



www.kalihwisaks.com

Special Budget Edition

September 13, 2018

Adoption of Transparent and Participatory Budget Strategy for the Oneida Nation



Patricia King
Treasurer

Sakoli Swakweku
General Tribal Council,

The Oneida Business Committee has approved a Continuing Budget Resolution #8-16-18-A, to allow time to complete procedures required by the Budget Management and Control law, one of which is to garner greater input from tribal membership prior to developing the Fiscal Year 2019 budget.

However the standard budget increases are usually related to Expenditure Categories such as: Employment, Self-funded Health Insurance, Cost of Goods sold, Gaming Equipment, Sate Compact Fee, Per Capita, Education, Land Acquisition, Capital Improvement Projects,

Operational Equipment, and Consolidated Health and Contingency Funds.

The good news, at this time in our planning process for the FY2019 budget, is that we are also experiencing increased gross revenues, from our Tribal Enterprises, of \$5,261,849 or 1.7% (compared to FY18). Tribal Enterprises include: Retail, Additional Enterprise Sales, Enterprise Other Income, and Gaming. Gaming is our largest Enterprise providing 72.25% of enterprise revenues, followed by Retail at 23.35% of enterprise revenues.

Another very important point is that Fiscal Year 2017 provided a carry-over of \$17,728,147. Special recognition and appreciation is extended to the Finance Department for their oversight, Gaming for increased revenues and managing expenses, and our Tribal Operations overall for properly managing expenses by collaborating with each other to create efficiencies and improved services.

As we complete the FY2019 budget, further detailed information will be provided by C.F.O. Lawrence Barton's Executive Summary

and the Financial Report prepared by Assistant C.F.O. Ralinda Ninham-Lamberies.

Transparent and Participatory Budget Strategy

Since 2015, the Oneida Business Committee has been working to provide greater opportunity for the membership to be involved in building our Nation's future by participating in the budget development process, and for Tribal Operations to improve administrative efficiencies throughout their

operations. The Oneida Business Committee adopted Chapter 121 - Budget Management and Control law, via Resolution #02-08-17. This began our transitioning into new procedures to help us achieve our goals of transparency and membership participation.

In 2017, the "End in Mind" was the direction used to relate our work product throughout FY2017. We continue with that direction, and provide the following update to the last Special Edition prepared for the FY2017 budget.

As elected officials, we willingly offer dedication to our responsibilities, while respecting the roles of the Oneida Nation Constitution and the General Tribal Council. The above update is a simple indication how overall, strategic planning helps to answer and understand where we are now, what our goals are, and how we are going to achieve them, while acknowledging the challenges.

The next initiative

is to improve strategic planning that is inclusive of OBC, GTC and Tribal Operations. In September, 2018 we will be presenting a proposed resolution that adopts policy change for developing a triennial planning process inclusive

• See 2
Budget Strategy

The Oneida Nation has a responsibility and a duty to keep the financial information of the Nation confidential per the GTC action of July 9, 1983, and July 6, 1993. Also, GTC action of April 11, 2016, was "to direct the Treasurer and the Oneida Business Committee to continue improving our budgeting actions and making those processes more open to input from the membership." This Special Edition of the Kalihwisaks introduces you to two main objectives; one (1) is an overview of tribal operations 3-year planning strategy. The second objective is introducing how the O.B.C. is enhancing transparency and participation in budget planning inclusive of tribal membership.

Members are encouraged to treat all the financial information in the same manner as you would the budget packet, the Treasurer's Report, and all other documents directed by the General Tribal Council to be maintained in a confidential manner.

KALIHWISAKS
Oneida Nation
PO Box 365 - Oneida, WI 54155

PRSR STD
US POSTAGE PAID
PERMIT #4
ONEIDA, WI 54155

From page 1/Budget Strategy

of the OBC, GTC and Tribal Operations, in order to build annual supporting budgets.

The Oneida Business Committee is proud to introduce proposed changes from our current line item budget system to a Value-Based budget planning system. These proposed policy changes were endorsed through the current Oneida Business Committee's strategic plan adopted on September 27, 2017, via O.B.C. resolution titled, "Setting the Strategic Plan for the 2017-2020 Term of the Oneida Business Committee. The Strategic Plan for 2017-2020 term of the Oneida Business Committee is built on the foundation of the following:

- **Trust**
- **Value Based Budgeting**
- **Sovereignty Protection**
- **Change Management**
- **Communication**

Set Policy:

Transparent and Participatory Budget Strategy

The purpose is to develop a system for planning the Tribal budgets to align to the Nation's priorities, is transparent, and is a collaborative effort of the Oneida Business Committee, Tribal Operations, and the General Membership. This policy is accomplished through the Oneida Nation's Chapter 121 – Budget Management and Control Law "Twahwistatye'nítha?" (We have a certain amount of money).

Strategy is defined as a plan of action or policy de-

signed to achieve a major or overall aim.

The strategy is to change from a line item budget system to a "value-based" budget methodology. We will accomplish this strategy by successful completion of the following:

- *Implement Triennial (3-year) Strategic Plans that focus our initiatives. A triennial Strategic Plan (T.S.P.) process was created and introduced to Tribal Operations in June, 2018. The purpose of the T.S.P. is to display tribal operations data, goals, measurements, and benchmarks which represent the purpose and outcomes of each fund unit*
- *Using data collected from the membership (surveys, meetings, special events) to help set priorities for budget development*
- *Refine the January Annual meeting to focus on the financial status of the Nation*
- *Refine the July Semi-Annual meeting to focus on operational status updates; (how are we doing compared to our plans and budget)*
- *Create a calendar of budget events to include the Tribal General Election; thereby promoting each newly elected O.B.C. to assess the Quality of Life Survey results, and again, obtain input from the membership to set their strategies, goals and objectives for the next three years*

Objectives is defined as a thing aimed at or sought; a goal

- *Fiscal Transparency: The people of the Nation helping the Government prioritize service or service groups, and community development to build a sustainable future for our Nation*
- *Close the budget gap*
- *Improve reporting systems, benchmarks and outcomes. Reporting results of data gathered from the membership and how it is used in the budget development*
- *Improve annual and semi-annual reports to better reflect annual fiscal conditions and semi-annual benchmarking to budget*

Goals is defined as the object of a person's ambition or effort, an aim or desired result

Build trust between G.T.C., O.B.C., and Tribal operations through participation, cooperation and reporting

The Oneida Business Committee brings forth these strategies and needed policy changes which will positively impact our budgeting processes. It will be through your input, and a common budget calendar of events, that the annual budget gap is addressed. As we all work together to have a fiscally healthy Nation, we also work together to have a Nation of strong families built on Tsi'NiyukwalihoTÁ and a strong economy.

Resolution 11-12-14-B

Re-Affirmation of Core Values

Vision Statement

The vision statement is the "where we are going and who we are becoming. The Oneida vision is the ideal picture in the minds of our people, about what our Nation should look like.

The Oneida vision is clear and helps empower purpose. The desired end result is a Nation of strong families built on Tsi 'Niyukwaliho·TÁ and a strong economy; and so provides the motivation to work toward that goal.

A clear vision gives meaning to your mission. It gives you something to aim for, and helps you to see that target clearly as you strive to reach it. A vision is the ideal. It's the goal. It's the dream.

Mission Statement

A mission statement is the how. The Oneida Mission is the methods and strategies to build and re-build our Nation. Our Mission is, "To strengthen and protect our people, reclaim our land and enhance the environment by exercising our sovereignty."

Mission impels you how to accomplish your purpose; our mission is what continually steers you in fulfilling your purpose. It's the quickest and most efficient path, inclusive of your purpose, to our vision. Mission is doing what matters while eliminating distractions; it perpetuates strategy which ultimately delivers results and impact.

Core Values

Through our culture – our character in action – and inspiring Yakyukwehu·wé, with these values, to guide how we interact and communicate with each other; Oneida citizens, community members, and employees are part of the Nation working for the greater good.

NOW THEREFORE BE IT FINALLY RESOLVED, these core values are hereby re-affirmed by the Oneida Business Committee, The Good Mind as expressed by OnÁyote'a·ka, Kahletsyalúsla, which is the heartfelt encouragement of the best in each of us, and, Kanolukhwásla, which is the compassion, caring, identity, and joy of being, and, Ka'nikuhli·yó, which is the openness of the good spirit and mind, and, Ka'tshatstásla, which is the strength of belief and vision as a people, and, Kalihwi·yó, which is the use of the good words about ourselves, our nation and our future, and, TwahwahtsilayÁ, which is all of us are family, and, YukwatsistayÁ, which is our fire, our spirit within each of us.

(Motion by Melinda J. Danforth to adopt resolution 11-12-14-B Re-Affirmation of Core Values, seconded by Trish King. Motion carried unanimously: O.B.C. Minutes, November 12, 2014)

Table of Contents



3	Executive Summary	11	Housing
4	Oneida Language & Culture	12 & 13	Education & Literacy
5	Natural Resources	14	Building & Property Maintenance
6	Membership Administration	15	Economic Enterprise
7	Public Safety	16 & 17	Government Administration
8 & 9	Human Services	18 & 19	Fiscal Transparency
10	Health Care	20	B.M.C.A. Prioritization

A good mind, a good heart, and a strong fire Budget Management and Control Law



file photo

Current Oneida Business Committee Elected Officers.

Executive Summary

In August 2017, the Oneida Business Committee (OBC) participated in facilitated strategic planning sessions where we identified broad goals, strategies, and outcomes for the next 3 years. This process included an environmental scan, focused conversations, practical visioning, and identifying challenges. As elected officials, we willingly offer dedication to our responsibilities, while respecting the roles of the Oneida Nation Constitution and the General Tribal Council.

Overall, strategic planning helps to answer and understand where we are now, what our

goals are, and how we are going to achieve them, while acknowledging the challenges.

The 2017-2020 strategic plan is built on the foundation of:

- Trust
- Value-Based Budgeting
- Sovereignty Protection
- Change Management
- Communication

The foundation will support future decision making and be the guide to building and supporting our operations.

Our plan includes the following six unique broad goals:

- Advancing Onayote?a·ká· principles
- Exercising Sovereignty
- Improving Organizational Changes
- Promoting Community Relations
- Inspiring Yukwatsistaya
- Encouraging Tsi?niyukwalihoT^

Inside each goal, are strategies and outcomes—that the OBC will work on collectively with the Direct Reports, support staff, and assistants to meet the goals with a good mind, a good heart, and a strong fire.



Shekoli

The Budget Management and Control Law, adopted by the Oneida Business Committee in February of 2017, set up a standardized process for putting the Nation's annual proposed budget together. The process includes gathering feedback from the community and also presenting the budget, based on that feedback, to the General Tribal Council. The process required by this law also includes the preparation of triennial strategic budget plans using value based budgeting. In the simplest terms, this means the Nation must plan spending, at least three years in advance, and

ensure money is spent on Oneida's highest priorities.

I support the triennial strategic budget planning process as it requires leadership to plan into the future with consideration of the community's feedback. Done and implemented correctly, this is a game-changer and will establish a process for all future Business Committees to plan far beyond our years, truly following the seventh generation philosophy.

As a leader elected to serve the Oneida citizens, I want to know what you see as the priorities of the Nation. I am respectfully requesting you participate in the Treasurer's community input meetings and if



**Tehassi Tasi Hill
Chairman**

you are unable to attend, forward comments to the Treasurer's Office to ensure your ideas are heard.

Yawáko· Be well and treat one another well.
Sa?nikuhlatsa·niht
(You have a strong mind)



**Daniel Guzman King
Councilman**

Value – based budgeting is the process in which we can redefine what and how we do, what we do in our nation. It establishes our priorities and designates the funds necessary to accomplish the goals and initiatives derived from those priorities. Many times we say “such and such” are

Value Based Budgeting

our priorities, but yet no or limited funding dollars are allocated towards those priorities; then plans developed around those priorities sit dormant and are not accomplished. It is changing the way we do things by putting monies and action behind what we say is important as a nation. It is also changing how we think about our initiatives and our process to accomplish them. It helps us to question what, how, and WHY we are doing what we are doing. Because what we are doing must align with our priorities. It also helps with planning. We as a nation must be looking and planning long term and not just for the here and now. That also means bud-

getting long term; in order to accomplish those long term objectives. We are now taking the first step in short term planning with a 3 year budget cycle. We then need to bump up to mid-term budget planning (10-30 yrs.). We then need to set budget dollars aside now for long term planning (50+ yrs.) in order to create and leave something for the next generation. We can not only focus on our current immediate needs and wants. We must make sustainable decisions on behalf of the next generation.

“When you sit and you counsel for the welfare of the people, think not of yourself, nor of your family, nor even your generation.”
- Peacemaker

Protection and Preservation of Oneida Culture and Language

Ensure the survival of Oneida Language which is tied directly to our identity and sovereignty



64% of Oneidas living in Brown & Outagamie Counties are aware of Tsi[?] niyukwaliho·tá (Oneida ways), up from 48% in 2010.

73% of Oneidas in Brown & Outagamie Counties feel very connected to the culture of Oneida.

81% are satisfied with the Oneida Nation Museum, down from 87% in 2010.

Grant projects in place to strengthen Oneida Language programming

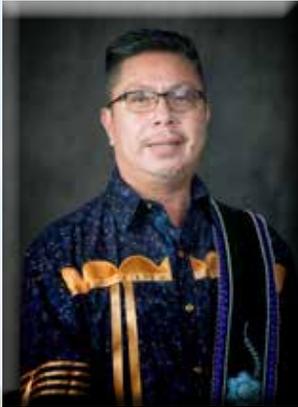
Oneida Language Department initiatives

The Oneida Language Department offers the following services to help grow and maintain Oneida language: assist tribal departments implementing Oneida Language and Culture, collaborate with area schools for language/culture programming, conduct daily language classes available for community members, families, children; translation services; conduct outreach language classes to all tribal members utilizing technology; language awareness presentations; assistance with Oneida naming; assist/conduct ceremonies and assisting leadership with strategic language planning for the future. We also administer 2 grant projects: Administration

for Native Americans, Language Preservation and Maintenance Oneida Language Restoration Project (OLRP) will strengthen Oneida language programming in the tribal schools by implementing the accredited Onáyote'aka Tsi nitwawánotá curriculum in the Oneida Nation School System. The project will address the immediate need to increase the number of conversationally competent speakers of Oneida language and train them to teach Onáyote'aka Tsi nitwawánotá curriculum; and, First Nation's Development Institute Native Language

Immersion Initiative this designated program would coincide with the Oneida Language Department and Head Start learning goals and objectives and will provide access to language instruction to a broader amount of students. This project will also advance Oneida Nation core principles by taking language education to the next level with an Oneida language immersion based classroom housed within the Oneida Head Start program. It will open the door to future immersion programming within the Oneida community, along with complimenting the current ANA grant program that works with students K-12. This program will undoubtedly be a springboard to future opportunities and language programming efforts within the community.





**Kirby Metoxen
Councilman**

Shekoli GTC,

The Business Committee adopted a resolution for implementing Chapter 121 – Budget Management and Control law. The law directs responsibilities of

Identifying long-term goals

oversight and standard processes for putting the annual proposed budget together. This act requires the Oneida Business Committee and the Nation's fund units to prepare triennial (3-year) strategic budget plans. The G.T.C.'s voice will help the O.B.C. to rank a priority list as stated within Chapter 121. The O.B.C. is asking G.T.C. members, at the September 24, 2018, G.T.C. meeting to participate in an interactive online survey. I believe the Triennial (3 year) plan for the Nation would

give us ability to identify long-term trends and capability to realize long-term financial goals.

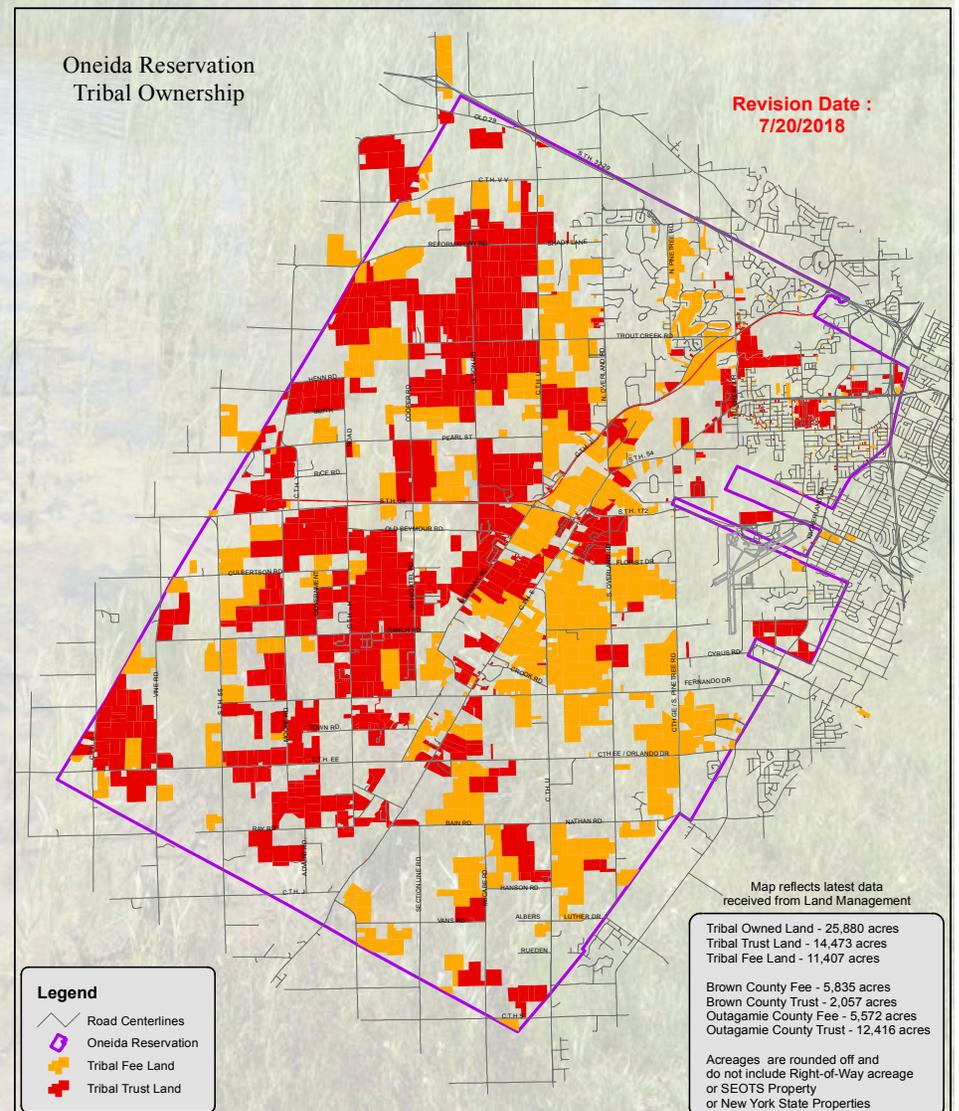
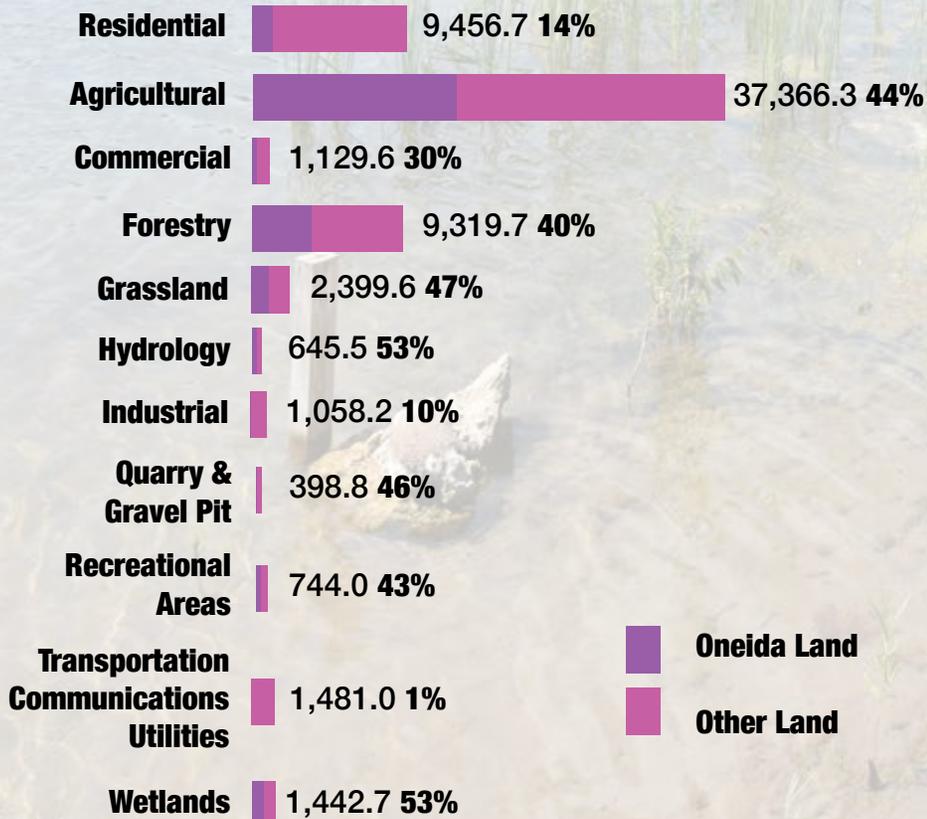
One of the program / service categories to be ranked is the Protection and Preservation of Natural Resources. A collaborative description of this program / service category is: Strengthen and protect our people, reclaim our land, and enhance the environment by exercising our sovereignty.

*Yawáko,
Councilman Kirby*

Protection and Preservation of Natural Resources

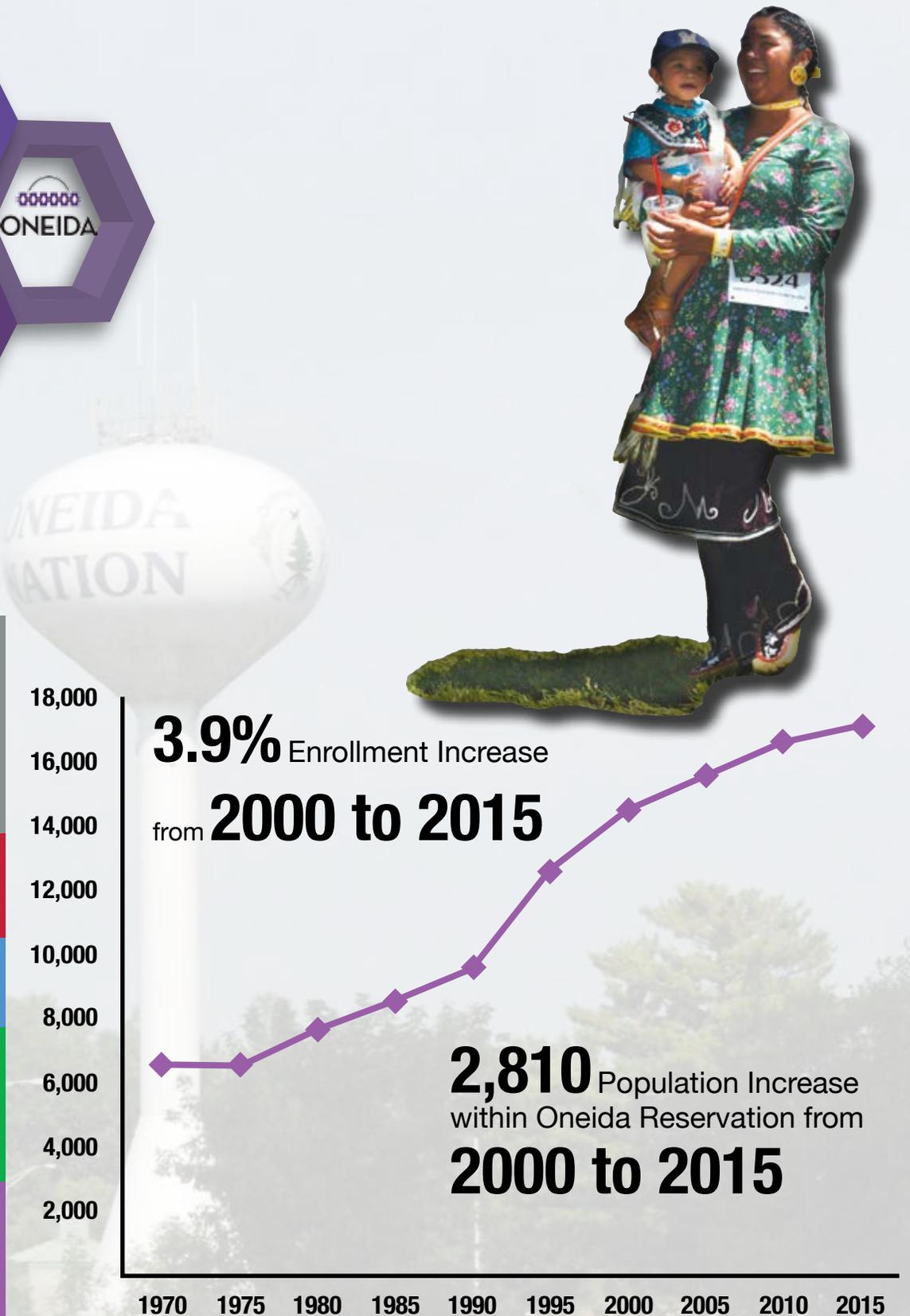
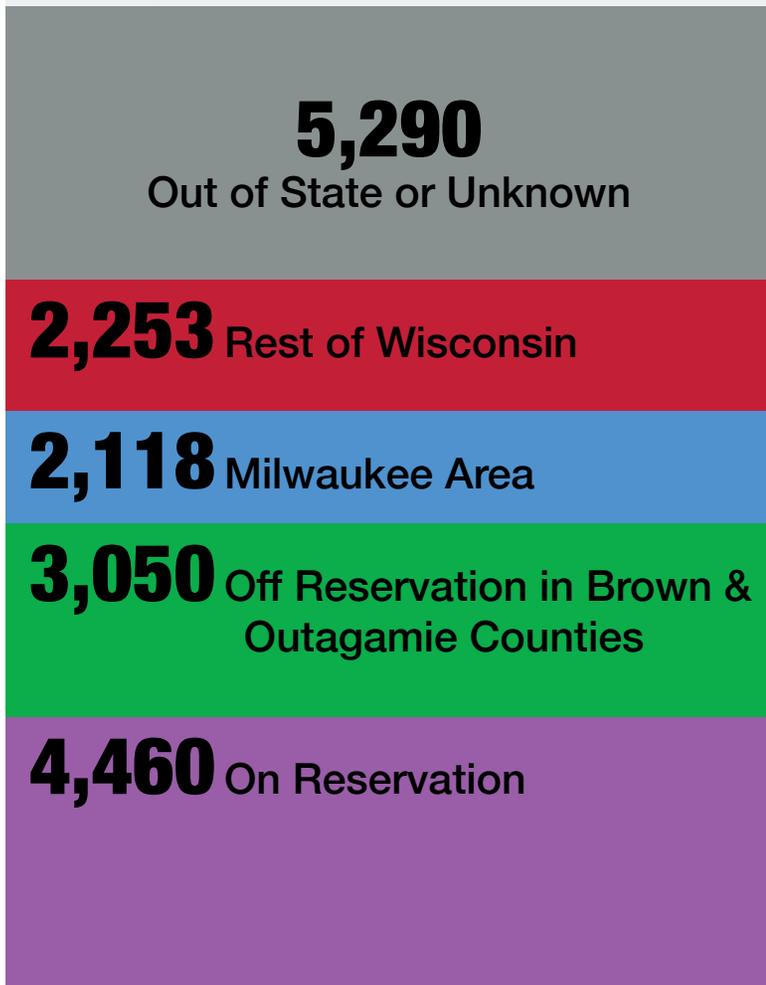
Strengthen and protect our people, reclaim our land, and enhance the environment by exercising our sovereignty

Oneida Nation Land





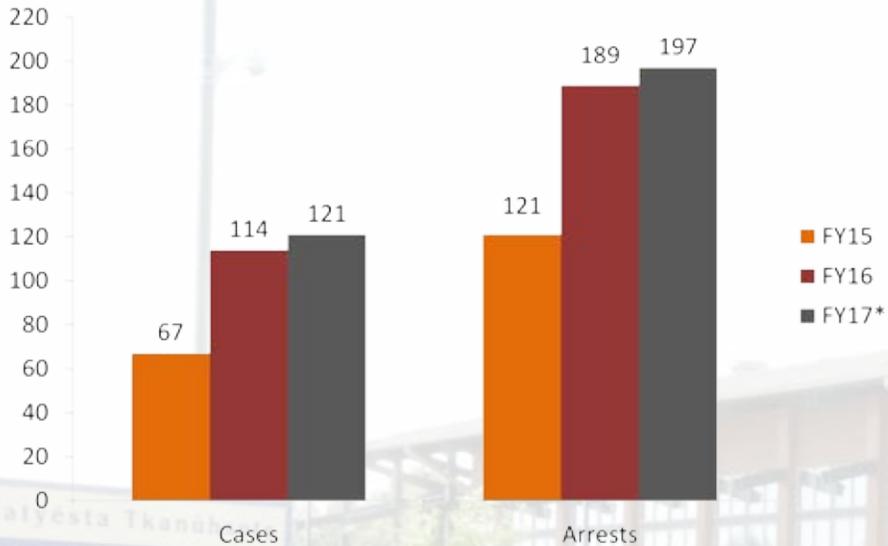
17,171 enrolled Oneida Members



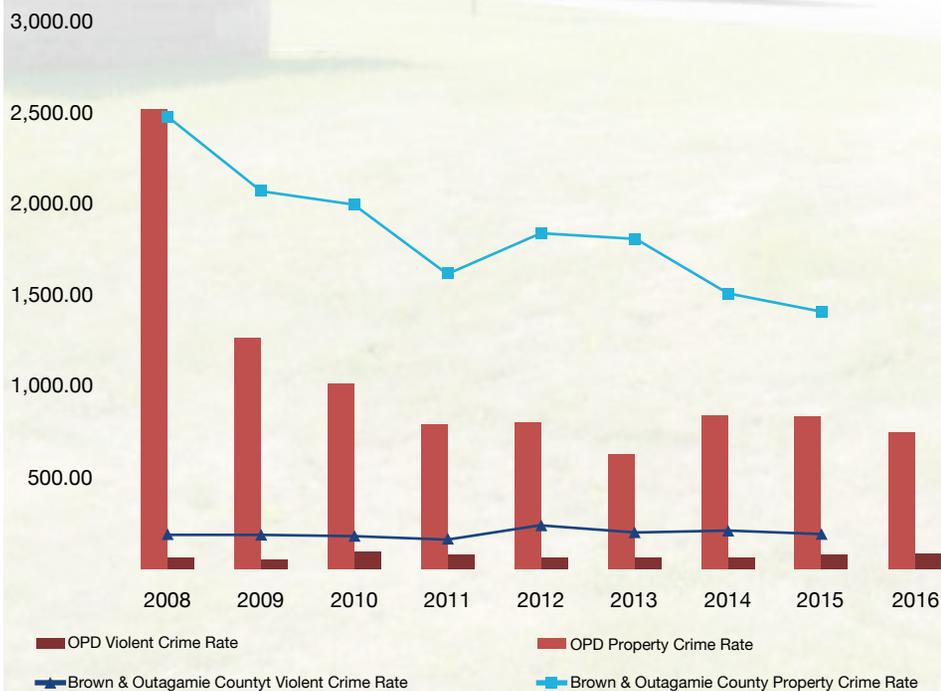
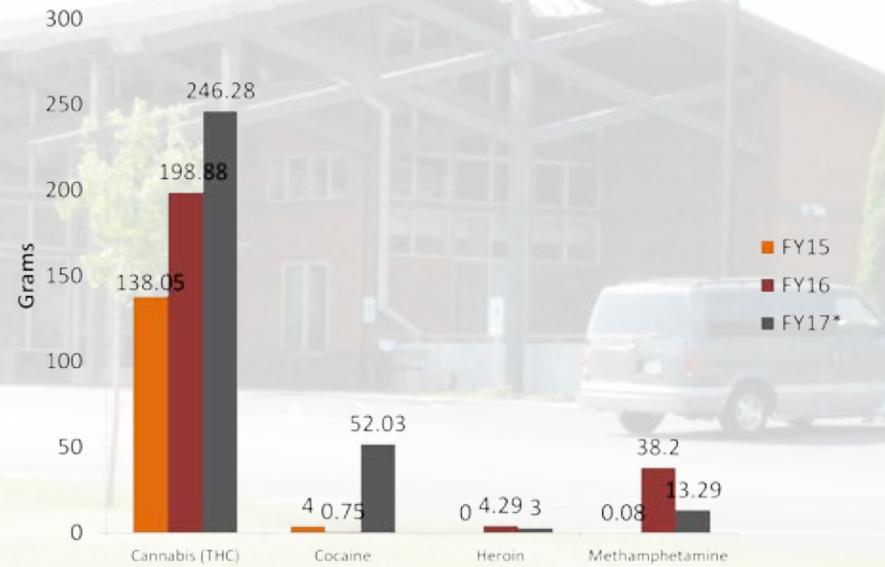
Public Safety

Enhance quality of life in Oneida through prevention and intervention initiatives

Oneida National Drug and Gang Initiative (NADGI) Data



Amount of Drugs Seized by Oneida NADGI



2015

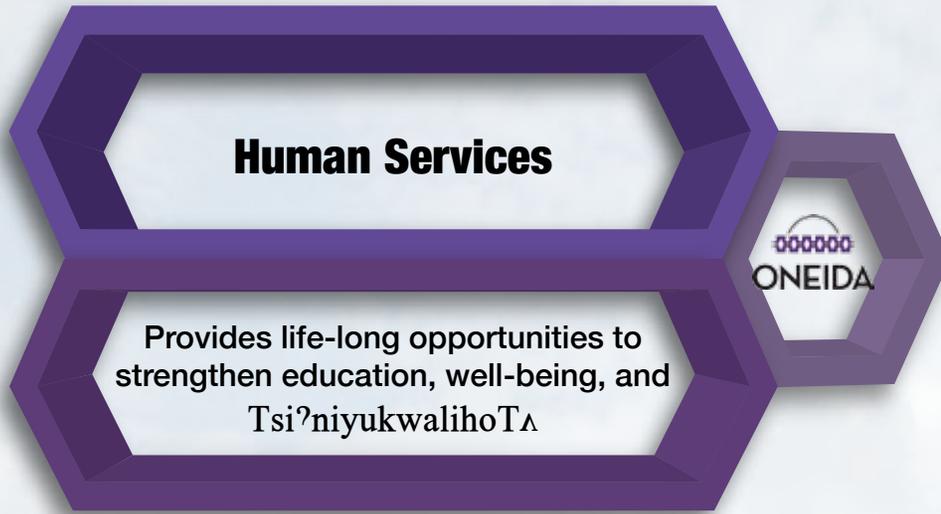
30,117
of Calls

15,449
of Calls Responded To

2016

35,871
of Calls

21,979
of Calls Responded To



GTC Input on Prioritization

The Oneida Business Committee is requesting GTC support of a resolution regarding a new participatory budget strategy and one of its components is Value Based Budgeting.

We are requesting greater input from you, the tribal members, on the budget as well as guidance in prioritizing funding for areas of our Nation to better serve the needs of the Nation.

Some of the areas, although not all-inclusive, where we should provide greater funding is Elder Services, Child Support, Family Services, Food Distribution, Head Start/ Early Head Start as well as Tourism and our annual Pow Wow. In looking at these and other areas, we

need to decide how to prioritize how we will meet the goals and objectives of each area and still make sure other departments can still function to their fullest intent.

How we prioritize the most needed and still provide funding to meet all the needs of our members is where you have the greatest input. We must focus on not only the financial strengths of the Nation, but also the fiscal health. We cannot expend exorbitant amounts of money in one area and still expect the rest of the nation to provide services to our members if that money is not available. A quick infusion on a personal level will not sustain



**David Jordan
Councilman**

our operations throughout the remainder of year.

We ask that you come prepared to provide your input to our strategy as a whole and make sure the Nation and all of its components can survive and provide the needed benefits to all who may need the services of each and every entity of the Nation.

ECONOMIC IMPACT OF THE ONEIDA NATION IN BROWN AND OUTAGAMIE COUNTIES



FOCUS ON HUMAN SERVICES

ONEIDA HUMAN SERVICES SECTOR CONSISTS OF: CHILD AND FAMILY SERVICES, COMMUNITY SUPPORT, ECONOMIC SUPPORT, ELDER SERVICES AND FOOD SECURITY

193
REGIONAL JOBS
CREATED BY ONEIDA HUMAN SERVICES SECTOR, 141 ARE DIRECT POSITIONS



ONEIDA HAS DIRECT OUTPUT OF \$9.5M IN HUMAN SERVICES WITH REGIONAL IMPACT OF **\$16.5M**

\$42,463
ONEIDA MEMBER HOUSEHOLDS' 2016 MEDIAN INCOME IN BROWN AND OUTAGAMIE COUNTIES

INCREASE IN MEDIAN INCOME SINCE 2010 IN BROWN AND OUTAGAMIE COUNTIES **↑ 36%**



THERE ARE A LARGE NUMBER OF SINGLE PARENT FAMILY HOMES THAT BENEFIT FROM THESE COMPREHENSIVE FAMILY SUPPORT PROGRAMS

THE PERCENT OF THE NATIVE AMERICAN POPULATION IN BROWN AND OUTAGAMIE COUNTIES THAT ARE SINGLE PARENT FAMILY HOMES IS THREE TIMES THAT OF THE ENTIRE POPULATION IN THE COUNTIES

2016 POVERTY RATE FOR ONEIDA MEMBERS IN BROWN AND OUTAGAMIE COUNTIES WAS AT 21%

Key Terms
Direct Impact The actual amount of jobs & spending by the Oneida Nation
Indirect Impact Increase in jobs & spending at other businesses due to Oneida's direct spending
Induced/Output Total Wages from direct & indirect jobs spent in the local area
 Oneida Economic Impact Study completed by St. Norbert for Business and Economic Development



Human Services are designed to help families in need of support, to discover empowerment, culture, self-sufficiency and enjoy the Nation's amenities.

Overview

Two (2) Divisions, one (1) Board and one (1) Committee, and 21 fund units:

Governmental Services

Division

- ▶ Child Support
- ◆ Economic Support
- ▶ Elder Services
- ◆ Food Distribution
- ▶ Head Start / Early Head Start
- ◆ Social Services Administration
- ▶ Parks and Rec Administration
- ◆ SEOTS
- ▶ Family Fitness
- ◆ Adventure & Experiential
- ▶ Recreation
- ◆ Parks
- ▶ Job Training & Vocational Rehab.
- ◆ Oneida Public Transit

Internal Services Division

- ▶ Big Bear Media – Tourism
- ▶ Veteran Services
- ▶ Aquaponics
- ▶ Emergency Food Pantry

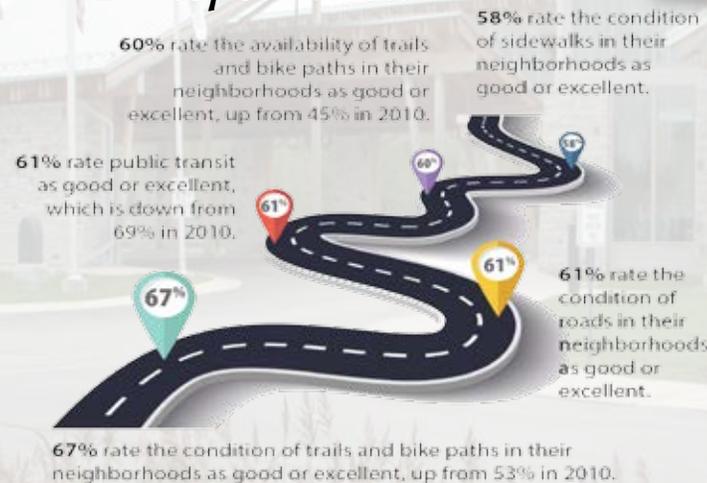
Boards, Committees & Commissions

- ◆ Oneida Nation Commission On Aging
- ◆ Powwow Committee

Human Services

Provides life-long opportunities to strengthen education, well-being, and Tsi[?]niyukwalihoTΛ

Transportation



Human Services



Parks & Recreation



- 76%** are satisfied with the amount of park space on the Oneida Reservation, up from 67% in 2010.
- 65%** rate the condition of parks in their neighborhood as good or excellent.
- 66%** rate the quality of recreational opportunities in their area as good or excellent, up from 58% in 2010.
- 79%** are satisfied with Oneida recreation and leisure facilities.
- 51%** rate cultural events like art, theater, and music in the area as good or excellent.

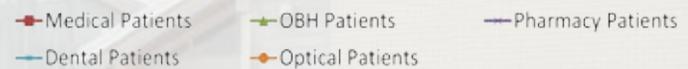
Health Care

A health system positioned to respond to current and future health challenges while protecting and promoting the holistic health and well-being of our Oneida Community



PATIENTS	2012	2013	2014	2015	2016
Pharmacy	10,011	10,076	9,532	9,409	9,317
Medical	8,686	8,830	8,457	8,138	8,526
Dental	7,675	6,567	5,871	6,548	6,824
Optical	4,503	4,321	4,214	4,155	4,122
OBH	2,094	2,019	2,243	2,163	2,227

Oneida Nation Health Data Sources: FY16 OCHC Medical Records, 2017 Oneida Community Health Study



ECONOMIC IMPACT OF THE ONEIDA NATION IN BROWN AND OUTAGAMIE COUNTIES



FOCUS ON HEALTHCARE

ONEIDA HEALTHCARE SECTOR CONSISTS OF: ONEIDA COMMUNITY HEALTH CENTER, THE ANNA JOHN RESIDENT-CENTERED CARE COMMUNITY, ONEIDA BEHAVIORAL HEALTH SERVICES AND THE EMPLOYEE HEALTH SERVICES OF THE ONEIDA NATION
SERVICES INCLUDE: BEHAVIOR, DENTAL, FITNESS, MEDICAL CLINIC, NURSING HOME, OPTICAL, PHARMACY, WELLNESS FUNDS AND PROGRAMS

569
REGIONAL JOBS

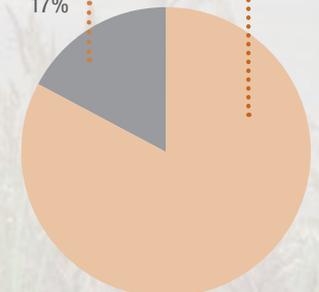
CREATED BY ONEIDA HEALTHCARE SECTOR. 344 ARE DIRECT POSITIONS

ONEIDA HAS DIRECT OUTPUT OF \$47.7M IN HEALTHCARE WITH REGIONAL IMPACT OF **\$79.4M**



EMPLOYEE MEDICAL CLAIMS

CLAIMS PAID FROM ONEIDA HEALTH SYSTEMS 17%
CLAIMS PAID FROM OTHER REGIONAL HEALTHCARE SYSTEMS 83%



TOP 10 HEALTHCARE SYSTEMS RECEIVING MEDICAL CLAIMS PAYOUTS FOR SERVICES RENDERED

Family Fun Night activity



ONEIDA COMPREHENSIVE HEALTH SERVICES

350,000 ENCOUNTERS OR SERVICE UNITS PROVIDED

PATIENTS ACTIVELY SEEKING CARE ANNUALLY
13,000-14,000

THE ONEIDA FITNESS CENTER IS LOCATED IN GREEN BAY AND IS OPEN TO THE PUBLIC

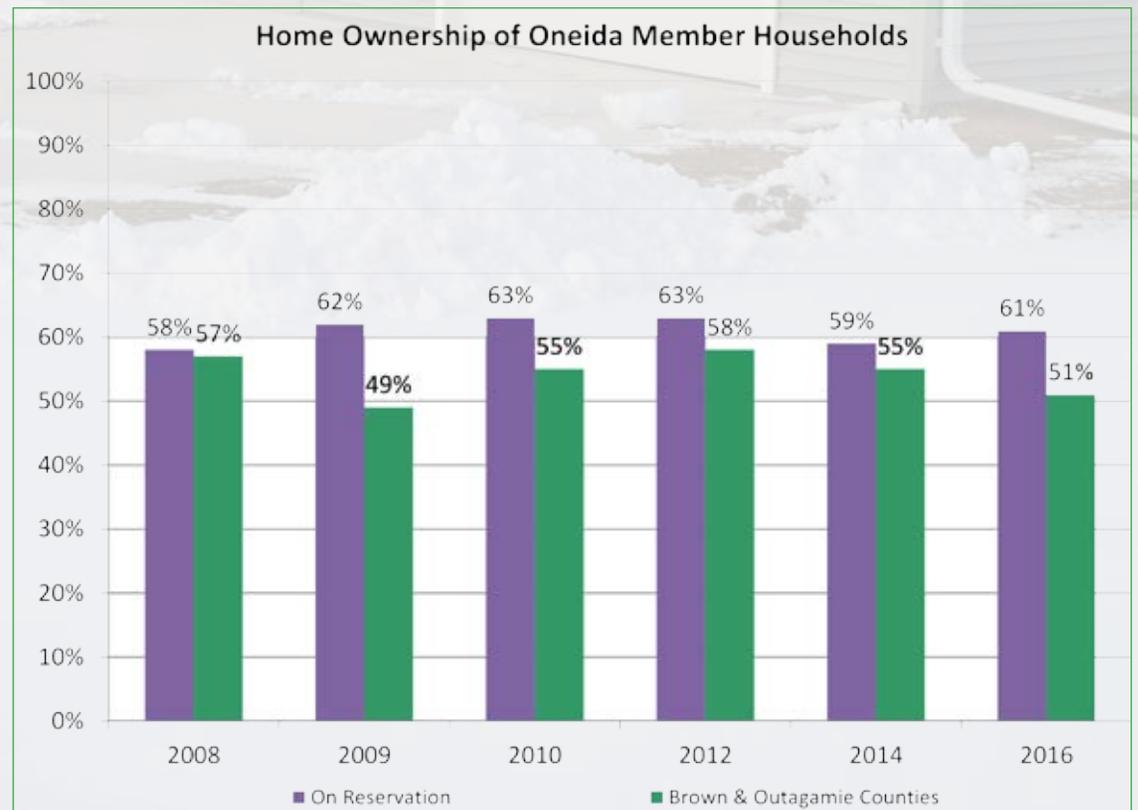
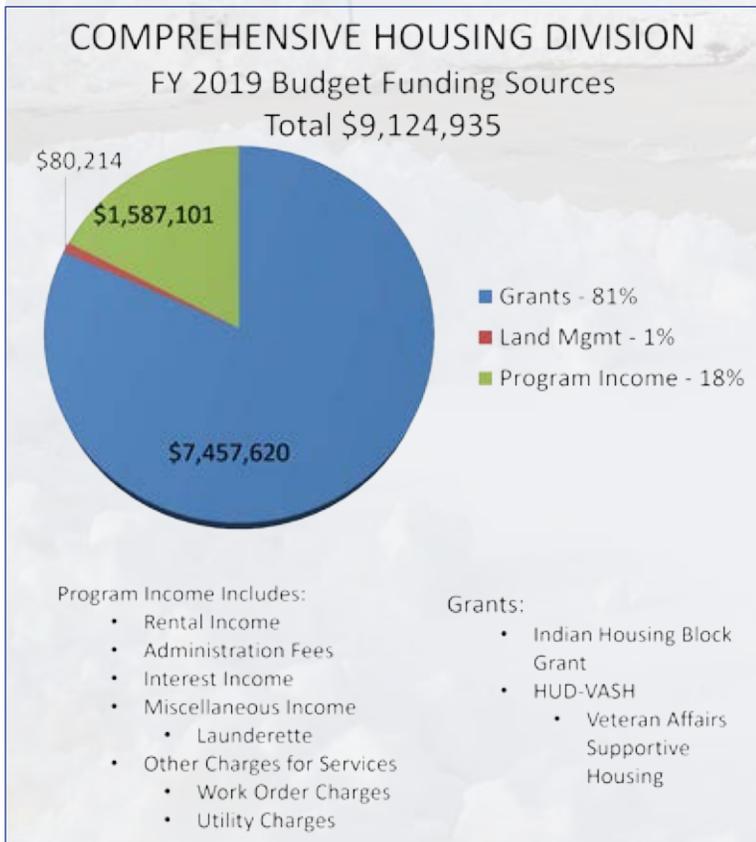
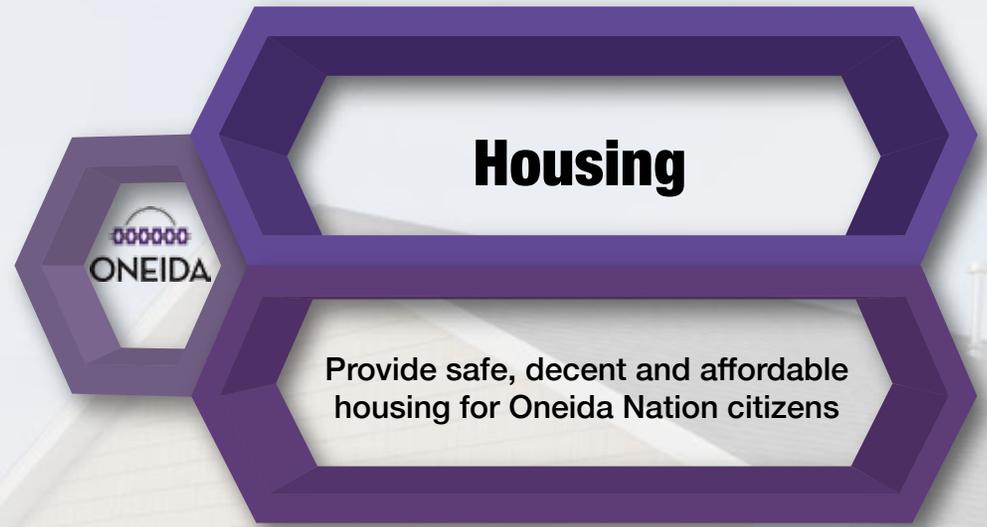


THE FITNESS CENTER SERVES OVER **5,000** CUSTOMERS ANNUALLY

Key Terms

Direct Impact The actual amount of jobs & spending by the Oneida Nation
Indirect Impact Increase in jobs & spending at other businesses due to Oneida's direct spending
Induced/Output Total Wages from direct & indirect jobs spent in the local area
Oneida Economic Impact Study completed by St. Norbert for Business and Economic Development

Comprehensive Housing Division	Housing Units	Average Rent
Income Based Program Rental/Rent to Own		\$50-\$650/\$100-\$1,800
Single Adult/Adult Couple	18	
Small Family (Up to 4 member household)	134	
Large Family (5 member household or larger)	121	
Elder/Disabled	55	
General Rental Program		
Apartments	26	\$350-\$525
Duplexes	29	\$425-\$676
Houses	13	\$400-\$757
Elder Rental Program		
Apartments	29	\$370
Residential Leases		
Home Building Opportunity Leases	36	
Homeownership Independent Purchase Leases	40	
Residential Sale Leases	366	
Residential Leases	278	



Education and Literacy

Building a Strong Nation by providing and promoting quality education and training opportunities for all tribal members



Core Learning Values of our Nation

Following are the members of the Education and Literacy priority area:

- ◆ *Art's & Community Education Center*
- ◆ *BIA–Early Intervention*
- ◆ *Child Care*
- ◆ *Youth Enrichment Services (YES)*
- ◆ *Oneida Community Library*
- ◆ *Higher Education*
- ◆ *Education & Training Administration*
- ◆ *Oneida Nation School System*

Our collective responsibility, to prepare our citizens to be engaged in life-long learning efforts that reflect the Core Learning Values of our Nation:

- Kahletsyalusla–The heartfelt encouragement of the best in each of us
- Kanolukhwasla–Compassion, caring, identity and joy of being
- Ka? nikuhli yo– The openness of the good spirit and mind
- Ka?tsatstásla– The strength of belief and vision as a People
- Kalihwi yo– The use of good words about ourselves, our Nation and our future
- Yukwahwatsile– Our family and our Nation
- Yukwatsistayá– Our fire, our spirit within each one of us

The Education and Literacy group have identified 3 major pathways that reflect our on-going educational programming development:

- **“Learning to Be”** is our strategy to continue to enhance and sustain the Oneida language and culture through learning practices that insure we contribute toward a life-long pathway of being Oneida.
- **“Learning to Learn”** is our strategy of engagement for students, parents and teachers insuring that we embrace the challenge of encouraging achievement, experience and growth in STUDENTS realizing their talents and attaining their personal goals!
- **“Learning To Do”** is the pathway which represents facilitating post-secondary professional development plans for the individual citizens of our Nation. Assisting the Individual to pursue professional develop programming that contributes toward an improved quality of life benefiting themselves, their family and our Nation.

Focus on Education

Through strategic planning we are building a strong nation by providing and promoting quality education and training opportunities for tribal members. Our school systems, child care, arts programs and Higher Education, are just some key examples of priorities our Nation has established. It is up to General Tribal Council to

pass the Transparent and Participatory Budget Strategy for the Oneida Nation which will work hand in hand with the Quality of Life Survey to garner input directly from Tribal members. By adopting this resolution we will expand that outreach to the members of General Tribal Council in developing priorities that the budget can align to.



Brandon Stevens
Vice-Chairman

ECONOMIC IMPACT OF THE ONEIDA NATION IN BROWN AND OUTAGAMIE COUNTIES



FOCUS ON EDUCATION

ONEIDA EDUCATION SECTOR CONSISTS OF:
ARTS, CHILDCARE, COMMUNITY EDUCATION, CULTURAL, HEADSTART, HIGHER EDUCATION, LIBRARY, SCHOOL, VOCATIONAL REHABILITATION AND YOUTH ENRICHMENT

386
REGIONAL JOBS
CREATED BY ONEIDA EDUCATIONAL SECTOR. 268 ARE DIRECT POSITIONS



ONEIDA HAS DIRECT OUTPUT OF ALMOST \$22M IN EDUCATION WITH REGIONAL IMPACT OF

\$38M



1,754 = ONEIDA MEMBERS UNDER 18 YRS OLD

61.4% OF ONEIDA YOUTH IN BROWN AND OUTAGAMIE COUNTIES ARE DIRECTLY ENROLLED IN ONE OF ONEIDA'S EDUCATIONAL PROGRAMS AND SERVICES

\$11,832

AVERAGE AMOUNT PROVIDED BY ONEIDA NATION FOR HIGHER EDUCATION SCHOLARSHIP ASSISTANCE TO AN AVERAGE OF 885 STUDENTS FROM 2015-2017 FROM A POOL OF ROUGHLY \$10.5 MILLION PER YEAR

55% OF HIGHER EDUCATION FUNDS STAY IN WISCONSIN FOR PUBLIC AND PRIVATE SCHOOLS

\$6 Million

APPROXIMATE FIGURE ONEIDA SAVES LOCAL TAX PAYERS OF BROWN AND OUTAGAMIE COUNTIES BY HAVING ITS OWN SCHOOLS

Key Terms

Direct Impact The actual amount of jobs & spending by the Oneida Nation
Indirect Impact Increase in jobs & spending at other businesses due to Oneida's direct spending
Induced/Output Total Wages from direct & indirect jobs spent in the local area
Oneida Economic Impact Study completed by St. Norbert for Business and Economic Development

Like a stone into water our impact ripples outward



YES Program
24.2%
425 youth

Headstart/Early Headstart
11.5%
202 youth

Oneida Nation High School
7.9%
139 youth

Oneida Nation Elementary School
17.7%
311 youth

Remaining Youth
38.6%
677 youth

ONEIDA NATION EDUCATION PROGRAM'S YOUTH POPULATION

First day of school in 2017



file photo

Education and Literacy

Building a Strong Nation by providing and promoting quality education and training opportunities for all tribal members

Developing Programming within the framework

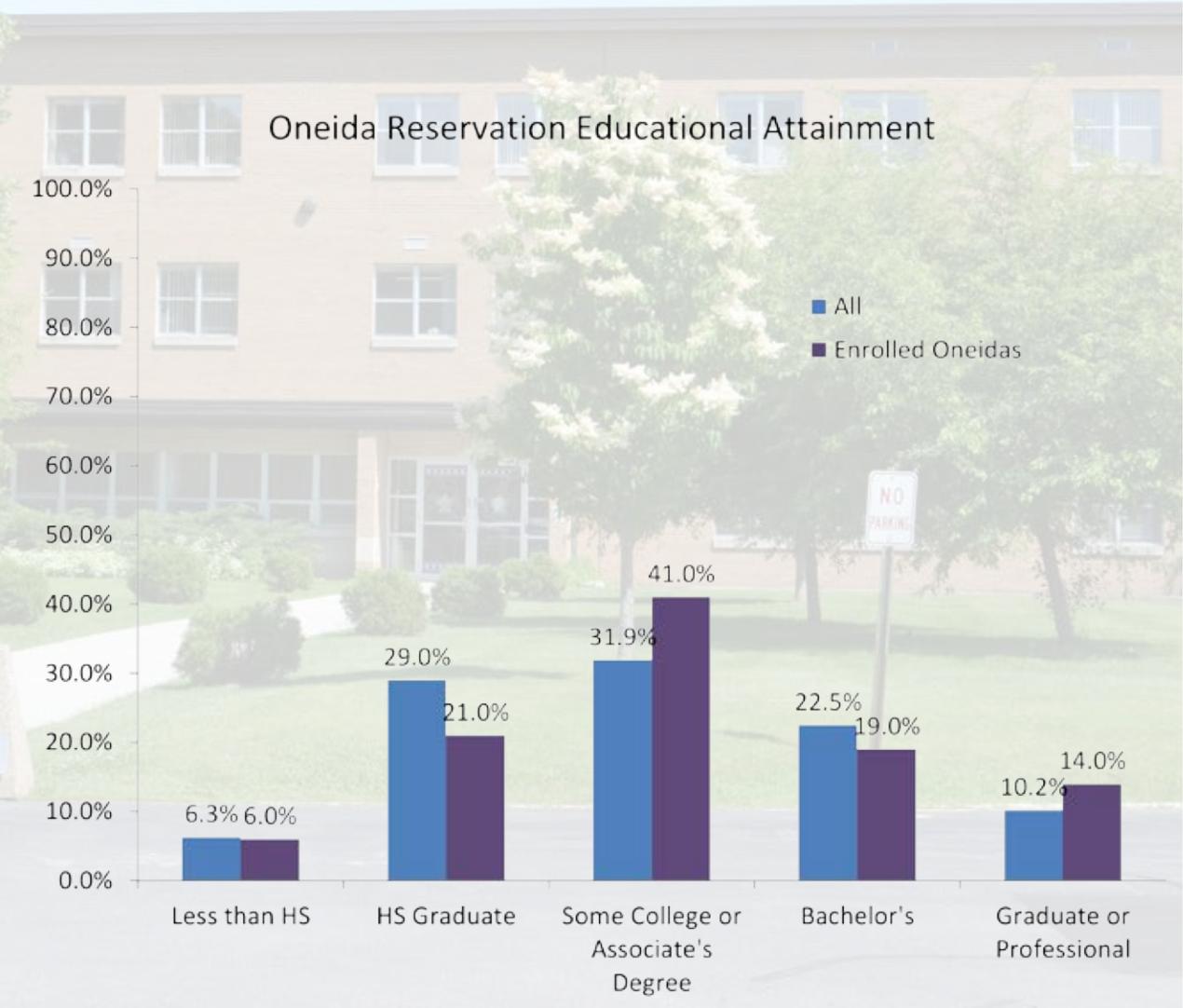
A visit from Nature's Niche to both the Oneida Community Library and the Green Earth Branch Library launched the 2018 Summer Library Program. This educational, family oriented program fostered our STEM programming as well as increasing awareness for local and rainforest animals and the status of them, endangered or not, as well as how we can increase our efforts of water conservation and proper land and resource usage.

Developing programming within the framework of the three pathways leads to a collective educational mission, preparing our young people to become proficient and competent in making healthy and safe choices for their life-long learning journey.

The Oneida Nation

education and literacy group is dedicated to recognizing the individual self-worth, dignity and mutual respect among all people, young and old. This dedication provides the encouragement for each student to feel accepted and valued.

The continued revitalization of the Oneida Language and Culture extends the essential support to prepare our students to utilize Oneida ideals and materials most meaningful to assume leadership roles and positions of responsibility for the Oneida Nation. Our Nation is only as good as its members! The continued development of education and literacy strategies is the process of enriching our human assets and keeping our Nation fire bright!



Building and Property Maintenance

Planning, designing, building, maintaining, and operating the Oneida Nation's public infrastructure while respecting the environment, and the ability of the Nation to assert sovereignty, and preserving our resources for future generations



•Automotive & Fleet Management

•Custodial

•Facilities Management Protection and Preservation of Natural Resources

•Grounds Keeping

•Utilities

•Wells, Septic & Plumbing

WATER CUSTOMERS TOTAL:
657
606
17
34

SEWER CUSTOMERS TOTAL:
584
533
18
33

REFUSE/RECYCLING: **1009**

71% rate drinking quality in their homes as good or excellent.

Total DPW Employees = 166
Oneida DPW Employees = 133

80%

20%



Oneida Employees

Non Oneida Employees



**Ernest Stevens III
Councilman**

At the beginning of this term the Oneida Business Committee agreed on six broad goals for an Oneida Business Committee 2017-2020 Triennial Strategic Plan. One of those goals, Encouraging Tsi'niyukwalihoTá (We have everything here to sustain us), is directly in line with supporting economic growth and development.

Going above and beyond industry standards

For the upcoming budget year, our economic enterprises have prepared a presentation for the G.T.C. on their priorities and strategies for FY19. Reinvestment in employees and customers has been an ongoing strategy and we believe that has and will continue to have a positive ripple effect throughout the organization effecting profitability and customer satisfaction. The presentation will also showcase how our revenue generators will continue to strive towards maximum profitability through improving efficiencies,

keeping up on and potentially leading the market trends, and going above and beyond industry standards. These are a few of the strategies that will increase profits, support economic growth, and perpetuate sustainability for the Nation.

Yawá'ko,
Councilman Ernie



Retail Division

Market Analysis

- Capacity of Convenience Stores within Reservation Boundaries
- Location Analysis
- Evaluate Oneida One Stop E&EE

Improve Employee Engagement

- Communication with Employees
- Training and Education
- Employee Recognition
- Employee Safety
- Employee Satisfaction Survey

System Evaluation and Improvement

- Development of SOP/WS
- Employee & Customer Safety
- Work Level Analysis
- Inventory Management System
- Customer Service Evaluation

ECONOMIC IMPACT OF THE ONEIDA NATION IN BROWN AND OUTAGAMIE COUNTIES

Like a stone into water our impact ripples outward

ECONOMIC IMPACT OF THE ONEIDA NATION IN BROWN AND OUTAGAMIE COUNTIES

Like a stone into water our impact ripples outward

OVERALL IMPACT

TOTAL DIRECT, INDIRECT AND INDUCED EFFECTS ASSOCIATED WITH ONEIDA NATION ECONOMIC ACTIVITY

\$744M | **\$214M** | **5,465**
IN OUTPUT | IN COMPENSATION | JOBS

SINCE ONEIDA'S LAST ECONOMIC IMPACT STUDY IN 2006 THERE HAS BEEN AN INCREASE IN OUTPUT OF **\$300M**

IN A TWO-COUNTY REGION, ONEIDA NATION IS RESPONSIBLE FOR

2.7%
GROSS REGIONAL PRODUCT

1.4%
EMPLOYEE COMPENSATION

1.7%
JOBS

DIRECT IMPACT OF THE ONEIDA NATION ON THE REGIONAL ECONOMY

\$494M | **\$128M** | **3,616**
OUTPUT | COMPENSATION | JOBS



\$88.8M

REVENUE GENERATED BY ONEIDA NATION FOR FEDERAL, STATE AND LOCAL LEVEL GOVERNMENT

THE ONEIDA NATION IS PURSUING ITS SEVENTH GENERATION VISION OF EMPHASIZING GROWTH AND DEVELOPMENT OF THEIR PEOPLE THROUGH STRONG COMMUNITY AND STEWARDSHIP OF THE ENVIRONMENT; THE SURROUNDING BROWN AND OUTAGAMIE COUNTY REGION IS EXPERIENCING POSITIVE EXTERNALITIES OF THESE EFFORTS THROUGH ECONOMIC GROWTH AND DEVELOPMENT

CONTRIBUTING SECTORS:



FOCUS ON ECONOMIC ENTERPRISES

ONEIDA ECONOMIC ENTERPRISES SECTOR CONSISTS OF:

GAMING, RETAIL, HOTELS, CONSTRUCTION, FINANCIAL SERVICES, RECREATION AND AGRICULTURE

THESE ENTERPRISES DIRECTLY EMPLOY

2,187
PEOPLE

WHICH ACCOUNTS FOR

3,304
REGIONAL JOBS

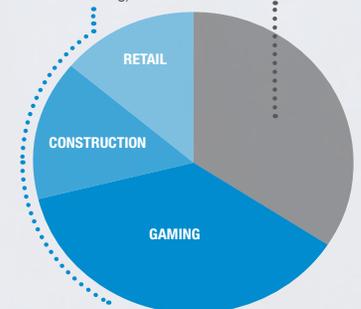
ONEIDA HAS DIRECT OUTPUT OF **\$359M**

AND A REGIONAL ECONOMIC IMPACT OF **\$510M**

ONEIDA NATION ECONOMIC ENTERPRISES

68.5%
(Includes Retail, Construction & Gaming)

OTHER ONEIDA NATION SECTORS 31.5%



TOTAL ONEIDA NATION IMPACT ON BROWN & OUTAGAMIE COUNTIES

Key Terms
Direct Impact The actual amount of jobs & spending by the Oneida Nation
Indirect Impact Increase in jobs & spending at other businesses due to Oneida's direct spending
Induced/Output Total Wages from direct & indirect jobs spent in the local area



Government administration incorporates “Good Governance Principles” so that we may always look to the greater good of our Nation. We are comprised of approximately 32 departments, 17 Boards, Committees, and Commissions, whose members are appointed, or elected, and a Judiciary system whose members are also elected. Government administration strive to fulfill our constitutional responsibility to conserve and develop our common resources and promote the welfare of ourselves and our descendants by clearing the path for Tribal operations so that there will be a Nation of Strong Families built on Tsi’Niyukwaliho TÁ and a strong economy

The purpose of Tribal Boards, Committees, and Commissions

is to help administer our Tribal sovereignty by ensuring execution, compliance, and community outreach of our Tribal Constitution, Laws, and Policies.

Oneida Business Committee

Legislative Operating Committee
Finance Committee
Audit Committee
Quality of Life Committee
Community Development Planning Committee
Head Start Policy Council

Elected Boards, Committees, and Commissions

Oneida Nation Commission on Aging
Oneida Election Board
Oneida Gaming Commission
Oneida Land Claims Commission
Oneida Land Commission
Oneida Nation School Board
Oneida Trust Enrollment Committee

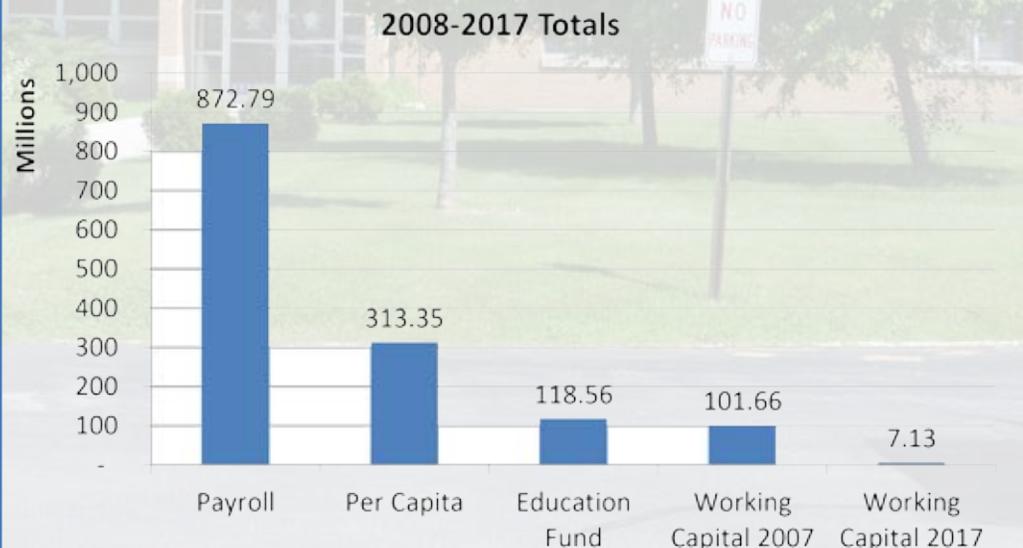
Appointed Boards, Committees, and Commissions

Anna John Resident Centered Care Community Board
Oneida Community Library Board
Environmental Resource Board
Oneida Nation Arts Board
Oneida Nation Veterans Affairs Committee
Oneida Police Commission
Oneida Pow-Wow Committee
Pardon and Forgiveness Screening Committee
Personnel Selection Committee
Southeastern Oneida Tribal Services Advisory Board

Judiciary

Judicial Family Court

Historical Aggregate Allocations (10 Years) /History



Oneida Reservation **Economics**

Household
Median
Income
\$64,170



Enrolled Oneida
Household
Median Income
\$45,162



67% believe that this time next year they will be financially better off than now, up from 63% in 2010.



73% are satisfied with their family income, up from 65% in 2010.

61% rate the health of the economy as good or excellent, up from 41% in 2010.

Family Poverty Rate
7.3%
Enrolled Oneida Family Poverty Rate
18%



Data Sources: 2015 U.S. Census Bureau American Community Survey, 2016 Oneida Quality of Life Survey

84% think it is important to attend GTC meetings.

50% believe the Oneida government is open and honest.



56% believe they can have an impact on decisions made by community leaders in Oneida.



73% think they receive enough information to make good decisions at GTC meetings.

92% think it is important to vote in Oneida Elections.



53% trust Oneida community leaders to do what is best for Oneida.

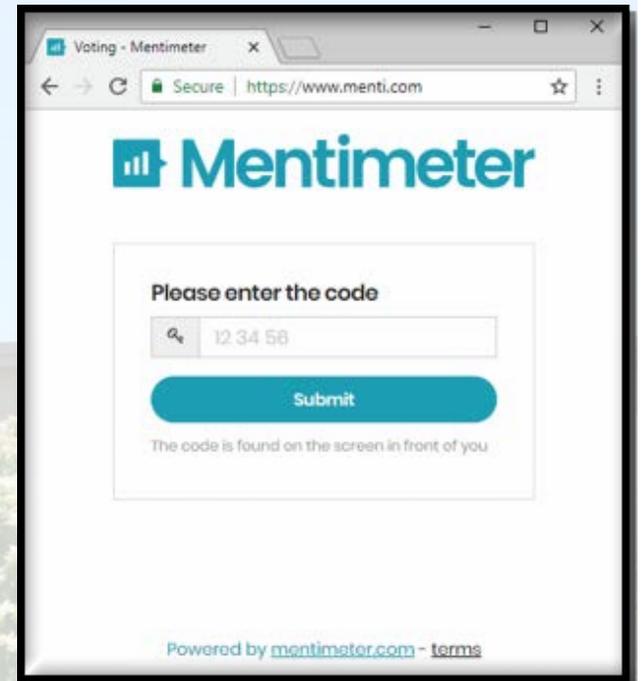
Mentimeter GTC Interactive Survey

The following website, www.menti.com, is an online interactive tool. This tool provides real-time voting to engage the General Tribal Council to provide input. The first input question will be a dry run as a testing process for the G.T.C. to understand which website to link to and how to use the tool. This is in preparation for the G.T.C. to utilize the tool after the 13 Program / Service Category Presentations.

We will be requesting GTC Members to assist those who do not have technological devices to participate in the online survey.

The code to login into the website will be provided at the September 24, 2018, Special G.T.C. meeting.

Agenda Item:
Mentimeter GTC Interactive Survey
Website: www.menti.com



<p>Organization for Economic Co-operation and Development</p> <p>An intergovernmental economic organization with 35 member countries, founded in 1961 to stimulate economic progress and world trade. http://www.oecd.org/governance/budgeting/Best%20Practices%20Budget%20Transparency%20-%20complete%20with%20cover%20page.pdf</p>	<p>Global Initiative for Fiscal Transparency</p> <p>Global network that facilitates dialogue between governments, civil society organizations, international financial institutions and other stakeholders to find and share solutions to challenges in fiscal transparency and participation. http://www.fiscaltransparency.net/</p>	<p>Oneida Nation</p> <p>Our Nation is originally from upstate New York. After the Revolutionary War, we lost nearly 5 million acres of our original homelands to the birth of the United States and the state of New York. Our people began to relocate to the Michigan Territory. In 1838, the Treaty with the Oneida established the 65,400-acre Oneida Indian Reservation along Duck Creek. For nearly 200 years, we have lived here, a place we now call home. https://oneida-nsn.gov/government/register/laws/</p>
<p>Reporting Mechanisms</p>	<p>Budget Reports should include: the budget, pre-budget reports, monthly reports, mid-year reports, year-end reports, pre-election reports, and long-term reports</p> <p>Governments should publish clear and measurable objectives for aggregate fiscal policy. regularly report progress against them, and explain deviations from plans.</p> <p>Governments should communicate the objectives they are pursuing and the outputs they are producing with the resources entrusted to them, and endeavor to assess and disclose the anticipated and actual social, economic and environmental outcomes.</p>	<p>Currently, there are two (2) government publications which provide reports to membership about the 1,200+ programs and services the Nation provides. The intent of the Annual and Semi-annual reports are to provide tribal members with information about the Nation's achievements and how these achievements relate to the dollars spent in each area.</p> <p>The General Tribal Council is provided an annual proposed budget for adoption. The mail out includes the Oneida Nation Treasurer's Budget Executive Summary, Narratives from the Nation's Chief Financial Officer with a budget overview of revenue and sales, G.T.C. Directives/Mandates, Debt, Wages and Benefits, Land Acquisition budget, and Capital Improvement Projects (C.I.P.) specifically listed with proposed funding allocations. The mail out also includes a current proposed Sources of Funding with a two-year projected Sources of Funding and a current proposed Allocations for Tribal Operations with a two-year projected Allocations for Tribal Operations.</p>
<p>Disclosures</p>	<p>Economic assumptions, Financial liabilities and financial assets, Non-financial assets, Employee pension obligations, and Contingent liabilities.</p> <p>The public should be presented with high quality financial and non-financial information on past, present, and forecast fiscal activities, performance, fiscal risks, and public assets and liabilities.</p>	<p>The Nation's C.F.O. provides a written summary of the global economic conditions which directly impact the Oneida Nation. Monthly reports of the Nation's current fiscal condition includes an Executive Summary, Tribal Contribution Budget (with budget sheet), Divisional Revenue and Expense (detail), Balance Sheet & Cash Flow Summary,</p>
<p>Integrity, Control and Accountability</p>	<p>Accounting Policies</p> <p>All financial transactions of the public sector should have their basis in law. Laws, regulations and administrative procedures regulating public financial management should be available to the public, and their implementation should be subject to independent review.</p>	<p>Laws of the Oneida Nation: Chapter 121 - Budget Management and Control; Chapter 131 - Endowments;</p> <p>See 19, Fiscal Transparency Comparison</p>

From page 18/Fiscal Transparency Comparison

	Organization for Economic Co-operation and Development	Global Initiative for Fiscal Transparency	Oneida Nation
Integrity, Control and Accountability	Systems and responsibility	Roles and responsibilities for raising revenues, incurring liabilities, consuming resources, investing, and managing public resources should be clearly assigned in legislation between the three branches of government.	Chapter 121 - Budget Management and Control
	Audit	The Supreme Audit Institution should have statutory independence from the executive, and the mandate, access to information, and appropriate resources to audit and report publicly on the raising and commitment of public funds. It should operate in an independent, accountable and transparent manner	Chapter 108 - Internal Audit Law
	Public and parliamentary scrutiny	The Government sector should be clearly defined and identified for the purposes of reporting, transparency, and accountability, and government financial relationships with the private sector should be disclosed, conducted in an open manner, and follow clear rules and procedures	Government allocations and expenditures are reported to the G.T.C. each January and July; the Treasurer's report includes budget vs. actual, total assets, equity, cash and cash equivalents, investment allocations, and debt. Private sector financial statements are provided to the General Tribal Council each July. The audited financial statements are for: Oneida Seven Generations Corporation, Native American Bank, Oneida Airport hotel Corporation, Oneida Golf Enterprise, Bay Bancorporation Inc. and Subsidiaries, and Oneida Environmental Services Consulting LLC.
	Systems and responsibility	The authority to raise taxes and incur expenditure on behalf of the public should be vested in the legislature. No government revenue should be raised or expenditure incurred or committed without the approval of the legislature through the budget or other legislation. The legislature should be provided with the authority, resources, and information required to effectively hold the executive to account for the use of public resources	Oneida Constitution - Bylaws - Article I - Section 4. Additionally, the Oneida Nation's budget is provided to the General Tribal Council each year for review and adoption by resolution
	Public and parliamentary scrutiny	Citizens should have the right and they, and all non-state actors, should have effective opportunities to participate directly in public debate and discussion over the design and implementation of fiscal policies. Everyone has the right to seek, receive and impart information on fiscal policies.	The Oneida Nation's budget is provided to the General Tribal Council each year for review and adoption by resolution The Nation's fiscal policy is impacted by Treaties with the U.S. Government, U.S. Fiscal Policy - both Domestic and Foreign, and State and Local Fiscal policy. The General Tribal Council has also directed fiscal policy changes during their review and adoption of the Nation's annual budget

B.M.C.A.–Prioritization– 121.5-3.

(a) The Oneida Business Committee shall establish the priority list by placing the following services provided by the Nation in chronological order with the lowest number having the highest priority. The order of the following service groups provided below has no relation to the service groups' anticipated and/or

required placement within the Oneida Business Committee's priority list; the Oneida Business Committee's priority list may vary from year to year based on the needs of the Nation.

