation story in which Sky Woman falls from the Sky World and lands on the back of the Turtle, thus, we call this earth Turtle Island.

Green Tree of Peace: Represents the Great Tree of Peace which was established when the Peacemaker and Hiawatha formed the Iroquois Confederacy which joined the Mohawk, Oneida, Onondaga, Cayuga, Seneca. The Tuscarora were added in the early 1700's, thus making the Confederacy of Six Nations.

Oneida Tribal Belt: This wampum belt was constructed by the Oneida people after the American Revolution to signify the reunification of the Six Nations in the Confederacy. This belt was brought to Oneida, Wisconsin in the early 1800's by Elijah Skenandoa. It is currently in the Field Museum in Chicago and we are negotiating for the repatriation of this belt.

Dr. Carol Cornelius, Oneida Cultural Heritage Area Manager

## II. THE AREA AND ITS ECONOMY

### A. ONEIDA RESERVATION

The Oneida Tribe of Indians of Wisconsin is a federally recognized Indian Tribe with approximately 13,051 enrolled members of which 5,318 live on or near the 65,428 acre reservation. The reservation lies diagonally in Brown and Outagamie Counties, along a northeast-southwest axis, located in territory along Duck Creek and west of the great Fox River. The boundaries of the Reservation extend into the City of Green Bay, Green Bay being one of the principle metropolitan areas along the Fox River. The reservation is adjacent to the Village of Pulaski, Village of Howard, City of Green Bay, Village of Ashwaubenon, City of DePere, City of Seymour and multiple other villages. (Map 2: *Municipalities*)

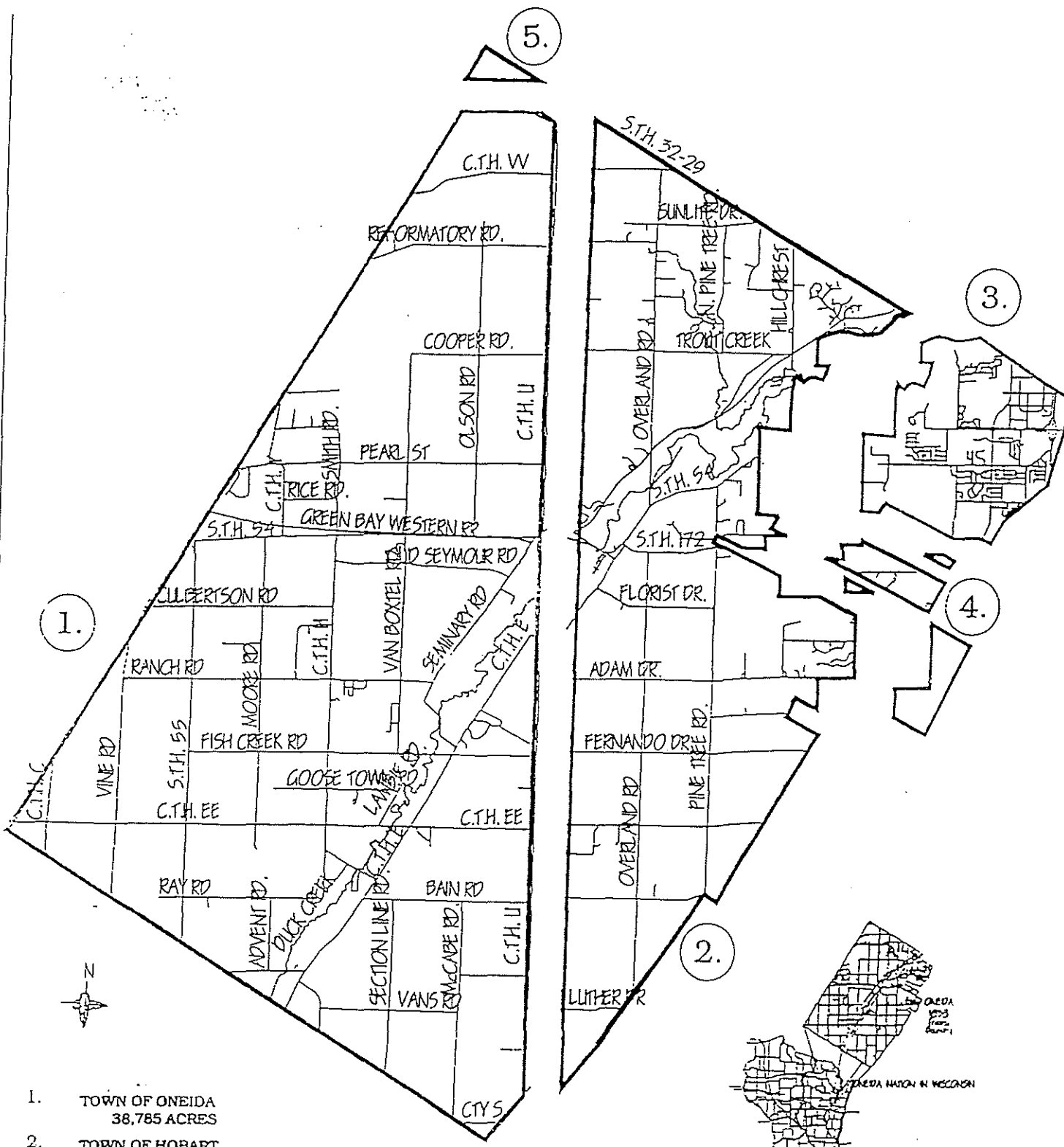
The Oneida Reservation has been referred to as a "Checkerboard Reservation". Checkerboard Reservation refers to tribal ownership scattered in the original boundaries of the Buffalo Creek Treaty Boundary of 1838. (See Map 3: *Buffalo Creek Treaty Boundary of 1838, Original Allotments of 1891.*) At present, this area is in a fast economic growth pattern and is considered one of the most progressive areas in Wisconsin. This area, as well as the State of Wisconsin has excellent transportation facilities with easy access to substantial growing markets including that of tourism.

The Oneida Nation's long term strategy for Economic Development is for the Gaming revenue to be considered as one part of a diverse and stable tribal economy. The tribe's strategy is to see gaming become a division that provides supplemental income to a widely diversified community based economy. The Oneida Gaming ventures have contributed to the improved reservation economy more than any other economic factor. Oneida Gaming revenues have significantly contributed to the improved reservation economy. However, the long term goal for economic growth is based on diverse business activity.

Economic diversification on the Oneida Reservation provides opportunities for a growing economy that addresses the comprehensive community needs in terms of employment, revenue generating, land acquisition, community development, entrepreneurship, education and training and environmental preservation. The focus of changing the area economy lies in the concept of "Seventh Generation Planning". This concept provides for the future of the next seven generations of Oneida people.

Our elders have forged a path for the future of the Oneida Tribe. Now is the time to see that their needs are met. We must focus ourselves as our elders did and must look to new ways to provide for our members. The Oneida people, to our advantage, have acquired skills to learn new technology. The tribe must continue to focus on upgrading the technology available to us and continue to upgrade the skills and educational levels of tribal members.

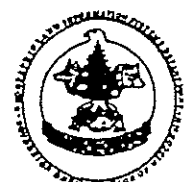
# Municipalities

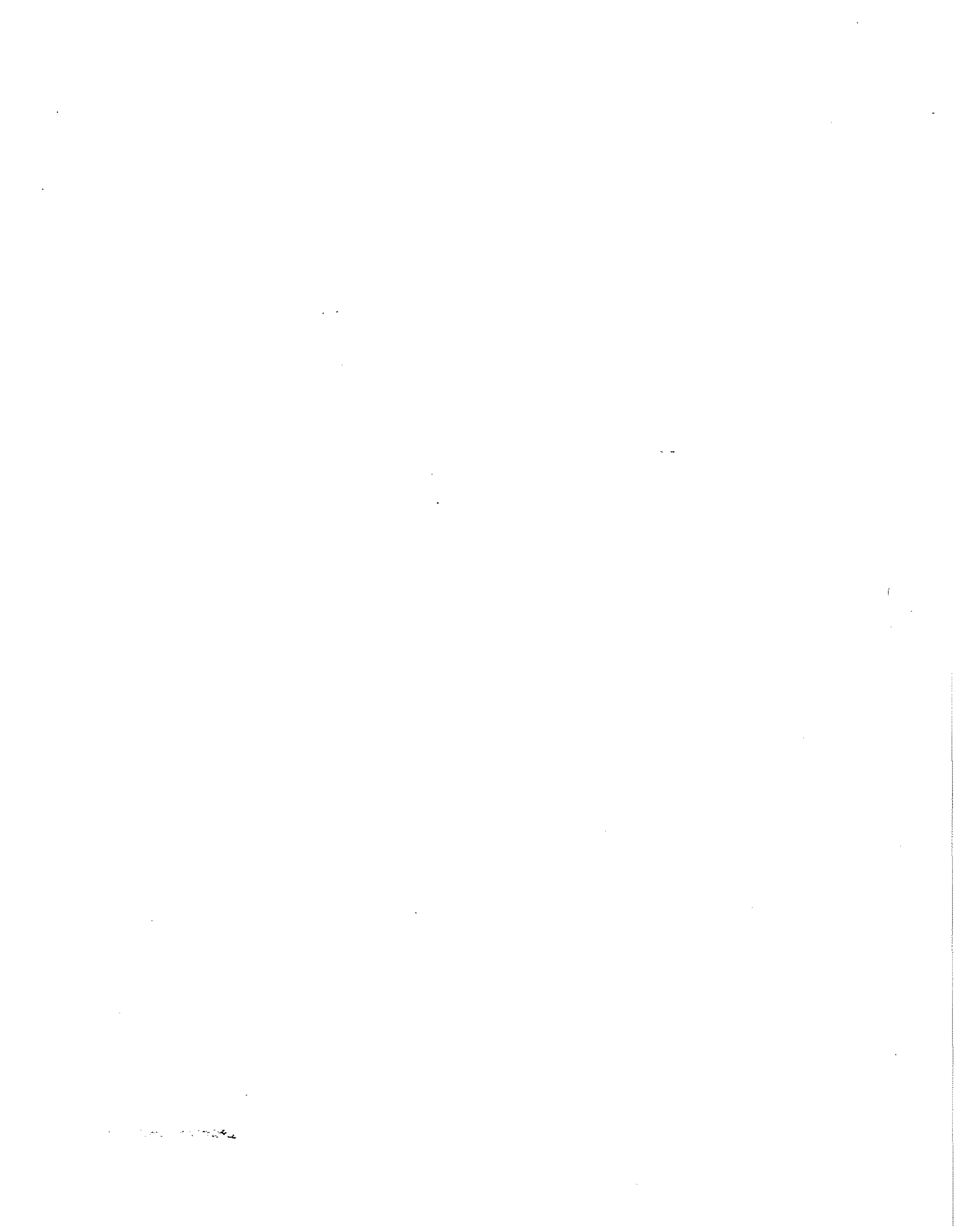


- 1. TOWN OF ONEIDA  
38,785 ACRES
- 2. TOWN OF HOBART  
21,556 ACRES
- 3. CITY OF GREEN BAY  
3,826 ACRES
- 4. VILLAGE OF ASHWAUBENON  
545 ACRES
- 5. TOWN OF PITTSFIELD  
162 ACRES

Acres figures may represent up to a 5% variation from the actual amount.

Municipalities Within Reservation Boundaries

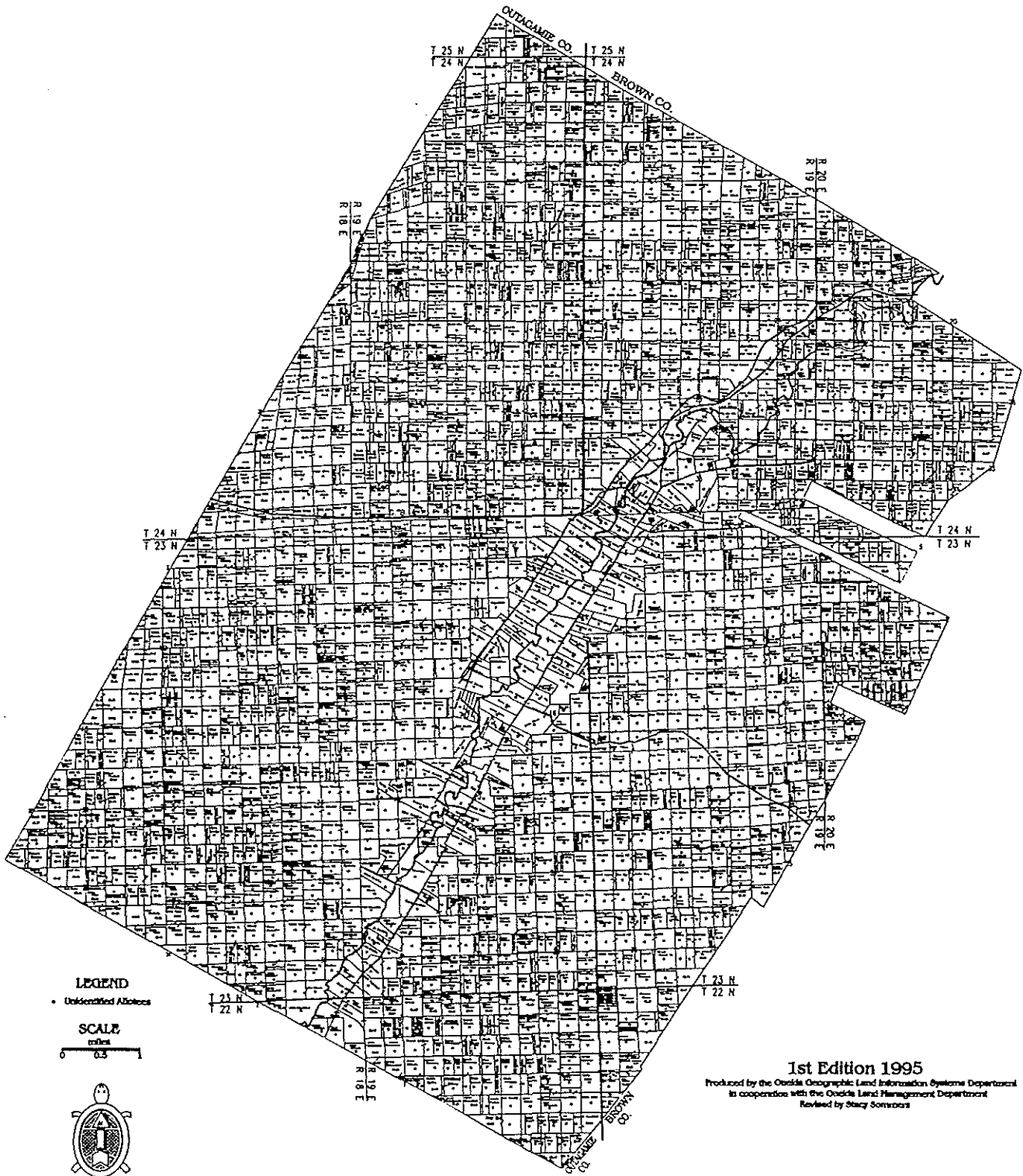




# ONEIDA NATION OF WISCONSIN

## Buffalo Creek Treaty Boundary of 1838

### Original Allotments of 1891



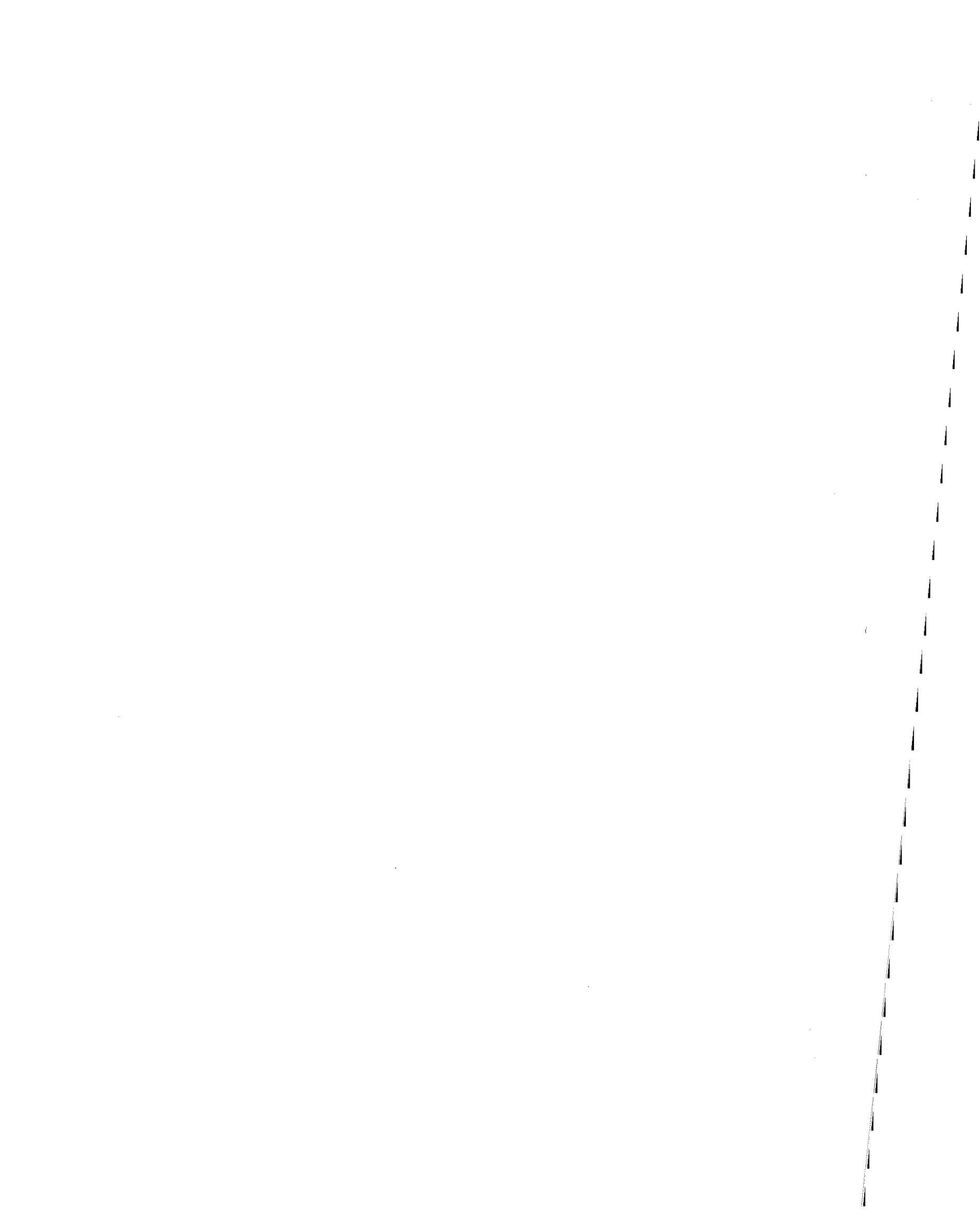
**LEGEND**  
• Unidentified Allottees

**SCALE**  
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1st Edition 1995  
Produced by the Oneida Geographic Land Information Systems Department  
in cooperation with the Oneida Land Management Department  
Revised by Stacy Sommers





## B. ONEIDA COMMUNITY PROFILE

### B1) Oneida Nation Enrollment

Enrollment in the Oneida Nation is determined by blood quantum. Individuals who are at least 1/4 degree of Oneida blood are enrolled in the Oneida Tribe of Indians of Wisconsin. The base rolls were established in 1934. Oneida maintains the rolls in the Oneida Enrollment office that the Oneida Trust Committee oversees.

Total Enrollment	13,051 <sup>4</sup> (As of December 1996)
On or near Oneida Reservation	5,318
Other areas in Wisconsin	3,504
Out of State or Unknown Location	4,229

#### Area Population (According to 1990 Census)

Oneida Reservation Population	18,033
Brown County Population	194,594

#### Employment And Income (As of November 1996 )

Oneida Nation Employees	3,702 (Largest Employer in Green Bay Area)
Type of Business	Tribal Enterprises and government of the Oneida Tribe of Indians of Wisconsin.
Program/Enterprises	2,079
Gaming Division	1,623

### B2) Unemployment

The BIA labor force reported the Oneida Unemployment rate at 12% based upon 5,318 Oneida Tribal members on or near the reservation. The unemployment rate averages 36.8% among Native Americans in the State of Wisconsin.<sup>5</sup> The Oneida Human Resources Department, October 1996, states that the total tribal employment is the following:

→ Average employee income as of 12/30/96 is \$12.27 an hour or \$25,521 annually.<sup>6</sup>

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<sup>4</sup>Current Membership Statistics. Prepared by Tina Pospychala, Tribal Data Specialist. December 1996.

<sup>5</sup>Haverkamp, Kelly. The Wisconsin Rural Performance Indicator: An Assessment of the Conditions and Needs of Rural Wisconsin. November 1996, Page 19.

<sup>6</sup>Skenandore, Ronald Z. Memorandum on Per Capita Income. March 5, 1997.

B3) Non-Tribal Funding

- AFDC Aid for Families with Dependent Children
- Wisconsin Conservation Corps. (WCC)
- Federal Funding
- Bureau of Indian Affairs: Contracts include the Oneida Tribal Schools, Indian Health Service, BIA Garden Project, and Headstart.

B4) Employment

Table 2: TRIBAL EMPLOYMENT

Total Oneida Tribe Employees:	3,702
Employees, Oneida	52.9%
Non Tribal	37.1%
Indian	9.9%

See Pie Chart: *Employment Report November 1996 on next page.*

B5) Entrepreneurs

The Indian Preference Office, a part of the Compliance Division, currently compiles a Certified Business List of Indian owned and operated businesses on and surrounding the Oneida reservation. The main purpose of the Business list is to generate revenue for Indian entrepreneurs in the following business areas: accounting, arts and crafts, automotive, automotive repairs, automotive sales, carpeting, catering, communications, computers, construction, electrical, engineering/surveying, food services, gaming, health, health/stress management, hotel, hotel furnishings, insurance, landscape, management training, management training/stress, office supplies, photography, printing, real estate, sales and services at sports.

B6) OSBDC

The Oneida Small Business Development Center (OSBDC) provides technical support and networking opportunities to strengthen new or expanding Oneida Tribal member businesses based on Oneida culture, values and history. The primary focus of the Oneida Small Business Development Center is to diversify the private business sector of the Oneida Nation Reservation. Services provided by OSBDC includes: business plan writing, market research and financial planning. The OSBDC provides available funds including operating loans, equipment loans, real estate mortgage loans, raw material loans, and line of credit loans. Of the loans distributed, seventy percent are allocated to on-reservation tribal member businesses, twenty percent are allocated to tribal member businesses who operate their business within a 25-mile radius of the reservation and ten percent are allocated to tribal member businesses outside the State of Wisconsin.

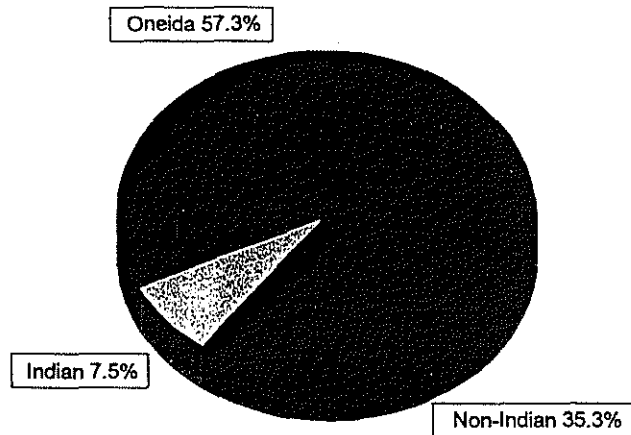
# ONEIDA TRIBE OF INDIANS OF WISCONSIN

## Employment Report

November 1996

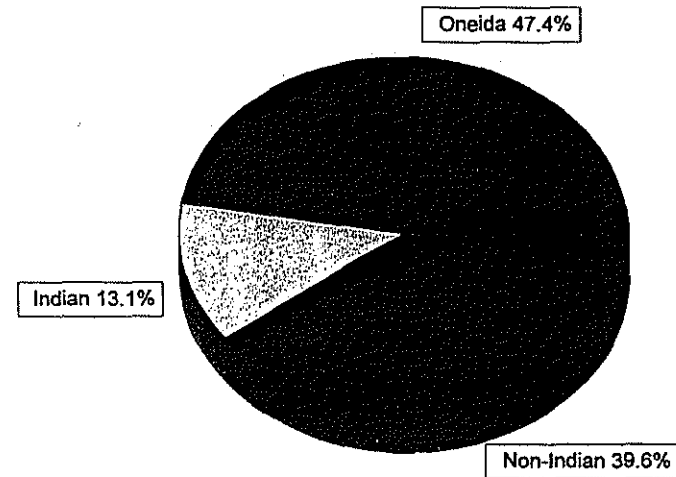
### Program/Enterprises

2,079 Employees



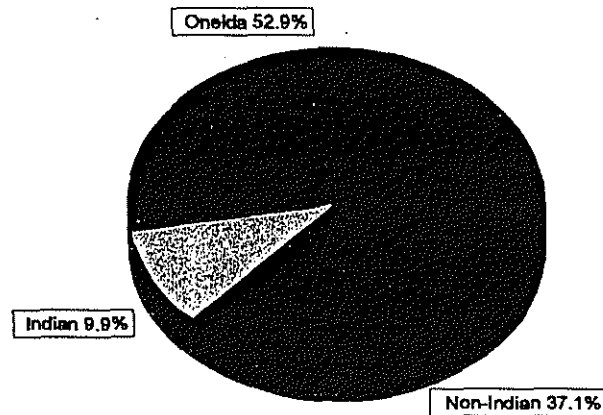
### Gaming Division

1,623 Employees



### All Tribal Employees

3,702 Employees





**B7) OSBMC**

The Oneida Small Business Member Council's (OSBMC) primary goals are to:

- 1) Establish conditions favorable to develop new small businesses on the Oneida reservation
- 2) Develop business opportunities with Oneida tribal organizations through favorable legislation.
- 3) Develop business opportunities with other entrepreneurs through networking.

The OSBMC supports business start-ups on the reservation for economic diversification and stability. The council functions independently and operates through the financial assistance from supporting entrepreneurs.

C. BROWN COUNTY PROFILE

C1) Green Bay Area

Green Bay was ranked by *Forbes* as the eighth best city in the United States for producing jobs for the period between January 1990 and July 1996. Green Bay has FIVE companies in the 1995 *Forbes* ranking of the nation's 500 largest private companies.

Local Rankings & Revenues:

Schneider National	105th and \$1.4 billion
Schreiber Foods	109th and \$1.32 billion
Packerland Packing Co.	260th and \$700 million
American Foods Group	351st and \$555 million
Green Bay Packaging	362nd and \$532 million

C2) Brown County Population

The population of Brown County is currently estimated at 212,448, a 9.2% increase from the 1990 census.<sup>7</sup> The population figure includes: the Cities of Green Bay and DePere, the Villages of Allouez, Ashwaubenon, Denmark, Howard, Pulaski, Wrightstown, the Towns of Bellevue, Eaton, Glenmore, Green Bay, Hobart, Holland, Humboldt, Lawrence, Ledgeview, Morrison, New Denmark, Pittsfield, Rockland, Scott, Suamico, and Wrightstown.

C3) Brown County Area<sup>8</sup>

Brown County has over 5000 employers which employed an average of 122,276 workers during 1995. Average employment in Brown County has increased 34% during the last ten years.

Largest Employer Sector:<sup>9</sup>

Services at 23.4%

(Health Services, such as hospitals and medical clinics)

Largest Employer: (2nd to Oneida)

Fort Howard Corporation

Number of Employees:

3,351

Type of Business:

Multinational manufacturer of paper, plastic & foam disposable products for consumer & commercial markets.

Unemployment Rate:

3.1% in year 1995

Per Capita Income:

\$13,906 (1990 Census)

Median Income:

\$31,303<sup>10</sup>

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<sup>7</sup>1996 Green Bay Area Facts. Demographics. Page 1.

<sup>8</sup>Green Bay Area Facts. Workforce. Page 1.

<sup>9</sup>IBID. Page 5. As of June 1, 1996.

<sup>10</sup>George E. Hall and Courtenay M. Slater. "1996 County and City Extra Annual Metro, City and County Data Book. Page 625.

C4) Cost Of Living

The cost of living is 4.1 % below the national average. Average home sells for \$65,000, and \$84,000 for a three-bedroom home. No local sales or income tax apply. Property tax on average home is about \$1,800, annually, depending on location.

C5) Income

Income:

*Median Household EBI**	\$35,362
*Per Capita EBI	\$15,454
*Number of Households	39,000

Household Income Levels:

*\$0 - \$19,999	25.2 %
*\$20,000 - \$34,999	24.2 %
*\$35,000 - \$49,999	22.2 %
*\$50,000 - Over	28.4 %

\* Source: 1996 Survey of Buying Power

\*\*EBI = Effective Buying Income: Income after taxes

C6) Media, and Communications

The City of Green Bay is served by two daily newspapers, eight weekly newspapers, six broadcast television stations, several cable companies and ten radio stations. Green Bay also has a variety of efficient communications systems such as fiber optic phone lines, digital switching and cellular phone services. The Oneida Nation distributes a monthly tribal newspaper, the Kalihwisaks (She Looks for News), that is available to the general public and to tribal members. Oneida also has hour radio program, Kalihwiyo se? (Good Messages) on Wednesdays from 9:00 to 10:00 p.m. on 89.3 WPNE Wisconsin Public Radio.



## D. OUTAGAMIE COUNTY PROFILE

### D1) Appleton/Fox Cities Area

The Appleton/Fox Cities area contains the highest concentration of papermaking facilities in the world. Local employment in the paper industry accounts for 11% of total employment and 33% of all manufacturing employment.<sup>11</sup> Currently the population of the City of Appleton is 68,729.

### D2) Outagamie County Population

The population of Outagamie County is currently estimated at 151,727, an 8.0% increase from the 1990 census (140,510).<sup>12</sup> The population figure includes: the Cities of Appleton, Neenah, Menasha, and Kaukauna; the Villages of Little Chute, Kimberly, Combined Locks, Hortonville, and Sherwood; the Towns of Grand Chute, Menasha, Oneida, Greenville, Buchanan, Harrison, Neenah, Clayton, Vandebroek, and Kaukauna.

### D3) Outagamie County Area

Largest Employer Sectors:	Tissue products for personal care
Largest Employer:	Kimberly-Clark Corporation
Number of Employees:	5,800
Unemployment Rate:	3.0% in year 1995
Per Capita Income:	\$13,893 <sup>13</sup>
Median Household Income:	\$33,770 <sup>14</sup>

### D4) Cost Of Living

The American Chamber of Commerce Researcher's Association indicates that the cost of living in the Fox Cities is typically 2% below the national average. The median sale price of a house in the Fox Cities is under \$88,000. Average rent for a two bedroom apartment is approximately \$485. Equalized property tax rates vary between \$25.29 and \$31.92 per every \$1,000 of assessed value depending on the community. The average net equalized tax rate among all Fox Cities communities is \$28.87. Wisconsin state taxes include an individual income tax ranging from 4.9% to 6.93% (a 60% capital gains exemption is available), retail sales tax of 5%, and gasoline tax of 22.2 cents per gallon.<sup>15</sup>

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<sup>11</sup>"The Fox Cities 'A Refreshing Change of Place' . Page 1.

<sup>12</sup>1996 Green Bay Area Facts. Demographics. Page 1.

<sup>13</sup>George E. Hall and Courtenay M. Slater. 1996 County and City Extra Annual Metro, City and County Data Book. Page 699.

<sup>14</sup>IBID. Page 699.

<sup>15</sup>"The Fox Cities 'A Refreshing Change of Place' Page 2.

D4) Outagamie County Area Continued

INCOME

*Median Household EBI**	\$39,103
*Per Capita EBI	\$16,814
*Number of Households	46,640

Household Income Levels:

*\$0 - \$19,999	20.6 %
*\$20,000 - \$34,999	22.6 %
*\$35,000 - \$49,999	24.1 %
*\$50,000 - Over	32.7 %

\* Source: 1995-1996 Survey of Buying Power

\*\*EBI = Effective Buying Income: Income after taxes

D5) Media and Communications

The Fox Cities is informed by two daily newspapers, six broadcast television stations, one cable company and twenty commercial radio stations. The Oneida Nation distributes a monthly tribal newspaper, Kalihwisaks (She Looks for News) and an hour radio program on Wisconsin Public Radio titled Kalihwiyo se? (Good Messages).

## E. LAND

The Oneida Reservation is located in Brown and Outagamie Counties in Northeastern Wisconsin. The original boundaries of the Oneida Reservation in Wisconsin encompassed 65,428 acres. This is approximately an 8.5 by 12 mile rectangular area. (See Maps 5: *Buffalo Creek Treaty Boundary of 1838 Original Allotments of 1891*. See Map 6: *Tribal Ownership*)

The Oneida Nation owns approximately 10,180 acres of property which comprises of 9,996 acres within the exterior boundary of the reservation, 144 acres located near or outside the boundary and 40 acres in Rusk County, Wisconsin. This total is according to our December 1996 reports. (This does not include approximately 2,500 acres privately owned taxable lands and 550 acres individual trust lands.)

### E1) Acquisition And Use

The Oneida Nation has adopted, pursuant to a duly approved tribal resolution, a plan for land acquisition within the original boundaries of the Oneida Reservation in regards to the 1838 Buffalo Creek Treaty. This plan was originally approved in 1987 and was revised on October 10, 1994.

The Division of Land Management is responsible for all land acquisition. The Oneida Nation's goal is to reacquire all land located within the original 1838 Oneida Indian Reservation boundaries of Wisconsin, and to, preserve, maintain, and distribute such lands according to the needs of the Oneida Nation. The Oneida Tribe has a zoning ordinance based on a comprehensive land use plan that directs how lands within the reservation will be used.

The primary economic activity of the area is agricultural in the rural areas and business and industry in the metropolitan centers. The reservation is characterized primarily as rolling farmland and interspersed woodlands. The watershed of Duck Creek is the primary topographic feature of the reservation.

The Oneida Nation acquired *Self-Governance* with real estate status on January 1, 1996. This status allows Land Management to process all land transactions through Land Commission action. Approximately 15-25 transactions are reviewed and acted on monthly. The majority is based on availability of land and funding.<sup>16</sup>

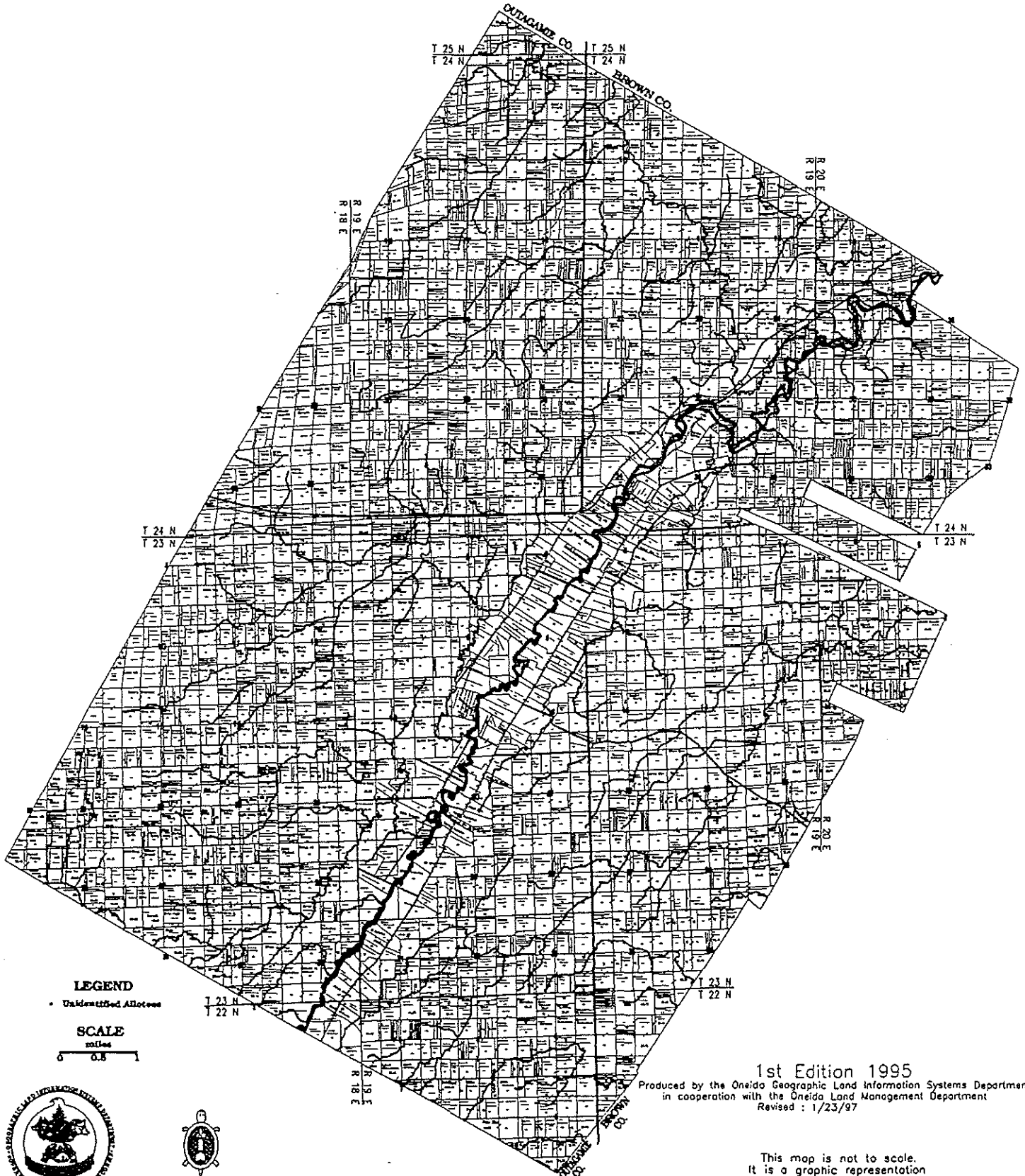
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<sup>16</sup>1997 Division of Land Management Development Plan

# ONEIDA NATION OF WISCONSIN

## Buffalo Creek Treaty Boundary of 1838

### Original Allotments of 1891



**LEGEND**

• Unidentified Allottees

**SCALE**

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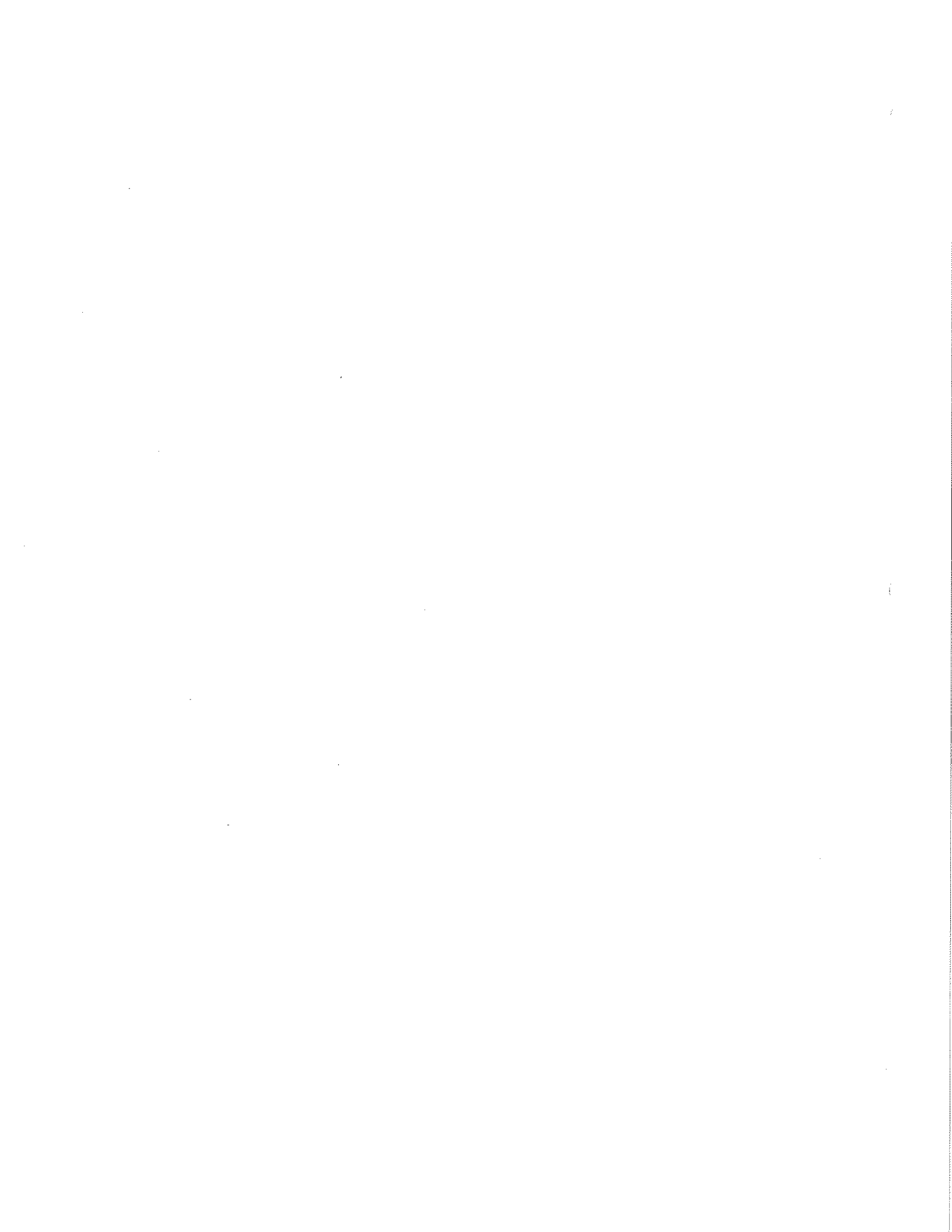
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1st Edition 1995

Produced by the Oneida Geographic Land Information Systems Department  
in cooperation with the Oneida Land Management Department  
Revised : 1/23/97

This map is not to scale.  
It is a graphic representation  
of Oneida Tribal land holdings.





## F. ENVIRONMENTAL RESOURCES

The Oneida Nation has a responsibility to the next seven generations and an obligation to live in harmony with the environment and respect Mother Earth. All plans and projects must strive to maintain sustainable use of the land, the water, and the natural resource base if long term community self sufficiency, quality of life and economic viability is to be achieved.

Sustainable development:

- meets the needs of the present without compromising the ability of future generations to meet their own needs.
- maintains or enhances economic opportunity and community well being, while protecting and restoring the natural environment upon which people and economies depend.

When there is an Oneida Nation goal for seven generation planning, a sustainable development process has no fixed end point. It relies on a continued willingness to evaluate, assess, plan, and implement new strategies to improve systems that currently exist. In order to achieve true quality of life in the Oneida community we must reinvest in Mother Earth, as well as invest in new businesses. Actions that effect one part of the reservation are linked to and impact the rest of the system. Sustainable communities exist where social, economic, and ecological values are integrated and environments conserved.

Including community, cultural, and environmental issues into economic development requires a shared societal vision. Such a vision is Oneida's seven generation responsibility which in the sense of community development, is the act of one generation saving options by passing them on to the next generation, and so on.

The following projects are examples of the seven generation sustainable development in the Oneida community:

**F1) Investment In Living Systems**

• **Oneida Community Wildlife And Wetland Restoration Area**

This project encompasses 270 acres of land adjacent to the Oneida Nation Business Park. Nearly two thousand trees of mixed species have been planted within the project area and six acres of wetlands habitat have been created while enhancing and preserving existing wetlands. The wildlife area provides hunting opportunities for the Oneida Community. Deer, pheasants, rabbits, and waterfowl are all present within the project boundaries. Native grassland restoration and several detention ponds are planned.

**F2) Forest & Prairie Land Restoration Projects**

• **Dexter Road Forest Restoration Project**

The Dexter Road Restoration Project began the Spring of 1995. Hardwood and Conifer species were planted on 42 acres of agricultural land between the Hidden Valley Range and Duck Creek. This included 4,700 White Pine, 2,400 White Spruce, 1,000 Red Pine, 10,600 various species of Oak, and 5,800 seedlings of various species of Maples planted. Thirty-five acres of native prairie was also planted.

• **Seminary Road Forest Restoration Project**

In the Spring and Summer of 1995 a total of 15,000 White Pine and Red Pine seedlings were planted on 25 acres of land between Seminary Road and Duck Creek. In 1996 an additional 11,500 seedlings of White Pine, White Cedar, Balsam Fir, Oaks, and Maples were planted on an additional 18 acres of land.

• **Oneida Urban Forestry Project**

In 1996, 320 trees of several varieties including Maple, Hawthorne, Ash, Locus, Spruce, Flowering Crab, and Cedar were planted in residential and public areas. The Turtle's End and Standing Stone subdivision received 7 to 9 trees on each lot. There are an additional 770 trees awaiting planting in the Spring and Fall of 1997 around the elder priority and other homes, the Turtle school and the reservation parks. These trees are used as buffers for wind and shade for energy conservation while increasing aesthetic quality.

• **Waterway, Watershed, and Wetland Protection and Restoration**

**Moore Ponds**

There are three (3) retention-detention ponds constructed near Poplar Lane and Moore Road to slow down and retain snowmelt and rainstorm runoff. These ponds will reduce flooding impacts and will trap agricultural sediment and fertilizer to help even out stream flows.

**F3) Circle Of Flight Ponds**

The Bureau of Indian affairs provided grants for the construction of ponds on the reservation for the purpose of wetland restoration, wildlife corridors and fly ways for migrating birds.

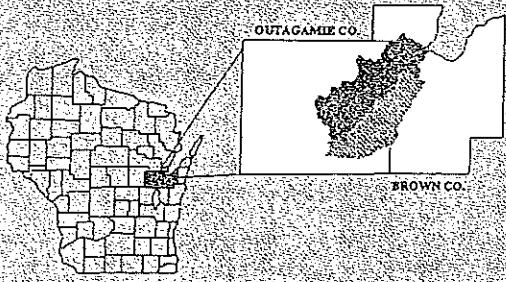
Stephanie Property: 5 ponds on 14 acres of land

Government Road: 2 ponds on 5 acres of land

Kurowski Property: 1 pond on 2 acres of land

# Duck, Apple and Ashwaubenon Creeks Priority Watersheds

STUDY AREA



BROWN CO.  
OUTAGAMIE CO.

DUCK  
CREEK  
WATERSHED

Seymour

Howard

Green Bay

INDIAN  
RESERVATION

Ashwaubenon  
Allouez

De Pere

APPLE  
ASHWAUBENON  
CREEKS  
WATERSHED



Freedom

Highstown

Little Chute

Appleton

Kimberly

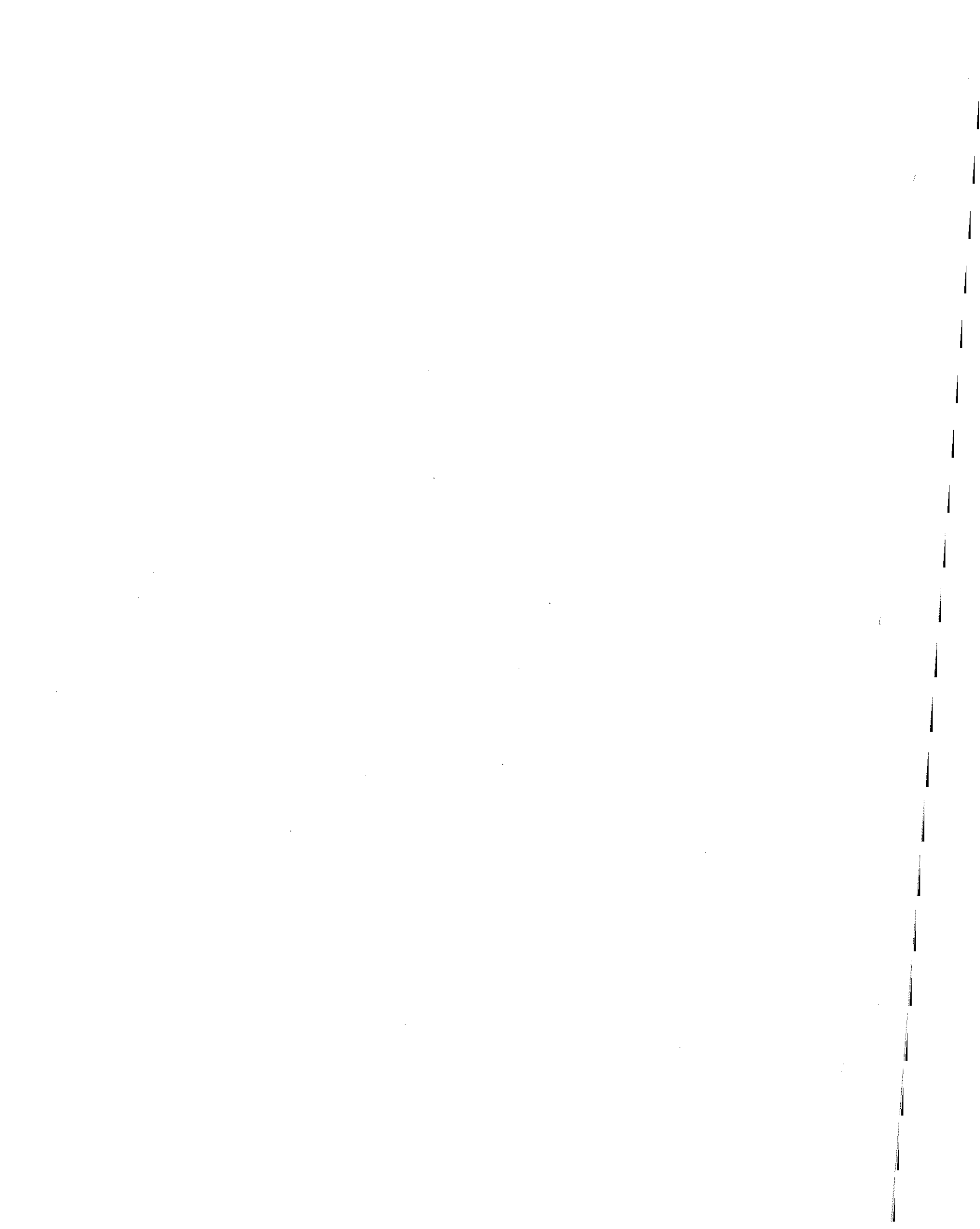
Combined  
Locks

Kaukauna

Cooperating Agencies:  
Brown County  
Oneida Nation  
Outagamie County

Produced by the Oneida Nation  
Geographic Land Information System Department





**F4) Duck, Apple, Ashwaubenon Priority Watershed Project**

This is a Wisconsin funded \$15 - \$18 million dollar project that address the problem of non-point pollution caused most commonly by soil runoff or erosion. Oneida nation is partnered with Brown and Outagamie counties to implement this program. Cost-share funding will be available to landowners who voluntarily use best management practices (BMP's), and to businesses and some municipalities who implement recommended practices. (See Map #8: Duck, Apple and Ashwaubenon Creeks Priority Watersheds)

## G. INFRASTRUCTURE

### G1) Sewer

The Oneida Utilities Commission was created in 1990 by the Oneida Business Committee. The commission was established to assure that water and sanitary utilities of the Oneida Sanitary District are operated and maintained in a way that is fiscally responsible, responsive to customers needs, environmentally safe and governmentally functional.

The Commission Service boundary encompasses a significant portion of the village (Site 1) area of the Reservation. These include Oneida Housing Site 1, Freedom Road, West Mason Street, Seminary Road, and Ridge Road, (See Map #9: *Sewer Infrastructure*). Through temporary lease agreement with the Green Bay Metropolitan Sanitary District (Metro), sewage from the Oneida Sanitary District is conveyed via a force main on Highway 172 to the De Pere treatment facility. The total capacity allocated to the Commission by Metro is 1 cfs. Presently the Commission is negotiating a permanent lease of 1.8 cfs with Metro, which if approved by both entities will require an upgrade of the system along the Dutchman Creek Interceptor.

Although, the current capacity can accommodate future development within the Reservation based on the current flow projections until the year 2005, the Commission in collaboration with the Facility Planning Committee, Engineering and Planning Departments, is currently evaluating the long term needs and options of the Oneida Nation. These option includes, but not limited to treatment plant, and on-site systems.

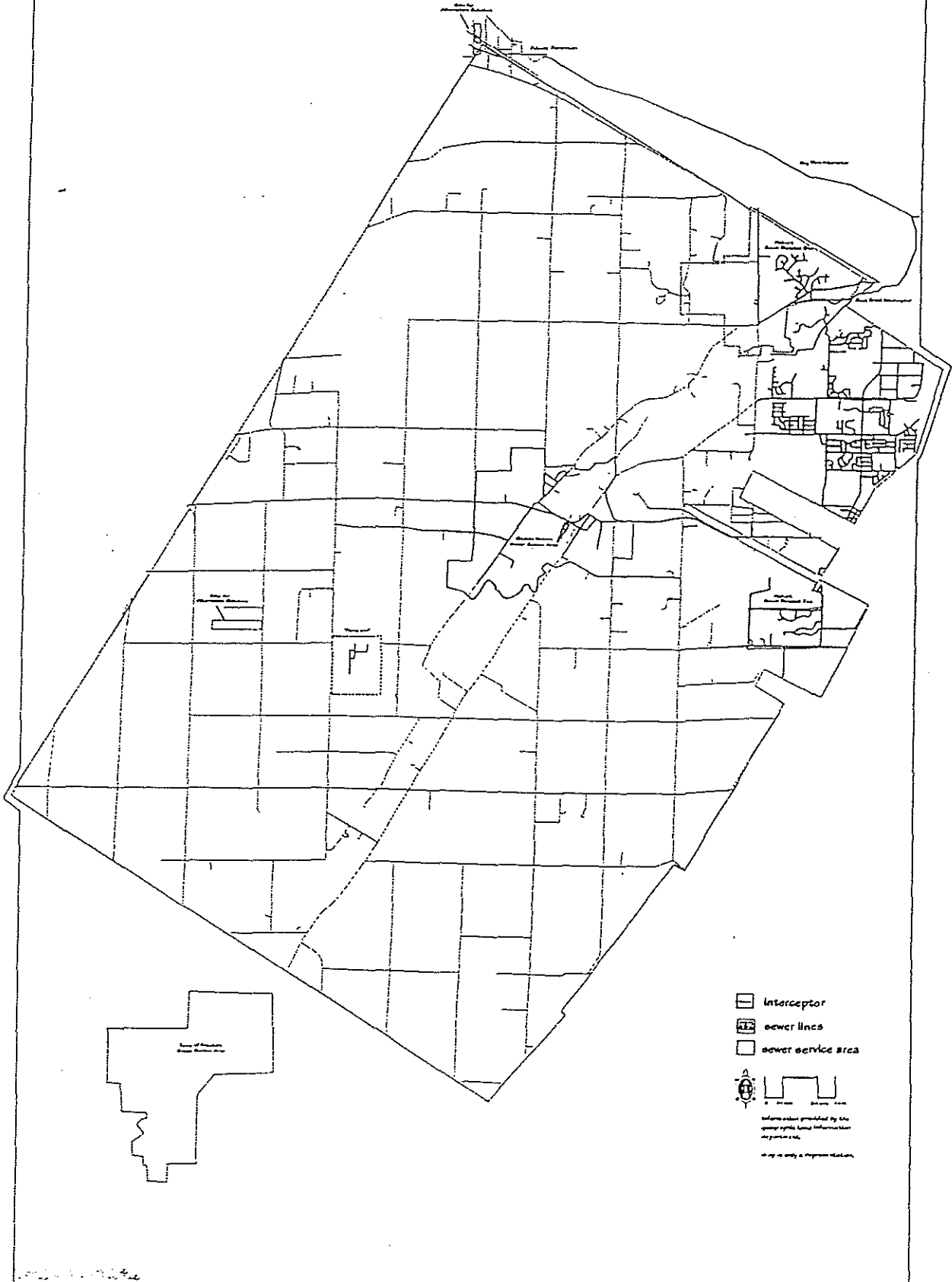
The areas outside the Oneida Sanitary District are served by a community system with a Lagoon and individual on-site treatment facilities. The Oneida Utility Department provides operation and maintenance of this system. The Utility Department through service contract, provides daily operation and maintenance, billing, collection services to the commission.

Since its creation in 1990, and the completion of the phase 1 and 2 sewer and water project, the Commission assesses a flat monthly rate of \$20 for residential customers. The rate for non-residential customers varies depending on the meter size.

### G2) Water

The Tribe emphasizes the importance of conservation and preservation of the surrounding environment to its customers. The Oneida Tribe is concerned with the future of the reservation water source, at a time when local governments are also looking for alternative sources, such as Lake Michigan.

For Discussion Purposes





### G2) Water Continued

The Commission also provides safe drinking water to all residents with the Oneida Sanitary District. The Commission constructed a water tower tank in 1994 with a capacity of 250,000 gallons per day. Portable water is pumped from the aquifer by two pump houses located within the reservation. Individual and community wells serve those areas not served by the commission. The Oneida Utility Department operates and maintains the Sanitary Districts and the community system at Site II. Tribal members not within the Sanitary District or the Community system, own individual wells systems.

The Oneida Utility Department is striving to increase revenues and reduce expenditures by developing plans for incentives to pay bills on time and to reduce dependency on non-tribal vendors for services. The Oneida Utilities Commission assesses a flat rate of \$6 per month. An additional \$2.00 is assessed per 1000 gallons for residential customers. The rate for non-residential customers depends on the meter sizes. The City of Green Bay charges \$1.12 per cubic foot for water and \$1.47 per cubic foot for sewer.

### G3) Solid Waste

The Oneida Tribe offers solid waste collection and conducts comprehensive surveys annually on solid and liquid waste management.

### G4) Electric

The Oneida Reservation is presently served by two electric utility services: Wisconsin Public Service Corporation and Wisconsin Electric Power Company. Wisconsin Public Service Corporation provides services to areas within Brown County, while Wisconsin Electric Power Company provides service in Outagamie County. The average residential rates within WPS and Wepco service areas is about .5999 and .0722 per kilowatts (kw) hour. Although there is a significant difference between both rates, these rates comparatively lower than the national average.

The Oneida Tribe and Wisconsin Public Service Corporation has completed a \$950,000 electric generating backup system power plant to meet the needs of the Oneida Bingo and Casino complex. The Oneida Tribe will have the option to purchase the plant after two years.

In 1995, the Oneida Utilities Commission retained the consulting firm of R.W. Beck to conduct a feasibility study to determine whether it is economically feasible for Oneida to own and operate electric and gas utilities. A portion of this study looked at the electric load data of the whole reservation, and the tribal load data, which has grown on average at over 40% per year for the last five years<sup>17</sup>. Although the study showed that it is economically feasible for Oneida to own and operate electric utilities, from strategic and legal stand point, the

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<sup>17</sup>Data from the feasibility study

#### G4) Electric Continued

Commission decided to scale down scope to tribal load. Based on the present projection, the rate offer by Oneida electric to the tribe as a commercial customer would significantly lower than WPS or Wepeco. We project the rate to be .448 per kw and .480 per kw from WPS. Assuming the project is finance internally, this rate will drop to .380 per kw.

The implementation of Oneida Electric will be based on three phases. Phase I, include the Casino complex and Industrial Park (serving Oneida Nation Electronic), phase II, include Oneida Small Business by aggregating all the load, and phase III, include the Oneida Housing, Site I and the village area. This project is being reviewed by the General Manager, and the Director of the Development Division.. The projected savings for implementing Oneida Electric (Phase I) is estimated at \$452,115.63.

#### G5) Gas

There was no significant difference in terms of rate between Oneida Gas Operation or WPS. On an average, under Oneida Gas Operation, the cost will range from 2% to 10% higher than continue retail operation by WPS. In order for Oneida to take advantage of a deregulated gas market, the best option is through gas transport. OUC reviewed gas transport from three firms. Based on the proposal evaluated, Oneida can save between \$30,000 to \$50,000 a year on gas transport. This project is also being evaluated by the Development Director.<sup>18</sup>

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<sup>18</sup> It is recommended that an Energy Management firm be retained for a period of three to five years to managed the electric and gas operation, and to train tribal members on the operation, procurement of electric, and gas, maintenance, etc.

## H. TRANSPORTATION

The Department of Public Works is negotiating with Outagamie County, Brown County, the Town of Hobart, the Town of Oneida, and the Village of Ashwaubenon to acquire self governance status for road maintenance and road construction. To achieve the self governance status, the roads need to be placed on BIA inventory. The program currently allows the Oneida Nation to maintain and service the roads within the reservation boundaries.

Currently, the Oneida Nation owns 8.6 miles of road. The Department of Public Works services these roads for snow removal and maintenance.

### H1) Reservation Roadways

Principle Arterials provide access to and from the Reservation as well as from Green Bay Metropolitan and rural areas. The principle arterials include State Highways 54, 29, 32, 41 and 172. The Minor Arterials consist of State Highway 55 and portions of Packerland Drive and County Highway GE.

(See Map #10: *Existing Roads, Transportation*)

### H2) Highway

I-43 connects the Green Bay area with the national interstate network in the upper Midwest. U.S. 41 also provides highway access to areas within eastern Wisconsin and Michigan's Upper Peninsula.

### H3) Airport

Commercial passenger, air cargo, and charter aviation services are available at the Austin Straubel International Airport. U.S. Customs is located at the airport, making it one of only two international airports in the state. The other international airport is the Mitchell International Airport in Milwaukee, Wisconsin. The community is served by the following commercial airlines; American Eagle, Northwest, United Express, Skyway/Midwest Express, and Chicago Air which provide frequent connecting flights to major hub airports including Chicago, Minneapolis, Detroit and Milwaukee.

### H4) Rail

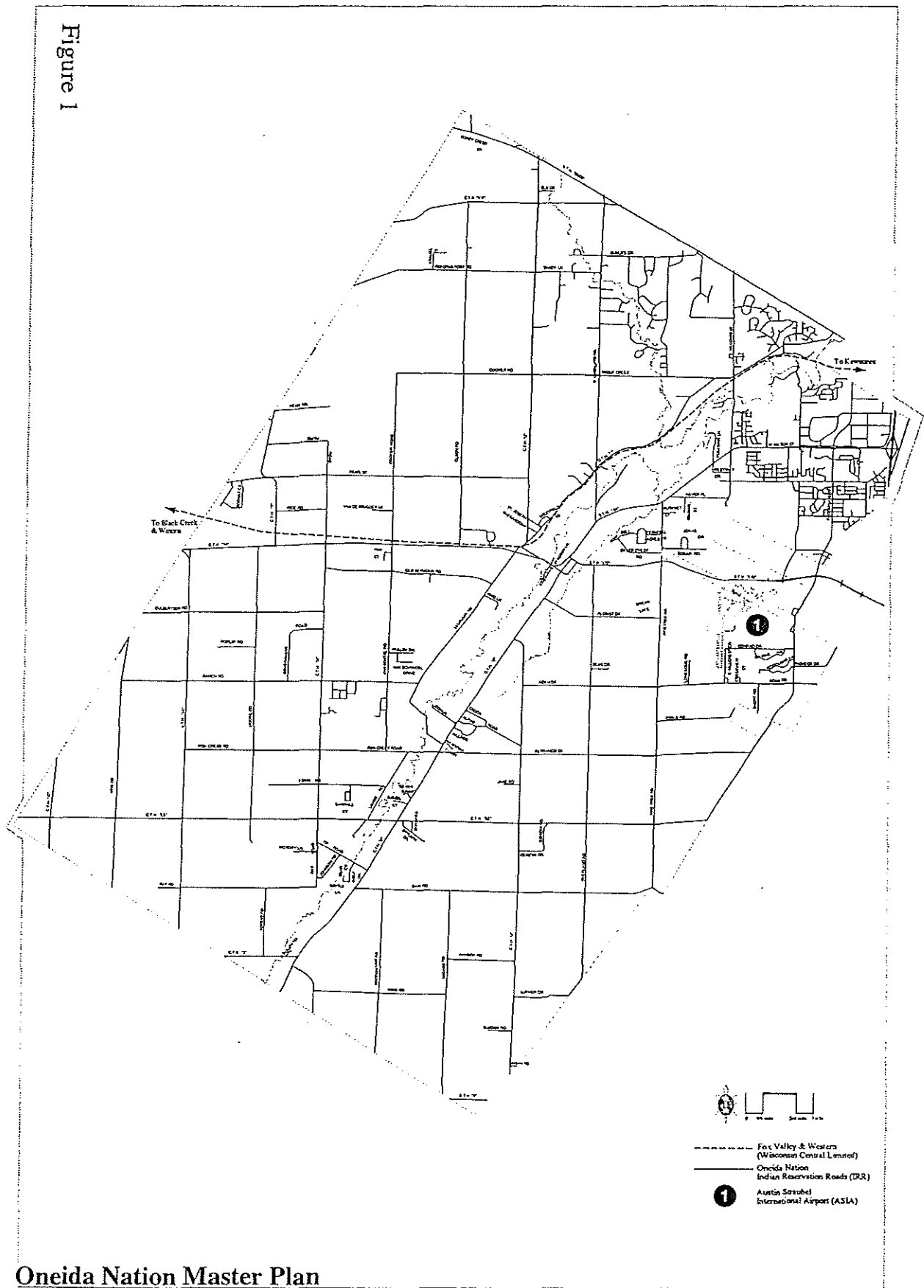
Some 4,500 miles of track provides service to all areas of the state, as well as direct connections to major markets. Internodal facilities and direct connections to major markets are made available through the Class I, regional, and shortline railroads. Wisconsin Central Limited and Fox Valley Western Limited are the major east-west rail connections that run through the Reservation along County Highway J and State Highway 54.



#### H5) Waterways

Wisconsin's waterborne commerce flows in two major directions to reach U.S. and world markets. Cargo moves via the St. Lawrence Seaway to Atlantic Ports and via the Mississippi River to the Gulf of Mexico. The Port of Green Bay is the westernmost port of Lake Michigan and offers the shortest, most direct route for shipments between the Midwest and the world. It provides modern, state-of-the-art facilities for safe navigation and economical cargo handling. Experienced pilots, 24 hour tug service, efficient stevedores, custom house brokers, foreign freight forwarders, U.S. Customs, extensive docking and storage areas, adequate lifting equipment with heavy lift capacity of 100 tons all ensure efficient, economical and safe handling of cargo.

Figure 1





## DEVELOPMENT EFFORTS AND STRATEGIES



### III. DEVELOPMENT EFFORTS

There are several projects that have been identified through various surveys and assessments and through direction of the General Tribal Council. These projects are considered Capital Improvements Projects (CIP) to the Oneida Reservation and are developed to enhance the quality of life on the reservation. The CIP projects are the physical structures and facilities that are developed or acquired by the Oneida Nation to house Tribal functions and provide water, power, waste disposal, transportation, and similar services for the Oneida Nation.<sup>19</sup>

The following CIP projects are dated as of December 1996.

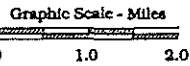
#### Completed Capital Improvement Projects

Projects	Projects Completed
▶ Oneida Casino	May 31, 1994
▶ Oneida Casino Sewer and Water	May 3, 1994
▶ Radisson Expansion	August 1, 1994
▶ Manders Court	June, 1994
▶ Oneida Casino Access Road	May, 1995
▶ ONES (Oneida Nation Education School)	October 1, 1995
▶ Bay Bank	May 31, 1995
▶ Oneida Village Storm Water Drainage	Closed Out
▶ Traffic Lights installed at Highway 54 and Seminary Road	November 7, 1994
▶ Airport DayCare	October 30, 1995
▶ ONE (Oneida Nation Electronics Manufacturing Facility)	March 15, 1997
▶ Trailer Park/Tornado Shelter	September 1996
▶ Enterprise Building Remodeling/Parking	October 30, 1995
▶ Oneida OneStop and Lucky U Expansion	August 30, 1996
▶ MIS Communication Building	September 12, 1996
▶ Oneida DPW Warehouse	December 30, 1995
▶ NHC Garage Renovation	October 30, 1995
▶ Accounting/Building Renovation	December 30, 1995
▶ Law Enforcement Center	December 31, 1996
▶ NHC School Upgrade (High School) Phase IA	August 28, 1996
▶ Addition to Land Management Building	March, 1997

See Map 11: *Current Buildings and Businesses - Projected Buildings and Businesses*

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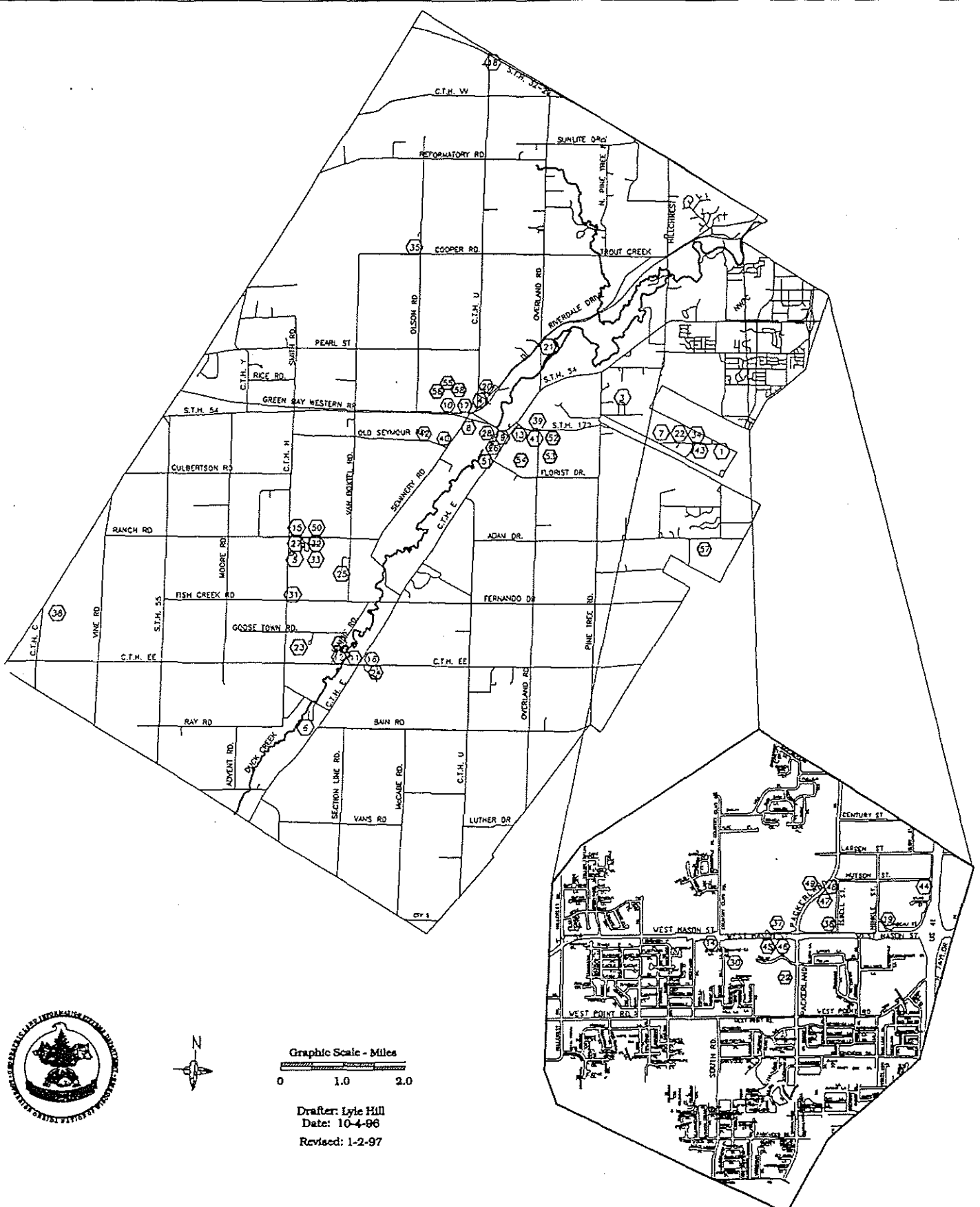
<sup>19</sup>Capital Improvement Projects, Procedures and Forms, 2/20/95.



Drafter: Lyle Hill  
 Date: 10-4-86  
 Revised: 1-2-97

Current Buildings and Businesses — Projected Buildings and Businesses

- |                                              |                               |                             |                                      |                                                    |                             |
|----------------------------------------------|-------------------------------|-----------------------------|--------------------------------------|----------------------------------------------------|-----------------------------|
| 1 Andrew Training Center                     | 52 Onondaga Nation Museum     | 23 Sand Hill Circle Housing | 34 Grand Casino                      | 43 Enterprise Building                             | 65 Food Distribution        |
| 2 Anna John Nursing Home                     | 13 Standing Stone Housing     | 24 Ridgeland Housing        | 35 Conservation Center               | 48 Onondaga Healthworks                            | 66 Utilities                |
| 3 Cara House Housing                         | 14 Onondaga Ursula Maststort  | 25 Roding Hill Housing      | 36 Enterprise Building               | 47 Onondaga Construction                           | 67 Hi-Tech Park             |
| 4 Elsie Park                                 | 15 Department of Public Works | 26 Site 1 Housing           | 37 Mason St. - C.D.B. Building       | 48 Register of Deeds                               | 68 Radio Equipment Building |
| 5 Green Earth Trailer Court                  | 16 Onondaga One-Stop E & EE   | 27 Site 2 Housing           | 38 Onondaga Nation Farms             | 49 Geographic Land Information Systems (GIS Dept.) |                             |
| 6 Hiwside Housing                            | 17 Onondaga One-Stop HWY 54   | 28 Sunny King Building      | 39 Land Management                   | 50 Good Land Center                                |                             |
| 7 Irene Moore Activity Center                | 18 Onondaga One-Stop Lucky U  | 29 Social Services          | 40 Onondaga Tribal School (K thru 8) | 51 Police Station                                  |                             |
| 8 Herbert Hill Center                        | 19 Onondaga One-Stop Westwind | 30 Three Sisters Housing    | 41 Daycare I                         | 52 Administration Building                         |                             |
| 9 Onondaga Community Library and Post Office | 20 DRCD's Elderly Center      | 31 Tribal Building          | 42 Where Turtle Ends Housing         | 53 Cultural Center                                 |                             |
| 10 Little Bear Development Center            | 21 Quarry Park                | 32 WCC Building             | 43 Boy Bark                          | 54 Apartments                                      |                             |
| 11 Onondaga Health Center                    | 22 Redstone Inn               | 33 Onondaga Public Safety   | 44 Accounting                        |                                                    |                             |





## Capital Improvement Projects To Be Completed

### *Singles Apartments*

Comments from the Task Force will be incorporated into the preliminary design sketches. A request for a draft contract will be submitted for the design phase. Tentative completion time is scheduled for October 1997.

### *NHC School Upgrade (High School) Phase II*

Equipment for science wing was delivered 12-23-96 and installed. Project has a tentative completion date of May 1, 1997.

### *Industrial/Business Park Infrastructure*

Pond design should be finalized and out for bid by the end of the month. Tentative completion date is scheduled for August 1997.

### *Oneida Health Center/Nursing Home*

Schematic design was approved by the Business Committee on 12-31-96. Tentative completion date is scheduled for March 19, 1999.

### *Three Sisters HeadStart*

CIP request still needs an area manager's signature before proceeding. A proposal was presented for a joint venture between Oneida Housing Authority and the day care center for putting up a building at the Three Sisters site.

### *Community Family Activity Center*

A clarified scope of programming services encompass's an assessment of existing facilities and ways to integrate them into the existing recreation program.

### *Parish Hall Restoration*

Project is about two weeks behind. Color selection for finishes completed by owner. Tentative completion date is scheduled for April 30, 1997.

### *Tsyuhekwa Center*

Design firm has not been selected yet for programming.

### *Elderly Apartments/Services*

First set of apartments should be opened June 1, 1997.

### *Oneida Library Expansion*

Project is currently ahead of schedule. Foundation walls were poured 1-8-97. Tentative completion date is scheduled for April 30, 1997.

### *Watershed and Flood Control Management/Pond Construction*

Ponds are substantially complete with final completion in June 1997.



*Oneida High Technology Industrial Park*

Meeting to review data available for design charette is set for 1-15-97.

*Replacement Homes Housing Development*

Two homes on Ranch Road will be cleaned and ready for occupancy by 1-10-97. Meeting was held with Housing Authority to discuss FY'97 program and delays/claims on FY '96 program. Tentative completion date is scheduled for September 1997.

*Nursing Home Renovation*

A contract was approved by the Business Committee on 12-18-96. Schedule is being revised to work within the two million dollar budget. Tentative completion date is scheduled for September 22, 1997.

*Oneida Community College*

No changes to report.

*Smit Farm Infrastructure Water Main Loop*

Project is in design phase and should be bid on 1-18-97. Tentative completion date is scheduled for June 15, 1997.

*Taylor Street Infrastructure*

Infrastructure is basically complete. Road and detention pond will be finished in April 1997.

*Oneida Nation Judicial Center*

CIP request was approved by Space Committee.

*Oneida Inn (Former Howard Johnson Property)*

Approved for demolition.

**Capital Improvement Projects On Hold**

*Headstart Childcare*

**Capital Improvement Projects Requested**

*Oneida Restoration*

## A. COMPLIANCE DIVISION

The mission of the Compliance Division is to work with all programs and enterprises to ensure adherence to Oneida Nation laws, ordinances, and policies and procedures. The Compliance Division consists of the Indian Preference Department, Apprenticeship Program, Oneida Indian Tradesworker Skills Bank, Licensing Department, Contract Compliance Department, Elder Hiring Project, and Paralegal/Advocate Department.

### A1. Indian Preference Department

The Indian Preference Department monitors the Indian Preference Law, construction projects, apprenticeship program and the hiring of Oneida trade workers and the purchase of goods and services from Oneida businesses.<sup>20</sup> The department focuses on monitoring the Indian Preference Law, investigating all complaints of the Indian Preference Law, certifying all Native American businesses that collaborate with the Oneida Nation, ensuring the hiring procedures of Indian trade workers and the subcontracting of Indian businesses.

### A2. Apprenticeship Program

The nature of the business and inherent responsibility of the employer is to provide the maximum in highly skilled service, make it essential that apprentices be broadly trained in all aspects of their trade. This end is to be obtained through providing each apprentice with systematic work experience and classroom training in all of the divisions of the trade under direction of a skilled trades person.

- Work with the Tribal Technical Assistance Program in helping set up training for Operators in heavy equipment.
- Working in cooperation with Youth Build Programs
- Active participant with the Great Lakes Intertribal Apprenticeship Committee
- Writing a grant proposal for funding in training activities

The Apprenticeship Program prepares individuals for positions that requires complex skills demanded by today's technology. Once the applicant fulfills the requirements, interviews with the Committee, the applicant receives a letter of recommendation to enhance his/her employment opportunities.

A legal binding contract called Indentures is developed between the Employer and the apprentice. The contract ensures the responsibilities of the Employer, and the apprentice to that employer, as a worker learning the skills, and technical knowledge of its trade.<sup>21</sup>

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<sup>20</sup>1996 Compliance Development Plans, *Indian Preference Program*. Page 1.

<sup>21</sup>1996 Compliance Development Plan. Page 3.

### A3. Oneida Indian Tradesworker Skills Bank

The Oneida Indian Tradesworker Skills Bank works in collaboration with the Indian Preference Program to ensure Oneida preference is considered in skill related jobs. The Skills Banks provides a service to Indian people by assisting them in finding employment in the construction field. The program generates income for enrolled Oneida members, spouses of enrolled Oneida members, and other federally-recognized Tribal members. The Compliance Division has established a database of Oneida workers for various jobs on the reservation.

### A4. Licensing Department

The Licensing Department provides quality service for all Licensing needs of the Oneida Nation. Included in the licensing department are: liquor, marriage, motor vehicle registration and vendors.

The Motor Vehicle Registration Ordinance, approved on March 5, 1997, enables Oneida community members to register a vehicle through the Licensing Department. Revenue is generated through purchase of licenses.

### A5. Contract Compliance Department

The goal of Contract Compliance is to provide services to all business units to ensure reporting requirements are met. Audit Committee follow-ups are completed, and a central database for contracts/contractors is developed.

#### Goals and Objectives

- Work with Compliance Division Attorney on Division Standard Operating Procedures
- Implement a procedure for grant reporting requirements

### A6. Elder Hiring Project

The Compliance Department recruits part-time (maximum 24 hours per week) positions for Oneida elders. Individual programs modify their budgets to hire the elders. Elders must be 55 years or older to participate in the project.

### A7. Paralegal/Advocate Department

The mission of the Paralegal program is to provide information and assistance of the Oneida Nation's policies and procedures through communication and conflict resolution while preserving heritage.

#### Goals/Objectives

- Train the paralegal as trainers for the mediation training. Currently the paralegal are trained mediators and the next step is to train them as trainers.
- Prepare grants that are available in this area. This requires researching training seminars for necessary skills.

**A8. Paralegal/Advocate Program Continued**

The department has a supervising attorney. The paralegals work with clients in grievance and complaint situations and are trained in mediation skills for the Oneida Nation. The Paralegal Program is currently viewing training and the ability to adapt to the changing structure of the tribal disciplinary structure due to mediation.<sup>22</sup>

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<sup>22</sup> 1996 Compliance Division Development Plan

## B. DEVELOPMENT DIVISION

The Development Division provides and expands a stable land economic base in order to increase the quality of life for the Nation and its members. The Development Division consists of numerous departments including: Economic Development (including New York Development Office), the BDU (Business Development Unit), Community Development (including Oneida Nation Farms, Central Food Purchasing, Food Distribution, Apple Orchard, Tsyuhekwa), Construction, Department of Public Works (Building Facilities, Grounds, Automotive, Wells and Septic, Utilities, Custodial), Engineering, GLIS (Geographic Land Information Services), Housing Development, Land Management, Planning, Plumbing, and Zoning.<sup>23</sup>

### Goals/Objectives

The goals for the entire Development Division for the 1997 fiscal year is to:

- 1) Expand the income base of the Oneida Nation.
- 2) Develop comprehensive plans for the physical development and preservation of the Oneida Nation.
- 3) Provide more efficient services to the Oneida Community
- 4) Continue development of resources and information to the Division and Nation for use in decision making
- 5) Establish, through planning efforts, more efficient operations for the Division.
- 6) Provide support for the Planning and Development of Private Sector Initiatives

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<sup>23</sup>1996 Development Division Summary. Page 1.

## B1) BUSINESS DEVELOPMENT UNIT (BDU)

The purpose of the Business Development Unit is to assist on Tribal-wide projects in the areas of financial, economic, market analysis, commercial property management, development and planning. The Oneida Nation is offered numerous business and development proposals, venture concepts, investment opportunities, CIP Projects and general tribal programming requests from internal program managers, tribal members, local governmental agencies, individual entrepreneurs and regional or national corporations. Proposals range from government project requests to venture capital requests.

The Business Development Unit's primary focus is on economic development projects that will expand and diversify the Oneida Tribe's economic base. Additional focus includes mentoring and training, creating systems to manage projects, ensuring consistent processes to in-take and evaluate all projects and providing a portion of the final review of economic development projects. As the Nation pursues business and diversification opportunities and activities, the BDU provides guidance where necessary. The BDU incorporates the functional areas of: Accounting, Financial Analysis, Marketing and Economic Research, Physical Development, and Business Plan Development.

Some of the current projects that the Business Development Unit team is involved in include: Targeted Industry Analysis of the local, national and international business opportunities for the Nation; analysis of lands along the Highway 172 corridor; Development of a Food Distribution Warehouse in conjunction with Wisconsin Public Service; Construction of a Health Clinic on Babcock Road; Marketing analysis for the Oneida Business Park along Highway 54 in the Town of Oneida; Development of a business park along Packerland Drive in the Village of Ashwaubenon; and, assistance in development of the Oneida Nation's Overall Economic Development Program.<sup>24</sup>

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<sup>24</sup>"'B.D.U.' What Is It?' January 1997. Page 1-2.

## B2) COMMUNITY DEVELOPMENT

The Community Development Departments responsibilities are two fold. In support of its mission statement, the department staff is responsible for seeking out opportunities that encourage job growth with the Oneida community. These opportunities may come from joint ventures, business buy-outs, or even the creation of job opportunities themselves. Unlike the Economic Development Department which is guided by a guideline of 20% return on investments for project ventures. Community Development often focuses on service opportunities that often times are marginally profitable or may only break even, but that provide essential community services.

The Community Development Department also oversees the Oneida Community Integrated Food Systems Program. This program is made up of five food related entities including Food Distribution, Tsyuhekwa, Oneida Farms, Apple Orchard and Food Purchasing. Community Developments responsibilities include the expansion of the food program through marketing and distribution. Traditional ways of farming and crop raising are encouraged through Tsyuhekwa as well as more conventional ways of farming which encourage large production of farm products for marketing purposes as promoted through Oneida Nation Farms.

The vision of the Oneida Community Integrated Food Systems is to ensure self-sufficiency, health, and nutrition for our next Seven Generations by producing, processing, selling, marketing, and distributing the highest quality naturally/organically grown food products to the people of the Oneida Nation and other markets that may be developed.

### Oneida Nation Farms

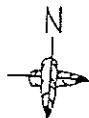
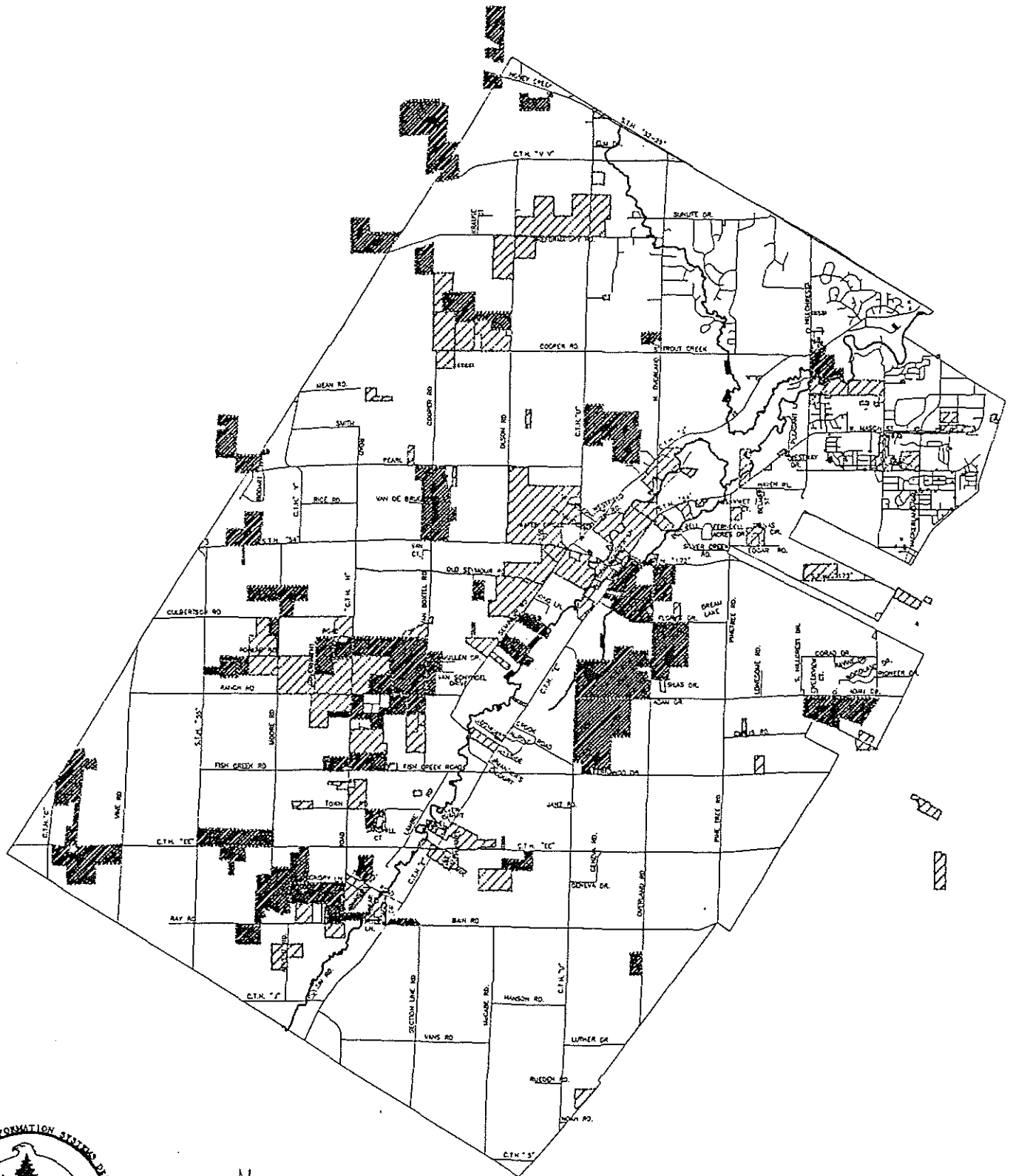
The Oneida Nation Farm continues the Oneida Agricultural Operation to provide USDA approved meats and other quality products to Oneida tribal members, businesses and future generations, while remaining efficient in the land use and vertical integration within the Oneida tribal structure. (See Map #13: Tribal Agricultural Land)



This venture has been developed to encourage the agricultural development on the reservation. The tribe purchased 8 large farms with an investment in 6,000 acres in farmland. To encourage revenue from these purchases, the tribe has 1,000 head of cattle, with plans to purchase a small herd of bison in FY 97. The Oneida Nation Farm staff has completed intensive training in new agricultural techniques. The Oneida Farms provides the following products: beef, white/sweet corn, hay, and soybeans.

### Oneida Apple Orchard

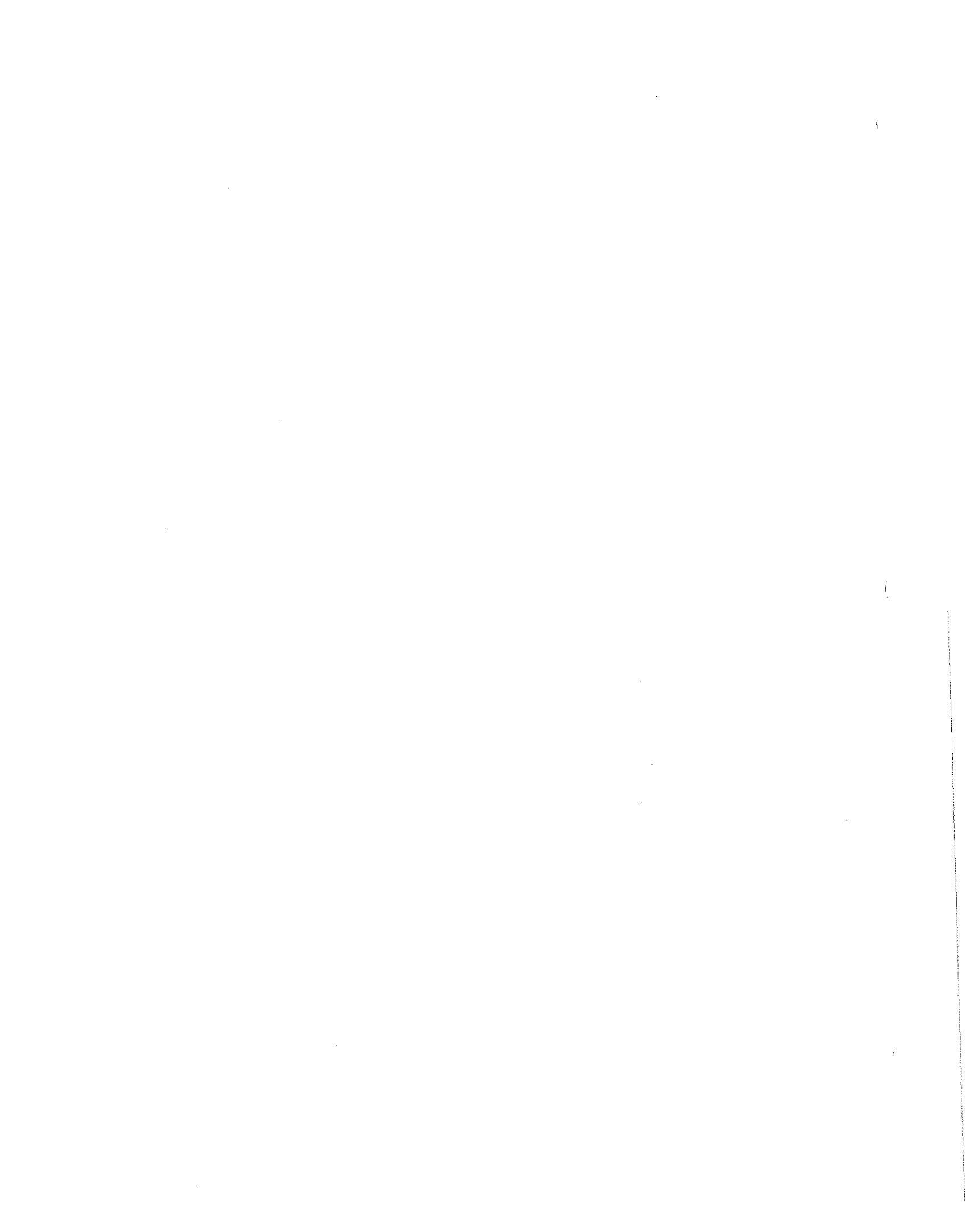
The Oneida Community Apple Orchard provides nutritious, healthy apples, fruits and other produce in an environmentally safe and economically viable fashion that will meet the needs of Oneida tribal members, enterprises and institutions.

# TRIBAL AGRICULTURE LAND



-  Tribal Property
-  Tribal Farm Property





### Oneida Apple Orchard Continued

The Apple Orchard is nearly 30 acres and is expected to mature in five to seven years. The Oneida Community Apple Orchard is currently working at developing new products and improving the orchards. Organic and natural products will be available. Current products available are apples, apple trees, tours of program, cider, pumpkins, squash, and strawberries.

### Centralized Food Purchasing

The main purpose is to utilize the buying power of volume purchases and to provide a centralized office to communicate with vendors to ensure fair pricing, prompt delivery and quality products.

The Centralized Food Purchasing evaluates vendors, educates clients, and promotes the CFP project.

### Tsyuhekwa (Life Sustenance) Center

The Tsyuhekwa Center plays a pivotal role in the re-introduction of high quality, organically grown foods that will ensure a healthier and more fulfilling life for the Oneida Nation, and being the facilitators of positive dietary and nutritional change throughout the community. This operation is a service that provides services to the Oneida Community for food preservation as well as educational programs related to food preparation and nutrition and includes an expanded retail outlet of herbs, tinctures, health care items, and indigenous natural food products. Tsyuhekwa Center oversees an annual garden project in the community, Shakoahantahsluni which translates to He prepares the fields for them. Tsyuhekwa also has the original cannery operation now called Tsi?tkutekwayahe which translates to Where they put food away, and specializes in the preparation and preservation of traditional Oneida foods. The Tsyuhekwa services the following: process foods, white corn products, food storage, garden project, seed bank, holistic health.

### Food Distribution Program

The Food Distribution Program provides a nutritious food package for eligible households, and nutrition education to improve the quality of life in the Oneida community. The Oneida Tribe has a contract with USDA to assist tribal members, including elders, disabled and others with receiving food and produce. Staff members work closely with the Grants Department to make grant applications to develop additional leveraging to assist Tribal members. The Food Distribution services includes the following: receipt/warehousing/distribution of food, deliveries, nutrition education, planning pantry.

### B3) CONSTRUCTION

The Oneida Construction Unit (OCU) provides quality commercial and residential construction services that support the future development of the Oneida Nation infrastructure while offering career opportunities to Oneida men and women in the construction industry.

#### Replacement Homes Housing Development

Two homes on Ranch Road will be cleaned and ready for occupancy by 1-10-97. Meeting was held with Housing Authority to discuss fiscal year 1997 program and delays/claims on FY '96 program. Tentative completion date is scheduled for September 1997.

#### Elderly Apartments/Services

First set of apartments should be completed June 1, 1997.

#### Oneida Library Expansion

In progress. Estimated completion date is April 1, 1997.

#### Oneida Police Department

Completed in February 1997.

## B4) ECONOMIC DEVELOPMENT

The Oneida Nation continues to pursue diversification efforts in order to maintain economic stability. Fiscal year 1996 proved to be productive in development efforts of joint ventures with corporations and surrounding businesses. The Oneida Nation considers diversification, acquisition of existing businesses, commercial development and off reservation development projects as a methodical business and financial investment approach to a stable economy.

### A. Diversification

Despite the growth and success of Indian Gaming in the United States, it is not prudent to base any tribe's economy on a single source of income such as gaming. A strong, stable economy is one that can prosper in a continuously and rapidly changing global economic environment.

*The fundamental purpose and intent of Economic Diversification is to provide a strategic approach to develop a short and long-term business development concept and planning framework for the Oneida Nation in order to achieve a diverse and balanced tribal economy.<sup>25</sup>*

- √ Developing businesses not dependent on gaming to ensure future financial well being of the Oneida Nation.
- √ Exploring business partnerships with other tribes and non-tribal business partners to further the success of the social, political and financial position of the Oneida Nation.
- √ Developing businesses on the reservation that assures Oneida tribal members are treated fairly and equitably and that annual capital investment goals and priorities are being met.
- √ Developing and encouraging the expansion of businesses that will incorporate and preserve the Oneida Nation's cultural traditional values into the basic business philosophy of taking care tribal responsibilities to the people, the environment and future generations.
- √ Focusing on new targets and creating a community and organizational structure that will produce high-yield and long-term investment and industry objectives. Identifying and improving the minimum Return On Investment of existing and future projects.
- √ Reducing investment levels to spread resources more efficiently and to reduce overall technical, financial and market risk to the Nation.<sup>26</sup>

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<sup>25</sup>Economic Diversification Plan. Page 7. 8/16/96.

<sup>26</sup>IBID. Page 16. 8/16/96.

B. Enterprises And Job Creation (Skills)

- √ To develop a tribal labor force that will be afforded choices in job and career development in various levels of employment classifications.
- √ To develop jobs that require skills ranging from basic fundamental educational requirements to sophisticated education and job training of highly advanced and technical positions.
- √ To begin developing an appreciation for job training and career development at elementary levels of learning providing continuity throughout high school and post secondary institutions.

C. Infrastructure

- √ Roads maintenance and upkeep are important to the continual development of business on the reservation. There is also a crucial need to work cooperatively with local non-tribal governments for services to build and maintain roads to access tribal lands where business development occurs.
- √ Transportation facilities on the reservation must increase to accommodate the needs of the rapidly expanding service and business development. With immediate access to main thoroughfares by freight, rail, shipping and air available, the Oneida Nation must upgrade transportation facilities to and from the reservation.
- √ Communication Systems on the Oneida Reservation must be brought up to the state-of-the-art capabilities. This must encompass all facets of upgrading communications systems on the reservation including training, systems upgrades and equipment. The construction of a \$980,000 power plant near the Oneida Bingo and Casino. (See page 18, Electric)

D. Sovereignty

- √ The Oneida Nation will maintain and continue to exercise its sovereign status in all development on the reservation.

E. Community

- √ The Oneida Tribal Community is unique to the surrounding communities in that they are a government, stockholders and citizens of the community.

## F. TIA (Targeted Industry Analysis)

The Economic Analyst, of the Business Development Unit, is leading the project to complete a regional update of the TIA conducted in 1995. In addition, the Economic Analyst is working on a TIA for the claims area in New York State.

The initial phase of the Regional TIA for Wisconsin has been completed, and the project managers from Economic Development have been given specific industries to follow up with, in terms of collecting information about specific firms and market opportunities. This is the activity that translates the findings of TIA work into development opportunities.

The TIA for New York is currently in progress, and consists of Shift Share Analysis, Comparable Community Analysis, and Economic Impact Analysis. Research is still underway. The fundamental research will be completed in February, at which point the specific industries and companies will be examined in the same manner as those in the Wisconsin Regional TIA.

As a result of the work completed so far in the regional TIA, meetings have been scheduled with OSBDC, to discuss those opportunities that the tribe will not be pursuing. This information should prove to be useful to tribal entrepreneurs looking for opportunities, and sets the stage for cooperative efforts between the Development Division and tribal entrepreneurs. We also look forward to building a relationship with OSBMC, based on sharing this information.

### Individual Tribal Entrepreneurs

The development of diversified economic development on the Oneida Reservation must be as diversified in regards to the developer. The Oneida Tribe encourages and assists Tribal members in economic development. Relying on the government to sustain the economy does not promote responsibility to provide for the next seven generations. Each member must fulfill their responsibility to contribute to the community.

## G. Strategies

### Targeted Industry Analysis

Although this study is for a brief window of opportunity, it will identify the most logical industry groups in which the Oneida should invest, and in an effort to continue to diversify the reservation economy based upon the analysis of the Green Bay M.S.A., those identified will target industry groups that will provide the highest return on investments and are compatible with the area's resources and can benefit from the unique opportunities offered by a relationship with the tribe.

This study consists of four basic components, a Comparative Community Analysis, a Shift-Share Analysis, and Input-Output Analysis, and a Competitive Advantage Analysis.

## G. Strategies (Continued)

### Comparative Community Analysis

Comparative Community Analysis is based upon the premise that communities which are similar in certain critical attributes should be able to support similar levels of employment relative to their population in those activities which are present in most of these comparable communities. Basically it is an analysis of comparisons of jobs and the employee ratios and availability.

### Shift Share Analysis

Shift Share Analysis is a method of isolating the influences of each of these forces in evaluating the economic health of a community or region. In addition to its value in assessing the economic health of a community, shift share analysis can serve as a tool in the quest for added business and employment opportunities.

### Input-output Analysis

Input-Output Analysis is a technique that is used to analyze how economic systems operate. This technique identifies the inputs required from every sector of the economy to produce the output of every sector, and simultaneously demonstrates the sectors to which the output of each industry group is sold. The primary reason for developing this model is to target potential investment and employment opportunities within this region.

### Competitive Advantage Analysis

Competitive Advantage Analysis is necessary to identify the advantages which the Oneida Community can offer to prospective ventures. Activities which have the potential identified in this targeted industry study will be soon identified by those in the market, and there will be attempts to initiate them at other locations in the region and in the state. If the Oneida Nation is to purchase existing firms or initiate new enterprises in these sectors, it must demonstrate what it can offer beyond that which is available in other area locations.

## H. Acquisition of Existing Businesses

The Oneida Nation is diversifying its economy to meet the needs of the community. In recent surveys among the data collected there is strong indications the Oneida Community is interested in development. The acquisition of an existing business was identified as a priority in Economic Diversification by the Oneida Business Committee last fall, during the transition period with the new committee. Potential acquisitions include:

### 1. Oneida Woodlands Lumber And Supply Center

The development of a supply business is based upon the continual trends in this area for construction. Just within the Oneida Reservation there is a constant stream of construction and supply purchases have so far been all off reservation purchases. The Oneida Woodland Lumber and Supply Center will be a profit center and has been in operation since 1996.

### 2. Oneida Nation Electronics - O.N.E.

ONE is a corporate division of the Oneida Nation established to consolidate and market the resources of tribe's highly technical expertise in the electronic media. This will be a necessary advantage to maintaining a competitive edge in the industry today. O.N.E. will take advantage of the opportunity to provide diversification in employment and the tribal economic base while building a high tech manufacturing industry. The facility will open in April 1997.

### 3. Stainless Steel Ovens and Food Equipment

Currently under review and development, at the concept stage. A firm employing 150 people with annual sales of approximately \$5 million. Current owner wants to sell and possibly relocate, or expand operations in the area.

Status: We are waiting for an asking price, and considering joint venture partners with experience in stainless steel fabrication and welding, to provide the industry expertise required to be successful. Operating assumptions at this point include a relocation to a site in our area.

### 4. Medical Supplies - Distribution and Manufacturing

Currently we are reviewing a company that manufactures and distributes innovative products for the medical, dental and health professions. The company has facilities in the United States and Canada. The company has strategic alliances with international companies that provide complementary products and services. Our objective is to verify the scope of the related markets, identify the potential business opportunities, risks and organizational structure that would be necessary if the research indicates positive results.

Status: Research and preliminary feasibility studies are currently being completed on the various product lines, the related market potential, risks and organizational structures. The potential for marketing the products using the Buy Indian Act is part of the research activities.



## I. Commercial Development

Community based economic development is an important goal of the Oneida Development Division. The Oneida Nation's Community Economic Development commitment rests on four fundamental principles:

- √ A just and equitable political system that provides equal partnership among the three elements of our society: the for-profit sector, the government sector, and the community (non-profit/non-government) sector.
- √ Full participation among all members of the community.
- √ Participation of all members as stakeholders in the social and economic programs that are implemented to serve the interests of the community.
- √ Full involvement of the membership of Oneida Nation in the development of plans for the community.<sup>27</sup>

The other component of Diversification is Commercial Development of tribally-owned property.

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<sup>27</sup>Economic Diversification Plan. Page 4. 8/16/96.

### 1. High Tech Park

An industrial/commercial park on South Packerland Drive, in the vicinity of the Ashwaubenon Industrial Park. Development of the park will focus on the needs of Industrial and Commercial clients, potentially in the area of high technology.

**Status:** The park currently has one client, Oneida Nation Electronics (ONE). A core project team, consisting of team members from the Business Development Unit, Economic Development, and Engineering, completed a design charrette and brainstorming session on 1/15, to address the design needs of the park, and opportunities to cooperate with Ashwaubenon's development activities in the area. Once park designs have been finalized, park standards will be adopted, a management structure will be put in place, and marketing activities will be organized.

#### Mission

The mission for the High Tech Park will develop a business park on 183 acres of prime commercial property located within the eastern portion of the reservation near the Village of Ashwaubenon's industrial area. The park will be established so that the favorable location combined with the opportunities provided through the on-reservation and trust status of the property are combined to create a successful economic diversification effort that provides benefits to the Tribe and surrounding communities.<sup>28</sup>

#### Project Boundaries

The corridor is bounded on the east by Highways 41-141 and on the west by Pine Tree Road. The northern boundary is approximately 2,640 feet north of Highway 172 and the southern boundary is County Highway G. The focus of the study area runs parallel to South Packerland Drive and Highway 172 and is approximately 5,280 feet (1.0 mi.) wide. (See Map # 14: Highway 172/Packerland Corridor Study)

#### Interdependencies

The recommendations developed by the task force has identified the following interdependencies; Land Acquisition Plan, Overall Economic Development Plan, Master Plan, Gaming, Hotel-Hospitality, Economic Development, Environmental Department, Oneida Airport Development Corporation, Zoning & Inspection Department, Oneida Small Business, and other governmental and municipal entities.

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<sup>28</sup>High Tech Park Mission Statement. January 10, 1997.

### Goals and Objectives

- Goal 1        Create a base map(s) for the corridor. Base map(s) to be linked to a property profile database.
  
- Goal 2        Complete a fatal flaw analysis of tribally owned properties within the corridor and identify any general environmental factors affecting activity in the corridor area.
  
- Goal 3        Create a map for future development projections within the corridor. Projections May include demographics, infrastructure, traffic patterns, etc. for identified areas within the corridor.
  
- Goal 4        Create partnerships with local units of government for the purpose of joint planning, zoning, licensing etc.
  
- Goal 5        Identify all completed feasibility studies and drive the need for any additional studies such as marketing, traffic, etc. to create a picture of future development.
  
- Goal 6        Develop time frames and budget projections which will identify any alternative funding sources for future development initiatives within the corridor.
  
- Goal 7        Provide strategic direction for land purchases and associated budgets and development to support diversification and community development.

### 2.        Oneida Business Park

Approximately 50 acres, in and around the Little Bear Development Center. The park is designed to accommodate business clients in a professional environment. Design standards and covenants governing development are in place, as well as required environmental and archeological permits. (Additional permits will be required for each lot when the specific development has been identified.)









Status: Park layouts have been completed that bring the development cost per acre to approximately \$37,000 per acre, which is competitive in the marketplace. The intention is to lease land to business clients (preferably tribal members) for business and professional use. We are currently finalizing arrangements with Land Management for a Master Lease to OEDA (Oneida Development Authority) which is the tribal corporation we will use to hold the property. We must also finalize the management structure needed to manage the park, and begin advertising to tribal members.



Scale: 1" = 4000'

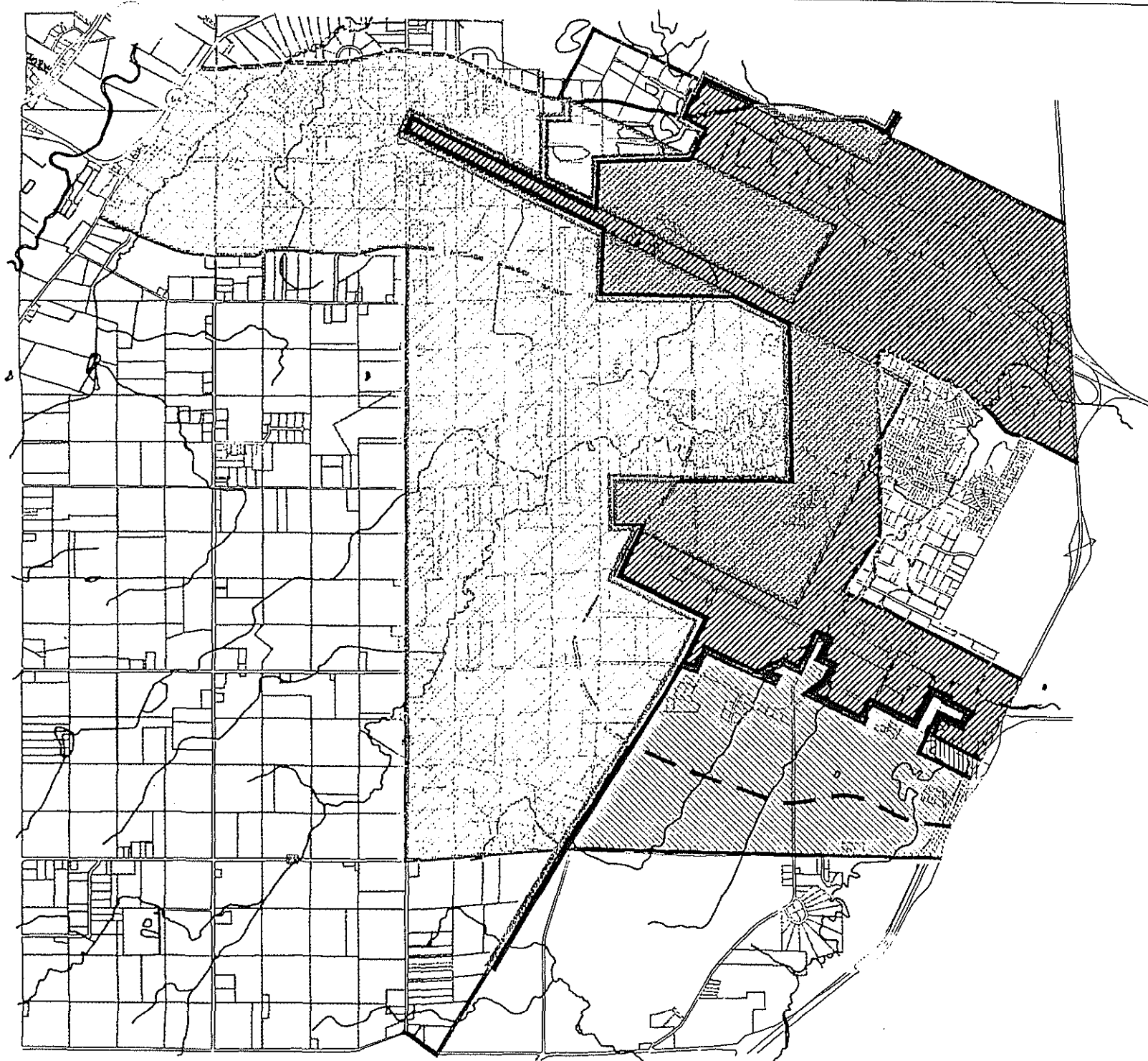
### MUNICIPAL BOUNDARIES

#### LEGEND

-  Study Area
-  Corridor Boundary
-  Reservation Boundary
-  Village of Ashwaubenon Boundary
-  Town of Lawrencece
-  Town of Hobart Boundary
-  City of Depere
-  City of Green Bay Boundary

MAP 1

HWY 172 / PACKERLAND  
CORRIDOR STUDY





3. Babcock Property

The Oneida Seven Generations Corporation has been chartered as a tribal corporation to function as a holding company for the Tribe. Essentially, the Oneida Nation is leasing land to construct a building on the Babcock Site, next to Bay Bank. This building, a 50,000 square foot facility, will be leased for the development of a clinic. The project provides additional medical services within the reservation, for the convenience of enrolled Oneida members.

Status: Ground breaking for the facility took place in March 1997 with a projected completion date of November 1997.

4. Food Distribution Warehouse

A 20,000 square foot. warehouse, with office space, is planned for the Oneida Business Park. Half of the building would be used by the tribe's Food Distribution program, and the other half would be held for lease to tribal entrepreneurs, or for other tribal programs. WPS is providing the financing for a design/build program, in which the tribe will be offered a 5 year lease, with the option to buy the building at its original cost.

Status: The concept has been approved by the Oneida Business Committee. We are scheduling for approval of the business plan and the lease with the Oneida Business Committee in April of 1997.

5. Taylor Street Property

A tribal entrepreneur leased a portion of the Taylor Street property to construct an inflatable golf dome, as an indoor driving range.

Status: The facility is now open. Open tasks include finalizing a process for recovering Capital Improvement Process funds from the lease payments, and completing analyses of compatible uses for the remaining acreage on the site.

6. Property on Hwy 29/32

There are several pieces of commercial property on both sides of Highway 29/32. Concept development started in January 1997, according to our prioritization for development activities, that focused earlier on Taylor Street, the Babcock site, and the development of the business and industrial parks.

Status: A Project Manager is obtaining site plans for evaluating potential development opportunities. In collaboration with the BDU, potential opportunities include a Truck Stop, and leasing land to others for commercial development compatible to the area. Our focus is to lease land to others needs to include the option for the tribe's participation in the ownership of the improvements, similar to the arrangements used on the Babcock site. A highest and best use study of the property is in progress.

## J. Development Strategies

### Foreign Trade Zone

In August of 1990, Brown County received a Foreign Trade Zone designation. The zone designation was the culmination of over a three year cooperative effort between the Oneida Tribe, Brown County, the City of Green Bay and several surrounding communities. The Foreign Trade Zone covers approximately 1,600 acres including and surrounding Austin Straubel International Airport. (see Map #) The Oneida Tribe owns property within the Foreign Trade Zone.

### Description

The Northeastern Wisconsin Foreign Trade Zone is an area set aside where businesses with international trade interests can receive deferments of certain U.S. Custom duties for merchandise imported into the United States. The Oneida Nation owns property within the Foreign Trade Zone that is available for use by businesses that can take advantage of operating within a Foreign Trade Zone.

### Benefits

The primary benefit of operating within a Foreign Trade Zone is the reduced or deferred tariffs for imported merchandise which reduces the cost of carrying inventory. Foreign goods are not subject to customs entry or duty fees, but may be stored, inspected, processed and manufactured while within the Foreign Trade Zone. Domestic goods can also be brought into the Foreign Trade Zone and assembled or manufactured with foreign goods. Finished products are only subject to the tariffs required for that product (and not the individual foreign components) if it is to be sold domestically. Merchandise which is exported for foreign sale is not subject to U.S. Customs duties.

### Examples

- √ Defer customs duties until foreign product is sold and shipped.
- √ Reduce customs duties for spoilage or products found defective, or are exported to foreign markets.
- √ Reduce customs duties for individual parts that are part of a product assembled in the Foreign Trade Zone.

## B5) ENGINEERING

The Tribal Engineering department provides professional Engineering, Architectural Project Management, contract administration, and efficient budget management, for the Oneida Tribe, ensuring industry code standards are strictly adhered to for structural safety, design, construction, environmental protection, and energy conservation, which ultimately protects the health, safety and welfare of Tribal employees and the public.<sup>29</sup>

- Goal 1: To formulate simplified Capital Improvement Project (CIP) procedure manual with a checklist format.
- Goal 2: Set up data base for past CIP projects in order to use information to make decisions about future projects.
- Goal 3: Design system whereby projects can be evaluated efficiently.
- Goal 4: Set up a Master Filing system for all of the CIP projects.
- Goal 5: Set up construction standards and specifications.
- Goal 6: Cross train accounting staff in order to improve efficiency and make each employee more flexible within the department.

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<sup>29</sup>1997 Engineering Development Plans. Page 1.



## B6) HOUSING AUTHORITY

### Federally Funded Hud Housing<sup>30</sup>

There are approximately 37 acquisition homes purchased with HUD money.

#### Hud Rental Units

The Low Income rental program is composed of 189 rental units. The occupancy rate as of December 1996, is 95%.

#### Hud Home Ownership

The Mutual Help Home Ownership program is composed of 151 units.

#### Hud Housing Projects

The Oneida Tribe currently has 7 housing project sites where individuals may rent or own. These projects are, Site One, Site Two, Bear Court, Joshua Court, Three Sisters, Wolf Drive, Sand Hill Circle, and Turtle Where It Ends.

#### Housing

Remains to be a key factor in providing for the growing labor force.

HUD Rental Units: There are currently 215 families on the waiting list. The HUD Home Ownership program has a waiting list of 105 families.

## HOUSING DEVELOPMENT

### Tribally Funded Housing

These programs have been created to provide an advantage to tribal members making home ownership a reality despite former income restrictions. The Oneida Tribe has sought to meet the needs of the members in an affordable manner while expanding the tribe's land base.

### Elderly Home Repair/Replacement

The Oneida Tribe has developed a program and a budget for improving the elders homes. Elders can apply for assistance in the form of grants for home improvement and repair. Currently there are ninety-one (91) applicants on the waiting list.

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<sup>30</sup>Interview with Dale Wheelock on December 23, 1996.

## B7) TRANSPORTATION

The transportation department primary goal is to link the Oneida community with a multi-modal transportation system which emphasizes environmental consciousness, safety, and mobility.

- Goal 1: Place all Oneida Nation Indian Reservation Roads (IRR) onto the Bureau of Indian Affairs Road System.
- Objective: Establish a Tribal Department of Transportation which is responsible for system planning, maintenance, and vehicle registration.
  - Objective: Develop Tribal staff and equipment resources sufficiently to maintain (IRR).
  - Objective: Develop an Oneida Nation Transportation Code to establish transportation rules, regulations and administration.
  - Objective: Implement a year Tribal Transportation Improvement Program (TTIP).
- Goal 2: Maintain the integrity of the functional class system of the IRR System.
- Objective: The Oneida Nation will observe Wisconsin Department of Transportation highway access control covenants in locating entrances to Tribal properties adjacent to state highways.
- Goal 3: Reconfigure roads within Central Oneida to emphasize local traffic over through traffic, accommodate Tribal development, and pedestrian safety.
- Objective: Plan a bypass of Central Oneida to reduce traffic volume and speed.
  - Objective: Institute a car pooling program to maximize vehicle occupancy, reduce traffic volume and effectively transport Tribal employees.
  - Objective: Develop residential street standards which reflect Oneida cultural values while maintaining safety guidelines, environmental protection, and economic efficiency.
- Goal 4: Integrate Austin Straubel International Field into Tribal development plans for the Highway 172/Packerland Corridor.
- Objective: Prepare an analysis of the existing shuttle service which connects Tribal facilities, the airport, and other customer destinations.
- Goal 5: Make efficient use of railroad right-of-way corridors to meet community transportation needs.
- Objective: Convert the Fox Valley and Western line into a Rails to Trails regional public path system.

- Goal 6: Ensure that the Oneida Public Transit System meets the transportation needs of the Tribal public as efficiently and as economically as possible.
- Objective: Prepare a Transit Development Plan (TDP) in conjunction with the Oneida Public Transit to provide a comprehensive analysis of existing program operations and determine future operational adjustments.
  - Objective: Provide a program to encourage Tribal Employees to use public transit for business related matters.
- Goal 7: Replace automobile trips originating and ending in Central Oneida with pedestrian path use.
- Objective: Construct a core network of pedestrian/bicycle paths in Central Oneida.
  - Objective: Construct a regional network of pedestrian/bicycle paths which connect Central Oneida, Tribal neighborhoods, recreational areas, and other regional paths.<sup>31</sup>

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<sup>31</sup>1997 Seventh Generation: A Vision for the Oneida Nation Master Plan. Pages 8-10.

## B8) ZONING

As of January 1, 1997, the Zoning Department issued 150 Building Permits, 28 Sanitary Permits, 14 Land Use Permits which is a total of 192 permits for the 1996 Fiscal Year. Over 50% of the permits have been closed out and occupancy has been issued.<sup>32</sup>

The Zoning Department staff inspects all work permits that have been issued in order to assure code compliance that equals or exceeds the requirements of surrounding communities. The Zoning Department was established in October 1995 to provide fair and equal enforcement of all ordinances and Tribal laws. The zoning department activated in the 1996 Fiscal Year:

- 1) Uniform permit procedures and applications
- 2) Mandatory inspections requirements
- 3) Fiscal Year 1995 permit files, basic file system in place and carried forward in Fiscal Year 1996 to establish permit records system, with upgrading of a file system to follow
- 4) Interagency contacts for interagency cooperation and assistance
- 5) Continued upgrading of codes and ordinances, establishing new policies and procedures as needed.<sup>33</sup>

The goals of the department are to increase compliance and reduce the number of violations and noncompliance with all codes, ordinances and laws. The department will increase services provided to all segments of the Oneida Tribe. Another goal is to reduce duplication of work loads through interagency cooperation and coordination. The Zoning department issued 171 permits for the period, resulting in 90% compliance for permitting.

## ZONING BENEFITS

In Fiscal Year 1996, the Oneida Tribe had 41 single family housing units started. A total of 24 units were a direct result of tribal programs and 17 units were VA, HUD, or private housing starts. The Sunday Edition, 9/26/96 of the Green Bay Press Gazette listed the following figures for housing starts, excluding Oneida, for the year, up to the end of July 1996. These figures, including the Oneida Tribe are as follows:

1)	City of Green Bay	129 units
2)	Town of Suamico	101 units
3)	Village of Howard	88 units
4)	City of DePere	62 units
5)	Town of Bellevue	41 units
6)	Town of Ledgeview	40 units
7)	Town of Scott	38 units

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<sup>32</sup>FY 1996 Oneida Housing Starts/Brown County Housing Starts. 9/30/96. Mike Casey, Zoning Administrator

<sup>33</sup>1997 Zoning Department Development Plan. Page 1.

8)	Oneida Tribe	34 units
9)	Village of Ashwaubenon	22 units
10)	Town of Hobart	16 units
11)	Village of Allouez	12 units
12)	Village of Pulaski	4 units

The Town of Hobart is located within the borders of the Oneida Indian Reservation and when addressing their 16 housing starts and the Oneida Tribe's 34 housing starts, the Oneida Reservation moves up to fifth place in this report.

## D. ENTERPRISE DIVISION

The mission of Oneida Enterprises is to create and develop for-profit Enterprises to provide for the good of the Oneida Nation through Economic Diversification Strategies. The Enterprise Administration will conduct strategic planning and business units will conduct day-to-day operations. The business units include the Retail Group with its Smoke Shops and Convenience Stores, Promotions, Print, Enterprise Development, and the Oneida Small Business Development Center.

The Enterprise Division operates on four key principles:

- 1) create economic opportunity;
- 2) foster economic opportunity by emphasizing sustainable community development with connections to physical, environmental, community, and human development;
- 3) emphasize partnership and collaboration; and
- 4) emphasize strategic vision for change: assessing, measuring performance, and benchmarking to assess progress in goal achievement.

### Goals and Objectives

- Goal 1: To generate revenue for the continuous operation of the Enterprise Division and the Oneida Nation through profitable operations of enterprises and to continue to improve on future profits. To standardize and centralize services offered by its business units in order to achieve economies of scale for the Oneida Nation.
- Goal 2: To provide employment opportunities for tribal members that possess skills, education, and experience for the business sectors. Improve the compensation system to one that is based on performance levels or productivity to encourage profits in business units.
- Goal 3: To develop Enterprise Division personnel to think like a customer, through training and employee development and encourage employees to attain peak performance in their jobs, while establishing customer satisfaction measurement standards for the Division.
- Goal 4: To build entrepreneurial capability in a for-profit sector.
- Goal 5: To develop and implement opportunities intended to serve the interests of the Oneida Community, with emphasis on sustainable community development.
- Goal 6: To compete successfully in the twenty-first century, to identify general trends in the global economy and how those trends impact the Oneida Community. Establish marketing systems standards for the Division which includes pricing systems, customer targets, and product or service targets. (The pricing systems will assure that internal units of the Oneida Nation will pay market or less for products or services offered by the Enterprise Division.)

### Goals and Objectives Continued

- Goal 7: To emphasize partnership and collaboration by community residents, private and non-private sectors and local government. Also, improving the decision making for market opportunities by empowering business unit managers to make reasonable operational decisions.
- Goal 8: Control the growth of all units to assure that supporting systems are in place to sustain growth. Add more business units.

### D1. Oneida Small Business Development Center

The mission of the Oneida Small Business Development Center (OSBDC) is to provide counseling, training, and technical support in all areas of small business management in addition to providing networking opportunities to strengthen new or expanding Oneida Tribal member businesses while being sensitive to Oneida culture, values and history. The Oneida Small Business Development Center Revolving Loan Fund will facilitate the creation of a small business environment on sovereign lands.

The goals for 1997 of the Oneida Small Business Development Center include assisting Oneida Tribal member businesses in all areas of small business management with the objectives of:

- ▶ structuring feasibility studies
- ▶ developing business plans
- ▶ developing marketing plans
- ▶ counseling on human resources management issues
- ▶ counseling on financial management issues
- ▶ counseling on legal issues, and
- ▶ defining quality management techniques related to OSBDC initiatives

The goal of the Oneida Small Business Development Center Revolving Loan Fund is to provide financing reflective of business risk for Oneida owned and operated start up and business expansion located on or near the Oneida Nation Reservation of Wisconsin.<sup>34</sup>

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<sup>34</sup>Enterprise Division Quality Blue Book. Page 1.

## D2. Oneida Promotions

The mission of Oneida promotions is to provide service and quality products to the customers while generating profit to the Oneida Nation. The goals for fiscal year 1997 include the following:

- Goal 1: Increase sales 15% over actual sales of fiscal year 1996.
- Goal 2: Increase net profit 15% over actual fiscal year 1996.
- Goal 3: Increase customer satisfaction one step from fiscal year 1996 end based on a 10-point scale.
- Goal 4: Implement a sales force reporting system.
- Goal 5: Implement a comprehensive marketing system.

Oneida Promotions was established in June, 1993 to centralize the Tribe's purchasing of promotional items and leverage the Tribe's buying power. Purchasing through the Advertising Specialty Association has allowed us to buy direct with manufacturers. The savings from direct purchasing are passed on to Tribal business units.

The major products and services available include giveaways, trophies and awards, apparel, uniforms, silk screen and embroidery services, gifts, specialty office supplies, and sporting goods.

Today, Oneida Promotions has expanded their market to the external customer. Customers include other Native American businesses throughout the United States and some local business in the Green Bay area. Sales have steadily increased each year, reaching sales over \$1.6 million in fiscal year 1996.

## D3. Oneida Printing

Oneida Printing is one of the Tribe's oldest enterprises started in the early 1980's. Oneida Printing provides printing and copying services to the Oneida Nation, all Tribal affiliates and to external customers. Services provided include multi-color design and printing work, multi-part forms design and printing work, black and white copy work and color copy work. A variety of finishing services are provided including collating, binding, numbering, scoring, folding, perforation and lamination. Oneida Printing works in cooperation with the Oneida Mail Center to handle a variety of customer mailing services. Major equipment include four printing presses, including a new two-color press, a production black and white copier, a color copier, a Macintosh based design system, a computerized cutter, a two-unit folder and a variety plate making and other finishing devices. In 1995, Oneida Printing relocated to a modern new facility at the corner of Mason and Isbell streets. The Oneida Printing Enterprise has been successful in training and employing Tribal members and non-Tribal members in the printing field and providing in-house printing and copying services for the Oneida Nation.



#### D4. Oneida Retail Enterprise

The Oneida Retail Enterprise Group is one the Tribe's oldest enterprise groups started in the late 1970's. The Retail Group consists of four Oneida One Stops and three Oneida Smoke Shops. All outlets are 100% owned and operated by the Oneida Nation and located on the Oneida Reservation. All seventy employees are Oneida Tribal Members. The Retail Enterprises concentrates on cigarette sales where it enjoys a significant purchasing advantage. The Retail Group also offers gasoline, convenience goods, tobacco products and Pendalton products. Each One-Stop has a slot machine section which is operated by the Oneida Nation Gaming Division. The Oneida Retail Enterprise Group has been very successful with growing sales and profits for almost two decades.

The mission of the Oneida Retail Enterprise is to increase our profits through an on-going customer service campaign, to provide excellence in retail service to the community and to improve the quality of life for the Oneida Tribal members by offering competitive employment opportunities.

The Oneida Retail Enterprise employs Oneida Tribally enrolled members only. The Retail Enterprise is strongly committed to employee skill level building through education and training programs because the greatest assets are our human resources. One of our organization goals is to provide an environment which is committed to continuous quality improvement. To meet this goal, a concerted effort has been placed into assessing, evaluating, identifying resources and developing plans to provide an education program tailored to meet the specific needs of a business. Currently, the Enterprise employs approximately 70 employees who are actively involved in a learning environment through cashier meetings, store manager meetings, administrative staff strategic planning sessions, budget and financial review, Oneida Career Workshops, industry related seminars, and accredited college level programs. The return on investment from training and education is a benefit to the individual, the organization and the community.

#### Goals and Objectives

The non-financial goals based on the Retail Enterprise mission statement are:

- 1) Provide competitive employment opportunities for Oneida Tribal members.
- 2) Provide mutually beneficial quality choices in education and training for the employees and for the Retail Enterprise.
- 3) Provide career advancement opportunities.
- 4) Improve the quality of our business decisions through technology and analysis.
- 5) Support and recognize employee involvement in socially responsible community activities.

The financial goals of the Retail Enterprise are projections based on Retail Enterprise financial analysis and industry standards. The primary measures are:

- 1) Projected total sales.
- 2) Projected gross profit percentage.
- 3) Projected net profit percentage.

## Goals and Objectives Continued

Short term and long term objectives are established in order to successfully meet financial goals.

- Goal 1: Maintain and improve on operating efficiencies by reviewing and comparing past guidelines to present standards. The process will establish percentage guidelines using criteria of past performance and industry standards.
- Goal 2: Review and refine purchasing strategy and product mix. Currently Retail is in the process of fully integrating a state of the art centralized point-of-sales system. Specific and relevant management information will be developed in order to improve store operating efficiencies. A reporting system of information will be developed for the Retail specific management information system.
- Goal 3: Continue to refine the established pricing strategies on the major product categories. The major categories are reviewed annually to provide for profit maximization. The pricing for the profit maximization system is in a continuous improvement mode as market trends change.
- Goal 4: Develop marketing strategies to provide the framework for the advertising and promotional activities. We will be adjusting our present image awareness program through a multi-media approach. The front door market will be the focus of the overall marketing strategy.
- Goal 5: Continue to perform financial reviews on a monthly and quarterly basis. Measurements of success are based on industry standards and on actual financial trends of the Retail Enterprise.

## E. GAMING DIVISION

The Oneida Gaming operations have significantly impacted Northeast Wisconsin economically and socially. The Oneida Nation has gained stature and reputation for being one of the most prominent and powerful economic forces in Northeast Wisconsin. Gaming revenues have allowed the Oneida the pleasure of improving the quality of life on their reservation by generating the much needed revenues to build an infrastructure capable of handling the growth and progress of the Oneida people.

The Oneida Bingo and Casino provides quality entertainment and services for the guests through the commitment to continuous improvement and customer service.

### E1) Gaming Accounting

The Gaming Accounting department provides accurate managerial and financial information for the Gaming Division. The accounting are consists of the following areas: Accounting, Purchasing, Receiving, MIS, Vault, Cage, Hard and Soft Count.

- Goal 1: Implement an education policy that requires all positions meet the requirement of their job description.
- Goal 2: Develop a customized training program in Customer Service that encompasses the following guidelines: identify market (customer), policy and procedure training, departmental guidelines, expectations and accountability, Title 31 reporting.

### E2) Gaming Internal Audit and Compliance

The Internal Audit Department will reasonably assure gaming Tribal Assets are safeguarded by assisting Management in improving overall operating efficiency and strengthening internal controls.

- Goal 1: Safeguard Gaming tribal assets by using Internal Audit methods by: assessing the System of Internal Controls, conducting approved audits, assuring compliance of company policies and procedures, testing and evaluating current operations, and assisting in the development of internal controls and standard operating procedures.
- Goal 2: Develop audit work papers that can rely on and complete preparatory work before the year end audit.
- Goal 3: Enhance current training of internal audit staff by: developing tests, becoming members of the Institute of Internal Auditors, and receiving advanced training through educational seminars.

### **E3) Bingo**

Bingo provides quality entertainment and services for the guests through the commitment to continuous improvement and customer service.

- Goal 1: Obtain Personnel Development by: continuing training in customer service, training new cashiers, and certifying employees with a GED within one year of employment.
- Goal 2: Develop communications by conducting monthly staff meetings, monthly calendars, and monthly information meetings.
- Goal 3: Increase revenue

### **E4) Gaming Bingo & Casino Food Service**

The Gaming Bingo & Casino Food Service operation provides prompt, friendly, and courteous customer service. The main goal is to provide food and beverages in an efficient, and cost-effective manner.

- Goal 1: Develop professional supervisory personnel dedicated to performing responsibilities with little or no surveillance.
- Goal 2: Employee Career Development.

### **E5) Gaming Maintenance/Custodial Department**

The Maintenance Department provides a variety of services for the Oneida Bingo and Casino. Primary responsibilities include: handling all preventive maintenance, repairs, rebuilding, delivering various prizes offered by the Sales and Marketing Department as well as the Preferred Players Club.

The Custodial Department provides services to keep the New Casino, the IMAC, the Airview and Gaming facilities at the outlets clean and safe.

### **E6) Customer Relations**

The Customer Relations Department consists of the following four areas: customer service, shuttle department, valet and gift shop. Customer Service operates in the Blackjack High Stakes area and in the service area of the Irene Moore Activity Center. The Shuttle Department provides service to the hotel guests, limousine service for visiting Tribal dignitaries, entertainers for the casino and other special events. The department also has a full handicap shuttle service. The department also provides service for convention groups, tribal functions, tours, and employee training and seminars. The Valet Service provides convenience for the customers. The Gift Shop has continued an effort to purchase items that are made by Native Americans from the original Six Nations. The individuals seek new artisans to display their wares in the gift shop.

E7) Gaming Employee Services

The Gaming Employee Relations Department consists of the following units: Administration, Employee Relation Representatives, Payroll, Occupational Safety, Training, and Wardrobe. The *Employee Relations* unit completed training on conflict resolution, mediation, and empowerment. The training is designed to find resolutions to problems and create a more stable work environment.

The *Gaming Payroll* meets quarterly with Central Payroll and Human Resources to consistently improve communications between the three entities.

The *Gaming Safety* goal is to improve all facets of safety in the workplace. The Safety unit designed the Early Return to Work Program which is designed to lower Workers Compensation costs by placing employees in modified duties while on work restrictions.

The *Training* Unit goals are to develop, track, monitor, and update employee educational goals through the Career Counselor. The training unit has taken an active role in facilitating Steven Coye's Seven Habits of Highly Effective People and First Things First training and Zenger Miller training in Leadership Effectiveness. This training is designed to provide leadership skills for all levels of employees.

The *Wardrobe* Unit tracks all in stock inventory and uniforms issued to employees.

E8) Sales & Marketing Department

The Sales & Marketing Department continues to promote Oneida Bingo & Casino to the fullest extent with a variety of promotions, sponsorships, and public relations. The department continues to work cooperatively with all areas of Gaming to strive for the overall successes of the Oneida Tribe.

E9) Preferred Players Club

The Preferred Players Club is developing a plan to track the Tour Buses that visit the Oneida Bingo & Casino. The plan consists of the following: develop Policy and Procedures, determine an incentive plan for customers and Tour Operators, require all tour bus passengers join the club and use their cards, train members for the Preferred Player Team Members, tracking begins on five to ten tour buses, and review reports generated from the Preferred Players Club.

E10) Community Relations

The *Community Relations* department plans and orders for upcoming promotions for the Oneida Bingo & Casino. The department continues to answer minor complaints, sends brochures all over the United States, handles tours, organizes Trade Shows, faxes daily reports to all radio stations, works with the outside communities, orders signage and promotional items for other departments, and tracks all signage in both Casino's to assure neatness.

**E11) Graphics Arts Department**

The Graphic Arts Department offers in-house services which includes graphic design, signage output, copy-writing, printing recommendations and follow-up. The department offers editorial services which includes developing the employee newsletter, press releases and other public relation written material. In addition, the department provides photography, interviews jackpot winners and edits in-house documents and public relation news. The department broadcasts the jackpot winners and other Oneida Bingo & Casino activities locally and nationally within gaming journals.

**E12) Internal Security Department**

The Security Department's primary goal is to continue to work on the Team Concept. The communication link has improved between each level in the department. Key personnel meet weekly to disseminate the information to employees affected. This has been an asset and enables the Security Department as a whole to provide a better service to the customers and employees.

**E13) Background Investigations**

The Background Investigations Department provides investigative information for the purposes of pardoning Tribal members for employment, and criminal record searches for foster home providers.

**E14) Gaming Slots Department**

The mission of the Gaming Slot Department is to serve and provide the guests with state of the art gaming devices for total entertainment by a proficient, friendly and effective team oriented staff.

Goal 1: Control spending and monitor purchases, analyze need vs. want

Goal 2: Update policies and procedures to meet the needs of an ever changing business. Continue to strive to conduct business daily in a proactive, not reactive mode.

**E15) Table Games Department**

The Table Games Department provides professional staff in a friendly work environment to customers for quality entertainment.

Goal 1: Increase profitability of Blackjack.

## F. GOVERNMENT SERVICES DIVISION

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### F1) ONEIDA CULTURAL HERITAGE DEPARTMENT

The department's mission statement is to preserve, protect, maintain, and interpret the Oneida traditions, artifacts, language, customs and history in a manner that shall promote the dignity and respect of the Oneida people and culture. The plans for 1997 include sponsoring community meetings for information and input and identifying an architect who will help design the new facility. This program provides cultural information and workshops throughout the community.

#### Oneida Nation Museum

The museum has received a complete redesign of exhibits in 1996. New exhibits were designed, cases were built, lighting was updated and new signage created. The exhibits portray the theme of the historical path of the Oneida people from the Creation Story to present contemporary lifeways. The museum includes a hands-on display, a Gift Shop, photo archives and photo services

#### Repatriation Program

The primary focus of this program involves working with NAGPRA (the Native American Graves Protection Repatriation Act), the National Historic Preservation Act, and the American Indian Freedom of Religion Act. The program involves repatriation, historic preservation, oral history, and archives components.

The *repatriation* component reviews information regarding collections held in museums, historical societies, universities and federal agencies that are required to comply with NAGPRA. Objects that can be claimed and returned to the community must fit the definition of sacred objects, objects of cultural patrimony, associated/unassociated funerary objects and human remains.

The *historic preservation* component address protection and preservation of cultural resources on the reservation. These include archaeological sites, cultural and historic sites and burial sites. All development is subject to a cultural properties survey which includes an archaeological archives and literature search, a field survey, oral history documentation, identification of the existence of burial sites in the proposed area, and archaeological site monitoring.<sup>35</sup>

The *oral history* component interviews elders in the community to record historical information, identify sites of cultural significance and collect personal biographical information.

The *archives* component is the centralization of resource materials for public and community use. Materials collected over the last two years have been catalogued in a library format for research purposes.

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<sup>35</sup>Oneida Cultural Heritage Department Newsletter: Page 1-4. February 25, 1997.

### Oneida Community Library

The Oneida Community Library provides community educational support plus programs and services for preschoolers, students and adults. The library also offers several successful workshops, seminars and educational programs. The main emphasis of the library is a collection of information on Native Americans which includes: audio tapes, video tapes, books, microfilm, Native arts, storytellers, Oneida language and Native speakers on various topics.

The staff of the Oneida Library has been working on automating the library system for 1997. Plans have also been finalized for expansion of the main library and construction is in progress. This year a branch library was opened in Site II at the Tornado Shelter/Library.

### Oneida Language Revitalization Program

The Oneida Language Revitalization Program is the newest and fastest growing program. A six-week semi-immersion language work shop held in the summer of 1996 consisted of thirty (30) participants which included: elders, trainees, language/culture teachers, and staff from the Oneida Nation Schools, and community members. A ten-year language immersion plan was devised from the language workshop which will produce fluent speakers with Oneida language teaching skills.<sup>36</sup> The program moved into the Oneida Language House in August 1996. Elders, trainers, and teachers meet daily from 9 a.m. - 11:30 a.m. to conduct language immersion.

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<sup>36</sup>Oneida Cultural Heritage Department Newsletter. Page 2-3. February 25, 1997.



## F2) EDUCATION AND TRAINING

### TRIBAL SCHOOLS & PUBLIC SCHOOLS

#### Oneida Nation Elementary School

The Oneida General Tribal Council established an official school board in 1980, to find an educational facility for tribal youth that would provide a happy educational and cultural learning experience. The school was first opened in 1981 and welcomed less than one hundred students on the first day of school. The school was on the first floor of a former Catholic Seminary, which was the site of the first boarding school on the Oneida Reservation. Today the school is an architectural model of the incorporation of the Oneida cultural and traditional values and modern day technology and design. Oneida designed the school in the shape of the "World Turtle, an Oneida symbol of the land given to them by the creator. The school is a BIA contract school subsidized by the general fund of the tribe.

#### Oneida Nation High School

This is also a BIA contract school subsidized by the general-tribal fund and presently has 9th, 10th and 11th, and graduated their first 12th grade class in 1996. The Oneida Nation High School students are educated in a manner that will prepare them to meet the challenges of the community and to exercise the necessary leadership skills to implement and maintain tribal sovereignty.

## F3) EDUCATION AND TRAINING

The Oneida Education and Training Department consists of six major areas. The overall mission is to develop education and training programs that serve the needs of all of its members from infant through elder, striving to look at the total person while maintaining individual dignity and morals through the lifelong learning process that encompasses the seven generations commitment.

### Youth Education Services

The mission, goals and objectives are to assist in the advancement of educational, cultural and personal development of American Indian students in the Oneida Community and five (5) surrounding school districts. Y.E.S. provides staff who work directly with Oneida students in advocacy, tutoring, prevention groups and other activities for students from kindergarten through 12th grade. Parental involvement is strongly encouraged. Programs on the computers are now available to monitor the students performance as well as help them in the learning process. Major emphasis is to help students reach higher grade levels through increased tutoring and individual assistance.

## ADULT EDUCATION

### Higher Education

The mission, goals and objectives of the Oneida Higher Education Office is to promote higher education to all eligible tribal enrolled members. The office continues efforts toward lifelong learning by providing guidance, support and financial assistance. This program is designed with federal, state and tribal funding enabling students to attend accredited institutions of higher learning. Other opportunities include scholarship, fellowship and internship programs.

### Oneida Management Opportunities Program

On July 30, 1994, the Oneida General Tribal Council approved an educational initiative for enrolled Tribal members to fill key management positions throughout the Tribal structure. The OMOP is an educational program aimed at developing strong managerial skills in tribal members. This program is aimed at providing financial support to individuals seeking baccalaureate degrees and post-baccalaureate degrees from accredited institutions.

### Career And Development Center

The mission, goals and objectives of this center are to serve the Oneida community members and tribal employees to explore the educational support services and career advancement opportunities through the provision of quality personalized instructions to individuals. This center is designed to go beyond the minimum instructional services provided by the standard institutions of higher learning. In addition to serving students in the elementary grades, high school students are also targeted for career assessments and counseling. On-site is also a GED/HSED laboratory for young adults. Daily computer classes, seminars and workshops are held thereby serving the needs of the membership and tribal employees. Some credited classes are now being held in conjunction with nearby educational institutions.

### Job Training

The mission, goals and objectives are to assist eligible, tribally enrolled individuals to obtain the training and or education necessary to develop work skills in order to secure full-time permanent employment. Work experience programs are provided in addition to classroom training and supportive services. Collaboration with the Oneida Career and Technical Training Center is necessary as many students require career assessments, counseling, GED course work and training.

## EARLY CHILDHOOD

### Child Care Centers

The mission, goals and objectives of the Airport Road ChildCare Center and Norbert Hill ChildCare Center are to provide a caring and nurturing environment for all families. The incorporation of the Oneida culture and developmental appropriate practices are used that support the development of each child. Both centers currently provide services to tribal members and tribal employees. Ages of care are from six weeks old through the after school program of 12 years of age. Proper nutrition, health and safety are other important concerns throughout both centers.

### Head Start Programs

The mission, goals and objectives of the federally sponsored program are to provide quality educational appropriate practices and materials to support eligible Indian children and their families. The practices reflect the unique cultural heritage of the Oneida community in order to build the foundation for the next seven generations. The socialization of this early age group along with the beginnings of the teachings of preschool are evident in this program. Also immunizations, dental and physicals are required as part of the program. The two centers are located at the Norbert Hill Center and at Three Sisters. Ages for this program are from 3 to 5 years of age.

#### F4) ENVIRONMENTAL, HEALTH AND SAFETY DEPARTMENT

The Environmental, Health and Safety Department respects, honors, and cares for Mother Earth and her families within the sacred circle of life, nurturing all generations. The department consists of the following departments: Environmental Quality, Environmental Health, Occupational Safety, and Industrial Hygiene. The department strives to meet the needs of the community and Tribal departments by providing technical assistance and education.

- Goal 1: Implement and administer surface water program and water management plan.
- Goal 2: Comply with December 1998 EPA's upgrade of underground storage tank regulations which will yield more registrations, removals, and remedial investigations of UST.
- Goal 3: Increase environmental awareness for the Tribal community, business, and school through education and involvement.
- Goal 4: Develop an Oneida Nation Environmental Protection Ordinance.
- Goal 5: Continue development of Oneida Solid & Hazardous Waste Plan.
- Goal 6: Develop and implement an Indoor Air Quality program.
- Goal 7: Continue with ongoing asbestos, lead, and radon management activities such as inspections, project management, and awareness education.

The responsibility of the people to take care of the valuable natural resources is a role that is accepted with deep gratification for all the natural resources available to our members. It is our mission to respect, honor and care for Mother Earth and her families with the sacred circle of life, nurturing for all generations. The Oneida Nation has sought to incorporate all traditional and cultural values into every aspect of environmental protection and controls.

The Oneida Nation has been designated state status under the federal Clean Water Act. This status would enable Oneida to set and maintain surface water quality standards on the reservation. The tribe could eventually regulate the application and granting of permits and wetlands filling as well as other activities related to the regulatory functions of a state government. The Tribe feels that in some cases the state's regulations are too lax and the Tribe would like to strengthen the laws that regulate water quality control on the reservation.

### **Environmental Protection Guidelines**

Regulations and polices that provide guidelines for the day to day actions that integrate with development activities and leads to the seven generation sustainable development.

- **National Environmental Policy Act:** Comprehensive federal policy of 1970 that requires proposed development projects to complete an environmental review of impacts to the environment. Includes review of regulations for cultural resources, endangered species, water and air resources.
- **Oneida Seventh Generation Commitment:** Guiding Mission, Vision, & Priorities of the Oneida Nation that recognizes need for economic diversity, but not at the expense of protecting and preserving of the environment.
- **Oneida Nation Environmental Policy:** Oneida policy that works toward a goal of non-degradation. Provides authority to the Environmental Quality program to complete environmental reviews for all tribal development projects. Outlines specific activities that the tribe should avoid. (Resolution #02-10-93-B)
- **Oneida Nation Water Quality Standards:** Establishes standards, designated uses, and an anti-degradation policy for all waters of the Oneida Reservation. These standards have been set to promote and protect the health, safety, and welfare of the Nation and its members and all residents within the exterior boundaries of the Reservation.
- **Oneida Nation Water Resource Ordinance:** Provides the authority to the Environmental, Health, & Safety Department over the waters of the Reservation. Coordinates the planning, management and regulatory programs necessary to protect the Nation waters. Establishes the procedures for the review of tribal Water Quality Certifications required by Section 401 of the Clean Water Act. (Resolution #5-08-96-B)
- **Oneida Nation On-Site Waste Disposal Ordinance:** Regulation that ensures that private on-site sewage treatment systems will fulfill Oneida Tribal goals for improving environmental health and safety. Includes procedures for siting, design, installation, inspection, and maintenance of the systems.

### In Progress

- **Mitigation Policy:** Establishes guidelines regarding mitigation measures required for all unavoidable environmental impacts of development projects. Guidelines provide for a net gain of natural areas.

### Other:

- **Natural Resources Inventory:** An initial environmental review which provides an inventory of the natural conditions of a site, prior to project design. This report aids the planner by outlining areas best suited for the development and includes areas to avoid, prior to the site design. Consideration of these parameters in the initial stages of planning will save time and money. The NRI facilitates the completion of the NEPA review.

- **Oneida Nation Shoreline Protection Ordinance (1981)**  
This ordinance protects stream bank buffers of 625 feet from either bank of the Duck Creek, and lesser distances from other creeks from development while encouraging reforestation within those areas.
- **Treatment As A State (TAS)**  
The United States Environmental Protection Agency (USEPA) granted the Oneida Nation State status for the purposes of Sections 303 and 401 of the Clean Water Act. These sections allow the Oneida Nation to set water quality standards and certify permits for actions resulting in discharges to waterways within the exterior boundaries of the Oneida Reservation.

#### **Environmental Quality Department**

The mission is to work together to meet the everyday needs of the community and tribal departments by providing technical assistance and education. The department strives to serve as the lead unit of the Tribal government to protect, maintain, and improve the quality and management of waters of the Reservation. The department is responsible for completing the Level 1 Land Contamination Surveys for BIA and the Land Management Office. Environmental reviews are conducted for all development projects under the guidance of the National Environmental Policy Act (NEPA) and the Natural Resources Inventory. (NRI).

#### **Occupational Safety Department**

A Safety Manual Handbook has been developed which will delineate the standard operating procedures for the Oneida Nation. Policy development has resulted in the process of adopting the General Safety Guidelines Standards. The department also helps coordinates the Health and Safety Team. The Health and Safety Team encourages other departments within the Tribe to communicate environmental health and safety issues that face the reservation.

#### **Industrial Hygiene Department**

Indoor Air Quality (IAQ) complaints continue to be received and investigated from throughout the Oneida Nation. IAQ complaints include headaches, eye irritation, odors, flu-like symptoms and other various symptoms. IAQ hazards include Carbon Monoxide, Radon, Lead in Paint and Asbestos. Carbon Monoxide testing is performed at Tribal buildings and in community members homes. Free radon test kits have been offered to Tribal members and employees. Asbestos project management services are provided to various Tribal departments. The department will continue to plan for the development of an Oneida Solid Waste Plan.

#### **Recycling Program**

The mission is to resume the harmonious caretaking roles and responsibilities of the Oneida ancestors. The department continues to strive for the highest level of preserving, repairing, and protecting the world, the Mother Earth and her natural resources supported by Total Community Involvement. The primary goal for the Recycling Program is for total community involvement through team planning, development and implementation. This also exercises the self governance roles and responsibilities to provide and maintain compliance throughout the Oneida Nation.

### Environmental Health Department

The Environmental Health Department ensures public health by focusing on the prevention of disease, and ensures a safe environment for the entire Oneida Community and its employees. The department must have a close working relationship with the community, and to conduct more promotions within the area of the Sanitarian's responsibilities. The department offers the following programs:

- 1) Food Training: To sell food on the reservation.
- 2) Water Tests: Conduct tests on the water supply for the tribal members.
- 3) Community Injury Prevention Team: A program designed for community members to prevent or reduce possible injury on the reservation..

#### F5) ONEIDA TRIBAL COMPREHENSIVE HEALTH SERVICES

For many years the Oneida Tribal members had inadequate health care. The Tribal members either sought home remedies or traveled to Seymour and Green Bay to the local family practitioners for health care. In the late 1960's Indian Health Services began to provide minimal dental care on the Oneida Reservation on a monthly basis. The Oneida Community Health Center and the Anna John Nursing Home began serving the health care needs of the tribal members.

The Health Center began in August 1973 at the Norbert Hill Center with 8 full time employees and three pediatric physicians volunteering once a month. The total budget in 1973 was \$24,000 funded by Indian Health Services. The Health Center has a present staff of 95 persons. The Indian Health Service funding for FY 1996 was \$4,370,500.<sup>37</sup>

#### Goals and Objectives

- Goal 1: By October 1, 1997, the renovation of the Anna John Nursing Home to allow for the provision of in-house rehabilitation services and to facilitate more efficient operation of the facility.
- Goal 2: To implement a Total Quality Management (TQM) plan for all Health Center and Nursing home staff to be completed by September 1997.
- Goal 3: Training in customer/resident feedback and service by December 1996.
- Goal 4: Maintaining TQM initiative on monthly staff agendas.
- Goal 5: Staff teams analyze, make recommendations, and design a customer service or focus group task.
- Goal 6: All departments will conduct a formal improvement strategy process for the purpose of making recommendations for improvements for the Quality. Assurance Committee for implementation consideration by September 1997.
- Goal 7: To develop and deliver a media based TQM education program for the Oneida community.
- Goal 8: To maintain accreditation of the Oneida Community Health Center and State Certification of the Anna John Nursing Home. Health Center survey tentatively scheduled for August 1997, the Nursing Home survey tentatively scheduled for January 1997.

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<sup>37</sup> 1996 Governmental Services Division Development Plan



### New Programs/Services In The Last Three Years:

Community Options Program  
Occupational Health Nursing  
Eye, Ear, Nose & Throat  
Allergy  
Nurse Practitioner (Geriatric and OB/GYN)  
Physician Assistant (Family Practice)  
Support Group - Families with Children with Disabilities  
Contact Compliance<sup>38</sup>

### Key Results/Outcomes

- Health Center: 75% increase in performance standard ratings and maintenance of accreditation
- Nursing Home: Deficient free annual surveys and maintenance of certification
- To decrease the incidences of chronic diseases in the Oneida community by 25% (ie. onset of adult diabetes, hypertension, otitis meida, etc.) By implementing systems to provide data specific to Oneida and then to develop and implement programs/services based on that data to better meet the needs of the Oneida community.
- Through the implementation of TQM, to better manage change and change strategies <sup>39</sup>

### The Oneida Community Health Center

The center is a comprehensive primary health care facility offering medical, optical, dental, pharmacy and community outreach services to Indian people who reside in Brown and Outagamie Counties, their spouses, non-Indian employees, and other members of federally recognized tribes residing within the health center area.<sup>40</sup> Hospital, physician, pharmacy, dental and optical services that cannot be provided by the professional staff at the Oneida Community Health Center are made available through Contract Health Services. In addition, tribal members receive Community Health Services through the health center. These services include preventive education, wellness clinics, community education, WIC, nutrition education, health promotion, disease prevention, occupational health, and individual counseling.

### The Anna John Nursing Home

The nursing home provides long-term health care for adults and the elderly, the services provided include: 24 hour nursing care, on-call physician services, activities, social services, dietary, housekeeping, laundry and maintenance.

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<sup>38</sup> IBID

<sup>39</sup> 1996 Government Services Development Plan

<sup>40</sup> IBID

## F6) SOCIAL SERVICES

### Ka?ni Kuhli:yo Family Center (Peaceful Mind)

The main goal of the Ka?ni Kuhli:yo Family Center is to continue to strengthen and empower the Oneida Nation to maximize its potential for its physical, emotional, spiritual and intellectual well-being for the next seven generations.

#### Goals and Objectives

- Goal 1: Provide quality social services at a no cost or minimal cost to individual tribal members.
- Goal 2: To provide emergency assistance to individual tribal members.
- Goal 3: To create an atmosphere of family among tribal members.
- Goal 4: To address basic needs while offering complementary services.
- Goal 5: Foresight to anticipate the needs of the community.
- Goal 6: Senior Center: Develop and distribute monthly newsletter; network with other programs to provide more assistance to elders.
- Goal 7: Group Homes: To increase referrals of Oneida adolescents
- Goal 8: Mental Health: To be familiar with adoption licensing; implement W-2 programming in Indian Child Welfare (ICW).
- Goal 9: Alcohol and Other Drug Abuse (AODA): To provide services to all Tribal employees; expand the Training program.
- Goal 10: Milwaukee: Increase awareness of existing office and adding programs, workshops for tribal members to attend.

#### AODA (Alcohol and Other Drug Abuse) Programs

These programs offer education, out-patient treatment and counseling. They also meet state certification and licensing requirements.

- Adult Aftercare & Outpatient Programs
- Adolescent Aftercare & Outpatient Programs
- Cultural and Spiritual Advising

#### Counseling Services

The Oneida Counseling Services department addresses the needs of families on the reservation. The programs incorporate counseling and advising on critical issues facing families today.

- Indian Child Welfare
- Counseling Services
- Employee Assistance Program
- Domestic Abuse
- Child Placement Agency

### Oneida Group Homes

The Oneida Nation has made significant progress in providing homelike atmospheres for individuals who need special attention and have been removed from the home environment. These homes provide Wisconsin licensed and certified staff members to address the behavioral problems caused by alcohol, drug abuse and family living problems.

### Income Maintenance Office

The Income Maintenance office is designed to meet some of the physical, financial and training needs of low income Tribal members. These programs are available to Tribal members.

- Wisconsin Works (W-2)

- Medical Assistance (MA)

- Food Stamps (FA)

- Low Income Energy Assistance Program (LIEAP)

- Child Care Services

- Healthy Start

- JOBS (Job Opportunity and Basic Skills) Program

- Crisis Respite (short-term substitute child care for families under significant stress)

- JOBS Program Participant Child Care

- Child Care Development Block Grant

- Low-Income Child Care

### Community Support/Catastrophic Programs

These programs offer financial assistance in certain crisis situations. The programs help with certain medical expenses, or medical travel, emergency food and Financial Budget Counseling.

- Community Support

- Catastrophic Program

- Emergency Food Pantry

- Emergency Clothes Pantry

### Social Services Of Southeast Wisconsin

Located in Milwaukee, this office provides services to Oneida Tribal members residing in Kenosha, Milwaukee, Ozaukee, Racine, Washington and Waukesha counties. Activities offered include Oneida language and cultural education, movie night, women's support group, lacrosse and arts instruction. The Community Educator identifies and presents programs to the community and the ICW Case Manager addresses the Indian Child Welfare issues.

### Senior Citizens Program

This Senior Center offers a multi-faceted integrated scope of services that is aimed at enhancing the quality of life for the elderly population on the reservation. The program has grown through the years to encompass services and programs that strengthen the spirituality and cultural identity of the Oneida members. Many of the traditional Oneida values of building strong family and extended family relationships are complemented by the professional knowledgeable staff.

### Senior Programs

- Home Chore Services
- Nutrition Program
- Benefit Specialist Services
- Recreational Activities
- Information and Referral Services
- Emergency Aid

## F7) LAW ENFORCEMENT

### **Oneida Police Department**

The Oneida Public Safety Department was created by the Oneida General Tribal Council by ratification of a resolution adopted by the Oneida Business Committee in December of 1985. The law enforcement agencies of Brown and Outagamie Counties, the Village of Ashwaubenon, and the City of Green Bay all have cooperative working relationships with the Oneida Tribal Police Department.

### **Oneida Gaming Security**

The Oneida Gaming operations is an incredibly complex operation that has satellite locations throughout the reservation and has an equally complex security department that monitors the entire gaming division.

### **Oneida Conservation Department**

This department is an enforcement arm of the Oneida Police Department and is authorized to oversee that all tribal laws, ordinances and regulations that govern the area of environmental conservation are adhered to.

## G. INTERNAL SERVICES DIVISION

### G1. Oneida Grants Office

The mission of the Oneida Grants Office is to ensure that the Oneida Tribe takes advantage of all external forms of revenue in order to meet the Seventh Generation goals and objectives of the Tribe. The purpose of the Grants Office is to work mainly and directly with all Tribal programs and/or Enterprises seeking assistance, outside funding sources, and with the Programs Department in Accounting.

#### Goals and Objectives

The goals and objectives of the Oneida Grants Office are as follows, three are on-going objectives in which we continue to fulfill:

- \* To monitor the external funding environment in order to identify opportunities.
- \* To directly pursue opportunities in areas determined to be priorities by the Oneida Business Committee.
- \* To encourage and assist in the pursuit of funding opportunities in all other areas by providing technical assistance to tribal administrators.
- \* To establish and maintain lines of communication, collaboration and cooperation with external funding sources and internal departments.

### G2. Human Resources Department

The mission statement of the Oneida Human Resources Department is To continuously improve On^yote?aka Human Resources, utilizing modern technology, creative methods, and respect, to achieve top quality performance, and high levels of customer service satisfaction.

#### Goals and Objectives

The overall goal remains to recruit and select qualified and capable Tribal employees to meet the continuous, growing employment needs of the Oneida Tribe of Indians of Wisconsin while respecting the values identified in our mission. In support of the recruitment and selection component, the Human Resources Department administers a competitive salary and benefit plan which provides a fair employment/retention factor, identifies employee training needs, and ensures compliance with all applicable laws.

The Oneida Tribe currently has 3,714 employees, in all classifications. This number reflects the Tribe's demonstrated ability to recruit, select, and offer competitive compensation and benefits while meeting organizational employment needs.

### **ONET and Software 2000**

One of the highest priorities for the Human Resources Department over the year has been ongoing participation in the ONET project. This major undertaking will be a catalyst in utilizing technology to bring HRD into the 21st century. The implementation of the Software 2000 package is another ongoing project in which we expect to achieve major accomplishments. Currently HRD has six (6) staff members working full time in preparation of the January 1, 1997 go live date for Payroll and Benefits.

### **Systems Analyst**

The HRD Operations Analyst mission is to facilitate continual improvement of Oneida Human Resource Systems which allow employees to perform with excellence, in accordance with National and Departmental Missions, Values, Goals, and Objectives.

Current priorities include training and reinforcement of quality tools application and teamwork development, ISO 9001 audit preparation, customer satisfaction focus groups and survey facilitation, satisfaction measurement, TB Prevention systems enhancement, work-plan monitoring systems, and HRD Strategic Planning to the year 2001. Operations analyst is beginning to provide support to various departments on systems redesign and satisfaction measurement with employee satisfaction as the main goal. Through team efforts, service accomplishments include a 98% live answer rate with an average of 2,000 weekly phone calls, and the successful implementation of Customer Satisfaction surveys in all HR Departments.

### **Training And Development**

The Training and Development Team within the Human Resource Department was established one year ago to work on the development and revision of personnel policies and procedures, to provide a standardized and consistent schedule of personnel policy training to tribal employees, and to help employees access opportunities for developing the basic competencies required to perform their jobs well and function effectively within the Tribal work environment.

A policy development Task Force has been convened by the Training and Development team to take the policy revision process to the next level including development of common definitions, prioritizing the policies and developing realistic time lines, and removing procedures from the Purple book; this task force includes representation from all Tribal divisions/departments and the Legislative Operating Committee.

In addition to these training activities, the Training and Development team has conducted a Survey of Tribal employees and supervisors and sponsored an open Forum to get input into the redesign of new employee orientation: a first draft of the redesign has been completed with the intent of implementing the redesigned program beginning in the New Year.

### Recruitment And Compensation

The mission of the Compensation and Recruitment Team is to meet our customers requirements, all times, striving to exceed them whenever possible and to strengthen the Oneida work force by recruiting qualified applicants.

Oneida Salary Compensation and Review (OSCAR) was scheduled to be effective October 1, 1996, but with the cost for implement the Education Resolution, OSCAR has been delayed for one year and is scheduled for implementation October 1, 1997. Two Compensation Specialists are working with ONET on a daily basis for position numbers, COLA coding, etc.

Relocation Procedures to assist Tribal members with re-location costs were approved in August. Twenty-two Tribal members have been assisted with re-location costs since then.

### Benefits

The mission of the Benefits Department is to provide confidential and quality Benefit Administration to Oneida Tribal employees in an accurate and efficient manner.

P.L. 104-188 passed this year and the Oneida Nation will begin a 401K in which all contributions will be pre-tax. Effective January 1, 1997 Oneida Employees will be able to participate in the 401K.

The goal has been to reduce cost, while offering more services along with providing the best Benefit package possible to Tribal employees. This effort, in addition to constant auditing are the ongoing projects of the Benefits Department.

### Equal Employment Opportunity (EEO)

In the spirit of the On'yote?aka, our commitment is to encourage mutual understanding through consultation and mediation with consistency and respect.

The Equal Employment Office is a self directed work team that has made significant changes and improvements within the department. One of the most beneficial changes has been the switch from pagers to cellular phones. This change has given supervisors, managers, and Directors a direct link to the services provided by the EEO office.

A user friendly office system has been developed and implemented by streamlining all daily correspondence. This is an important factor considering the Software 2000 database going online January 1, 1997.

### Staff

Our dedicated staff have done a remarkable job in keeping up with the day to day tasks in a fast paced office, while increasing customer satisfaction, redesigning May processes and functions, learning new and useful skills and tools, assisting with the demands of the ONET project. All areas of Human Resources have continued to grow and achieve results through the use of system enhancement. The entire staff has benefited from the use of quality and measurement tools and skills unique to their area.

### G3. Communications Department

The Communications Department is dedicated to promoting, enhancing and educating the world about the Oneida Nation in a positive and healthy fashion.

#### Goals and Objectives

- 1) Educating the general public and political, business and community leaders about the assets of the Oneida Nation.
- 2) Elevate the Communications and Public Relations Department to the decision making level.
- 3) Educate and inform Oneida General Tribal Council on news/events/projects.
- 4) Refute quickly any negative or erroneous information which appears in the media about the Oneida Nation or Native American issues.
- 5) Develop Public Relations Department complete with staff writers, researchers and account executives.
- 6) Maintain media relationships.
- 7) Develop a comprehensive Advertising Plan.

#### Advertising

Assists Departments with brochures, ad placement, flyers and other creative needs.

#### Communications

Maintain media relations, develop press releases, develop position papers, manage area and budgets.

#### Kalihwisaks

Produce a bi-weekly newspaper for the Oneida Nation.

#### Public Relations

Same as Communications, however, focus more on external whereas Communications focuses on internal.

#### Special Events

Develop, plan and implement various events from ground breaking to ribbon cuttings, to large scale events such as the Family Carnival and Community Picnic. Also provides tour of the Oneida reservation.



## H. LAND MANAGEMENT DIVISION

It is the intent of the Land Management Division to reacquire all land located within the original 1838 Indian Reservation boundaries of Wisconsin and to preserve, maintain and distribute such lands according to the needs of our people.

### Goals and Objectives

- Goal 1: Continue to prepare an acquisition strategy to cover a 25 year span (1995-2020).  
Objective: Target boundary properties, existing businesses, land in sewer district, agriculture lands, conservancy and forested acres.
- Goal 2: Pursue trust acquisition of all lands within the Tribal boundary.  
Objective: Identify and promote individual trust acquisition.  
Objective: Promote direct trust acquisition when purchasing land.  
Objective: Complete a strategy for Title Research of all lands within reservation boundaries.
- Goal 2A: Provide housing through home ownership, rental units, apartment living and condominiums for all tribal members housing needs.  
Objective: Develop a for sale list of pre-qualified individual VIP/TLC Program by March 1997.  
Objective: Assist Veterans in their housing needs as homes become available.  
Objective: Convert rental housing into affordable purchases to accommodate family needs. Transfer 5 units by May 1997.
- Goal 3: Increase Loan Department services.  
Objective: Provide adequate staff to compliment specific loan programs.  
Objective: Develop on-going seminars and workshops for home purchase instructions.  
Objective: Create a plan for incentives, home equity, foreclosures, and discount insurance.  
Objective: Establish Loan Committee.
- Goal 4: Maintain dedicated staff.  
Objective: Offer educational opportunities for all staff in their specific area.  
Objective: Plan retreats and promote team work.
- Goal 5: Increase Property Management efficiency.
- Goal 6: Promote communication and information to Tribal community.  
Objective: Initiate news letters, brochures, and articles for distribution.  
Objective: Introduce a regular schedule of tours for viewing land purchases.  
Objective: Hold Open House at office site for community participation.<sup>41</sup>

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<sup>41</sup>1997 Division of Land Management Development Plan. Page 1-3.

### Accounts

The staff insures that all real estate related monies deposited at Land Management are accounted for prior to submission to general accounting. Reports are generated monthly on rental, leases, mortgages, taxes and escrow payments. Accounts Payable invoices are recorded and processed in a timely manner.

### Legal and Trust Services

The Staff Attorney reviews all legal documents relating to the real estate issues. The Title Search services are provided for acquisition, loans and individual trust requests. This department assists and processes all trust related land transactions for the Oneida Nation as well as the membership. Beginning January 1, 1997, probates are being handled by the Legal and Trust Services.

### Loan Department

Oneida Tribal enrolled members have the opportunity to upgrade and purchase residential properties within the reservation boundaries. The Loan Department prepares all documents. These loan programs are tribally funded and are available to members who would like to reside within the reservation boundaries. The designated loan programs are Tribal Loan Credit, Direct Real Estate and Mortgage Loans, Tribal Home Repair, Improvement Loan and Veterans Loan Program.

### Property Management

The staff manages and maintains all records for the rental, residential, agriculture, internal and external commercial leases, on properties owned by the Oneida Nation and submits the documents for the Land Commission review. Property Management prepares the buildings for rental occupancy and prepares any necessary lease documents that are needed. This department also assists the Loan Department with the Assignment of Leases and Certificate of Mortgage documents.

Maintenance of homes and buildings is coordinated through the Property Management office. Repairs are completed on an on-going bases. Determination on rental property with the option to purchase are initiated by this office.

Property Management administers the Green Earth Mobile Home Court which is equipped with 21 lots and provides water, sewer, street lighting and police protection. A combination library/tornado shelter was built in 1996.

The Property Management office develops and updates lists of data that is requested by the Land Management staff and other departments on properties that are currently owned by Oneida Nation.

This department also assists in monitoring and processing all property tax payments on tribally owned parcels and oversees the investment of funds received from mortgages.

### Real Estate Department

This department reviews and processes all real estate purchases made by the Oneida Nation. The Real Estate Department oversees the commercial leasing program and assists in the transaction of the rental program to home ownership. This department also gives guidance to individual members who are interested in the market to purchase and/or sell real estate.

The Real Estate Department also handles the communication to the internal tribal departments and to the tribal members.

### Register of Deeds

This department is in the development stage and will be in full operation by May 1997. All official tribal documents are expected to be recorded in this office.

### Support Staff

This area is composed of staff who handles all the incoming and outgoing information, phone messages, greeting and meeting visitors, maintaining files and all information relating to land matters.

## I. ONEIDA NATION CHARTER CORPORATIONS

Under Article IV, Section 1(h) of the Oneida Tribe of Indians of Wisconsin's Constitution, the tribe has the authority to charter subordinate organizations for economic purposes. The tribe has chartered several corporations to assist in the business and development efforts of the Tribe. Each of these corporations are subject to the laws, ordinances, and jurisdiction of the Oneida Tribe.

A separate corporation formed pursuant to Oneida Tribal law is a legal entity required to follow certain processes concerning the tribe because of various loan agreements and/or grant requirements. These corporations are all chartered and operate under a Board of Directors and corporate bylaws. Each charter grants these corporate boards legal authority to enter into contracts and buy and sell products and/or services. In all tribal corporations the Oneida Business Committee acts as the major stockholders for each corporation. The Oneida Nation has created six corporations to date. These include: Oneida Nation Electronics, Airport Hotel Corporation, Oneida Airport Business Development Corporation, Construction Enterprise, Oneida Enterprise Development Authority and Oneida Seven Generations Corporation.

### **Oneida Airport Hotel Corporation**

Chartered - February 24, 1984. The official corporate office is on the Oneida Reservation and the address is 2040 Airport Drive, Green Bay, WI 54313. The Oneida Tribe holds the master lease with this corporation. The corporation subleases space to the Oneida gaming operations and other non-related entities. The Oneida Nation must continue to provide training opportunities for Tribal members to acquire the necessary skills to manage the hotel.

### **Oneida Airport Business Development Corporation**

Chartered - March 11, 1994. This corporation was established to hold leases for the parking lot adjacent to Austin Straubel International Airport, FAA building and lease the potential 28 acres next to the Casino.

### **Oneida Nation Electronics (ONE)**

Chartered - August 24, 1994. A newly formed corporation established to develop, manage and construct business projects in the electronics and computer fields.

### **Oneida Enterprise Development Authority**

Chartered - March 10, 1989. This corporation was created as a construction and finance authority similar to the type used in municipal finance.

### **Oneida Construction Company**

Chartered - March 24, 1994. This is a corporation developed to manage and construct business projects for the Oneida Tribe or other entities.

### **Oneida Seven Generation Corporation**

A newly formed corporation with the main responsibility for commercial development.

