

## Oneida Business Committee



**Executive Session**  
**8:30 AM Tuesday, August 23, 2022**  
**Virtual Meeting – Microsoft Teams**

**Regular Meeting**  
**8:30 AM<sup>1</sup> Wednesday, August 24, 2022**  
**Virtual Meeting – Microsoft Teams**

### Agenda

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*Meeting agenda is available here: [oneida-nsn.gov/government/business-committee/agendas-packets/](https://oneida-nsn.gov/government/business-committee/agendas-packets/). Materials for the “General Tribal Council” section of the agenda, if any, are available to enrolled members of the Oneida Nation; to obtain a copy, visit the Government Administrative Office, 2nd floor, Norbert Hill Center and present a valid Tribal I.D. or go to <https://goo.gl/uLp2jE>. Scheduled times are subject to change.*

#### **I. CALL TO ORDER**

#### **II. OPENING**

#### **III. ADOPT THE AGENDA**

#### **IV. OATH OF OFFICE**

- A. Oneida Election Board - Jermaine Delgado, Raymond Skenandore and Kalene White**  
Sponsor: Lisa Liggins, Secretary
- B. Oneida Gaming Commission - Michelle Braaten**  
Sponsor: Lisa Liggins, Secretary
- C. Oneida Land Claims Commission - Michael King**  
Sponsor: Lisa Liggins, Secretary
- D. Oneida Land Commission - Jennifer Hill and Rebecca Webster**  
Sponsor: Lisa Liggins, Secretary
- E. Oneida Nation Commission on Aging - Mary Doxtator and Carole Liggins**  
Sponsor: Lisa Liggins, Secretary
- F. Oneida Nation School Board - Kathleen Cornelius and Sacheen Lawrence**  
Sponsor: Lisa Liggins, Secretary

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<sup>1</sup> The Business Committee will be recessing from 10:00 a.m. to 2:00 p.m.

- G. Oneida Trust Enrollment Committee - Jermaine Delgado, Norbert Hill Jr. and Kirsten VanDyke**  
Sponsor: Lisa Liggins, Secretary

## **V. MINUTES**

- A. Approve the August 10, 2022, regular Business Committee meeting minutes**  
Sponsor: Lisa Liggins, Secretary

## **VI. RESOLUTIONS**

- A. Enter the e-poll results into the record regarding the adopted BC resolution 08-11-22-A Participation in Kunhi-Yo (I am healthy) 2022 Conference**  
Sponsor: Lisa Liggins, Secretary

## **VII. APPOINTMENTS**

- A. Determine next steps regarding one (1) vacancy - Anna John Resident Centered Care Community Board**  
Sponsor: Lisa Liggins, Secretary

## **VIII. STANDING COMMITTEES**

### **A. COMMUNITY DEVELOPMENT PLANNING COMMITTEE**

- 1. Accept the July 7, 2022, regular Community Development Planning Committee meeting minutes**  
Sponsor: Brandon Stevens, Vice-Chairman

### **B. FINANCE COMMITTEE**

- 1. Accept the August 1, 2022, regular Finance Committee meeting minutes**  
Sponsor: Tina Danforth, Treasurer
- 2. Accept the August 15, 2022, regular Finance Committee meeting minutes**  
Sponsor: Tina Danforth, Treasurer

## **IX. STANDING ITEMS**

### **A. ARPA FRF and Tribal Contribution Savings Submissions**

- 1. Consider the tribal member request regarding the Student Relief Fund**  
Sponsor: Lauren Carr, Tribal Member

**X. TRAVEL REPORTS**

- A. **Approve the travel report - Chairman Tehassi Hill and Councilman Kirby Metoxen - Midwest Alliance of Sovereign Tribes (MAST) Summer meeting - New Buffalo, MI - August 9-12, 2022**  
Sponsor: Tehassi Hill, Chairman

**XI. TRAVEL REQUESTS**

- A. **Enter the e-poll results into the record regarding the approved travel request for Vice-Chairman Brandon Stevens to attend the Secretary of the Interior The Road to Healing in Pellston, MI - August 12-13, 2022**  
Sponsor: Lisa Liggins, Secretary
- B. **Enter the e-poll results into the record regarding the approved the travel request for Vice-Chairman Brandon Stevens to attend the Democratic Congressional Campaign Committee TEAM Program Palm Springs Issues Conference in Rancho Mirage, CA - September 8-10, 2022**  
Sponsor: Lisa Liggins, Secretary

**XII. NEW BUSINESS**

- A. **Approve two (2) requested actions - CDC # 15-001 Oneida Community Cannery**  
Sponsor: Mark W. Powless, General Manager
- B. **Post one (1) vacancy - Oneida Nation Commission on Aging**  
Sponsor: Lisa Liggins, Secretary
- C. **Consider Quality of Life Committee recommendation of allocating \$150,000 from the Economic Development Diversity and Community Development Fund to the Safe Shelter, Inc.**  
Sponsor: Marie Cornelius, Councilwoman

**XIII. REPORTS**

- A. **CORPORATE BOARDS (9:30 a.m.)**
- 1. Accept the Bay Bancorporation Inc. FY-2022 3rd quarter report**  
Sponsor: Jeff Bowman, President/Bay Bank
  - 2. Accept the Oneida Airport Hotel Corporation FY-2022 3rd quarter report**  
Sponsor: Kathy Hughes, Chair/Oneida Airport Hotel Corporation
  - 3. Accept the Oneida ESC Group, LLC FY-2022 3rd quarter report**  
Sponsor: John Breuninger, Chair/Oneida ESC Group Board of Managers
  - 4. Accept the Oneida Golf Enterprise FY-2022 3rd quarter report**  
Sponsor: Justin Nishimoto, Agent/Oneida Golf Enterprise

**XIV. GENERAL TRIBAL COUNCIL**

- A. **Reschedule the special General Tribal Council meeting to consider the FY-2023 budget**  
Sponsor: Lisa Liggins, Secretary

**XV. EXECUTIVE SESSION****A. REPORTS**

1. **Accept the Chief Counsel report**  
Sponsor: Jo Anne House, Chief Counsel
2. **Accept the General Manager report (9:00 a.m.)**  
Sponsor: Mark W. Powless, General Manager
3. **Accept the Chief Financial Officer August 2022 report**  
Sponsor: Larry Barton, Chief Financial Officer
4. **Accept the Intergovernmental Affairs, Communications, and Self-Governance August 2022 report**  
Sponsor: Melinda J. Danforth, Director/Intergovernmental Affairs
5. **Accept the Treasurer's July 2022 report (11:30 a.m.)**  
Sponsor: Tina Danforth, Treasurer
6. **Accept the Bay Bancorporation Inc. FY-2022 3rd quarter executive report (1:30 p.m.)**  
Sponsor: Jeff Bowman, President/Bay Bank
7. **Accept the Oneida Airport Hotel Corporation FY-2022 3rd quarter executive report (2:30 p.m.)**  
Sponsor: Kathy Hughes, Chair/Oneida Airport Hotel Corporation
8. **Accept the Oneida ESC Group, LLC FY-2022 3rd quarter executive report (2:00 p.m.)**  
Sponsor: John Breuninger, Chair/Oneida ESC Group Board of Managers
9. **Accept the Oneida Golf Enterprise FY-2022 3rd quarter executive report (3:00 p.m.)**  
Sponsor: Justin Nishimoto, Agent/Oneida Golf Enterprise
10. **Accept the Corporate Boards 3rd quarter analysis report**  
Sponsor: Justin Nishimoto, Business Analyst

**B. AUDIT COMMITTEE**

1. **Approve the FY-2021 year end audited financial statements presented by RSM, US Auditors (10:00 a.m.)**  
Sponsor: David P. Jordan, Councilman

**C. NEW BUSINESS**

1. **Approve 81 new enrollments**  
Sponsor: Jennifer Hill-Kelley, Chair/Trust Enrollment Committee
2. **Review Application(s) for one (1) vacancy - Anna John Resident Centered Care Community Board**  
Sponsor: Lisa Liggins, Secretary
3. **Review project report from DR 15 and determine next steps**  
Sponsor: Lisa Liggins, Secretary
4. **Determine next steps regarding two (2) actions regarding employment vacancy**  
Sponsor: Lisa Liggins, Secretary
5. **Determine next steps regarding DR05 employment contract – file #2022-0647**  
Sponsor: Tehassi Hill, Chairman

**XVI. ADJOURN**

Posted on the Oneida Nation's official website, [www.oneida-nsn.gov](http://www.oneida-nsn.gov) pursuant to the Open Records and Open Meetings law (§ 107.14.)

The meeting packet of the open session materials for this meeting is available by going to the Oneida Nation's official website at: [oneida-nsn.gov/government/business-committee/agendas-packets/](http://oneida-nsn.gov/government/business-committee/agendas-packets/)

For information about this meeting, please call the Government Administrative Office at (920) 869-4364 or (800) 236-2214

Oneida Election Board - Jermaine Delgado, Raymond Skenandore and Kalene White

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## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. General Information:

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

3. Supporting Documents:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                    | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)      | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input checked="" type="checkbox"/> Correspondence | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice          | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet          | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up    | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>    |  |   |

4. Budget Information:

- |  |  |                                     |
|--|--|-------------------------------------|
| <input type="checkbox"/> Budgeted                  | <input type="checkbox"/> Budgeted – Grant Funded | <input type="checkbox"/> Unbudgeted |
| <input checked="" type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: <i>Describe</i>  |                                     |

5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS



## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Oath of Office – Oneida Election Board

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### Background

On July 16, 2022 the Oneida 2022 Special Election was held.

On August 10, 2022 the Oneida Business Committee accepted the 2022 Special Election Final Report and declared the official results.

Oneida Election Board – Jermaine Delgado, Raymond Skenandore and Kalene White

§ 105.9-1 All appointed and elected positions are official upon taking an oath during a regular or special Oneida Business Committee meeting.

Oneida Gaming Commission - Michelle Braaten

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### Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. General Information:

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

3. Supporting Documents:

- Bylaws  Fiscal Impact Statement  Presentation
- Contract Document(s)  Law  Report
- Correspondence  Legal Review  Resolution
- Draft GTC Notice  Minutes  Rule (adoption packet)
- Draft GTC Packet  MOU/MOA  Statement of Effect
- E-poll results/back-up  Petition  Travel Documents
- Other: *Describe*

4. Budget Information:

- Budgeted  Budgeted – Grant Funded  Unbudgeted
- Not Applicable  Other: *Describe*

5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS





## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Oath of Office – Oneida Gaming Commission

---

### Background

On July 16, 2022 the Oneida 2022 Special Election was held.

On August 10, 2022 the Oneida Business Committee accepted the 2022 Special Election Final Report and declared the official results.

Oneida Gaming Commission – Michelle Braaten

§ 105.9-1 All appointed and elected positions are official upon taking an oath during a regular or special Oneida Business Committee meeting.

Oneida Land Claims Commission - Michael King

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**Business Committee Agenda Request****1. Meeting Date Requested:** 08/24/22**2. General Information:**Session:  Open  Executive – must qualify under §107.4-1.Justification: *Choose reason for Executive.***3. Supporting Documents:**

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|--|--|---|
| <input type="checkbox"/> Bylaws                    | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
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**4. Budget Information:**

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**5. Submission:**Authorized Sponsor: Lisa Liggins, SecretaryPrimary Requestor: Shannon Davis, Recording ClerkAdditional Requestor: (Name, Title/Entity)Additional Requestor: (Name, Title/Entity)Submitted By: SDAVIS



## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Oath of Office – Oneida Land Claims Commission

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### Background

On July 16, 2022 the Oneida 2022 Special Election was held.

On August 10, 2022 the Oneida Business Committee accepted the 2022 Special Election Final Report and declared the official results.

Oneida Land Claims Commission – Michael King

§ 105.9-1 All appointed and elected positions are official upon taking an oath during a regular or special Oneida Business Committee meeting.

Oneida Land Commission - Jennifer Hill and Rebecca Webster

## Business Committee Agenda Request

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**2. General Information:**

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

**3. Supporting Documents:**

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**5. Submission:**

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS



## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Oath of Office – Oneida Land Commission

---

### Background

On July 16, 2022 the Oneida 2022 Special Election was held.

On August 10, 2022 the Oneida Business Committee accepted the 2022 Special Election Final Report and declared the official results.

Oneida Land Commission – Rebecca Webster and Jennifer Hill

§ 105.9-1 All appointed and elected positions are official upon taking an oath during a regular or special Oneida Business Committee meeting.

Oneida Nation Commission on Aging - Mary Doxtator and Carole Liggins

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## Business Committee Agenda Request

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**5. Submission:**

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS



## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Oath of Office – Oneida Nation Commission on Aging

---

### Background

On July 16, 2022 the Oneida 2022 Special Election was held.

On August 10, 2022 the Oneida Business Committee accepted the 2022 Special Election Final Report and declared the official results.

Oneida Nation Commission on Aging – Mary Doxtator and Carole Liggins

§ 105.9-1 All appointed and elected positions are official upon taking an oath during a regular or special Oneida Business Committee meeting.

Oneida Nation School Board - Kathleen Cornelius and Sacheen Lawrence

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## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

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5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS





## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Oath of Office – Oneida Nation School Board

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### Background

On July 16, 2022 the Oneida 2022 Special Election was held.

On August 10, 2022 the Oneida Business Committee accepted the 2022 Special Election Final Report and declared the official results.

Oneida Nation School Board – Sacheen Lawrence, Kathleen Cornelius

§ 105.9-1 All appointed and elected positions are official upon taking an oath during a regular or special Oneida Business Committee meeting.

Oneida Trust Enrollment Committee - Jermaine Delgado, Norbert Hill Jr. and Kirsten VanDyke

## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

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5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS



## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Oath of Office – Oneida Trust Enrollment Committee

---

### Background

On July 16, 2022 the Oneida 2022 Special Election was held.

On August 10, 2022 the Oneida Business Committee accepted the 2022 Special Election Final Report and declared the official results.

Oneida Trust Enrollment Committee – Jermaine Delgado, Norbert Hill Jr. and Kirsten VanDyke

§ 105.9-1 All appointed and elected positions are official upon taking an oath during a regular or special Oneida Business Committee meeting.

Approve the August 10, 2022, regular Business Committee meeting minutes

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## Business Committee Agenda Request

**1. Meeting Date Requested:** 08/24/22

**2. General Information:**

Session:  Open  Executive – must qualify under §107.4-1.  
Justification: *Choose reason for Executive.*

**3. Supporting Documents:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input checked="" type="checkbox"/> Minutes      | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

**4. Budget Information:**

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|--|--|-------------------------------------|
| <input type="checkbox"/> Budgeted                  | <input type="checkbox"/> Budgeted – Grant Funded | <input type="checkbox"/> Unbudgeted |
| <input checked="" type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: <i>Describe</i>  |                                     |

**5. Submission:**

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: \_\_\_\_\_

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: CELLIS1

**DRAFT****Oneida Business Committee**

**Executive Session**  
**8:30 AM Tuesday, August 9, 2022**  
**Virtual Meeting – Microsoft Teams<sup>1</sup>**

**Regular Meeting**  
**8:30 AM Wednesday, August 10, 2022**  
**Virtual Meeting – Microsoft Teams**  
**Minutes**

**EXECUTIVE SESSION**

**Present:** Chairman Tehassi Hill, Vice-Chairman Brandon Stevens, Council members: Marie Cornelius, Daniel Guzman King, David P. Jordan;

**Arrived at:** Secretary Lisa Liggins at 8:47 a.m.;

**Not Present:** Treasurer Tina Danforth, Council members: Kirby Metoxen, Jennifer Webster;

**Others present:** Jo Anne House, Larry Barton, Melinda J. Danforth, Mark W. Powless, Louise Cornelius, Todd VanDen Heuvel, Debra Powless, Danelle Wilson, Rae Skenandore, Chad Fuss, Arlinda Locklear, Scott Dacey;

**REGULAR MEETING**

**Present:** Vice-Chairman Brandon Stevens, Secretary Lisa Liggins Council members: Marie Cornelius, Daniel Guzman King, David P. Jordan;

**Not Present:** Chairman Tehassi Hill, Treasurer Tina Danforth, Council members: Kirby Metoxen, Jennifer Webster;

**Arrived at:** n/a

**Others present:** Jo Anne House, Larry Barton, Mark W. Powless, Todd Vandenneuvel, Katsitsiyo Danforth, Kaylynn Gresham, Danelle Wilson, Rhiannon Metoxen, Kristal Hill, Justin Nishimoto, Rae Skenandore, Loucinda Conway, Lisa Summers, Eric Boulanger, Melanie Burkhart, Lori Hill, Tina Jorgensen, Shannon Stone, Cheryl Stevens, Jacque Boyle, Carl Artman, Grace Elliott, Leah Stroobants, Joshua Cottrell, William Gollnick, Jameson Wilson, Christopher Johnson, Debbie Melchert, Brooke Doxtator, Shannon Davis, Carol Silva, Nicolas Reynolds, Amy Spears, Pam Nohr, Jennifer Hill-Kelley, Mark A. Powless, Sr., Diane Hill, Lloyd Ninham, Chris Cornelius, Kerry Kennedy, Jeanette Ninham, Kory Wesaw, Kim Nishimoto, Mike Debraska, Aliskwet Ellis;

**I. CALL TO ORDER**

*Meeting called to order by Vice-Chairman Brandon Stevens at 8:32 a.m.*

*For the record: Chairman Tehassi Hill and Councilman Kirby Metoxen are out on approved travel attending the Midwest Alliance of Sovereign Tribes (MAST) Summer meeting in New Buffalo, MI. Councilwoman Jennifer Webster is out on vacation.*

**II. OPENING (00:01:10)**

*Opening provided by Vice-Chairman Brandon Stevens.*

<sup>1</sup> Microsoft Teams is software which provides a communication and collaboration platform for workplace chat, file sharing, and video meetings.

**DRAFT****III. ADOPT THE AGENDA (00:01:28)**

Motion by Marie Cornelius to adopt the agenda with five (5) changes [1) under the Resolutions section, add item entitled Adopt resolution entitled Authorization and Delegation of Authority to Enter Into the State Small Business Credit Initiative (SSBCI) Allocation Agreement with the U.S. Department of Treasury; 2) under the Travel Request section, add item entitled Approve the travel request - Councilwoman Jennifer Webster - National Tribal Health Conference - Washington, D.C. - September 25-29, 2022; 3) under the New Business section, add item entitled Approve two (2) hours time paid for Kunhi-yo 2022 Event; 4) under the General Tribal Council section, add item entitled Consider the dates provided in accordance with resolution BC-07-27-22-P; and 5) under the section Executive Session, Audit Committee, delete item entitled Approve the FY-2021 year end audited financial statements presented by RSM, US Auditors], seconded by David P. Jordan. Motion carried:

Ayes: Daniel Guzman King, David P. Jordan, Lisa Liggins, Marie Cornelius  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**IV. MINUTES****A. Approve the July 27, 2022, regular Business Committee meeting minutes (00:04:28)**

Sponsor: Lisa Liggins, Secretary

Motion by Marie Cornelius to approve the July 27, 2022, regular Business Committee meeting minutes, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**V. RESOLUTIONS****A. Adopt resolution entitled Oneida Elder Interview Program (00:05:00)**

Sponsor: Mark W. Powless, General Manager

Motion by Lisa Liggins to table item V.A. Adopt resolution entitled Oneida Elder Interview Program, seconded by Daniel Guzman King. Motion failed:

Ayes: David P. Jordan  
Opposed: Marie Cornelius, Daniel Guzman King, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

Motion by Lisa Liggins to adopt resolution entitled 08-10-22-A Saving Our History - Oneida Elder Interview Program - Oneida General Welfare Exclusion Program with a two (2) noted changes [1) in line 1, change "Oneida Elder Interview Program" to "Saving Our History - Oneida Elder Interview Program - Oneida General Welfare Exclusion Program"; and 2) in line 104, change "August 10, 2022" to "February 1, 2022", seconded by Daniel Guzman King. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, Lisa Liggins  
Abstained: David P. Jordan  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****B. Adopt resolution entitled Authorization and Delegation of Authority to Enter Into the State Small Business Credit Initiative (SSBCI) Allocation Agreement with the U.S. Department of Treasury (00:21:04)**

Sponsor: Justin Nishimoto, Business Analyst

Motion by Marie Cornelius to adopt resolution entitled 08-10-22-B Authorization and Delegation of Authority to Enter Into the State Small Business Credit Initiative (SSBCI) Allocation Agreement with the U.S. Department of Treasury, seconded by Daniel Guzman King. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**VI. APPOINTMENTS****A. Determine next steps regarding one (1) seat - Haudeneshonee Nationals Development Board (00:32:44)**

Sponsor: Tehassi Hill, Chairman

Motion by Lisa Liggins to endorse Byran Halona for the recommendation to the Haudeneshonee Nationals Development Board, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**VII. STANDING COMMITTEES****A. COMMUNITY DEVELOPMENT PLANNING COMMITTEE****1. Accept the June 2, 2022, regular Community Development Planning Committee meeting minutes (00:35:58)**

Sponsor: Brandon Stevens, Vice-Chairman

Motion by David P. Jordan to accept the June 2, 2022, regular Community Development Planning Committee meeting minutes, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**B. LEGISLATIVE OPERATING COMMITTEE****1. Accept the July 20, 2022, regular Legislative Operating Committee meeting minutes (00:36:41)**

Sponsor: David P. Jordan, Councilman

Motion by Marie Cornelius to accept the July 20, 2022, regular Legislative Operating Committee meeting minutes, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****C. QUALITY OF LIFE COMMITTEE****1. Accept the June 30, 2022, regular Quality of Life Committee meeting minutes (00:42:30)**

Sponsor: Marie Cornelius, Councilwoman

Motion by David P. Jordan to accept the June 30, 2022, regular Quality of Life Committee meeting minutes, seconded by Lisa Liggins. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**VIII. STANDING ITEMS****A. Accept the CIP # 07-009 - Building Demolitions August 2022 status report (00:43:18)**

Sponsor: Mark W. Powless, General Manager

Motion by David P. Jordan to accept the CIP # 07-009 - Building Demolitions August 2022 status report and direct that future status reports are included in the Division of Public Works quarterly reporting schedule, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**B. ARPA FRF and Tribal Contribution Savings Submissions****1. Adopt resolution entitled Amendment of BC Resolution # 07-13-22-M Obligation for Public Arts and Arts Survey Utilizing Tribal Contribution Savings (00:47:58)**

Sponsor: Mark W. Powless, General Manager

Motion by Marie Cornelius to adopt resolution entitled 08-10-22-C Amendment of BC Resolution # 07-13-22-M Obligation for Public Arts and Arts Survey Utilizing Tribal Contribution Savings, seconded by Lisa Liggins. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**2. Adopt resolution entitled Obligation for Oneida Nation Home Infrastructure Program Utilizing Tribal Contribution Savings (00:55:10)**

Sponsor: Mark W. Powless, General Manager

Motion by Lisa Liggins to adopt resolution entitled 08-10-22-D Obligation for Oneida Nation Home Infrastructure Program Utilizing Tribal Contribution Savings with two (2) changes [1) in line 94, change "FINALLY" to "FURTHER"; and 2) after line 96, add "BE IT FINALLY RESOLVED, the Oneida Business Committee rescinds BC Resolution # 07-13-22-P."], seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster



**DRAFT****IX. TRAVEL REPORTS**

- A. Approve the travel report - Councilwoman Jennifer Webster - 2022 Annual Department of Children and Families Tribal Consultation meeting - Baraboo, WI - May 9-10, 2022 (01:01:42)**  
Sponsor: Jennifer Webster, Councilwoman

Motion by Marie Cornelius to approve the travel report from Councilwoman Jennifer Webster for the 2022 Annual Department of Children and Families Tribal Consultation meeting in Baraboo, WI - May 9-10, 2022, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

- B. Approve the travel report - Councilwoman Jennifer Webster - Administration for Children and Families (ACF) Tribal Advisory Committee meeting - Washington, D.C. - June 21-24, 2022 (01:02:32)**  
Sponsor: Jennifer Webster, Councilwoman

Motion by Marie Cornelius to approve the travel report from Councilwoman Jennifer Webster for the Administration for Children and Families (ACF) Tribal Advisory Committee meeting in Washington, D.C. - June 21-24, 2022, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

- C. Approve the travel report - Councilwoman Jennifer Webster - 2022 Midwest Tribal Consultation Session - Milwaukee, WI - July 18-20, 2022 (01:03:14)**  
Sponsor: Jennifer Webster, Councilwoman

Motion by Marie Cornelius to approve the travel report from Councilwoman Jennifer Webster for the 2022 Midwest Tribal Consultation Session in Milwaukee, WI - July 18-20, 2022, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**X. TRAVEL REQUESTS**

- A. Enter the e-poll results into the record regarding the approved travel for Councilman Kirby Metoxen to attend the Secretary of The Interior The Road to Healing in Pellston, MI - August 12-13, 2022 (01:03:50)**  
Sponsor: Lisa Liggins, Secretary

Motion by Marie Cornelius to enter the e-poll results into the record regarding the approved travel for Councilman Kirby Metoxen to attend the Secretary of The Interior The Road to Healing in Pellston, MI - August 12-13, 2022, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT**

- B. Approve the travel request - Councilwoman Jennifer Webster - National Tribal Health Conference - Washington, D.C. - September 25-29, 2022 (01:04:26)**  
Sponsor: Jennifer Webster, Councilwoman

Motion by Marie Cornelius to approve the travel request for Councilwoman Jennifer Webster to attend the National Tribal Health Conference in Washington, D.C. - September 25-29, 2022, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**XI. NEW BUSINESS**

- A. Accept the 2022 Special Election final report and declare the official results (01:06:20)**  
Sponsor: Pamela Nohr, Chair/Oneida Election Board

Motion by David P. Jordan to accept the 2022 Special Election final report and declare the official results, seconded by Daniel Guzman King. Motion carried:

Ayes: Daniel Guzman King, David P. Jordan, Lisa Liggins, Marie Cornelius  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

- B. Approve two (2) hours time paid for Kunhi-yo 2022 Event (01:12:25)**  
Sponsor: Shannon F. Hill, Tribal Member

Motion by Daniel Guzman King to approve finalizing authorization of two (2) hours of paid work time for the Kunhi-yo 2022 Event and to direct the Secretary to submit through an e-poll, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**XII. REPORTS****A. OPERATIONAL**

- 1. Accept the Emergency Management Department FY-2022 3rd quarter report (01:51:08)**  
Sponsor: Kaylynn Gresham, Director/Emergency Management

Motion by David P. Jordan to accept the Emergency Management Department FY-2022 3rd quarter report, seconded by Lisa Liggins. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****B. APPOINTED BOARDS, COMMITTEES, COMMISSIONS****1. Accept the Anna John Resident Centered Care Community Board FY-2022 3rd quarter report (01:52:38)**

Sponsor: Beverly Anderson, Vice-Chair/Anna John Resident Centered Care Community Board

Motion by David P. Jordan to accept the Anna John Resident Centered Care Community Board FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**2. Accept the Environmental Resources Board FY-2022 3rd quarter report (01:53:25)**

Sponsor: Lisa Liggins, Secretary

Motion by Marie Cornelius to accept the Environmental Resources Board FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

Motion by Lisa Liggins to direct the General Manager to complete the assessment regarding the feasibility of the Environmental, Health, Safety, Land, & Agriculture Division taking on the roles of the Environmental Resources Board and for the assessment to be submitted at the second meeting Business Committee meeting in September, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**3. Accept the Oneida Community Library Board FY-2022 3rd quarter report (01:56:02)**

Sponsor: Lisa Liggins, Secretary

Motion by Marie Cornelius to accept the Oneida Community Library Board FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**4. Accept the Oneida Nation Arts Board FY-2022 3rd quarter report (01:56:35)**

Sponsor: Kelli Strickland, Chair/Oneida Nation Arts Board

Motion by Marie Cornelius to accept the Oneida Nation Arts Board FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**5. Accept the Oneida Nation Veterans Affairs Committee FY-2022 3rd quarter report (01:57:14)**

Sponsor: Gerald Cornelius, Chair/Oneida Nation Veterans Affairs Committee

Motion by David P. Jordan to accept the Oneida Nation Veterans Affairs Committee FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****6. Accept the Oneida Personnel Commission FY-2022 3rd quarter report (01:57:51)**

Sponsor: Twylite Moore, Vice-Chair/Oneida Personnel Commission

Motion by David P. Jordan to accept the Oneida Personnel Commission FY-2022 3rd quarter report, seconded by Lisa Liggins. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

Motion by Lisa Liggins to forward the discussion of next steps for the Oneida Personnel Commission to the September Business Committee Work Session, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**7. Accept the Oneida Police Commission FY-2022 3rd quarter report (02:00:33)**

Sponsor: Richard Van Boxel, Chair/Oneida Police Commission

Motion by David P. Jordan to accept the Oneida Police Commission FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**8. Accept the Pardon and Forgiveness Screening Committee FY-2022 3rd quarter report (02:01:10)**

Sponsor: Eric Boulanger, Chair/Pardon and Forgiveness Screening Committee

Motion by Marie Cornelius to accept the Pardon and Forgiveness Screening Committee FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**9. Accept the Southeastern Wisconsin Oneida Tribal Services Advisory Board FY-2022 3rd quarter report (02:01:51)**

Sponsor: Diane Hill, Chair/Southeastern Wisconsin Oneida Tribal Services Advisory Board

Motion by David P. Jordan to accept the Southeastern Wisconsin Oneida Tribal Services Advisory Board FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**C. ELECTED BOARDS, COMMITTEES, COMMISSIONS****1. Accept the Oneida Election Board FY-2022 3rd quarter report (02:04:50)**

Sponsor: Pamela Nohr, Chair/Oneida Election Board

Motion by David P. Jordan to accept the Oneida Election Board FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****2. Accept the Oneida Gaming Commission FY-2022 3rd quarter report (02:07:09)**

Sponsor: Mark A. Powless Sr., Chair/Oneida Gaming Commission

Motion by Marie Cornelius to accept the Oneida Gaming Commission FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**3. Accept the Oneida Land Claims Commission FY-2022 3rd quarter report (02:09:22)**

Sponsor: Chris Cornelius, Chair/Oneida Land Claims Commission

Motion by David P. Jordan to accept the Oneida Land Claims Commission FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

Motion by Lisa Liggins to direct the Business Committee liaisons to the Oneida Land Claims Commission to set up a joint meeting to provide updates, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**4. Accept the Oneida Land Commission FY-2022 3rd quarter report (02:26:04)**

Sponsor: Rebecca Webster, Chair/Oneida Land Commission

Motion by David P. Jordan to accept the Oneida Land Commission FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**5. Accept the Oneida Nation Commission on Aging FY-2022 3rd quarter report (02:27:10)**

Sponsor: Carole Liggins, Chair/Oneida Nation Commission on Aging

Motion by David P. Jordan to accept the Oneida Nation Commission on Aging FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**6. Accept the Oneida Nation School Board FY-2022 3rd quarter report (02:29:10)**

Sponsor: Sacheen Lawrence, Chair/Oneida Nation School Board

Motion by Marie Cornelius to accept the Oneida Nation School Board FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****7. Accept the Oneida Trust Enrollment Committee FY-2022 3rd quarter report (02:30:21)**

Sponsor: Jennifer Hill-Kelley, Chair/Oneida Trust Enrollment Committee

Motion by Marie Cornelius to accept the Oneida Trust Enrollment Committee FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**D. STANDING COMMITTEES****1. Accept the Community Development Planning Committee FY-2022 3rd quarter report (02:34:11)**

Sponsor: Brandon Stevens, Vice-Chairman

Motion by Marie Cornelius to accept the Community Development Planning Committee FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**2. Accept the Finance Committee FY-2022 3rd quarter report (02:34:51)**

Sponsor: Tina Danforth, Treasurer

Motion by David P. Jordan to accept the Finance Committee FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**3. Accept the Legislative Operating Committee FY-2022 3rd quarter report (02:35:47)**

Sponsor: David P. Jordan, Councilman

Motion by Marie Cornelius to accept the Legislative Operating Committee FY-2022 3rd quarter report, seconded by David P. Jordan. Motion carried:

Ayes: Daniel Guzman King, David P. Jordan, Lisa Liggins, Marie Cornelius  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**4. Accept the Quality of Life FY-2022 3rd quarter report (02:36:20)**

Sponsor: Marie Cornelius, Councilwoman

Motion by David P. Jordan to accept the Quality of Life FY-2022 3rd quarter report, seconded by Daniel Guzman King. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****E. OTHER****1. Accept the Oneida Youth Leadership Institute FY-2022 3rd quarter report (02:37:05)**

Sponsor: Mark W. Powless, General Manager

Motion by David P. Jordan to accept the Oneida Youth Leadership Institute FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

*The Oneida Business Committee, by consensus, took a 10 minute recess at 11:10 a.m.*

*Meeting called to order by Vice-Chairman Brandon Stevens at 11:22 a.m.*

*Roll call for the record:*

*Present: Vice-Chairman Brandon Stevens, Secretary Lisa Liggins, Councilwoman Marie Cornelius, Councilman Daniel Guzman King, Councilman David P. Jordan*

*Not Present: Chairman Tehassi Hill, Treasurer Tina Danforth, Councilman Kirby Metoxen, Councilwoman Jennifer Webster*

**XIII. GENERAL TRIBAL COUNCIL****A. Approve budget meeting materials (02:39:27)**

Sponsor: Tina Danforth, Treasurer

Motion by Lisa Liggins to direct the Secretary to bring to the August 24, 2022, regular Business Committee meeting alternate dates to reschedule the special General Tribal Council meeting to consider the FY-2023 budget, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**B. Consider the dates provided in accordance with resolution BC-07-27-22-P (02:43:00)**

Sponsor: Lisa Liggins, Secretary

Motion by Lisa Liggins to schedule Tuesday, November 15, 2022, as the date to hold the virtual General Tribal Council meeting in accordance with BC Resolution # 07-27-22-P, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT****XIV. EXECUTIVE SESSION****A. REPORTS****1. Accept the Chief Counsel report (02:52:55)**

Sponsor: Jo Anne House, Chief Counsel

Motion by Marie Cornelius to accept the Chief Counsel report, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

Motion by Marie Cornelius to approve contract amendment - Oneida Law Office - file # 2019-0857, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

Motion by Lisa Liggins to approve requested action for contract - file # 2022-0630 as identified in the August 9, 2022, memorandum from the Intergovernmental Affairs and Communications director, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, David P. Jordan, Lisa Liggins  
Abstained: Daniel Guzman King  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**2. Accept the General Manager report (02:55:27)**

Sponsor: Mark W. Powless, General Manager

Motion by Lisa Liggins to accept the General Manager report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**3. Accept the Gaming General Manager FY-2022 3rd quarter report (02:55:27)**

Sponsor: Louise Cornelius, Gaming General Manager

Motion by Lisa Liggins to accept the Gaming General Manager FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**4. Accept the Retail Enterprise FY-2022 3rd quarter report (02:55:27)**

Sponsor: Debra Powless, Retail General Manager

Motion by Lisa Liggins to accept the Retail Enterprise FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster



**DRAFT****5. Accept the Human Resources FY-2022 3rd quarter report (02:55:27)**

Sponsor: Todd VanDen Heuvel, Executive HR Director

Motion by Lisa Liggins to accept the Human Resources FY-2022 3rd quarter report, seconded by Marie Cornelius. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**B. AUDIT COMMITTEE****1. Accept the May 19, 2022, regular Audit Committee meeting minutes (02:56:25)**

Sponsor: David P. Jordan, Councilman

Motion by Marie Cornelius to accept the May 19, 2022, regular Audit Committee meeting minutes, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**2. Accept the Audit Committee FY-2022 3rd quarter report (02:57:00)**

Sponsor: David P. Jordan, Councilman

Motion by Marie Cornelius to accept the Audit Committee FY-2022 3rd quarter report, seconded by Lisa Liggins. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**3. Accept the Card Games/Poker compliance audit and lift the confidentiality requirement (02:57:23)**

Sponsor: David P. Jordan, Councilman

Motion by Marie Cornelius to accept the Card Games/Poker compliance audit and lift the confidentiality requirement, seconded by Lisa Liggins. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**4. Accept the Craps Rules of Play compliance audit and lift the confidentiality requirement (02:57:46)**

Sponsor: David P. Jordan, Councilman

Motion by Marie Cornelius to accept the Craps Rules of Play compliance audit and lift the confidentiality requirement, seconded by Lisa Liggins. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**5. Accept the Drop and Count compliance audit and lift the confidentiality requirement (02:58:10)**

Sponsor: David P. Jordan, Councilman

Motion by Marie Cornelius to accept the Drop and Count compliance audit and lift the confidentiality requirement, seconded by David P. Jordan. Motion carried:

Ayes: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**DRAFT**

**C. NEW BUSINESS**

**1. Review resume(s) for one (1) seat - Haudeneshonee Nationals Development Board (02:58:45)**

Sponsor: Tehassi Hill, Chairman

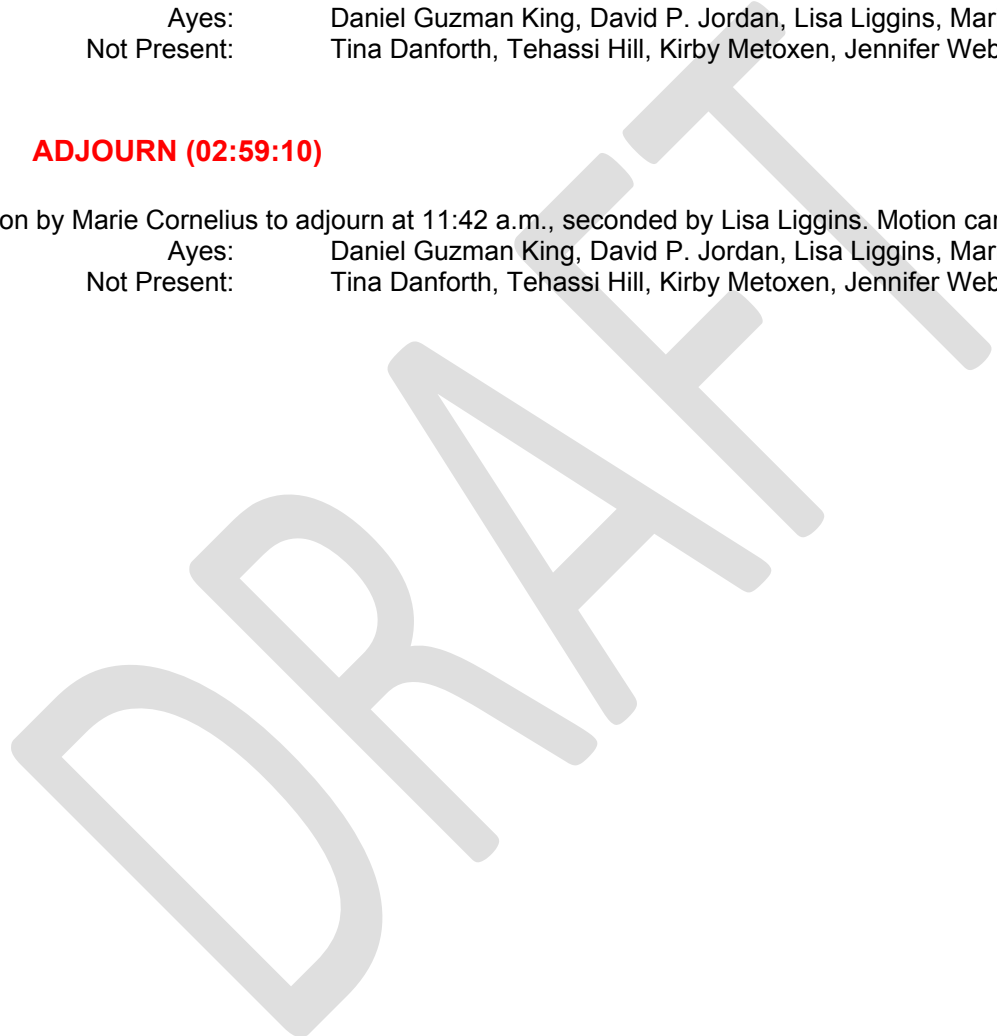
Motion by Marie Cornelius to accept the discussion regarding the resume(s) for the one (1) seat - Haudeneshonee Nationals Development Board as information, seconded by Lisa Liggins. Motion carried:

Ayes: Daniel Guzman King, David P. Jordan, Lisa Liggins, Marie Cornelius  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster

**XV. ADJOURN (02:59:10)**

Motion by Marie Cornelius to adjourn at 11:42 a.m., seconded by Lisa Liggins. Motion carried:

Ayes: Daniel Guzman King, David P. Jordan, Lisa Liggins, Marie Cornelius  
Not Present: Tina Danforth, Tehassi Hill, Kirby Metoxen, Jennifer Webster



Minutes prepared by Aliskwet Ellis, Information Management Specialist.  
Minutes approved as presented on \_\_\_\_\_.

\_\_\_\_\_  
Lisa Liggins, Secretary  
ONEIDA BUSINESS COMMITTEE

Enter the e-poll results into the record regarding the adopted BC resolution 08-11-22-A Participation in...

## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. General Information:

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

3. Supporting Documents:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                            | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)              | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence                    | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice                  | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet                  | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input checked="" type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>            |  |   |

4. Budget Information:

- |  |  |                                     |
|--|--|-------------------------------------|
| <input type="checkbox"/> Budgeted                  | <input type="checkbox"/> Budgeted – Grant Funded | <input type="checkbox"/> Unbudgeted |
| <input checked="" type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: <i>Describe</i>  |                                     |

5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: \_\_\_\_\_

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: CELLIS1

**From:** [Secretary](#)  
**To:** [Secretary](#); [Tehassi Tasi Hill](#); [Brandon L. Yellowbird-Stevens](#); [Cristina S. Danforth](#); [Lisa A. Liggins](#); [Daniel P. Guzman](#); [David P. Jordan](#); [Kirby W. Metoxen](#); [Ethel M. Summers](#); [Jennifer A. Webster](#)  
**Cc:** [Danelle A. Wilson](#); [Rhiannon R. Metoxen](#); [Kristal E. Hill](#); [BC Agenda Requests](#); [Todd A. Vanden Heuvel](#); [Joshua C. Cottrell](#)  
**Subject:** E-POLL RESULTS: Adopt resolution entitled Participation in Kunhi-Yo (I am healthy) 2022 Conference  
**Date:** Thursday, August 11, 2022 4:31:40 PM  
**Attachments:** [BCAR Adopt resolution entitled Participation in Kunhi-Yo \(I am Healthy\) 2022 Conference.pdf](#)  
[08-11-22-A Participation in Kunhi-Yo \(I am healthy\) 2022 Conference.pdf](#)

---

## E-POLL RESULTS

The e-poll to adopt resolution entitled 08-11-22-A Participation in Kunhi-Yo (I am healthy) 2022 Conference, **has carried**. Below are the results:

Support: Marie Cornelius, Daniel Guzman King, David P. Jordan, Lisa Liggins, Kirby Metoxen, Brandon Stevens, Jennifer Webster

**Aliskwet Ellis**  
Information Management Specialist  
Government Administrative Office  
O: 920.869.4408 • E: [cellis1@oneidanation.org](mailto:cellis1@oneidanation.org)  
P.O. Box 365 • Oneida, WI • 54155



A good mind. A good heart. A strong fire.

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---

**From:** Secretary <TribalSecretary@oneidanation.org>  
**Sent:** Wednesday, August 10, 2022 4:04 PM  
**To:** Secretary <TribalSecretary@oneidanation.org>; Tehassi Tasi Hill <thill7@oneidanation.org>; Brandon L. Yellowbird-Stevens <bstevens@oneidanation.org>; Cristina S. Danforth <cdanfor4@oneidanation.org>; Lisa A. Liggins <lliggins@oneidanation.org>; Daniel P. Guzman <dguzman@oneidanation.org>; David P. Jordan <djordan1@oneidanation.org>; Kirby W. Metoxen <KMETOX@oneidanation.org>; Ethel M. Summers <esummer1@oneidanation.org>; Jennifer A. Webster <JWEBSTE1@oneidanation.org>  
**Cc:** Danelle A. Wilson <dwilson1@oneidanation.org>; Rhiannon R. Metoxen <rmetoxe2@oneidanation.org>; Kristal E. Hill <khill@oneidanation.org>  
**Subject:** E-POLL REQUEST: Adopt resolution entitled Participation in Kunhi-Yo (I am healthy) 2022 Conference

## E-POLL REQUEST

-  
**Summary:**

**At the August 10, 2022, regular Oneida Business Committee meeting a tribal member request was submitted to allow paid work time for participation in the Kunhi-Yo (I am healthy) 2022 Conference. This conference involves providing education and support regarding opioid abuse – speakers, education, activities, resources, and support Services. The discussion at the meeting was in support of attendance at this conference and adoption of the following motion: *Motion to support finalizing authorization of 2 hours paid work time for the Kunhi-Yo 2022 Conference and submission through an e-poll. The e-poll was directed to allow a resolution to be adopted to formalize this authorization and give supervisors sufficient time to be able to arrange for employees to attend and still maintain coverage for regular business activities.***

**Justification for E-Poll:**

**An e-poll was directed to be completed at the August 10, 2022, regular Oneida Business Committee meeting.**

-

**Requested Action:**

**Adopt resolution entitled Participation in Kunhi-Yo (I am healthy) 2022 Conference**

-

**Deadline for response:**

**Responses are due no later than 4:30 p.m., Thursday, August 11, 2022.**

-

**Voting:**

1. Use the voting button above, if available; OR
2. Reply with "Support" or "Oppose".

Aliskwet Ellis

Information Management Specialist

Government Administrative Office

O: 920.869.4408 • E: [cellis1@oneidanation.org](mailto:cellis1@oneidanation.org)

P.O. Box 365 • Oneida, WI • 54155



A good mind. A good heart. A strong fire.

*CONFIDENTIALITY NOTICE: This message and any included attachments are intended only for the addressee. This message may contain privileged, confidential, or proprietary information. Unauthorized forwarding, printing, copying, distribution, or use of such information is strictly prohibited and may be unlawful. If you have received this message in error, please inform us promptly by reply e-mail, then delete the e-mail and destroy any printed copy.*

## Business Committee Agenda Request

**1. Meeting Date Requested:** *Click or tap to enter a date.*

**2. Session:**

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

**3. Requested Motion:**

Accept as information; OR

Motion to adopt resolution titled “Participation in Kuhni-Yo (I am healthy) 2022 Conference”

**4. Areas potentially impacted or affected by this request:**

Finance

Programs/Services

Law Office

MIS

Gaming/Retail

Boards, Committees, or Commissions

Other: Human Resources

Department

**5. Additional attendees needed for this request:**

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                            | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation                   |
| <input type="checkbox"/> Contract Document(s)              | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                         |
| <input type="checkbox"/> Correspondence                    | <input type="checkbox"/> Legal Review            | <input checked="" type="checkbox"/> Resolution          |
| <input type="checkbox"/> Draft GTC Notice                  | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet)         |
| <input type="checkbox"/> Draft GTC Packet                  | <input type="checkbox"/> MOU/MOA                 | <input checked="" type="checkbox"/> Statement of Effect |
| <input checked="" type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents               |
| <input type="checkbox"/> Other: <i>Describe</i>            |  |   |

**7. Budget Information:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded |
| <input type="checkbox"/> Unbudgeted                                | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> Other: <i>Describe</i>                    |  |

**8. Submission:**

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: (Name, Title/Entity)



Oneida Nation  
Oneida Business Committee  
PO Box 365 • Oneida, WI 54155-0365  
[oneida-nsn.gov](http://oneida-nsn.gov)



## MEMORANDUM

**TO:** Oneida Business Committee

**FROM:** Lisa Liggins, Secretary

**DATE:** August 10, 2022

**SUBJECT:** E-Poll - Participation in Kunhi-Yo (I am healthy) 2022 Conference

---

At the August 10, 2022, regular Oneida Business Committee meeting a tribal member request was submitted to allow paid work time for participation in the Kunhi-Yo (I am healthy) 2022 Conference. This conference involves providing education and support regarding opioid abuse – speakers, education, activities, resources, and support Services.

The discussion at the meeting was in support of attendance at this conference and adoption of the following motion.

Motion to support finalizing authorization of 2 hours paid work time for the Kunhi-Yo 2022 Conference and submission through an e-poll.

The e-poll was directed to allow a resolution to be adopted to formalize this authorization and give supervisors sufficient time to be able to arrange for employees to attend and still maintain coverage for regular business activities.

Attached is a proposed resolution for this action.

I've confirmed with the Executive HR Director that his area will ensure this authorization is communicated to the organization in a timely manner, if adopted.

**Requested Action: Adopt resolution entitled Participation in Kunhi-Yo (I am healthy) 2022 Conference.**



**NON-PRODUCTIVE HOURS - FY 2021**

INCOME CODE	INCOME DESC	# OF EMPLOYEES	TOTAL HOURS	TOTAL AMOUNT
COVID	Covid	705	14,924.50	324,152.70
EXERC	Exercise	1807	2,428.00	57,596.80
FNJB1	Funeral	1579	13,229.50	279,838.69
JDJB1	Jury Duty	17	64.75	1,297.58
PRJB1	Parental	237	528.00	11,711.16
RECV1	Revised Covid	47	400.25	10,856.89
REEX1	Revised Exercise	1	0.50	12.90
REFN1	Revised Funeral	9	74.25	2,399.39
REN1	Revised Non-Productive	15	11.75	347.24
REPR1	Revised Parental	3	9.50	203.87
RGNP1	Non-Productive	572	7,478.50	121,642.95
<b>Overall - Total</b>		<b>4992</b>	<b>39,149.50</b>	<b>\$810,060.17</b>

Revised income codes are used when revisions are necessary for previous pay periods.

**NON-PRODUCTIVE HOURS - FY 2022 so far**

INCOME CODE	INCOME DESC	# OF EMPLOYEES	TOTAL HOURS	TOTAL AMOUNT
COVID	Covid	1033	25,844.25	560,931.47
ECJB1	Emergency	550	4,834.50	137,690.19
EXERC	Exercise	1792	2,516.25	67,157.28
FNJB1	Funeral	1457	11,857.25	284,028.79
JDJB1	Jury Duty	21	65.50	1,371.32
PRJB1	Parental	574	1,371.50	34,900.07
RECV1	Revised Covid	24	328.25	7,255.66
REEX1	Revised Exercise	3	4.50	131.56
REFN1	Revised Funeral	11	95.00	2,557.59
REJD1	Revised Non-Productive	1	5.00	224.15
REN1	Revised Parental	6	34.25	765.74
RGNP1	Non-Productive	477	7,343.00	123,503.62
<b>Overall - Total</b>		<b>5949</b>	<b>54,299.25</b>	<b>\$1,220,517.44</b>

Revised income codes are used when revisions are necessary for previous pay periods.

RGNP1 includes a few different paid benefits such as voting, blood donation, COVID vaccination/boosters, etc.

# Oneida Nation

Post Office Box 365

Phone: (920)869-2214



Oneida, WI 54155

**BC Resolution # Leave this line blank  
Participation in Kunhi-Yo (I am healthy) 2022 Conference**

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**WHEREAS,** the Oneida Nation is a federally recognized Indian government and a treaty tribe recognized by the laws of the United States of America; and

**WHEREAS,** the Oneida General Tribal Council is the governing body of the Oneida Nation; and

**WHEREAS,** the Oneida Business Committee has been delegated the authority of Article IV, Section 1, of the Oneida Tribal Constitution by the Oneida General Tribal Council; and

**WHEREAS,** the Oneida Nation has focused for many decades on addressing alcoholism and providing support for this afflicted and affected by alcoholism; and

**WHEREAS,** the Oneida Business Committee has more recently identified the drug abuse has increased within the Reservation and more members have been afflicted and affected by drug abuse; and

**WHEREAS,** the Tribal Action Plan program has identified specific areas of concern and resources to respond to drug and alcohol abuse and its impact on members and families; and

**WHEREAS,** the Behavioral Health Program has worked in coordination with the Tribal Action Plan program and identified resources and services to respond to drug and alcohol abuse and its impact on members and families; and

**WHEREAS,** the Behavioral Health Program has received a grant supporting a Tribal Opioid Response initiative which is supporting the Kunhi-Yo "I am healthy" 2022 Conference on August 31, 2022 at the Radisson Hotel & Conference Center; and

**WHEREAS,** the Oneida Business Committee supports resources and services that provide assistance in reducing drug and alcohol abuse and its impact on members and families; and

**WHEREAS,** the Chief Financial Officer has identified that this is a budgeted expense; and

**NOW THEREFORE BE IT RESOLVED,** the Oneida Business Committee directs the authorization of up to two hours of paid work time to attend the Kunhi-Yo 2022 Conference. Employees are required to obtain supervisor authorization prior to using this paid work time. Supervisors are encouraged to make scheduling arrangements to allow employees to attend. The two hours of paid work time cannot result in over 40 hours worked in the work week.

**BE IT FINALLY RESOLVED,** the Oneida Business Committee directs the Executive Director of Human Resources Department to inform supervisors and employees of this action.



Oneida Nation  
 Oneida Business Committee  
 Legislative Operating Committee  
 PO Box 365 • Oneida, WI 54155-0365  
[oneida-nsn.gov](http://oneida-nsn.gov)



### **Statement of Effect**

#### *Participation in Kunhi-Yo (I am healthy) 2022 Conference*

#### **Summary**

This resolution authorizes two hours paid work time to attend the Kunhi-Yo 2022 Conference.

*Submitted by Jo Anne House, Chief Counsel*

*Date: August 10, 2022*

#### **Analysis**

The Oneida Nation provides benefits to employees that include personal and vacation time-off and paid time off such as to vote in elections. The Oneida Personnel Policies and Procedures, section IV(A)(5), identifies that “Personal Days can be used for any reason so long as the request is approved by the employee's supervisor at least twenty-four (24) hours in advance” and “an employee shall notify his/her supervisor one (1) day in advance if he/she will take off one (1) or two (2) days of vacation.”

Paid work time is authorized as paid time for a specific purpose. An example of a paid work time is resolution # BC-10-13-10-B, *Encouraging Tribal Employees to Participate in Political Process*. This resolution authorizes up to one hour of paid work time to vote with prior approval from their department manager or supervisor.

The Chief Financial Officer, at the Oneida Business Committee meeting of August 10, 2022 identified that paid work time is a budgeted expense and requires no additional action by the Oneida Business Committee under the Budget and Finance law, ch. 121.

This resolution authorizes:

- two hours of paid work time to attend the Kunhi-Yo 2022 Conference;
- employees are required to obtain supervisor authorization prior to using this paid work time;
- supervisors are encouraged to make scheduling arrangements to allow employees to attend; and
- the two hours of paid work time cannot result in over 40 hours worked in the work week.

This is consistent with similar resolutions authorizing paid work time.

#### **Conclusion**

Adoption of the resolution would not conflict with Tribal law.

Determine next steps regarding one (1) vacancy - Anna John Resident Centered Care Community Board

### Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. General Information:

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

3. Supporting Documents:

- Bylaws  Fiscal Impact Statement  Presentation
- Contract Document(s)  Law  Report
- Correspondence  Legal Review  Resolution
- Draft GTC Notice  Minutes  Rule (adoption packet)
- Draft GTC Packet  MOU/MOA  Statement of Effect
- E-poll results/back-up  Petition  Travel Documents
- Other: *Describe*

4. Budget Information:

- Budgeted  Budgeted – Grant Funded  Unbudgeted
- Not Applicable  Other: *Describe*

5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS



## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Appointment(s) – Anna John Resident Centered Care Community Board

---

### Background

One (1) vacancy was posted for the Anna John Resident Centered Care Community Board. The vacancy is for the term ending July 31, 2026.

The vacancies have been posted since June 1, 2022. The latest application deadline was August 5, 2022, and one (1) application(s) was received for the following applicant(s):

- Valerie Groleau

### Select action(s) provided below:

- 1) accept the selected the applicant(s) and appoint to a term ending July 31, 2026 OR
- 2) reject the selected applicant(s) and oppose the vote\*\*; OR
- 3) request the Secretary to re-notice the vacancy(ies)

Accept the July 7, 2022, regular Community Development Planning Committee meeting minutes

## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. General Information:

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

3. Supporting Documents:

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input checked="" type="checkbox"/> Minutes      | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

4. Budget Information:

- |  |  |                                     |
|--|--|-------------------------------------|
| <input type="checkbox"/> Budgeted                  | <input type="checkbox"/> Budgeted – Grant Funded | <input type="checkbox"/> Unbudgeted |
| <input checked="" type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: <i>Describe</i>  |                                     |

5. Submission:

Authorized Sponsor: Brandon Stevens, Vice-Chairman

Primary Requestor: Brooke Doxtator, BCC Supervisor

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: BDOXTAT1

# Community Development Planning Committee



Regular Meeting  
 9:00 a.m. Thursday, July 7, 2022  
 Microsoft Teams or  
 BC Conference Room, 2<sup>nd</sup> Floor, Norbert Hill Center

## Minutes

### Regular Meeting

**Present:** Vice Chairman Daniel Guzman King, Members: Tehassi Hill, Kirby Metoxen, Marie Summers

**Excused:** Chairman Brandon Stevens

**Others Present:** Larry Barton, Michelle Danforth-Anderson, Scott Denny, Brooke Doxtator, Kristal Hill, Jeffrey House, Lisa Liggins, Rhiannon Metoxen, Justin Nishimoto, Troy Parr, Mark W. Powless, Nicole Rommel, Rae Skenandore, Amy Spears, Frank VandeHei, Danelle Wilson, Paul Witek;

### I. CALL TO ORDER AND ROLL CALL

*Meeting called to order by Vice Chairman Daniel Guzman King at 9:03 a.m.*

### II. ADOPT THE AGENDA

Motion by Tehassi Hill to adopt the agenda one (1) changes and one (1) addition [1] Review item VI.B. first on the agenda, and 2) add VII. Executive Session A. Determine next steps regarding Oneida Nation Farm Operation concerns, seconded by Kirby Metoxen. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

### III. MEETING MINUTES

#### A. Approve the June 2, 2022, regular Community Development Planning Committee meeting minutes

Sponsor: Brandon Stevens

Motion by Kirby Metoxen to approve the June 2, 2022, regular Community Development Planning Committee meeting minutes, seconded by Tehassi Hill. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

### IV. UNFINISHED BUSINESS

### V. NEW BUSINESS

#### A. Accept the Amelia Cornelius Culture Park (ACCP) update

Sponsor: Mark W. Powless/Michelle Danforth-Anderson

Motion by Kirby Metoxen to accept the Amelia Cornelius Culture Park (ACCP) update, seconded by Marie Summers. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

**VI. STANDING UPDATES****A. Multi-Family Housing****1. Accept the #21-111 Multi-Family Housing Project report**

Sponsor: Mark W. Powless/Paul Witek

Motion by Kirby Metoxen to accept the #21-111 Multi-Family Housing Project report, seconded by Marie Summers. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

**2. Determine next steps regarding the #21-111 Multi-Family Housing Project comments and concerns**

Sponsor: Rae Skenandore

Motion by Kirby Metoxen to accept the comments and concerns as information, seconded by Marie Summers. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

**B. Accept the #21-114 Sacred Burial Grounds Expansion Project quarterly report**

Sponsor: Mark W. Powless/Paul Witek

Motion by Tehassi Hill to accept the #21-114 Sacred Burial Grounds Expansion Project quarterly report, seconded by Kirby Metoxen. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

**C. Accept the Tiny Home Initiative update (not submitted)**

Sponsor: Frank VandeHei

Motion by Marie Summers to accept the Tiny Home Initiative verbal update and remove from the standing updates, seconded by Kirby Metoxen. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

Motion by Tehassi Hill to go into executive session at 9:48 a.m., seconded by Kirby Metoxen. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

Motion by Tehassi Hill to come out of executive session at 11:30 a.m., seconded by Kirby Metoxen. Motion carried.

Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

**VII. EXECUTIVE SESSION****A. Determine next steps regarding Oneida Nation Farm Operations concerns**

Sponsor: Patricia Cornelius

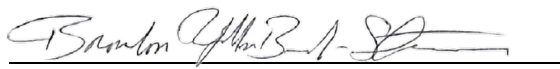
*No action taken*



**VIII. ADJOURNMENT**

Motion by Marie Summers to adjourn at 11:31 a.m., seconded by Kirby Metoxen. Motion carried.  
Ayes: Tehassi Hill, Kirby Metoxen, Marie Summers

Minutes prepared by Brooke Doxtator, Boards, Committees, and Commissions Supervisor  
Minutes approved as presented/corrected on August 4, 2022.

  
\_\_\_\_\_  
Brandon Stevens, Chair  
Community Development Planning Committee

Accept the August 1, 2022, regular Finance Committee meeting minutes

---

## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. Session:

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

Accept the FC Minutes of 8/1/22 & E-Poll

4. Areas potentially impacted or affected by this request:

Finance     Programs/Services

Law Office     MIS

Gaming/Retail     Boards, Committees, or Commissions

Other: All areas that require FC approval

5. Additional attendees needed for this request:

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                            | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)              | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence                    | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice                  | <input checked="" type="checkbox"/> Minutes      | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet                  | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input checked="" type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>            |  |   |

**7. Budget Information:**

- |   |  |
|---|--|
| <input type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded   |
| <input type="checkbox"/> Unbudgeted                     | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Other: <i>Describe</i>         |  |

**8. Submission:**

Authorized Sponsor: Tina Danforth, Treasurer

Primary Requestor: Melissa Alvardao, Office Manager



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INTERNAL MEMORANDUM

---

---

**TO:** FINANCE COMMITTEE  
**FROM:** MELISSA ALVARADO, OFFICE MANAGER  
**SUBJECT:** E-POLL RESULTS – FC MINUTES OF AUGUST 1, 2022  
**DATE:** 8/1/22

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An E-Poll vote of the Finance Committee was conducted to approve the Finance Committee meeting minutes of August 1, 2022. The E-Poll and minutes were sent out yesterday and concluded today. The results of the completed E-Poll are as follows:

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**E-POLL RESULTS:**

**There was a Majority of 3 FC members voting to approve the August 1, 2022 Finance Committee Meeting Minutes. FC Members voting included: *Kirby Metoxen, Chad Fuss, and Patrick Stensloff.***

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These Finance Committee Minutes of August 1, 2022 will be placed on the next Finance Committee agenda to acknowledge this E-Poll action. Per the FC By-Laws all Minutes of the FC will be submitted to the Secretary's Office once a month for BC acceptance.



# ONEIDA

## FINANCE COMMITTEE

### REGULAR MEETING

AUGUST 1, 2022 - Time: 9:00 A.M

Business Committee Conference Room - NHC

## REGULAR MEETING MINUTES

### FC MEMBERS PRESENT:

Larry Barton, CFO/FC Vice-Chair

Kirby Metoxen, BC Council Member

Patrick Stensloff, Purchasing Director

Chad Fuss, Asst. Gaming CFO

**FC MEMBERS EXCUSED:** Cristina Danforth, Treasurer/FC Chair and Jennifer Webster, BC Council Member

**OTHERS PRESENT:** Thomas Swiecichowski, Troy Parr, Lisa Moore, Michelle Danforth-Anderson, and Melissa Alvarado, taking notes

**I. CALL TO ORDER:** The FC Regular Meeting was called to order by the FC Vice-Chair at 9:02 A.M.

**II. APPROVAL OF AGENDA:** AUGUST 1, 2022

Motion by Chad Fuss to approve the August 1, 2022 Finance Committee Meeting Agenda. Seconded by Kirby Metoxen. Motion carried unanimously.

**III. MINUTES:** JULY 18, 2022 (Approved via E-Poll on 07/18/22):

Motion by Kirby Metoxen to acknowledge the FC E-Poll action taken on July 18, 2022 approving the July 18, 2022 Finance Committee Meeting Minutes. Seconded by Patrick Stensloff. Motion carried unanimously.

**IV. SPECIAL FC E-POLL:**

1. Jenda Trucking, Inc. – Service Contract Amount: \$168,000.00

Requester: Thomas Swiecichowski, Oneida Farm (Approved via E-Poll in 7/20/22)  
 Thomas Swiecichowski was present and gave a quick over review. The farm sustained tremendous damages from the June 15<sup>th</sup> tornado and needs immediate demolition for the safety of the workers and livestock. They received 4 bids and went with the second lowest bidder since Jenda Trucking could start work immediately where Bowers (lowest bidder) wouldn't be able to start until 6-7 weeks out. Kirby Metoxen is requesting for the Contract/Purchase Approval Request form be submitted to Finance.

Motion by Chad Fuss to acknowledge the FC E-Poll action taken on July 20, 2022 approving the Service Contract with Jenda Trucking, Inc. in the amount of \$168,000.00. Seconded by Patrick Stensloff. Motion carried unanimously.

#### V. TABLED BUSINESS:

Motion by Patrick Stensloff to take item #1 from the table. Seconded by Chad Fuss. Motion carried unanimously.

1. Aring Equipment Co. Inc. – Replace Volvo Excavator Engine      Amount: \$61,822.18  
     Requester: Bobbi Jo King, DPW-Administration  
     - *Deferred from 7/18/22 FC Meeting.*

Troy Parr was present and explained the other Volvo engine was maintained they have all the receipts, but the engine overheated. Troy does have approval from BIA for the purchase. Larry Barton is requesting for the BIA approval to be sent to Finance.

Motion by Kirby Metoxen to approve the Aring Equipment Co. Inc. – Replace Volvo Excavator Engine in the amount of \$61,822.18. Seconded by Chad Fuss. Motion carried unanimously.

#### VI. CAPITAL EXPENDITURES: None

#### VII. NEW BUSINESS:

1. Bellin Memorial Hospital – PO Increase      Amount: \$50,000.00  
     Requester: Lisa Moore, Risk Management      PO Total: \$270,500.00

Lisa Moore was present and explained Bellin changed their specialty pricing program. They were able to set up their system up to default to the special pricing automatically instead of showing our discount card to activate our special pricing. Therefore, this increased the amount that is paid from this PO. This is a cost savings to our members and our health plan.

Motion by Chad Fuss to approve the Bellin Memorial Hospital PO Increase in the amount of \$50,000.00. Seconded by Kirby Metoxen. Motion carried unanimously.

2. EMPower, LLC – PO Increase      Amount: \$80,000.00  
     Requester: Lisa Moore, Risk Management

Lisa Moore was present and explained the need for the PO increase; their Nurse Practitioner for the Onsite Clinic resigned earlier this year and that the program's chiropractor has picked up her hours. She also is working two additional hours per week to manage her new Clinical Adviser responsibilities

Motion by Kirby Metoxen to approve the EMPower, LLC PO Increase in the amount of \$80,000.00. Seconded by Patrick Stensloff. Motion carried unanimously.

3. M3 Insurance Solutions, Inc. – GL Premium Qtly Pymts Amount: \$412,711.00

Requester: Lisa Moore, Risk Management

Lisa Moore was present and explained the quarterly payments for the annual General Liability insurance premium. The first installment will be paid in FY22 while installments 2, 3, and 4 will be paid in FY23. As expected, premiums have increased again this year for the General Liability. Policy is effective 7/1/22 to 7/1/23.

Motion by Kirby Metoxen to approve the M3 Insurance Solutions, Inc. GL Premium Quarterly Payments in the amount of \$412,711.00. Seconded by Chad Fuss. Motion carried unanimously.

4. M3 Insurance Solutions, Inc. – Annual Ins Premiums Pymt Amount: \$1,398,899.00

Requester: Lisa Moore, Risk Management

Lisa Moore was present and explained the annual payment for insurance premiums. This covers our Cyber, Crime, Excess Workers' Comp., Property, and Excess General Liability. As expected, premiums have increased again this year. Policies are effective 7/1/22 to 7/1/23.

Motion by Kirby Metoxen to approve the M3 Insurance Solutions, Inc Annual Insurance Premiums Payment in the amount of \$1,398,899.00. Seconded by Patrick Stensloff. Motion carried unanimously.

5. WFRV Nexstar Broadcast – Fall '22 Commercials & Site Host Amount: \$84,000.00

Requester: Michelle Danforth-Anderson, Tourism

Michelle Danforth-Anderson was present and explained this is advertisement purposes for the Radisson. Oneida needs to continue to showcase Cedar & Sage as the new restaurant property due to the public perception of the 2021 shooting still lingers. We need to show the public that the Radisson is safe along with their amenities. Packers are the #1 tourism draw to the Green Bay area and this television advertising is a good match for Oneida and our amenities.

Motion by Kirby Metoxen to approve the Service Contract with WFRV Nextstar Broadcast in the amount of \$84,000.00. Seconded by Patrick Stensloff. Motion carried unanimously.





- 2. FC Green Bay Soccer Club Fees Amount: \$406.00  
Requester: Kanataloloks Zacarias for Yakatahawine Yesenia

Motion by Patrick Stensloff to approve from the Oneida Finance Fund the request for FC Green Bay Soccer Club fees for the daughter of the requester in the amount of \$406. Seconded by Kirby Metoxen. Motion carried unanimously.

- 3. FC Green Bay Soccer Club Fees Amount: \$470.00  
Requester: Kanataloloks Zacarias for Yeyewate Camila

Motion by Chad Fuss to approve from the Oneida Finance Fund the request for FC Green Bay Soccer Club fees for the daughter of the requester in the amount of \$470. Seconded by Kirby Metoxen. Motion carried unanimously.

- 4. Woodland Indian Art Show & Market – Refreshments Amount: 25 Cases  
Requester: Aliskwet Ellis, Board Member

Motion by Kirby Metoxen to approve from the Oneida Finance Fund the product request for twenty-five (25) cases of Coca-Cola products for the Woodland Indian Art Show & Market. Seconded by Chad Fuss. Motion carried unanimously.

- 5. Youth Sports/Summer Activities Amount: \$465.55  
Requester: Elizabeth Webster for Oliver

Motion by Kirby Metoxen to approve from the Oneida Finance Fund the request for Youth Sports/Summer Activities for the son of the requester in the amount of \$465.55. Seconded by Patrick Stensloff. Motion carried unanimously.

- 6. Youth Sports/Summer Activities Amount: \$500.00  
Requester: Elizabeth Webster for Raleiha

Motion by Kirby Metoxen to approve from the Oneida Finance Fund the request for Youth Sports/Summer Activities for the daughter of the requester in the amount of \$500. Seconded by Chad Fuss. Motion carried unanimously.

- 7. Youth Sports/Summer Activities Amount: \$461.70  
Requester: Elizabeth Webster for Wesson

Motion by Kirby Metoxen to approve from the Oneida Finance Fund the request for Youth Sports/Summer Activities for the son of the requester in the amount of \$461.70. Seconded by Patrick Stensloff. Motion carried unanimously.

8. United Soccer of Allouez Amount: \$405.00

Requester: Lorraine Frias for Alyah

Motion by Kirby Metoxen to approve from the Oneida Finance Fund the request for United Soccer of Allouez for the daughter of the requester in the amount of \$405. Seconded by Patrick Stensloff. Motion carried unanimously.

9. Competitive Softball Tournament Fees Amount: \$400.00

Requester: Julie Denny for Josh Webster Memorial Team

Motion by Kirby Metoxen to approve from the Oneida Finance Fund the request for Competitive Softball Tournament fee for the Josh Webster Memorial Team in the amount of \$450. Seconded by Chad Fuss. Motion carried unanimously.

Motion by Kirby Metoxen to withdraw motion. Seconded by Chad Fuss. Motion carried unanimously.

Motion by Patrick Stensloff to deny from the Oneida Finance Fund the request for Competitive Softball Tournament fee for the Josh Webster Memorial Team in the amount of \$400 base on the Oneida Nation/Community Fund SOP. Seconded by Chad Fuss. Motion carried unanimously.

10. United Soccer of Allouez Amount: \$405.00

Requester: Morningstar Bailey for Stevi

Motion by Patrick Stensloff to approve from the Oneida Finance Fund the request for United Soccer of Allouez for the daughter of the requester in the amount of \$405. Seconded by Kirby Metoxen. Motion carried unanimously.

11. All That Dance Amount: \$500.00

Requester: Janice Yglesias for Shaya

Motion by Kirby Metoxen to approve from the Oneida Finance Fund the request for All That Dance for the granddaughter of the requester in the amount of \$500. Seconded by Chad Fuss. Motion carried unanimously.

**IX. EXECUTIVE SESSION:** None

**X. ADMINISTRATIVE /INTERNAL:**

1. Finance Committee – FY22 Third Quarter Report to the BC  
Melissa Alvarado, Office Manager

Motion by Chad Fuss to approve the Finance Committee – FY22 Third Quarter Report to the BC. Seconded by Kirby Metoxen. Motion carried unanimously.

**XI. FOLLOW UP:** None

**XII. FOR INFORMATION ONLY:**

1. Sci Games – (4) Lease Games with Themes  
David Emerson, Gaming – Slots

Received an email from Brandie Klarkowski to remove this item from the agenda. They didn't receive all the approvals. They will resubmit for the next scheduled meeting once they receive all the approvals.

Motion by Chad Fuss to defer to the next Finance Committee Meeting the four (4) Lease Games with Themes with Sci Games as FYI. Seconded by Kirby Metoxen. Motion carried unanimously.

**XIII. ADJOURN:** Motion by Kirby Metoxen to adjourn. Seconded by Patrick Stensloff.

Motion carried unanimously. Time: 10:21 A.M.

Minutes submitted by:  
Melissa Alvarado, Office Manager  
& Finance Committee Contact/Recording Secretary

*Finance Committee Approval Date of Minutes via E-Poll:* August 1, 2022

Accept the August 15, 2022, regular Finance Committee meeting minutes

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## Business Committee Agenda Request

**1. Meeting Date Requested:** 08/24/22

**2. Session:**

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

**3. Requested Motion:**

Accept as information; OR

Accept the FC Minutes of 8/15/22 & E-Poll

**4. Areas potentially impacted or affected by this request:**

Finance     Programs/Services

Law Office     MIS

Gaming/Retail     Boards, Committees, or Commissions

Other: All areas that require FC approval

**5. Additional attendees needed for this request:**

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                            | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)              | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence                    | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice                  | <input checked="" type="checkbox"/> Minutes      | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet                  | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input checked="" type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>            |  |   |

**7. Budget Information:**

- |   |  |
|---|--|
| <input type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded   |
| <input type="checkbox"/> Unbudgeted                     | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Other: <i>Describe</i>         |  |

**8. Submission:**

Authorized Sponsor: Tina Danforth, Treasurer

Primary Requestor: Melissa Alvardao, Office Manager



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## INTERNAL MEMORANDUM

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**TO:** FINANCE COMMITTEE  
**FROM:** MELISSA ALVARADO, OFFICE MANAGER  
**SUBJECT:** E-POLL RESULTS – FC MINUTES OF AUGUST 15, 2022  
**DATE:** 8/15/22

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An E-Poll vote of the Finance Committee was conducted to approve the Finance Committee meeting minutes of August 15, 2022. The E-Poll and minutes were sent out yesterday and concluded today. The results of the completed E-Poll are as follows:

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**E-POLL RESULTS:**

**There was a Majority of 4 FC members voting to approve the August 15, 2022 Finance Committee Meeting Minutes. FC Members voting included: Jennifer Webster, Kirby Metoxen, Chad Fuss, and Patrick Stensloff.**

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These Finance Committee Minutes of August 15, 2022 will be placed on the next Finance Committee agenda to acknowledge this E-Poll action. Per the FC By-Laws all Minutes of the FC will be submitted to the Secretary's Office once a month for BC acceptance.



# ONEIDA

## FINANCE COMMITTEE

### REGULAR MEETING

AUGUST 15, 2022 • Time: 9:00 A.M

Business Committee Conference Room - NHC

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## REGULAR MEETING MINUTES

### FC MEMBERS PRESENT:

Larry Barton, CFO/FC Vice-Chair

Jennifer Webster, BC Council Member

Kirby Metoxen, BC Council Member

Patrick Stensloff, Purchasing Director

Chad Fuss, Asst. Gaming CFO

**FC MEMBERS EXCUSED:** Cristina Danforth, Treasurer/FC Chair

**OTHERS PRESENT:** David Emerson, Paul Hockers, Kevin House, Melinda Danforth, and Melissa Alvarado, taking notes

**I. CALL TO ORDER:** The FC Regular Meeting was called to order by the FC Vice-Chair at 8:59 A.M.

**II. APPROVAL OF AGENDA:** AUGUST 15, 2022

Motion by Chad Fuss to approve the August 15, 2022 Finance Committee Meeting Agenda. Seconded by Jennifer Webster. Motion carried unanimously.

**III. MINUTES:** AUGUST 1, 2022 (Approved via E-Poll on 08/01/22):

Motion by Patrick Stensloff to acknowledge the FC E-Poll action taken on August 1, 2022 approving the August 1, 2022 Finance Committee Meeting Minutes. Seconded by Chad Fuss. Motion carried unanimously.

**IV. TABLED BUSINESS:**

Motion by Chad Fuss to take item #1 from the table. Seconded by Patrick Stensloff. Motion carried unanimously.

1. Sci Games – (4) Lease Games with Themes

David Emerson, Gaming – Slots

- *Deferred from 8/1/22 FC Meeting.*

David Emerson was present and explained this is to switch out of four for four lease games at the Main Casino. There will be a significant price reduction at the same time.

Motion by Jennifer Webster to accept the four (4) Lease Games with Themes with Sci Games. Seconded by Patrick Stensloff. Motion carried unanimously.

## V. CAPITAL EXPENDITURES:

1. ACP Creativ LLC – TV Display Distribution System                      Amount: \$612,367.62  
Requester: Paul Hockers, Gaming-Admin

Paul Hockers was present and explained ACP Creativ LLC (Camera Corner) to provide a TV Display Distribution System for West Mason Street Casino (WMSC) Sports Book operation. Will be installing TV Displays and two Video Walls throughout WMSC. Camera Corner will also provide the cabling for data and electrical wiring. This is the only vendor that provided a quote with equipment and labor at GSA rates.

Motion by Jennifer Webster to approve the ACP Creativ LLC – TV Display Distribution System in the amount of \$612,367.62. Seconded by Patrick Stensloff. Chad Fuss abstained. Motion carried.

## VII. NEW BUSINESS:

1. Northeast Asphalt – Changed Order #2                                      Amount: \$19,995.00  
Requester: Kevin House, Engineering    PO Total: \$117,295.00

Kevin House was present and explained additional fencing with gates is needed for security purposes to keep kids out of the Comprehensive Housing Parking Lot.

Motion by Jennifer Webster to approve the Northeast Asphalt – Changed Order #2 in the amount of \$19,995.00. Seconded by Kirby Metoxen. Motion carried unanimously.

## VIII. DONATION:

### Report:

1. FC Donation Report – August 2022  
Melissa Alvarado, Office Manager

Motion by Jennifer Webster to accept the FC Donation Report for August 2022. Seconded by Kirby Metoxen. Motion carried unanimously.

### Requests:

1. Church of the Holy Apostles – Headstones for Carlisle Children      Amount: \$3,000.00  
Requester: Rev. Rodger Patience, Vicar

Motion by Chad Fuss to approve from the Finance Committee Donations the request from Church of the Holy Apostles for Headstones for Carlisle Children in the amount of \$3,000. Seconded by Patrick Stensloff. Jennifer Webster abstained. Motion carried.

## IX. EXECUTIVE SESSION: None



**X. ADMINISTRATIVE /INTERNAL:** None

**XI. FOLLOW UP:** None

**XII. FOR INFORMATION ONLY:**

1. Brown County – Annual Service Agreement

Melinda Danforth, Legislative Affairs

Melinda Danforth was present and explained the annual payment amount was reviewed for accuracy and compliance by the Law Office, Land Management, and Legislative Affairs Director. All three provided approval to pay. Currently in the works to revising the service agreement with Brown County.

Motion by Jennifer Webster to accept the Annual Service Agreement with Brown County as FYI. Seconded by Kirby Metoxen. Motion carried unanimously.

**XIII. ADJOURN:** Motion by Chad Fuss to adjourn. Seconded by Patrick Stensloff.

Motion carried unanimously. Time: 9:12 A.M.

Minutes submitted by:

Melissa Alvarado, Office Manager

& Finance Committee Contact/Recording Secretary

*Finance Committee Approval Date of Minutes via E-Poll:* August 15, 2022

Consider the tribal member request regarding the Student Relief Fund

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## Business Committee Agenda Request

**1. Meeting Date Requested:** 08/24/22

**2. Session:**

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

**3. Requested Motion:**

Accept as information; OR

Motion to extend the Student Relief Fund program until December 31, 2023. Also that the Oneida Higher Education department incorporate the Student Relief Fund into their current and ongoing programming, during fiscal year 2024, so there is no break in educational opportunities for students.

**4. Areas potentially impacted or affected by this request:**

Finance

Programs/Services

Law Office

MIS

Gaming/Retail

Boards, Committees, or Commissions

Other: *Describe*

**5. Additional attendees needed for this request:**

Larry Barton, Chief Financial Officer

Mark W. Powless, General Manager

Jo Anne House, Chief Counsel

*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                    | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)      | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input checked="" type="checkbox"/> Correspondence | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice          | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet          | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up    | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>    |  |   |

**7. Budget Information:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded |
| <input type="checkbox"/> Unbudgeted                                | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> Other: <i>Describe</i>                    |  |

**8. Submission:**

Authorized Sponsor:           *Name, Title/Entity OR Choose from List*          

Primary Requestor:           Lauren Carr, Oneida Nation member

TO: Oneida Business Committee

FROM: Lauren Carr, Oneida Nation Member

DATE: August 15, 2022

RE: Student Relief Fund Extension

.....  
I am requesting that the Student Relief Fund deadline of 12/31/22 be extended until 12/31/23 and that during that year, the Oneida Higher Education program make the necessary changes and budget so the program can run indefinitely.

As a student in the program, I can attest to how beneficial it has been to me. I tried to use the Higher Education program in the past, only to be disappointed by the process. The whole experience was so frustrating to me that I made the decision to not go to school at all. That was over 15 years ago. I have not attempted to further my education in that time because the Oneida Higher Education program did not include Certificates. With this program, I am finally able to get the Certificate that I have wanted but I will not be able to complete my studies by the deadline. Having this program continue would be very helpful to me and my goals.

I have listened to the past Oneida Business Committee meetings about this topic and Higher Education has stated they are going to bring forward a new program to help students that are in arrears. While that's great, that does not help me so what program will be brought forward and when, to help people like me? As a student of the Student Relief Fund, my opinion or thoughts have never been requested about this program so how do they know how to help me? Regardless of what a student desires, the Higher Education department should be seeking ways to help every Oneida Nation member that is seeking education. The more educated our members are, the stronger we become as a Nation.

Covid has changed the job market. People have realized they need to continue their education, gain new skills and/or enhance the skills they have in order to adapt to the new conditions. This program is helping me to gain new skills so I can become more employable and earn more money to simply survive. Between the high rent that I pay, based on where I live, and inflation causing my normal expenses to increase by roughly 40%, I would love the opportunity to finish the Certification I have started.

I do not live on the reservation and I do not have access to discounted gas, free health care, or any of the other programs offered. Besides the annual GWA, this is the only Oneida Nation program I have access to, and I am using it to learn new skills so I can provide the basic necessities for my family. I cannot thank the Nation enough for giving me this opportunity and am only asking that the deadline be extended for 1 more year to give Oneida Higher Education staff the time to budget for this program indefinitely.

Sincerely,

Lauren Carr

Approve the travel report - Chairman Tehassi Hill and Councilman Kirby Metoxen - Midwest Alliance of...

### Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. Session:

Open  Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

Approve travel report – Chairman Tehassi Hill and Councilman Kirby Metoxen -Midwest Alliance of Sovereign Tribes (MAST)-New Buffalo, MI-August 10-11, 2022

4. Areas potentially impacted or affected by this request:

Finance

Programs/Services

Law Office

MIS

Gaming/Retail

Boards, Committees, or Commissions

Other: OBC

5. Additional attendees needed for this request:

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- Bylaws
- Fiscal Impact Statement
- Presentation
- Contract Document(s)
- Law
- Report
- Correspondence
- Legal Review
- Resolution
- Draft GTC Notice
- Minutes
- Rule (adoption packet)
- Draft GTC Packet
- MOU/MOA
- Statement of Effect
- E-poll results/back-up
- Petition
- Travel Documents
- Other: Travel Report, MAST Update, Resolution

**7. Budget Information:**

- Budgeted – Tribal Contribution
- Budgeted – Grant Funded
- Unbudgeted
- Not Applicable
- Other: *Describe*

**8. Submission:**

Authorized Sponsor: Chairman Hill and Councilman Metoxen*Name, Title/Entity OR*

Primary Requestor: (Name, Title/Entity)

# BUSINESS COMMITTEE TRAVEL REPORT



**Travel Report for:** Tehassi Hill  
Kirby Metoxen

**Travel Event:** MAST Meeting

**Travel Location:** New Buffalo, MI

**Departure Date:** 08/10/2022      **Return Date:** 08/11/2022

**Projected Cost:** 1291.62      **Actual Cost:** Enter Cost

**Date Travel was Approved by OBC:** 6/27/2022

## Narrative/Background:

Chairman Hill was elected to serve as MAST Vice President in March 2022.

Tribal Leaders across the Midwest attended the meeting to discuss a variety of regional issues including;

- Native American Rights Fund update on the Castro-Huerta case (Oklahoma).
- Congressman Grivalja's RESPECT Act, embeds the Presidential Executive orders on tribal consultation into legislation. This legislation currently is in the House Subcommittee on Indigenous Peoples. Congressman is seeking letters of support/resolutions from Tribes and tribal organizations. MAST leadership approved a resolution of support.
- MAST Resolution of support for H.R.2021, Environmental Justice for All was adopted. This legislation prohibits disparate impacts on the basis of race, color, or national origin as discrimination on the philosophy that people have a right to clean air, clean water and an environment that enriches life. Aggrieved persons may seek legal remedy when faced with such discrimination. The legislation also seeks to achieve environmental justice, health equity, and climate justice for all underserved communities.
- MAST approve a resolution honoring Chief Lynn Malerba, the first Native American to hold the position as U.S. Treasurer.

- Indian Health Service Update on the President's budget. For FY23, the President proposes the first ever fully mandatory funding for the Indian Health Service for the next 10 years. This funding would be exempt from sequestration and funding would be protected from government shutdowns. The FY23 Budget proposeas at total of \$9.3 billion for IHS, which is +\$2.5 billion above FY22. Includes four accounts: Services, which will be used to address the deficieny in the level of need (\$6.3 billion), Facilities funding will address the 1993 health care facility construction priority list (\$1.6 billion), Contract Support Cost (\$1.142 billion), Payments for leases (\$150 million). Following FY23, inflation, pay costs and anticipated population growth are included in the funding proposal.

The Oneida Nation provided an update on the Indian Child Welfare Act litigation in Brackeen v Haaland and advocated for the Tribes to consider signing on to the tribal amicus brief being drafted by the Native American Rights Fund.

A one-on-one meeting with Mr. Mark Butterfield from the U.S. Department of Housing & Urban Development was held to address challenges Bay Bank is experiencing relating to obtaining loan guarantee certificates, reimbursements from CARES Act claims, and close out issues from the loan operating system pilot project.

**Item(s) Requiring Attention:**

1. Oneida Nation support letter on H.R. 3597, RESPECT Act.
2. Support and advocate for the President's Budget proposal for Indian Health Service.
3. MAST Impact Week will be held in March 2023 in Washington D.C. Dates to be determined.

**Requested Action:**

1. Approve the travel report.
2. Request IGAC to draft a letter of support for H.R. 3597, RESPECT Act.



## ***Brackeen v. Haaland* Update**

### **Issue**

The Supreme Court is considering a case questioning the constitutionality of the Indian Child Welfare Act (ICWA), *Brackeen v. Haaland*. The Oneida Nation, the Cherokee Nation, the Quinault Nation, and the Morongo Band of Mission Indians have intervened in the case to join the U.S. in defending the law.

### **Issues likely to be addressed by the Court**

**Anti-Commandeering** – States are not being compensated to carry out ICWA in state courts.

**Equal Protection** – Tribal membership is based on race, not a political affiliation. At worst, The Supreme Court could find that tribes are not political entities, effectively stripping tribes of our status as sovereign governments

### **Current Status**

The case will be argued before the Supreme Court of the United States on November 9, 2022. Litigants are refining our final briefs to the Court, due August 12. The Native American Rights Fund Supreme Court Project is coordinating the amicus briefs, of which there will be a total of 16 submitted, including a Tribal Amicus Brief and a brief that will be submitted by Members of Congress.

### **Congressional Strategy**

Tribes and their advocates in Washington, DC have been working on two fronts: securing support for the Congressional Amicus; and pursuing legislation that would strengthen our case related to the Anti-Commandeering complaints in the litigation.

With respect to the Congressional Amicus, Senate Indian Affairs Committee Chairman Brian Schatz (D-HI) has taken the lead securing Congressional support. This brief focuses on not just the constitutionality of the Indian Child Welfare Act, but also the primacy of Congress to legislate concerning Indian affairs and carry out the federal government's duties as trustee of Indian Tribes. Tribes have been supporting this effort via direct outreach to member offices.

Regarding efforts to address Anti-Commandeering via legislation, the four intervenor tribes, the National Indian Child Welfare Association and the National Congress of American Indians, have developed legislative language that would tie state funding for foster care to verified compliance with ICWA. This group, working with key Congressional offices, has identified a legislative vehicle to carry this language and we are hopeful the provision will be adopted by Congress before the Court has rendered a decision.

### **What MAST Tribes can do to help**

1. Sign the Tribal Amicus Brief today by contacting Erin at NARF ([dougherty@narf.org](mailto:dougherty@narf.org))
2. Encourage your members of Congress to sign the Congressional Amicus Brief
3. In the near term (but not just yet!), reach out to members of the House Committee on Ways and Means and the Senate Finance Committee to advocate for the passage of a bill to reauthorize state efforts to carry out adoption programs, including provisions that will incentivize states to fully implement the Indian Child Welfare Act. For MAST Members the following members of Congress will need to be contacted:

<p><b>Senate Finance Committee</b></p> <ul style="list-style-type: none"> <li>• Sen. Debbie Stabenow (MI)</li> <li>• Sen. Todd Young (IN)</li> </ul>	<p><b>House Ways and Means Committee</b></p> <ul style="list-style-type: none"> <li>• Rep. Ron Kind (WI)</li> <li>• Rep. Gwen Moore (WI)</li> <li>• Rep. Dan Kildee (MI)</li> </ul>
--	---

## Midwest Alliance of Sovereign Tribes

Resolution No. \_\_\_\_\_

### A Resolution Honoring Chief Lynn Malerba

- WHEREAS,** the Midwest Alliance of Sovereign Tribes (MAST) is an intertribal organization representing the thirty-three (33) federally recognized tribes and three (3) inter-tribal organizations in the States of Minnesota, Wisconsin, Michigan, Indiana, and Iowa, each having sovereign authority to govern their own affairs; and
- WHEREAS** Chief Lynn Malerba served as the Chairwoman of the Mohegan Tribal Council amongst many other tribal official positions before being appointed the 18<sup>th</sup> Lifetime Chief of her tribe by the Council of Elders in 2010; and
- WHEREAS** Chief Malerba was appointed US Treasurer by President Joe Biden on June 21, 2022. As Treasurer, for the first time in history, the signature of a Native American woman will be on US currency; and
- WHEREAS** Chief Malerba is the first Native American to serve as Treasurer of the United States and will lead the newly established Office of Tribal and Native Affairs, and
- WHEREAS,** in addition to leading the Office of Tribal and Native Affairs, the Treasurer of the United States directly oversees the U.S. Mint, the Bureau of Engraving and Printing, Fort Knox, and is a key liaison with the Federal Reserve. Chief Malerba will also serve as a senior advisor to the Secretary in the areas of community development and public engagement; and
- WHEREAS** the significance of Chief Malerba's appointment marks an historic event for all of Indian Country. Her leadership and accomplishments are an inspiration for the current and coming generations.
- THEREFORE, BE IT RESOLVED,** that MAST recognizes and honors Chief Lynn Malerba on the occasion of her appointment as Treasurer for the United States.

#### CERTIFICATION

I, the undersigned, as President of the Midwest Alliance of Sovereign Tribes, do hereby Certify that the foregoing Resolution No. \_\_\_\_\_ was passed on August 10, 2022, at a duly called meeting at which a quorum was present with \_\_\_ voting for, \_\_\_ voting against, and \_\_\_ abstaining.

\_\_\_\_\_  
Rebecca Richards, President

## Midwest Alliance of Sovereign Tribes

Resolution No. -22

### DRAFT Support for H.R. 2021, Environmental Justice For All Act

**WHEREAS**, the Midwest Alliance of Sovereign Tribes (MAST) is an intertribal organization representing the thirty-three (33) federally recognized tribes and four (4) inter-tribal organizations in the States of Minnesota, Wisconsin, Michigan, Indiana, and Iowa, each having sovereign authority to govern their own affairs; and

**WHEREAS**, MAST's mission is to "advance, protect, preserve, and enhance the mutual interests, treaty rights, sovereignty, and cultural way of life of the sovereign nations of the Midwest;" and

**WHEREAS**, on March 18, 2022, U.S. Representative Grijalva and others introduced H. R. 2021 To restore, reaffirm, and reconcile environmental justice and civil rights, and for other purposes, otherwise known as the "Environmental Justice For All Act"; and

**WHEREAS**, in section 2 of said bill Congress finds that "Communities of color, low-income communities, Tribal and Indigenous communities, fossil fuel-dependent communities, and other vulnerable populations, such as persons with disabilities, children, and the elderly, are disproportionately burdened by environmental hazards that include exposure to polluted air, waterways, and landscapes;" and

**WHEREAS**, Congress further finds that, "All people have the right to breathe clean air, drink clean water, live free of dangerous levels of toxic pollution, and share the benefits of a prosperous and vibrant pollution-free economy;" and

**WHEREAS**, MAST finds that if enacted into law, H.R. 2021 will further the mission of MAST.

**NOW THEREFORE, BE IT RESOLVED**, that MAST supports the intent and purposes of H.R. 2021 and urges its passage by the US Congress and enactment into law.

#### CERTIFICATION

I, the undersigned, as President of the Midwest Alliance of Sovereign Tribes, do hereby Certify that the foregoing Resolution No. \_\_\_\_\_ was passed on August 10, 2022, at a duly called meeting at which a quorum was present with \_\_\_ voting for, \_\_\_ voting against, and \_\_\_ abstaining.

\_\_\_\_\_  
Rebecca Richards, President



March, 2021

# ENVIRONMENTAL JUSTICE FOR ALL ACT

## CHAIR RAÚL M. GRIJALVA AND REPRESENTATIVE A. DONALD MCEACHIN

Over the past two and a half years, Chair Grijalva and Representative McEachin collaborated with communities impacted by environmental racism and oppression to craft comprehensive environmental justice legislation. The result is their landmark environmental justice bill, the *Environmental Justice for All Act*, which incorporates extensive community feedback, including 350 written comments from members of the public and leaders in the environmental justice movement. The Senate companion of the *Environmental Justice for All Act* was led by now-Vice President Kamala Harris during the 116th Congress and is now being led by Senator Tammy Duckworth during the 117th Congress.

The legislation is rooted in the moral principle that all people have the right to pure air, clean water, and an environment that enriches life. It is informed by the belief that federal policy can and should seek to achieve environmental justice, health equity, and climate justice for all underserved communities.

## KEY FEATURES OF THE ENVIRONMENTAL JUSTICE FOR ALL ACT

**Civil Rights Act of 1964** – Amends and strengthens Title VI of the Act to prohibit discrimination based on disparate impact and overturn the Supreme Court decision in *Alexander v. Sandoval* to permit private citizens, residents, and organizations to seek legal remedy when faced with discrimination.

**Cumulative Impacts** – Requires consideration of cumulative impacts in permitting decisions under the Clean Water Act and the Clean Air Act and ensures that permits will not be issued if the project cannot demonstrate a reasonable certainty of no harm to human health.

**Executive Order 12898** – Codifies and bolsters President Clinton's 1994 Executive Order by directing federal agencies to develop environmental justice strategies and regularly report on implementation and progress. It also ensures that federal agencies include diverse communities in public health research, data collection, and analysis.

**National Environmental Policy Act (NEPA)** – Requires federal agencies to provide early and meaningful community involvement opportunities under NEPA when proposing an action affecting an environmental justice community. Ensures robust Tribal representation throughout the NEPA process for an activity that could impact an Indian Tribe, including activities impacting off-reservation lands and sacred sites.

**Health Equity** – Funds research grant programs to investigate personal and childcare products containing chemicals linked to adverse health impacts and supports research to identify safer alternatives for cosmetic products marketed specifically towards women and girls of color. It also requires accurate labeling of professional cosmetic products and menstrual products.

**Outdoor Access for All** – Supports more equitable access to parks and recreational opportunities, prioritizing projects and recreational opportunities that benefit underserved urban communities.

**Environmental Justice Grant Programs** – Authorizes \$75 million annually for grants to support research, education, outreach, development, and implementation of projects to address environmental and public health issues in environmental justice communities.

**Fair and Just Transition** – Establishes a Federal Energy Transition Economic Development Assistance Fund using revenues from new fees on the oil, gas, and coal industries to support communities and workers as they transition away from greenhouse gas-dependent economies.

### Background on the *Environmental Justice For All Act*

The *Environmental Justice For All Act* is rooted in the moral principle that all people have the right to pure air, clean water, and an environment that enriches life. Across the country, environmental justice communities—including communities of color, Tribal and Indigenous communities, and low-income communities—have been disproportionately burdened by environmental hazards that harm human health, including greater exposure to polluted air, water, and landscapes. These same communities are often on the frontlines of climate change as well.

Many of these inequities stem from the fossil fuel and other polluting industries' long history of intentionally building infrastructure, including oil wells, pipelines, refineries, and power plants, in environmental justice communities.

Among other important provisions, the *Environmental Justice For All Act* will:

- **Require consideration of cumulative impacts of pollution.** Federal agencies will need to consider the cumulative impacts of pollution in a given area when making permitting decisions under the Clean Water Act or Clean Air Act. No permit will be issued if the project cannot demonstrate a reasonable certainty of no harm to human health after consideration of cumulative impacts.
- **Amend the Civil Rights Act of 1964.** The Supreme Court decision in *Alexander v. Sandoval* will be overturned so that private citizens, residents, and organizations may legally challenge discrimination—including environmental discrimination—prohibited under Title VI of the Civil Rights Act of 1964.
- **Strengthen the National Environmental Policy Act (NEPA).** Federal agencies will be required to provide early and meaningful community input opportunities under NEPA when proposing an action affecting an environmental justice community. Agencies will also be required to ensure robust tribal representation throughout the NEPA process for an activity that could impact a tribe, including activities impacting off-reservation lands and sacred sites.

Enter the e-poll results into the record regarding the approved travel request for Vice-Chairman Brandon.

## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. General Information:

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

3. Supporting Documents:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                            | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)              | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence                    | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice                  | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet                  | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input checked="" type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>            |  |   |

4. Budget Information:

- |  |  |                                     |
|--|--|-------------------------------------|
| <input type="checkbox"/> Budgeted                  | <input type="checkbox"/> Budgeted – Grant Funded | <input type="checkbox"/> Unbudgeted |
| <input checked="" type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: <i>Describe</i>  |                                     |

5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: \_\_\_\_\_

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: CELLIS1

**From:** [Secretary](#)  
**To:** [Secretary](#); [Brandon L. Yellowbird-Stevens](#); [Cristina S. Danforth](#); [Daniel P. Guzman](#); [David P. Jordan](#); [Ethel M. Summers](#); [Jennifer A. Webster](#); [Kirby W. Metoxen](#); [Lisa A. Liggins](#); [Tehassi Tasi Hill](#)  
**Cc:** [BC Agenda Requests](#); [Danelle A. Wilson](#); [Rhiannon R. Metoxen](#); [Kristal E. Hill](#)  
**Subject:** E-POLL RESULTS: Approve the travel request - Vice-Chairman Brandon Stevens - Secretary of the Interior The Road to Healing in Pellston, MI - August 12-13, 2022  
**Date:** Friday, August 5, 2022 6:30:32 AM  
**Attachments:** [BCAR Approve the travel request - Vice Chairman Brandon Stevens - Secretary of the Interior The Road to Healing, August 12-13, 2022, Pellston, MI.pdf](#)

---

The e-poll approve the travel request for Vice-Chairman Brandon Stevens to attend the Secretary of the Interior The Road to Healing in Pellston, MI - August 12-13, 2022, **has carried**. Below are the results:

Support: Marie Cornelius, Tina Danforth, Daniel Guzman King, David P. Jordan, Lisa Liggins, Kirby Metoxen, Jennifer Webster

[Lisa Liggins](#)  
 Secretary  
 Oneida Business Committee

---

**From:** Secretary <TribalSecretary@oneidanation.org>  
**Sent:** Wednesday, August 3, 2022 9:05 AM  
**To:** Secretary <TribalSecretary@oneidanation.org>; Tehassi Tasi Hill <thill7@oneidanation.org>; Brandon L. Yellowbird-Stevens <bstevens@oneidanation.org>; Cristina S. Danforth <cdanfor4@oneidanation.org>; Lisa A. Liggins <lliggins@oneidanation.org>; Daniel P. Guzman <dguzman@oneidanation.org>; David P. Jordan <djordan1@oneidanation.org>; Kirby W. Metoxen <KMETOX@oneidanation.org>; Ethel M. Summers <esummer1@oneidanation.org>; Jennifer A. Webster <JWEBSTE1@oneidanation.org>  
**Cc:** Danelle A. Wilson <dwilson1@oneidanation.org>; Rhiannon R. Metoxen <rmetoxe2@oneidanation.org>; Kristal E. Hill <khill@oneidanation.org>  
**Subject:** E-POLL REQUEST: Approve the travel request - Vice Chairman Brandon Stevens - Secretary of the Interior The Road to Healing, August 12-13, 2022, Pellston, MI

## **E-POLL REQUEST**

-

### **Summary:**

The Secretary of The Interior will be holding The Road to Healing in Pellston, MI – August 13, 2022.

The Road to Healing, which will serve as a year-long tour across the country to provide survivors of the Federal Indian boarding school system and their descendants an opportunity to share experiences. This second stop on this historic tour is Michigan where Secretary Deb Haaland and Assistant Secretary Newland will be in attendance. The opportunity to attend and participate in this event will help inform the Federal Government about subsequent work of the Initiative. It also provides a platform for stories to be heard. Vice Chairman Brandon Stevens is requesting to attend as a representative of the Oneida Business Committee, along with Councilmember Kirby Metoxen.

### **Justification for E-Poll:**

The next Business Committee meeting will not take place until August 10, 2022 and travel arrangements need to be made ahead of time.

- **Requested Action:**

Approve the travel request - Vice Chairman Brandon Stevens - Secretary of the Interior The Road to Healing, August 12-13, 2022, Pellston, MI

- **Deadline for response:**

**Responses are due no later than 4:30 p.m., Thursday, August 4, 2022.**

- **Voting:**

1. Use the voting button above, if available; OR
2. Reply with "Support" or "Oppose".

Aliskwet Ellis

Information Management Specialist  
Government Administrative Office  
O: 920.869.4408 • E: [cellis1@oneidanation.org](mailto:cellis1@oneidanation.org)  
P.O. Box 365 • Oneida, WI • 54155



A good mind. A good heart. A strong fire.

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## Business Committee Agenda Request

1. Meeting Date Requested: 08/10/22

2. Session:

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

Approve the travel request - Vice Chairman Brandon Stevens - Secretary of the Interior The Road to Healing, August 12-13, 2022, Pellston, MI

4. Areas potentially impacted or affected by this request:

Finance

Programs/Services

Law Office

MIS

Gaming/Retail

Boards, Committees, or Commissions

Other: *Describe*

5. Additional attendees needed for this request:

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

**7. Budget Information:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded |
| <input type="checkbox"/> Unbudgeted                                | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> Other: <i>Describe</i>                    |  |

**8. Submission:**

Authorized Sponsor: Brandon Stevens, Vice-Chairman

Primary Requestor: Danelle Wilson, Executive Assistant

## Oneida Business Committee Travel Request

**1. OBC Meeting Date Requested:** 08 / 10 / 22  e-poll requested

### 2. General Information:

Event Name: Secretary of The Interior The Road to Healing

Event Location: Pellston, MI Attendee(s): Brandon Stevens

Departure Date: Aug 12, 2022 Attendee(s):

Return Date: Aug 13, 2022 Attendee(s):

### 3. Budget Information:

Funds available in individual travel budget(s)

Unbudgeted

Grant Funded or Reimbursed

Cost Estimate: \$800

### 4. Justification:

Describe the justification of this Travel Request:

The Secretary of The Interior will be holding The Road to Healing in Pellston, MI – August 13, 2022.

The Road to Healing, which will serve as a year-long tour across the country to provide survivors of the Federal Indian boarding school system and their descendants an opportunity to share experiences. This second stop on this historic tour is Michigan where Secretary Deb Haaland and Assistant Secretary Newland will be in attendance. The opportunity to attend and participate in this event will help inform the Federal Government about subsequent work of the Initiative. It also provides a platform for stories to be heard. Vice Chairman is requesting to attend as a representative of the Oneida Business Committee, along with Councilmember Kirby Metoxen.

Requested Action

Approve the travel request - Vice Chairman Brandon Stevens - Secretary of the Interior The Road to Healing, August 12-13, 2022, Pellston, MI

### 5. Submission

Sponsor: Brandon Stevens, Vice-Chairman

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



THE SECRETARY OF THE INTERIOR  
WASHINGTON

JUL 25 2022

Dear Tribal Leader:

In June 2021, I launched the Federal Indian Boarding School Initiative (Initiative) at the U.S. Department of the Interior (Department) to highlight the troubled history of Federal Indian boarding school policies and their legacy for Indigenous people. However, to address the intergenerational impact of Federal Indian boarding schools and to promote spiritual and emotional healing in our communities, we must also acknowledge and shed light on the unspoken traumas of the past.

In May of this year, Assistant Secretary – Indian Affairs Bryan Newland released volume 1 of the Investigative Report, as called for as part of the Initiative. Volume I of the report lays the groundwork for the Department’s continued advancement of the Initiative, in coordination with sister agencies.

To build on this work, I launched The Road to Healing, which will serve as a year-long tour across the country to provide survivors of the Federal Indian boarding school system and their descendants an opportunity to share experiences. This second stop on this historic tour is Michigan where Assistant Secretary Newland and I will visit. I invite you, survivors from your community, and the survivors’ families, to join us on the following date and time:

Date	Time	Location
Saturday, August 13, 2022	10 a.m. EST	Little Traverse Bay Bands of Odawa Indians, Pellston Public Schools, 172 Park Street, Pellston, MI 49769

The opportunity to attend and participate in this event will help inform the Federal Government about subsequent work of the Initiative. It also provides a platform for stories to be heard. A court reporter will be onsite to transcribe the event. We expect to limit press access to the first hour of the event so that those who need privacy are afforded an opportunity to participate without the media being present.

The burden of reliving this painful past will be immensely difficult for Indigenous families—including my own—who carry this trauma. Trauma-informed support will be available onsite. We will also connect survivors and their families with follow-up support, as requested.

I thank you in advance for your engagement and for encouraging your community to participate. By acknowledging the past, we will work toward a future we can all embrace. If you have any questions, please contact Mr. Joaquin Gallegos, Special Assistant for Assistant Secretary – Indian Affairs, at [joaquin\\_gallegos@ios.doi.gov](mailto:joaquin_gallegos@ios.doi.gov). Public feedback from Federal Indian boarding school survivors or their families may be submitted to the Department at [roadtohealing@ios.doi.gov](mailto:roadtohealing@ios.doi.gov).

Sincerely,

Deb Haaland

Enter the e-poll results into the record regarding the approved the travel request for Vice-Chairman...

## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. General Information:

Session:  Open  Executive – must qualify under §107.4-1.

Justification: *Choose reason for Executive.*

3. Supporting Documents:

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                            | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)              | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence                    | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice                  | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet                  | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input checked="" type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>            |  |   |

4. Budget Information:

- |  |  |                                     |
|--|--|-------------------------------------|
| <input type="checkbox"/> Budgeted                  | <input type="checkbox"/> Budgeted – Grant Funded | <input type="checkbox"/> Unbudgeted |
| <input checked="" type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: <i>Describe</i>  |                                     |

5. Submission:

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: \_\_\_\_\_

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: CELLIS1

**From:** [Secretary](#)  
**To:** [Secretary](#); [Tehassi Tasi Hill](#); [Brandon L. Yellowbird-Stevens](#); [Cristina S. Danforth](#); [Lisa A. Liggins](#); [Daniel P. Guzman](#); [David P. Jordan](#); [Kirby W. Metoxen](#); [Ethel M. Summers](#); [Jennifer A. Webster](#)  
**Cc:** [Danelle A. Wilson](#); [Rhiannon R. Metoxen](#); [Kristal E. Hill](#); [BC Agenda Requests](#)  
**Subject:** E-POLL RESULTS: Approve the travel request - Vice-Chairman Brandon Stevens - DCCC TEAM Program Palm Springs Issues Conference - Rancho Mirage, CA - September 8 -10, 2022  
**Date:** Monday, August 8, 2022 10:37:28 AM  
**Attachments:** [BCAR Approve the travel request - Vice-Chairman Brandon Stevens - DCCC TEAM Program Palm Springs Issues Conference - Rancho Mirage, CA - September 8 -10, 2022.pdf](#)

## E-POLL RESULTS

The e-poll to approve the travel request for Vice-Chairman Brandon Stevens to attend the Democratic Congressional Campaign Committee (DCCC) TEAM Program Palm Springs Issues Conference in Rancho Mirage, CA - September 8-10, 2022, **has carried**. Below are the results:

Support: Marie Cornelius, Daniel Guzman King, David P. Jordan, Kirby Metoxen, Jennifer Webster

**Aliskwet Ellis**  
 Information Management Specialist  
 Government Administrative Office  
 O: 920.869.4408 • E: [cellis1@oneidanation.org](mailto:cellis1@oneidanation.org)  
 P.O. Box 365 • Oneida, WI • 54155



A good mind. A good heart. A strong fire.

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**From:** Secretary <TribalSecretary@oneidanation.org>  
**Sent:** Friday, August 5, 2022 12:18 AM  
**To:** Secretary <TribalSecretary@oneidanation.org>; Tehassi Tasi Hill <thill7@oneidanation.org>; Brandon L. Yellowbird-Stevens <bstevens@oneidanation.org>; Cristina S. Danforth <cdanfor4@oneidanation.org>; Lisa A. Liggins <lliggins@oneidanation.org>; Daniel P. Guzman <dguzman@oneidanation.org>; David P. Jordan <djordan1@oneidanation.org>; Kirby W. Metoxen <KMETOX@oneidanation.org>; Ethel M. Summers <esummer1@oneidanation.org>; Jennifer A. Webster <JWEBSTE1@oneidanation.org>  
**Cc:** Danelle A. Wilson <dwilson1@oneidanation.org>; Rhiannon R. Metoxen <rmetoxe2@oneidanation.org>; Kristal E. Hill <khill@oneidanation.org>  
**Subject:** E-POLL REQUEST: Approve the travel request - Vice-Chairman Brandon Stevens - DCCC TEAM Program Palm Springs Issues Conference - Rancho Mirage, CA - September 8 -10, 2022  
**Importance:** High

## E-POLL REQUEST

- **Summary:**

Vice-Chairman Stevens is requesting to attend the Democratic Congressional Campaign Committee (DCCC) TEAM Program Palm Springs Issues Conference. Annually, the Nation makes a political contribution to both the DCCC and the RNCC to ensure that Oneida Nation is invited to events of this nature, to ensure that national tribal issues are a part of the Democratic and Republicans discussions, when they are discussing the advancement of issues in to the national elections, in their respective parties. This could lead to the development of tribal platforms, such as President Biden's Native American platform, and also teeing up of legislation that could positively impact Indian Country. Tribal leaders throughout Indian Country will be attending this event as well. The Oneida Nation continues to significantly be an advocate for the Midwest, and this is a good opportunity to ensure that the DCCC continue to recognize Indian Country as a substantial voting bloc.

- **Justification for E-Poll:**

The next Business Committee meeting will not take place until August 10, 2022, and there is a registration and hotel room deadline, to receive the discounted rates.

- **Requested Action:**

Approve the travel request for Vice-Chairman Brandon Stevens to attend the Democratic Congressional Campaign Committee (DCCC) TEAM Program Palm Springs Issues Conference in Rancho Mirage, CA - September 8-10, 2022

- **Deadline for response:**

Responses are due no later than **4:30 p.m., Friday, August 5, 2022.**

- **Voting:**

1. Use the voting button above, if available; OR
2. Reply with "Support" or "Oppose".

Lisa Liggins

Secretary

Oneida Business Committee

---

## Business Committee Agenda Request

1. Meeting Date Requested: 08/10/22

2. Session:

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

Approve the travel request - Vice-Chairman Brandon Stevens - DCCC TEAM Program  
Palm Springs Issues Conference - Rancho Mirage, CA - September 8 -10, 2022

4. Areas potentially impacted or affected by this request:

Finance

Programs/Services

Law Office

MIS

Gaming/Retail

Boards, Committees, or Commissions

Other: *Describe*

5. Additional attendees needed for this request:

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*



**6. Supporting Documents:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

**7. Budget Information:**

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded |
| <input type="checkbox"/> Unbudgeted                                | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> Other: <i>Describe</i>                    |  |

**8. Submission:**

Authorized Sponsor: Brandon Stevens, Vice-Chairman

Primary Requestor: Danelle Wilson, Executive Assistant

## Oneida Business Committee Travel Request

1. **OBC Meeting Date Requested:**                    /    /                     e-poll requested

### 2. General Information:

Event Name: \_\_\_\_\_ DCCC TEAM Program Palm Springs Issues Conference \_\_\_\_\_

Event Location: \_\_\_\_\_ Rancho Mirage,CA \_\_\_\_\_ Attendee(s):

Departure Date:  Attendee(s):

Return Date:  Attendee(s):

### 3. Budget Information:

Funds available in individual travel budget(s)

Unbudgeted

Grant Funded or Reimbursed

Cost Estimate: \_\_\_\_\_ \$1,465 \_\_\_\_\_

### 4. Justification:

Describe the justification of this Travel Request:

Vice-Chairman is requesting to attend the DCCC TEAM Program Palm Springs Issues Conference. Annually, the Nation makes a political contribution to both the DCCC and the RNCC to ensure that Oneida Nation is invited to events of this nature, to ensure that national tribal issues are a part of the Democratic and Republicans discussions, when they are discussing the advancement of issues in to the national elections, in their respective parties. This could lead to the development of tribal platforms, such as President Biden's Native American platform, and also teeing up of legislation that could positively impact Indian Country. Tribal leaders throughout Indian Country will be attending this event as well. The Oneida Nation continues to significantly be an advocate for the Midwest, and this is a good opportunity to ensure that the DCCC continue to recognize Indian Country as a substantial voting bloc.

Requested Action

Approve the travel request for Vice-Chairman Brandon Stevens to attend the DCCC TEAM Program Palm Springs Issues Conference in Rancho Mirage, CA - September 8 -10, 2022

### 5. Submission

Sponsor:

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



2022 DCCC TEAM Program Palm Springs Issues Conference
Friday, September 9, 2022 – Saturday, September 10, 2022

ACTIVITIES REGISTRATION FORM

Name \_\_\_\_\_ Guest(s) Name \_\_\_\_\_

Cell Phone \_\_\_\_\_ Email \_\_\_\_\_

Please return by August 1, 2022 to Jenna Gravalis at gravalis@dccc.org

To confirm that we received your form, please call Jenna Gravalis at (551) 427-9895

\*Please note, due to potential capacity restrictions, RSVPs will be taken on a first-come, first-served basis and an RSVP does not guarantee access to individual events.

DCCC EVENTS

(Times subject to change)

\_\_\_\_\_ Yes, I will attend the Friday, September 9, 9:30 AM – 10:30 AM
Breakfast & Welcome Ceremony
Number attending & names \_\_\_\_\_

\_\_\_\_\_ Yes, I will attend the Friday, September 9, 10:30 AM – 12:30 PM
Morning Issues Conference
Number attending & names \_\_\_\_\_

\_\_\_\_\_ Yes, I will attend the Friday, September 9, 3:00 PM – 5:00 PM
Afternoon Issues Conference
Number attending & names \_\_\_\_\_

\_\_\_\_\_ Yes, I will attend the Friday, September 9, 7:00 PM – 9:00 PM
Dinner
Number attending & names \_\_\_\_\_

\_\_\_\_\_ Yes, I will attend the Saturday, September 10, 9:30 AM – 11:00 AM
Additional Funds Breakfast
\*\*\*TEAM 50 (\$50k+) tribes eligible to attend
Number attending & names \_\_\_\_\_

Paid for by DCCC. www.dccc.org. Not authorized by any candidate or candidate's committee

# WEEKEND REGISTRATION FORM

Name: \_\_\_\_\_ Guest Name: \_\_\_\_\_

Employer: \_\_\_\_\_ Occupation: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Business Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Emergency Contact: \_\_\_\_\_

Arrival/Departure Flight Info (Time/Date/etc.): \_\_\_\_\_

The DCCC is taking all the necessary precautions to ensure this weekend is as safe as possible for all of our guests and is in full compliance with all state and local health and safety regulations. All attendees must be fully vaccinated and boosted in order to participate.

I have been or will be fully vaccinated and boosted by September 9, 2022  My guest(s) is or will be fully vaccinated and boosted by September 9, 2022

## ACCOMMODATIONS

### Agua Caliente Resort Casino Spa

32-250 Bob Hope Drive, Rancho Mirage, CA 92270

The DCCC has a limited block of rooms on a first-come, first-served basis. Rooms must be reserved no later than August 19, 2022. **The DCCC room block begins on Thursday, September 8, 2022, with checkout on Sunday, September 11, 2022 — no exceptions will be made.** Those who wish to extend their stay will do so based on room availability at the discretion of the hotel.

I am booking my hotel room through DCCC's room block at Agua Caliente Resort Casino Spa – Rancho Mirage. I understand the DCCC is not responsible for charges, including cancellation charges. Payment is required at the time of booking to guarantee all reservations. Cancellations are not guaranteed refundable and are up to the discretion of the DCCC and the hotel.

[Click here to RSVP](#)

Or visit

[https://hotwatercasino.reztrip.com/classic/en/special\\_offer?action=show&controller=landings&locale=en&rate\\_code\[\]=6273579&rate\\_code\[\]=6273579&starting\\_page=special\\_offer](https://hotwatercasino.reztrip.com/classic/en/special_offer?action=show&controller=landings&locale=en&rate_code[]=6273579&rate_code[]=6273579&starting_page=special_offer)

DCCC rates starting at **\$179 per night**  
plus applicable tax and fees

I am making my own hotel arrangements and will not be staying at the Agua Caliente Resort Casino Spa. I understand doing so requires me to provide my own transportation to and from DCCC events in Palm Springs.

HOTEL NAME: \_\_\_\_\_

HOTEL ADDRESS: \_\_\_\_\_

ARRIVAL DATE DEPARTURE DATE: \_\_\_\_\_

Paid for by DCCC. www.dccc.org. Not authorized by any candidate or candidate's committee

Contributions or gifts to the DCCC are not tax deductible. Contributions from foreign nationals and corporations are not permitted.

Approve two (2) requested actions - CDC # 15-001 Oneida Community Cannery

---

## Business Committee Agenda Request

1. Meeting Date Requested: 8/24/22

2. Session:

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR Enter the requested motion related to this item.

Two actions as noted on attached Memo.

4. Areas potentially impacted or affected by this request:

Finance

Programs/Services

Law Office

MIS

Gaming/Retail

Boards, Committees, or Commissions

Other:

5. Additional attendees needed for this request:

*Name, Title/Entity OR Choose from List*

Vanessa Miller - Area Manager, Food & Agriculture

**6. Supporting Documents:**

- Bylaws
- Fiscal Impact Statement
- Presentation
- Contract Document(s)
- Law
- Report
- Correspondence
- Legal Review
- Resolution
- Draft GTC Notice
- Minutes
- Rule (adoption packet)
- Draft GTC Packet
- MOU/MOA
- Statement of Effect
- E-poll results/back-up
- Petition
- Travel Documents
- Other: CDC Approval Package

**7. Budget Information:**

- Budgeted – Tribal Contribution
- Budgeted – Grant Funded
- Unbudgeted
- Not Applicable
- Other:

**8. Submission:**

**Mark W. Powless** Digitally signed by Mark W. Powless  
Date: 2022.08.17 10:55:24 -05'00'

Authorized Sponsor: Mark W. Powless, General Manager

Primary Requestor: Paul J. Witek - Engineering Director/Senior Architect

August 16, 2022

## Business Committee Agenda Request - Memo

**Project No.:** 15-001      **Project Title:** Oneida Community Cannery

### Purpose:

The project team is seeking approval of the project through the Capital Improvement Process (CIP) and activation of the project's allocated funding to continue the project development.

### Background:

The project was previously titled "*Food Innovation Center*", however, the title was changed to "*Oneida Community Cannery*" to reflect the scope of the project more accurately.

The project will entail constructing a new building to house the Community Cannery and move it from its current location to the new facility.

Project need and justification is denoted in the attached CDC #15-001 CDC Approval Package.

The project has funding obligated from Tribal Contribution Savings via BC Resolution #08-25-21-B in the amount of \$ 7,155,000.00. The funds would be activated in the project's CIP Budget and managed within that process.

The project has completed Phase II of the CIP and has been routed to the various tribal review entities.

### Attachments:<sup>1</sup>

- 15-001 CDC Approval Package with CIP Form-05.
- Memo – Project Team's replies to CIP review comments
- Memo – General Manager comments/concerns
- Memo – Cannery Replies to GM Concerns
- BC Resolution #08-25-21-B

---

<sup>1</sup> The Indigenous Diet and Wellness Coordinator position is vacant, the attachments have not been updated to reflect this change.

**Action Requested:**

1. Approval of the CDC Approval Package for CDC #15-001 Oneida Community Cannery.
2. Activation of \$ 7,155,000.00 from the Tribal Contribution Savings for CDC #15-001 Oneida Community Cannery.



# Oneida Community Cannery



**CDC #15-001**

**CDC APPROVAL PACKAGE**

**Project Client: Environmental Health, Safety, Land & Agricultural Division**

**Project Team:**

Jamie Betters	Indigenous Diet and Wellness Coordinator, Cannery
Vanessa Miller	Area Manager, Food and Agriculture Area
Nicole Rommel	EHSLA Division Director
Troy Parr	Project Planner - Planning Dept.
TBD	Project Manager - Engineering Dept.
Paul J. Witek	Engineering Director/Senior Architect - Engineering Dept.

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## PROJECT EXECUTIVE SUMMARY

Project Title: Oneida Community Cannery

### Project Description:

This project is a refining of the former Food Innovation Center project brought forth in 2018 to focus on a new food processing facility of training space to facilitate the transfer of knowledge regarding our foods in our Nation's food systems to community members. This space will support and encourage the growth of the food security and food sovereignty program efforts of the Cannery. As we know that our foods anchor us into our identity as Ukwehuwe, this has both a cyclical and trickle-down effect on enhancing our physical, mental, emotional, and spiritual health.

The current space location of the Cannery program is both inefficient and operationally problematic in numerous ways. Over the last 15 years, the Cannery has been desperately looking for a space to accommodate their needed service to the community. The current location can no longer support the exciting and innovation initiatives being undertaken by this program and is proving to be both costly and time wasteful, as well as unsafe per processing regulations and requirements.

(see page 7 of CDC Approval Package)

### Management/Business Plan:

Management and staff oversight of the facility will remain the same as the current Cannery staffing. Additional staffing may be needed as the facility production capacity grows. Some additional staffing from DPW and custodial was recommended by the Public Works Division. There will be no increase needed with MIS staff.

The condensed Profit and Loss Statement as projected from the attached Business Plan is as follows for the first five years of operations:

Condensed P&L	2022	2023	2024	2025	2026
<b>Revenue</b>	<b>\$100,531</b>	<b>\$133,412</b>	<b>\$156,104</b>	<b>\$202,343</b>	<b>\$259,766</b>
COGS	\$47,845	\$56,670	\$67,132	\$86,444	\$111,311
<b>Gross Profit</b>	<b>\$52,686</b>	<b>\$76,742</b>	<b>\$88,972</b>	<b>\$115,899</b>	<b>\$148,454</b>
Operating Costs	\$287,765	\$286,498	\$294,780	\$306,028	\$315,564
<b>EBITDA</b>	<b>(\$235,079)</b>	<b>(\$209,756)</b>	<b>(\$205,807)</b>	<b>(\$190,129)</b>	<b>(\$167,110)</b>
Community Value Add	\$81,985	\$97,255	\$118,668	\$133,830	\$168,451
<b>EBITDA + Community Value Add</b>	<b>(\$153,094)</b>	<b>(\$112,501)</b>	<b>(\$87,140)</b>	<b>(\$56,300)</b>	<b>\$1,341</b>

(see page 8 of CDC Approval Package)

**Site Selection:**

The ideal site location of this facility is in the Oneida Business Park, across from the Emergency Food Pantry. This site has been identified as the proposed location due to vicinity to the other Food and Ag departments, as well as being placed in central Oneida near popular roadways and trail systems to increase access to membership.

(see page 11 of CDC Approval Package)

**Project Budget Estimate:**

Soft & Misc. Costs:	\$	620,400
Construction:	\$	3,741,000
Furniture, Fixtures & Equipment (FFE):	\$	2,027,000
Contingency:	\$	766,600
<b>Total (rounded):</b>	<b>\$</b>	<b>7,155,000</b>

(see page 12 of CDC Approval Package)

**Financial Plan:**

Tribal Contribution Savings (TCS)

Funding for this project has been allocated from ~~ARPA-FRF LR~~ funds per BC Resolution 08-25-21-B in the amount of \$ 7,155,000.

(see page 13 of CDC Approval Package)

**Communication Plan:**

The standard process will be used for communicating the project status to the community.

(see page 13 of CDC Approval Package)

## **I. Needs Assessment and Project Justification**

### **A. Introduction:**

The general purpose of the Oneida Community Cannery project is to develop a new facility for the Oneida Nation Cannery and its programmatic efforts. This project is an extension and redefinition of the of former Food Innovation Center project that was initially developed prior to COVID halting the process. This initial Food Innovation Center concept was designed and proposed to serve as several different food concept efforts, combining cannery processing, training, and entrepreneurial and revenue generating efforts. The current purpose of this project is to refocus this center to be a new cannery and training facility to address the growing processing and production needs of the community in the Nation's food sovereignty efforts. The Cannery is responsible for and has taken on many efforts regarding the Nation's food security, food sovereignty, and diet and wellness initiatives. This Community Cannery will allow for the Cannery to best serve the community and the demand placed on the program by facilitating the food processing needs of the community and continuing to allow for the transfer of knowledge of food and empowering our citizens in the safe production and processing of their own foods.

### **B. Present Facilities:**

The Cannery is currently located in the lower level of the Norbert Hill Center.

### **C. Problem:**

The current facility space of the Cannery does not meet the operational demands placed on the program. As the Cannery plays a critical part in the Nation's food sovereignty and community empowerment efforts, the program has well outgrown this space for quite some time. The needs of the community have expanded far beyond the capabilities of this location. From limited space, to outdated facilities and failing infrastructure, the program has been needing to band aid continual issues that routinely arise. Further, the current location of the Cannery was never intended to be a food processing facility. This space was a locker room in the Oneida Nation High School that was retro fitted to essentially make the processing facility fit as best as possible.

This has posed many operational and functional issues, and continues to, as the Cannery has continued to grow to meet the community desire and demand to interact with our traditional foods. A shut down order was issued from the Sanitarian in 2019 due to sediment in water and the hot water not being up to temperature requirements at the hand washing stations. These are Food Code requirements to ensure safe processing and limit the risk of foodborne illness. This shut down put the Cannery behind in orders and required manual boiling of water-time that cannot be forfeited. Because the existing space is a retro fitted locker room, moisture issues are a considerable problem that is experienced with the humidity of the area. The facility cannot be appropriately exhausted because of the structure alone. Negative pressure due to the size of the building requires the opening and closing of doors regularly to ensure exhaust fans are working properly. This humidity issue is costly to the Nation, as processing often requires double the

amount of standard time to deal with these moisture levels. In addition, the electrical capacity at this location has been reached. When outlets trip, food batches must be disposed of if not noticed immediately due to the concern of temperature control requirements not being met and the possibility of bacteria growth. There is limited space for inventory storage, that prohibits the purchasing of bulk quantities of supplies that could see a cost savings if allowed. Additional freezer space to store corn is a must to prevent pest infestation. The Cannery must utilize other off-site space currently to meet its needs. This is inefficient and takes away from their work. The boiler system is a regular issue. Even though it is only eight years old, the existing plumbing that supports the system is old and inserts sediment into the water used for processing. The boiler is currently housed in a room that is distanced from the facility. This creates inefficiency and bad batches that need to be discarded or orders that cannot be filled in a timely manner.

If the Cannery does not move from our current location, we will stop the growth that is being demanded from our community. This is inevitable. There is only so much that can be done from the small, inefficient, and failing space that we are in. Further, even aside from prohibiting growth, this current space poses a constant threat of having to stop production due to infrastructure failure. The Cannery is currently the only licensed processing facility of the Nation. If the Cannery is closed for any reason, all processing of the Nation's foods stops.

We know that our foods are our medicines and are such an incredible factor in our overall wellness as a people. The community engagement and demand to interact with our foods systems is at an all time high. Our foods heal us. We owe it to our community to meet this demand and to continue to grow as a program to best serve them and support their wellness and healing journeys.

## **II. Business Plan**

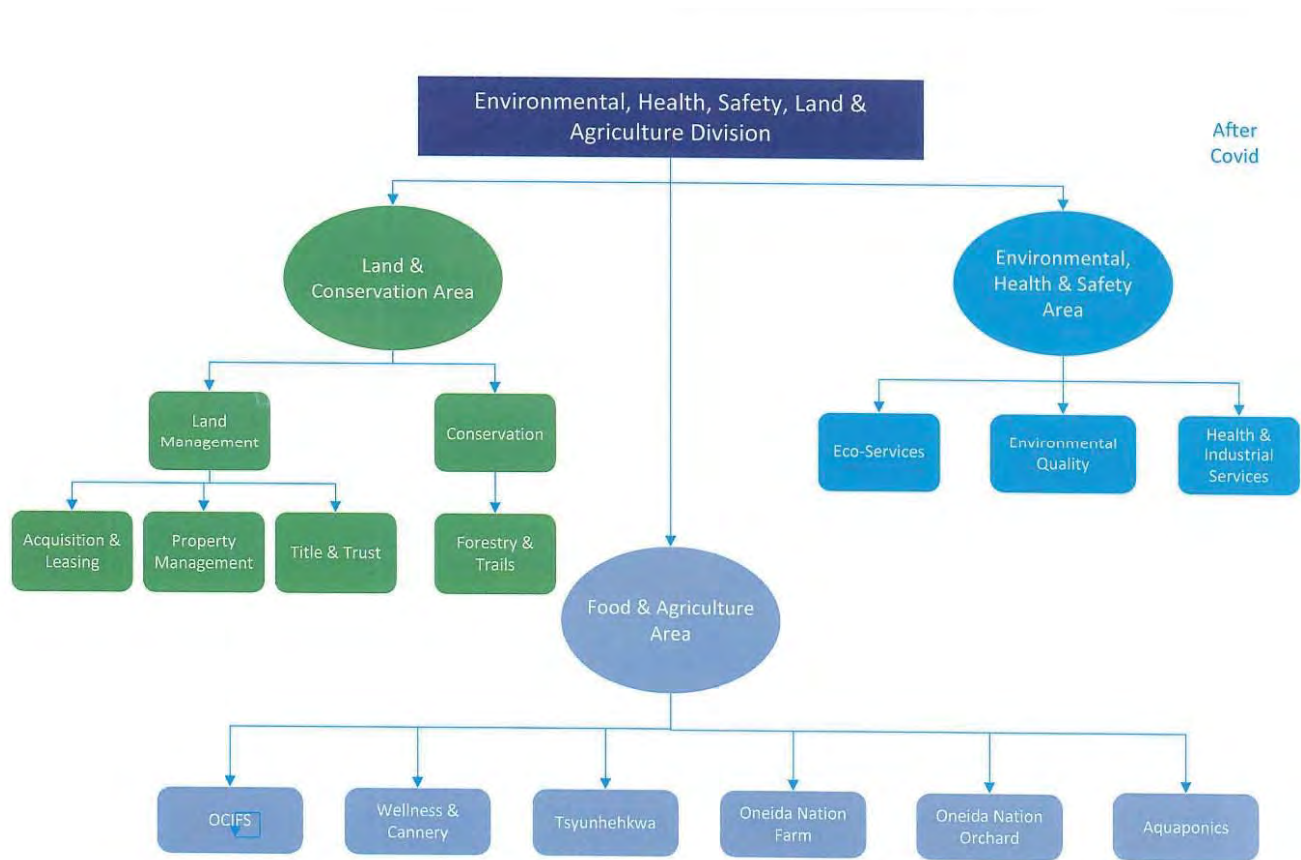
- A. The Business Plan is included in the Appendix of this document. As the Cannery is a Nation program, a business plan to pursue maximizing straight line profitability is not the goal. However, in alignment with best financial management practices, the program will look to reducing tribal contribution as much as possible with the goal of being progressively more self-sustaining, utilizing the revenues from products and services to self-fund its activities. Prioritizing community needs will remain the first priority of the facility, with profit generating potentials being secured after these needs are met.

## **III. Management Plan**

- A. Management - The Cannery is currently within the Food and Agricultural Area of the Environmental Health, Safety, Land and Agriculture Division. The management of the Cannery facility would not change and remain operationally managed by the current staff.



## B. Organizational Chart



## C. Staffing, Requestor:

The Cannery is currently staffed with an Educator Food Processor (FTE), a Senior Processing Operator (FTE), a Food Processing Operator (FTE), along with youth apprentices and youth workers that are on boarded each year as allowed.

Initially, current staffing will not change as a result of this project. However, as the program offerings may grow, additional staff may be needed to manage and support this growth. This will be assessed as the Cannery continues to grow. Should additional staffing be necessary at any point, these positions will be requested, as the need arises, through the normal HRD processes.

## D. Staffing, Service Departments:

The tribal service departments that are impacted by this project include the following. Their need for additional staffing due to this project is noted:

1. DPW – Facilities: one additional position recommended
2. DPW – Groundskeeping: one additional position recommended
3. DPW – Custodial: one additional position recommended
4. MIS - no additional positions needed

#### IV. Facility Concept and Space Requirements

- A. The proposed building will be a one-story structure of approximately 10,750 square feet.
- B. Consistent with the Oneida Design Standards, it is our intention to utilize sustainable design principals on this project when possible. Meaning, we will design, construct, and operate the building to minimize negative impacts to the natural environment and health, while optimizing long-term costs.
- C. The design concept will integrate our culture. The project will focus on processing and training spaces including location of equipment and adjacencies to ensure production efficiency and training effectiveness.
- D. The spaces to be included are:

Space	Use Description	Square Footage
<b>Entire Facility</b>	<ul style="list-style-type: none"> <li>Primary focus is on relocating cannery production functions into new, safe, functional, and updated space</li> <li>Secondary focus is on supporting community learning and the incubation of small, food-focused businesses by tribal members</li> <li>Features dedicated space for each desired use</li> <li>Flexible to integrate all desired programming</li> </ul>	
<b>Cannery Production Space</b>	<ul style="list-style-type: none"> <li>Primary production, processing and manufacturing space supporting all product SKUs</li> <li>Food safe production space with access to updated, mechanized manufacturing equipment and resources</li> <li>Space is divided into 4 primary use spaces:               <ol style="list-style-type: none"> <li><b>Main Production Floor</b> for all cannery product production and processing of local crop products</li> <li><b>Controlled Temperature Room</b> with humidity and temperature-controlled production space</li> <li><b>Grinding Room</b> with controlled environment for milling and grinding of products</li> <li><b>Packaging Room</b> for assembly and packaging of all products</li> </ol> </li> </ul>	2,770 sq ft
<b>Cannery Support Spaces</b>	<ul style="list-style-type: none"> <li>Dedicated office space (1 private and 1 open plan office) for cannery staff (up to 5 people)</li> <li>Multifunctional space (conference room)</li> <li>Cannery staff toilet (dedicated)</li> <li>Cannery staff welfare space (lounge, lockers)</li> <li>Entrance vestibule for guests, tours, etc.</li> </ul>	457 sq ft
<b>Warehouse &amp; Storage Spaces</b>	<ul style="list-style-type: none"> <li>Warehouse and loading docks</li> <li>Dry storage</li> <li>Refrigerated storage</li> <li>Frozen storage</li> </ul>	2,823 sq ft

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Space	Use Description	Square Footage
<b>Incubation Kitchen</b>	<ul style="list-style-type: none"> <li>• Production space for community member training and incubation uses</li> <li>• Space is divided into two “incubation pods” each set-up with hot, prep, and processing stations</li> <li>• Each “pod” features identical equipment, storage, scullery, and functional supports</li> <li>• Each “pod” provides workspace for 1 entrepreneur or small business</li> <li>• Each “pod” supports approximately 20-25 students/guests for community cooking class purposes</li> <li>• Each incubation pod also includes a small conference room for event or gathering needs and access to a small, shared office for labeling, packaging, or related needs.</li> <li>• The incubation pods have been designed with the ability to convert into a single space for community (gathering) cooking classes hosting approximately 50+ students/guests</li> <li>• Full space is supported by A/V technology to support Oneida tribal training and community class needs.</li> </ul>	1,938 sq ft
<b>Retail Space</b>	<ul style="list-style-type: none"> <li>• Small, public-facing retail outlet to vend Native food-based products</li> <li>• Will feature hot-holding, cold-holding, frozen-holding, and shelf-stable retail supports (e.g., cases)</li> <li>• Designed to be supported by a single staff person during standard business hours</li> </ul>	301 sq ft
<b>Building Support Spaces</b>	<ul style="list-style-type: none"> <li>• Custodial closet</li> <li>• Boiler and mechanical room</li> <li>• Public toilets</li> <li>• Corridors</li> </ul>	2,452 sq ft
<b>Outdoor/ Parking Areas</b>	<ul style="list-style-type: none"> <li>• Turnaround and access space to support truck traffic and deliveries for all truck sizes (53-foot semi, 20–27-foot box)</li> <li>• Parking</li> <li>• Optional outdoor seating area to support visitor on-site eating options</li> </ul>	

## V. Site Selection Criteria

- A. Zoning
- B. Site characteristics (topography, drainage, soils, etc.)
- C. Infrastructure – Utilities
- D. Infrastructure – Transportation
- E. Parcel Size
- F. Adjacency requirements
- G. Existing Ownership

CDC #15-001

- H. The ideal site location of this facility is in the Oneida Business Park, across from the Emergency Food Pantry. This site has been identified as the proposed location due to vicinity to the other Food and Ag departments, as well as being placed in central Oneida near popular roadways and trail systems to increase access to membership

## VI. Environmental

- A. An Environmental Assessment will be initiated once the project has been approved and the design is at a stage where there is sufficient information to request the assessment.

## VII. Budget Estimate

- A. The Project Budget Estimate follows:

### SOFT and MISCELLANEOUS COSTS

Engineering Dept. Fees	186,100
Architect / Engineer Fees & Reimbursables	411,500
Soil Borings, Testing and Surveys	18,700
Agency Review and Approval Fees	3,700
Insurance - Builders Risk	covered by property insurance
Historical/Cultural/Archaeological Review	350

Sub-total: 620,400

### CONSTRUCTION

Site Work & Landscape	397,000
Building Construction	3,344,000

Sub-total: 3,741,000

Oneida Preference Amount	0		
Sustainable Design Premium	0%	0	
Inflation Factor:	0 years	7% per year	0

Sub-total: 3,741,000

### FIXTURES, FURNISHINGS AND EQUIPMENT

Division 10 - Specialties	40,000
Division 11 - Equipment	1,725,000
Division 12 - Furnishings	100,000
Division 27 - Communications	82,000
Division 28 - Electronic Safety & Security	80,000

Sub-total: 2,027,000

TOTAL:	6,388,400
Contingency: 12.0%	766,600

ESTIMATED TOTAL PROJECT BUDGET: \$ 7,155,000

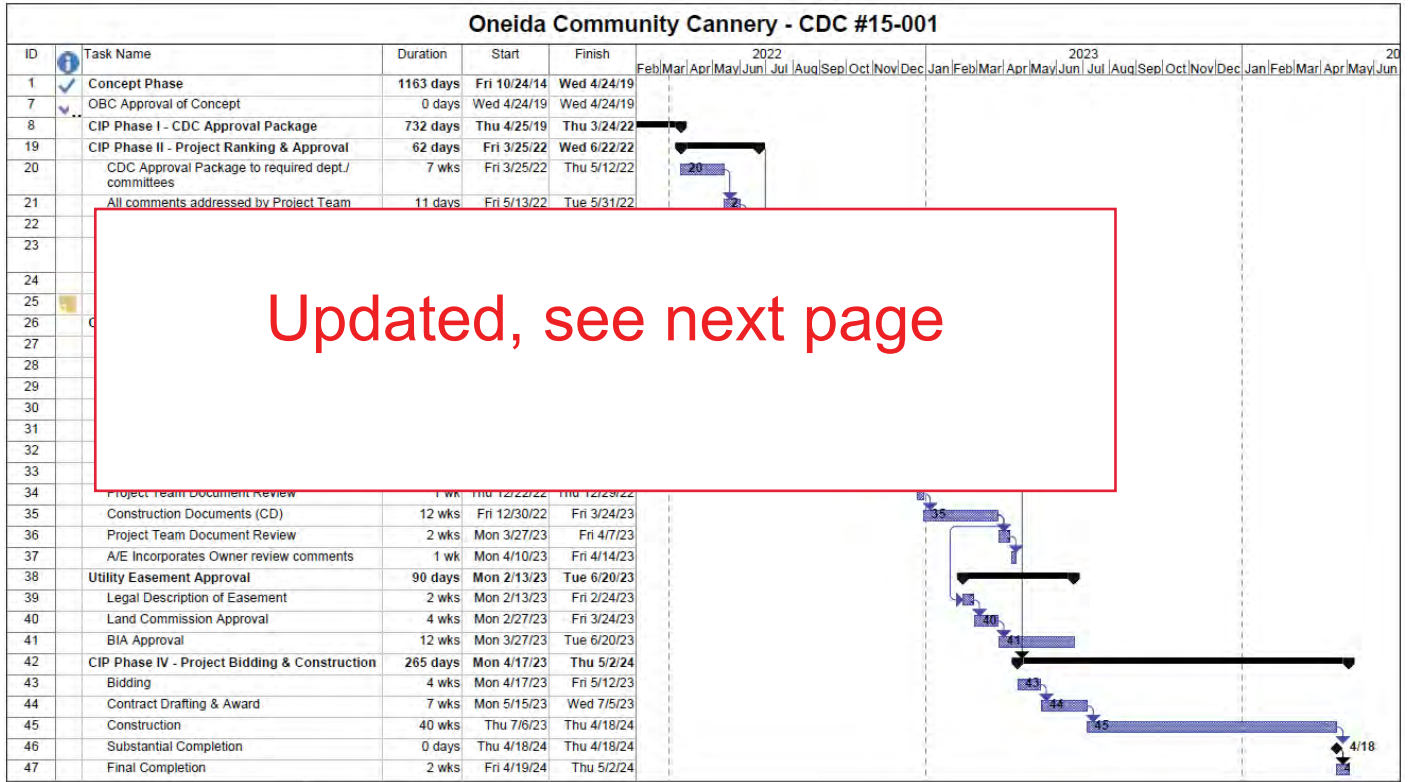
**VIII. Financial Plan****Tribal Contribution Savings (TCS)**

- A. Tribal Financing: Funding for this project has been allocated from ~~ARPA-FRF-LR~~ funds per BC Resolution 08-25-21-B in the amount of \$ 7,155,000.
- B. The Project Team has been researching possible grant opportunities for the operational expenses of this project following construction to reduce tribal contribution, and has identified the following potentials:
  - 1. Tribal Practices for Wellness in Indian Country-CDC-\$150,000.00 per year for five (5) years

**IX. Communication Plan**

- A. Information included in a communication plan for this project will include:
  - 1. CIP project number
  - 2. Project title
  - 3. Project Manager (including: phone, fax numbers and e-mail address)
  - 4. Brief description of the project scope
  - 5. Project Status
  - 6. Project budget amount
  - 7. Project schedule
- B. The Project Information will be communicated to the community and staff as follows:
  - 1. Reports on Oneida website (Project Manager)
  - 2. Groundbreaking and dedication ceremonies scheduled with the events coordinator (Project Manager / Business Unit Manager)
  - 3. Periodic articles in the Kalihwisaks based upon the specific needs of the project. (Project Manager)

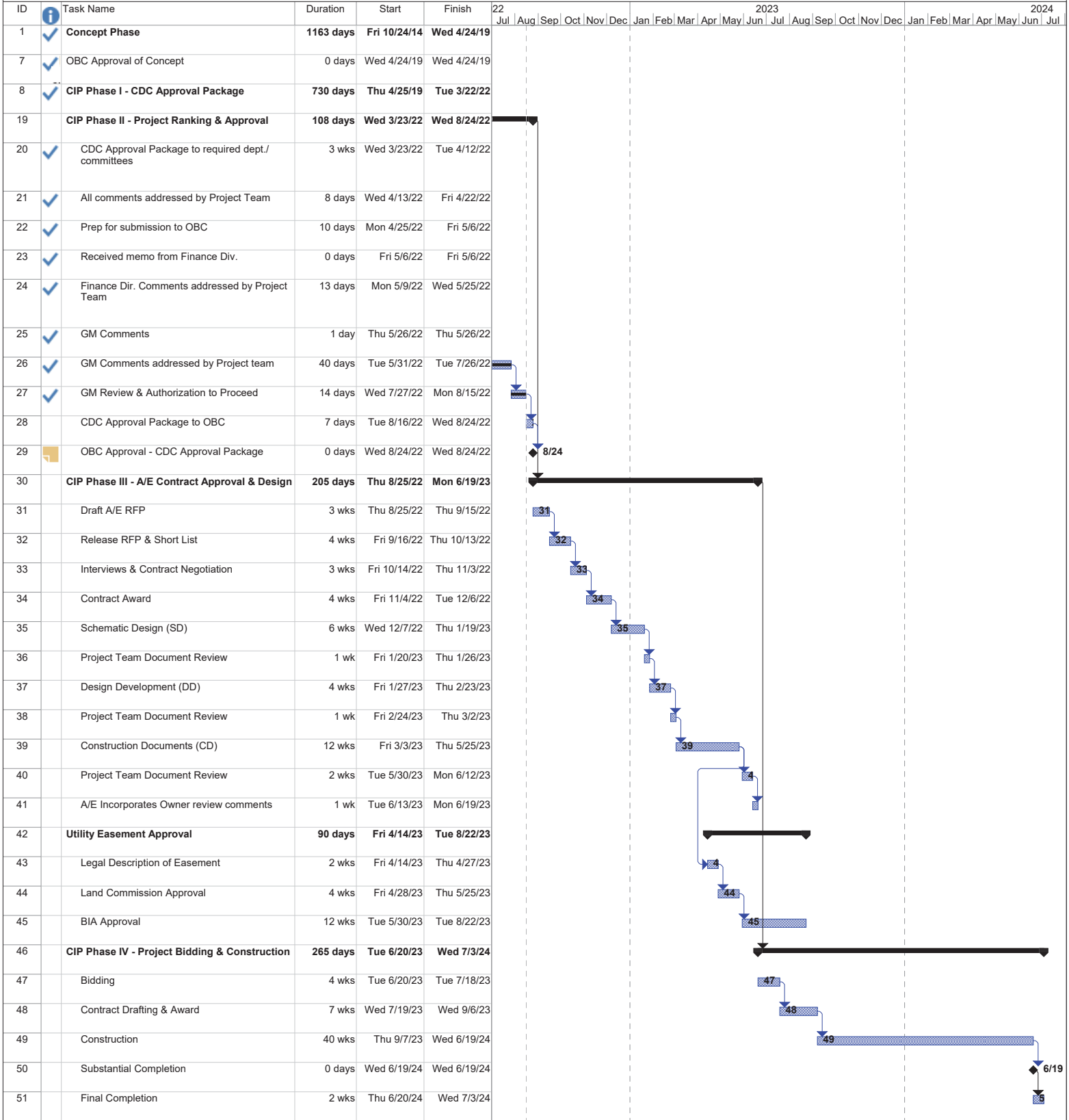
**X. Project timeline**



**XI. Appendix**

**A. Oneida Cannery Business Plan**

### Oneida Community Cannery - CDC #15-001



**Oneida Engineering Department**  
 Date: Tue 8/16/22 9:59 AM  
 15-001 Project Schedule.mpp

Task	Inactive Task	Manual Summary	Start-only
Split	Inactive Task	Start-only	Finish-only
Milestone	Inactive Milestone	Finish-only	Progress
Summary	Inactive Summary	Progress	Deadline
Project Summary	Manual Task	Deadline	Manual Summary Rollup
External Tasks	Duration-only	Manual Summary Rollup	
External Milestone	Manual Summary Rollup		



# The Oneida Cannery Business Plan

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# Executive Summary

## Introduction

The Oneida Nation of Wisconsin is a federally recognized tribe of Oneida people, with a reservation located on 65,000 acres on the west side of the Green Bay metropolitan area. Central to Oneida culture is to offer programs, services, and resources to the community that enable its citizens to carry on the strength and determination of their ancestors. Among the Oneida Nation's resources is its community integrated food system that spans nutrition education, food distribution, a farmers market, youth programming, gardening, agricultural production via its orchard and farm, and processing in its community cannery.

The Oneida Cannery, which has been in operation for over four decades, is a critical component of the Oneida Community Integrated Food Systems (OCIFS). The facility's physical assets and trained staff are central supports of the Nation's efforts to restore its land and waters for food production and to provide sustainable, local, healthy foods to its people. The Oneida Nation's progressive approach to managing the health risks of its members has been promoted widely as a model for other communities committed to healing and restoring resilient food systems.

## Purpose and Vision

The advancing age of the original Oneida Cannery has prompted more than a decade of research and planning to prepare for its replacement. The current physical location has surpassed its maximum capacity for key utilities (heat, electricity) and presents unmitigable conditions non-congruent with food storage and preparation (e.g., condensation). Feasible options for systems and equipment repair and replacement have slowly been exhausted. Facility space constraints that limited program growth, required shutdowns per the Oneida Food Service Code (five weeks total), and food safety issues, all caused by facility infrastructure failures, have accelerated the need to build a new facility to house the cannery's operations. The cannery is turning away an estimated 400 customers per year for its basic value-add corn and dehydrated products and another 40 participants per year for classes. In its current state, the cannery can no longer execute its mission efficiently or safely.

Since 2018, New Ventures Advisors (NVA) has collaborated with Oneida representatives to consider options for updating the Oneida Cannery to meet the needs of the next several decades. In an effort to find an acceptable, sustainable solution for the community, the enclosed business plan for a new cannery reflects thoughtful and strategic refinement of the project's predecessor, the Food Innovation Center, brought forth in 2018.

An updated facility will prioritize food processing capacity of indigenous foods and training space to facilitate the continued exchange of indigenous food knowledge and support of the Oneida Nation's food security and food sovereignty programming and initiatives. The building design acknowledges Oneida traditions, elevates environmentally sustainable elements, and expands the possible uses of the space. Shared rental kitchen access will allow Oneida members to explore their entrepreneurial interests in food and beverage, supporting their

self-sufficiency while growing the overall Oneida food ecosystem.

## Product and Service Offerings

The products and services of the future Oneida Cannery represent an expansion of successful initiatives and the introduction of new offers in response to articulated and demonstrated demand. The primary source of revenue that supports current operations is derived from products created by the cannery and sold to local internal groups and to on-reservation community outlets. These include indigenous crops such as white corn, value-added products and ready-to-eat goods created from raw indigenous ingredients, and indigenous crop-based products such as smudge kits and sweetgrass braids.

With the new facility, cannery staff will be able to support additional product development for ready-to-eat items, dehydrated and freeze-dried produce, fresh-pressed juices, and breads. Promotion of these items will be enabled by expanding sales via an on-site retail outlet, off-reservation local grocery outlets, and online marketplace.

The Oneida Cannery currently offers two services (either free or for a nominal fee) to the immediate members of the tribal community. Members can process their raw ingredients into value-added goods in certified spaces or rent equipment to process these ingredients in other secured certified kitchen spaces or at-home. Both services are currently offered out of the cannery's production space. In the new facility, they will be operated out of a shared kitchen/incubation space and no longer limited by the capacity of the cannery's primary production areas.

In the new facility, the cannery staff will have two state-of-the-art demonstration kitchens that will allow double the food-related programming available to members, including, but not limited to the following:

- Classes on preservation, processing, and related culinary techniques that promote or preserve indigenous foods, history, and practices;
- Certification classes for food safety, food handling, or related regulatory and licensing needs for community members, small businesses, and entrepreneurs to safely handle product in the facility or in a home kitchen or business space;
- Workforce training programs, internships, and apprenticeships to support opportunities for job training and business incubation among community youth;
- Business incubation services and courses to support entrepreneurship and small business development among community members;
- Tours and opportunities to promote the cannery and share activities with other tribes or indigenous groups.

## Profit and Loss Statement

The financial goal of the Oneida Cannery is to get as close to self-sustainability as possible with program revenues offsetting a significant portion of tribal contributions for operating expenses. The Cannery's main goal is to provide the community with goods and services (at cost) as a community program that supports access to wellness and health care via community foods. The new facility will generate revenue from three outlets:

1. Rental fees associated with community rental of the two (2) shared kitchen incubation pods;
2. Sales of locally produced goods (consumer-packaged goods and ready-to-eat products) in the on-site retail outlet;
3. Rental fees associated with event space rental for small-scale special events in the on-site conference space and/or kitchen spaces.

With additional capacity from the new facility, the cannery will be able to meet its entire internal community demand and expand to external segments, where goods and services would be priced at market rates. Breakeven depends upon the cannery's ability to produce enough goods such that it has excess units it can sell externally. Considering purely costs and sales, positive cash flow does not occur within the five-year forecast period. However, this does not consider the value that the cannery provides to the community that is not captured in revenue receipts. The cannery's value add to the community is the difference between the cannery's price (at cost) versus what it would cost the community to acquire those goods and services elsewhere (market rate). From this perspective, breakeven occurs in year five, at the end of the forecast period.

Table 1: Condensed Profit and Loss Statement

Condensed P&L	2022	2023	2024	2025	2026
<b>Revenue</b>	<b>\$100,531</b>	<b>\$133,412</b>	<b>\$156,104</b>	<b>\$202,343</b>	<b>\$259,766</b>
COGS	\$47,845	\$56,670	\$67,132	\$86,444	\$111,311
<b>Gross Profit</b>	<b>\$52,686</b>	<b>\$76,742</b>	<b>\$88,972</b>	<b>\$115,899</b>	<b>\$148,454</b>
Operating Costs	\$287,765	\$286,498	\$294,780	\$306,028	\$315,564
<b>EBITDA</b>	<b>(\$235,079)</b>	<b>(\$209,756)</b>	<b>(\$205,807)</b>	<b>(\$190,129)</b>	<b>(\$167,110)</b>
Community Value Add	\$81,985	\$97,255	\$118,668	\$133,830	\$168,451
<b>EBITDA + Community Value Add</b>	<b>(\$153,094)</b>	<b>(\$112,501)</b>	<b>(\$87,140)</b>	<b>(\$56,300)</b>	<b>\$1,341</b>

## Cash Flow Statement

Given that the nature of the business and its primary expenses are related to the procurement of raw ingredients and labor, the assumption is that both receivables and payables are current. Therefore, the cashflow statement will reflect the income statement revenue and expenditures. The tribal contributions that will be required to support the cannery until the end of the forecast period are shown in table 2 in the "Cash from Financing Activities" line. This number is also reflected in the working capital funding as shown in table 3 below.

Table 2: Cash Flow Statement

Cash Flow Statement	2022	2023	2024	2025	2026
<b>Operating Activities</b>					
Sales	\$100,531	\$133,412	\$156,104	\$202,343	\$259,766
COGS	(\$47,845)	(\$56,670)	(\$67,132)	(\$86,444)	(\$111,311)
Operating Expenses	(\$79,265)	(\$71,743)	(\$73,582)	(\$78,195)	(\$80,896)
Payroll	(\$208,500)	(\$214,755)	(\$221,198)	(\$227,834)	(\$234,669)
Taxes	-	-	-	-	-
<b>Cash from Operating Activities</b>	<b>(\$235,079)</b>	<b>(\$209,756)</b>	<b>(\$205,807)</b>	<b>(\$190,129)</b>	<b>(\$167,110)</b>
<b>Financing Activities</b>					
Tribal Contributions	\$235,079	\$209,756	\$205,807	\$190,129	\$167,110
<b>Cash from Financing Activities</b>	<b>\$235,079</b>	<b>\$209,756</b>	<b>\$205,807</b>	<b>\$190,129</b>	<b>\$167,110</b>
<b>Net Cash Flow</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Funding Sought

The funding required for this project is broken down into two phases. Funding in the first phase is to support construction costs, equipment procurement, design development (estimated at 7 percent of the total building and equipment costs by the architect) and advisory services (estimated based on market research for facilities of similar sizes to cover expenses related to legal, accounting, and regulatory consulting expenses). In the second phase, funding is required for ongoing working capital and support of the facility, as shown in table 3.

Table 3: Funding Uses

Use	Amount	% of Total
<b>Phase 1:</b>	<b>7,120,924</b>	<b>88%</b>
Building	3,888,214	48%
Equipment	2,299,565	28%
Soft Construction Costs	933,145	11%
<i>Design Development</i>	433,145	
<i>Advisory Services</i>	500,000	
<b>Phase 2:</b>	<b>1,007,881</b>	<b>12%</b>
Working Capital	1,007,881	12%
<b>Total (Phases 1 &amp; 2)</b>	<b>8,128,805</b>	<b>100%</b>



## Funding Sources

The proposed funding sources for phase 1 are the tribal budget and the American Rescue Plan of 2021 (ARPA). The funding source for phase 2 will be the revenues generated from the sale of the goods and services of the cannery to external communities, with additional support from tribal contributions, First Nations Eagle Keepsake Grant, FEED (Food Entrepreneur Eco Develop Grant—partnership with UW Madison), and the Indigenous Diet and Wellness Grant (from the CDC).

Table 4: Funding Sources

Sources	Amount	% of Total	Interest Rate
<b>Phase 1</b>	<b>7,120,924</b>	<b>88%</b>	
Building Grant	7,120,924	88%	0%
<b>Phase 2:</b>	<b>1,007,881</b>	<b>12%</b>	
Debt	-	0%	N/A
Grants/Tribal Contributions	1,007,881	12%	0%
<b>Total (Phases 1 &amp; 2)</b>	<b>8,128,805</b>	<b>100%</b>	

## The Opportunity

Food sovereignty is a critical priority for the Oneida Nation, and the Oneida Cannery's role in supporting tribal food security and preserving indigenous food traditions is only growing in importance. Aggregation, processing, storage, distribution, culinary education, and business incubation are all components of a resilient food system, and the Oneida Cannery places these in an enviable proximity. The global pandemic of the past two years has revealed the risks of outsourced, highly concentrated manufacturing at the end of long and complicated supply chains well beyond the reach and influence of our communities. The thousands of members benefitted by the cannery's foodshed, products, and services are at an incredible advantage.

Over the past 40 years, community demand for traditional foods has continued to rise. The Oneida Cannery processed over 12,000 pounds of white corn in 2021 (an increase of 46 percent since 2018). These are record-breaking numbers that demonstrate the cannery's continuity is significant in the preservation of indigenous white corn and white corn products. A new facility will provide the operational foundation the cannery requires to fulfill its mission to supply and integrate indigenous foods into local diets and support the community's food security, health, and well-being.

# The Oneida Community Cannery

## Cannery History and Development

The **vision** for the community cannery concept originates in the Oneida Nation’s goals for self-determination and community sustainability. The concept of the Oneida Community Cannery was developed in 1973 by community member Caroline Smith with Loretta Webster, the Director of Community Action Programs. Smith began work to open a cannery facility with the aim of improving community self-reliance. With the cannery’s equipment and staff instruction, tribal families could freeze and can produce harvested from their own gardens and local “pick your own” growing operations, extending the availability of these foods across many months. In 1978 the Oneida Community Cannery officially opened and focused on providing community members with basic canning, processing, and preservation techniques for local produce.

Over the past 43 years, the cannery has grown and expanded their catalog of products and services, integrated compatible programs and functions via agricultural endeavors on the reservation, and introduced on-site retail operations. It has also aged. The proposed new facility will provide necessary infrastructure for the cannery to continue its capacity to produce, process, and market nourishing foods for the community. It will create space to deepen cultural connections to indigenous foods through teaching foodways; foster food entrepreneurship; open new food retail opportunities beyond the farmers market; and reinforce food distribution operations. The plan for an updated cannery is the result of five years study and preparation, but more importantly, a nearly 50-year history of success in service to the Oneida community food system as outlined in table 5.

Table 5: Oneida Community Cannery Development Timeline

YEAR	Major Milestones: Programs & Activities
1973	<ul style="list-style-type: none"> <li>Oneida Community Cannery concept is developed by Caroline Smith and Loretta Webster (mission defined)</li> </ul>
1977	<ul style="list-style-type: none"> <li>Ruby White negotiates and earns approval from the Wisconsin Catholic Diocese to set up the cannery in the Norbert Hill Center</li> </ul>
1978	<ul style="list-style-type: none"> <li>The Oneida Community Cannery officially opens with General Tribal Council approvals, tribal funding, and supporting grant money with Caroline Smith hired as cannery supervisor and Wilma Green hired as first cannery aide</li> </ul>
1980	<ul style="list-style-type: none"> <li>The cannery receives BIA Grant for Gardens and begins aiding the Oneida Nation Elementary School by canning and supplying a yearly supply of maple syrup</li> <li>Fresh hulled corn is made available for the first time to tribal members via community sales</li> </ul>
1985	<ul style="list-style-type: none"> <li>The first Oneida Food Pantry event is held with local families donating extra produce that the cannery cans and shares with families in need</li> </ul>
1986	<ul style="list-style-type: none"> <li>New sales outlets are developed for canned white corn – Oneida One Stop and Schroeder’s local grocery</li> </ul>

YEAR	Major Milestones: Programs & Activities
1987	<ul style="list-style-type: none"> <li>The cannery is moved under the Oneida Nation Social Services Division</li> <li>Grant funding received supports providing fresh fruits and vegetables to the cannery to can for low-income families in the community; the grant covers the cost of supplies and bulk produce from local growers</li> </ul>
1990	<ul style="list-style-type: none"> <li>The cannery is closed in February due to tribal deficit</li> </ul>
1991	<ul style="list-style-type: none"> <li>The cannery reopens under the Oneida Nation school with Vickie Cornelius overseeing cannery operations</li> <li>A six-week cooking instruction and home economics program is integrated into Oneida Nation school curriculum for grades 6–8</li> </ul>
1993	<ul style="list-style-type: none"> <li>The Campaign for Human Development Grant supports the hire of Paul Smith as a full-time agricultural worker and supports programming included indigenous seed collection, raised beds, and community garden development programs</li> </ul>
1994	<ul style="list-style-type: none"> <li>The Oneida Community Integrated Food System (OCIFS) was developed to bring together all food related programs within the Oneida Nation to develop strategy to integrate all tribally produced foods back into the community; Paul Smith was instrumental in the development of OCIFS</li> <li>The cannery was officially transferred to the Oneida Nation’s Community Development Division</li> </ul>
1995	<ul style="list-style-type: none"> <li>Tsyunhekwa is officially launched integrating the cannery with agricultural and retail component/operations; led by Cheri Elm, wellness as a concept is developed to define the principles and guiding mission statement of this new programming</li> <li>The Oneida Community Cannery introduces the new name of Tsi’kutekhway<sup>^</sup>he, which means “where they put the food away”</li> <li>The Oneida Nation purchases the apple orchard, and the cannery introduces apple sauce, apple butter, and apple chips as products to community tribal members</li> <li>The cannery introduces workshops on the identification of Iroquoian foods and their importance in local diets</li> <li>Corn bread is offered for sale on a weekly basis, and smoked turkey corn soup is added to product offerings</li> <li>The cannery begins making regular donations of white corn for tribal ceremonies and funerals</li> <li>The tribe undertakes their first community food survey</li> </ul>
1996	<ul style="list-style-type: none"> <li>Tsyunhekwa hosts their first wellness conference and husking bee</li> </ul>
2005	<ul style="list-style-type: none"> <li>Offerings and services expand with the purchase of six commercial dehydrators and a commercial sealer</li> </ul>
2006	<ul style="list-style-type: none"> <li>The cannery assists with the opening of the Oneida Pantry Emergency Network (OPEN) with 240 quarts of canned tomatoes</li> <li>Corn mush flour is made available for the first time to tribal members via community sales</li> <li>The cannery assists the Oneida Nation Elementary School with canning of produce harvested from their on-site gardens; 3,331 pounds of white corn are hulled</li> </ul>

YEAR	Major Milestones: Programs & Activities
2018	<ul style="list-style-type: none"> <li>• The Oneida Nation engages New Venture Advisors (NVA)<sup>1</sup> to spearhead an <b>Oneida Food Innovation Center</b> feasibility study with the goal of providing a place to teach people how to process and prepare healthful Native foods, benefitting not only Oneida tribal members, but also fresh food producers, entrepreneurs, and jobseekers in the food service industry</li> <li>• The study is supported by \$128,928 in funding from a regional grant from the Economic Development Association (EDA).</li> <li>• The study produces a large-scale concept for an on-reservation facility to support cannery functions as well as offer retail options, café dining, event and classroom space, space to support culinary training, and space to support entrepreneurship among community members</li> </ul>
2020	<ul style="list-style-type: none"> <li>• The cannery supports food access needs during the COVID-19 pandemic for community members, including the low-cost sale of food products, free events (with drive-through access), the donation of product to various internal programs, waiving service and equipment rental costs for community members to process food items, and waiving class fees to demonstrate and teach tribal preservation techniques and food processing techniques</li> </ul>
2021	<ul style="list-style-type: none"> <li>• The cannery receives \$7.155 million budget from American Rescue Plan Act (ARPA) COVID Recovery funds received by the Oneida Nation to build a new cannery facility at the Watercircle site that will support expanded cannery functions, food entrepreneurship, and community food distribution for the community</li> </ul>

## Tsyunhehkwa: Wellness and Food Sovereignty

Between 1995 and 1996, the Oneida Nation combined the programs and offerings of the Oneida Community Cannery with new endeavors in agriculture (e.g., procurement of the apple orchard, community gardens) and community-facing retail opportunities under the banner of wellness focused efforts that officially became known as Tsyunhehkwa. The concept was to combine three facets of wellness—how food is grown, how food is handled, and how food is conveyed to tribal community members—into a single sustainable model based on three principles:

1. Food is medicine.
2. Kalihwi•yo’ and the Great Law teach behavior patterns for wellness.
3. Cultural teachings will guide processes.

The reimagined program (and cannery operations) would follow a single mission statement guiding their operations. Playing a pivotal role in the reintroduction of high quality, organically grown foods that will ensure a healthier life for the On^yote.aka, Oneida People of the Standing Stone.

<sup>1</sup> New Venture Advisors (NVA) is a consulting firm that specializes in food system planning and infrastructure development. Since 2009, NVA has helped more than 100 communities across North America identify strategies to develop food systems, food enterprises, and food policies that are good for farmers, food entrepreneurs, consumers, and the intermediaries that connect them.

The effort was driven by research undertaken by the Nation that revealed poor health was common among tribal community members and detailed the diet-related diseases the Oneida people face. These include high blood pressure, diabetes, obesity, and issues of stress, hyperactivity (especially among children), and arthritis.

Subsequent studies into indigenous peoples' physical and mental health issues, highlighted the fact that as indigenous community members traditional ways of life were dismantled, the lasting negative implications of a history of repeated experienced trauma were perpetuated through adverse physical health, mental health, and socioeconomic impacts.<sup>2</sup> These adverse impacts felt by current generations of indigenous families and children include disproportionately higher rates of mental and physical conditions and an overall decreased quality of life and shortened lifespan.<sup>3</sup> According to the 2012 Oneida Community Health Study, 54 percent of adult Oneidas are obese, twice the Wisconsin state average of 27 percent. The rate of diabetes is 21 percent compared to the state's 9 percent, and Oneida's youth are becoming increasingly overweight at younger ages.<sup>4</sup>

Implementing initiatives that place an importance on bolstering cultural identity rooted in community-based teaching of indigenous knowledge may be used to enhance both current and future sense of self-esteem in having a heartfelt indigenous identity and overall health.<sup>5</sup> Such efforts would appear to have longer-term impacts in indigenous populations that are tackling healing and promotion of healthier communities. Thus, linking individuals to pathways that connect them to their cultural communities and that build these relationships creates a sense of belonging and responsibility that can be used to ensure healthy futures.

Food sovereignty efforts have been explored as a potential method for indigenous communities to strengthen overall well-being and close the gap on population health disparities as a comprehensive approach. Food sovereignty is defined as "the right of a people to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems." It puts the aspirations and needs of those who produce, distribute, and consume food at the heart of food systems and policies rather than the demands of markets and corporations.<sup>6</sup> Thus, by definition, food sovereignty programs and efforts seek to strengthen cultural identity through sovereignty self-definition. Indigenous foods help to anchor community members to their identity as Ukwehuwe, an important connection that has a documented effect on enhancing tribal member's physical, mental, emotional, and spiritual health.

Food sovereignty is a component of food security and ensuring access to safe and healthy foods. As foods nourish bodies and minds, harvesting, growing, gathering, and gaining transferrable knowledge of where foods come from also build connection to lands, history, culture, and community. Food sovereignty programs may

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<sup>2</sup> Sadie Willmon-Haque and Subia Dolores BigFoot, "Violence and the Effects of Trauma on American Indian and Alaska Native Populations," *Journal of Emotional Abuse* 8, nos. 1–2 (2008): 51-66.

<sup>3</sup> Maria Yellow Horse Brave Heart et al., "Historical Trauma among Indigenous Peoples of the Americas: Concepts, Research, and Clinical Considerations," *Journal of Psychoactive Drugs* 43, no. 4 (2011): 282.

<sup>4</sup> Oneida Nation of Wisconsin, "Strengthening the Next 7 Generations Starting with Nutrition," accessed December 21, 2021, <https://oneida-nsn.gov/resources/wellness/food-wellness/>.

<sup>5</sup> M.J. Chandler, "On Being Indigenous: An Essay on the Hermeneutics of 'Cultural Identity,'" *Human Development* 56, no. 2 (2013): 83–97.

<sup>6</sup> "Declaration of Nyéléni," Global Forum on Food Sovereignty, Mali, 2007, <https://nyeleni.org/spip.php?article290>, accessed January 15, 2022.

provide services to encourage and facilitate community and individual empowerment in controlling and defining a tribe's food systems, including but not limited to agriculture, harvesting, gathering, growing, and processing and production of safe local foods. In addition, providing transferrable knowledge of these food systems through interactive learning and demonstration of best management practices and education and access to culturally relevant foods and methods may also serve to strengthen ties to lands and community. Thus, as indicated by research, it may be significant to incorporate these efforts into a comprehensive, inclusive approach to a healthier tribal membership.<sup>7</sup>

Ongoing efforts such as those at the core of the Tsyunhekwa program and recent programs undertaken at the Oneida Cannery seek to combat and reduce negative mental and physical health conditions impacting tribal members.

## Tsyunhekwa Signature Products

In 1995, the Oneida Cannery began producing signature products incorporating certified organic local vegetables grown on the Tsyunhekwa Agricultural Site. The products featured corn, flours, and grains and emphasized the preservation of traditional crops and techniques. Today, product offerings include an expanded catalog of traditional foods that highlight corn and apple products grown on the Oneida reservation and neighboring community farm sites as illustrated in table 6.

*Table 6: Tsyunhekwa Signature Products (1995–Present)*

Product Category	Products (1995)	Products (Current)
<b>Preserved Traditional Foods</b>	Fresh hulled white corn	Fresh hulled white corn
	Dehydrated corn	Dehydrated corn
	Kan <sup>^</sup> stohale flour	Kan <sup>^</sup> stohale flour
	Corn mush flour	Corn mush flour
	Kan <sup>^</sup> stohale (traditional corn bread)	Kan <sup>^</sup> stohale (traditional corn bread)
		All-purpose white corn flour
<b>Jams &amp; Jellies</b>	Strawberry jam	Strawberry, blackberry, raspberry, blueberry, Nanking cherry, strawberry-rhubarb & triple berry jams
	Currant, apple & grape jellies	Currant, apple & grape jellies
<b>Salsas &amp; Pickles</b>	Red salsa (garden salsa)	Red salsa (garden salsa)
	Green salsa	Green salsa
	B&B pickles	B&B pickles
		Dill pickles

<sup>7</sup> Oneida Literature Review for Food Sovereignty (2021).

Product Category	Products (1995)	Products (Current)
<b>Apple Products</b>		Dehydrated apples (regular & cinnamon)
		Freeze-dried apples (regular & cinnamon)
		Applesauce
		Apple butter
<b>Ready-to-Eat (Made-to-Order) Products</b>	Fresh hulled corn soup	Fresh hulled corn soup
	White corn, pork corn & smoked turkey corn soup	White corn, pork corn & smoked turkey corn soup
		Chicken soup
		Chili
		Booyah
		Strawberry drink
		Berry mush bowl
		Wild rice bowl
		Lemonade
		Cookies, muffins & baked goods
		Cold-pressed juices (in development)
	<b>Additional Products</b>	
		Smudge kits
		Sweet grass braids & bundles

## Tsyunhehkwá Community Services and Tribal Education

The Oneida Cannery has always offered classes and educational opportunities, among the most popular are Kan<sup>^</sup>stohale making (traditional corn bread) and canning workshops. Sharing these practices with Oneida citizens keeps Native traditions, foodways, and history alive. Wellness-focused classes extend this learning to cooking methods that also encourage healthier eating among tribal community members.

## The Oneida Cannery: A New Vision

Over the last 15 years, the Oneida Cannery has been exploring opportunities to expand or relocate its space to accommodate growing demand from the community for cannery services. The current physical location has reached the maximum capacity for its boiler and electrical utilization. These limitations prevent both upgrades to existing equipment and the introduction of replacement or new equipment. The cannery was offline for

production in 2020 for over five weeks (four weeks due to boiler failures and one week for water issues). Condensation issues caused a complete loss of the apple harvest, representing over \$5,000 in lost product sales but an even greater cost to the community overall. The cannery is turning away an estimated 400 customers per year for its basic value-add corn and dehydrated products and another 40 for classes. In its current state, the Cannery can no longer execute its mission efficiently or safely. The inability to meet regulatory requirements will shutter it ultimately.

In an effort to find an acceptable, sustainable solution for the community, this Oneida Cannery project reflects thoughtful and strategic refinement of its predecessor, the Food Innovation Center project, brought forth in 2018. This facility will prioritize updated food processing capacity and training space to facilitate the continued exchange of indigenous food knowledge and support of food security and food sovereignty programs.

## Project Mission and Need

Historical tribal documents show the progress and support for a new facility to respond to the growing demand for cannery products and services (table 7). The initial 2018 Food Innovation Center concept was designed and proposed to serve several different food concepts and community services under one roof—food processing, training, entrepreneurial and revenue generating enterprises, retail, food service facilities, place-making, and gathering spaces. Progress on the Food Innovation Center was halted by the COVID-19 pandemic, the experience of which provides new perspective on food system resiliency. The current project refocuses the proposed facility on the immediate needs and long-term growth opportunities of the cannery. The current project will be a new home for the cannery's day-to-day operations and will integrate services, including equipment lending, training, and programs that the cannery provides to the community.

The current project will also support the cannery in carrying out its expanded mission goals. Over the past 40+ years, the cannery has been responsible for and has taken on many efforts regarding the Oneida Nation's food security, food sovereignty, and diet and wellness initiatives. All of these efforts were significantly amplified by tribal needs during the COVID-19 pandemic. The new facility will allow for the cannery to serve the community and meet the demands placed on its programs by creating a food-safe, technologically advanced space that allows the cannery to advance its mission-based goals:

- To facilitate the food processing needs of the community and expand the product lines that preserve traditional foods valued by the Oneida Nation;
- To support the food access needs of the community by supplying product to the pantry, school system, senior center, and related community groups;
- To support the transfer of knowledge and history of indigenous foods, techniques, and practices via programs and classes;
- To support the connection and reconnection of community members to their language, land bases, relations, and traditions via their indigenous food pathways, strengthening their cultural identity and enhancing their overall health and wellness;
- To support and empower community members in the safe production and the processing of their own foods;



- To empower community members to develop their own small business ventures that support food production and entrepreneurship in the Oneida Nation.

With food sovereignty deemed a critical priority for the Oneida Nation, the role of the cannery in supporting tribal food security and Oneida’s food system as a whole will continue to grow in importance.<sup>8</sup> Over the past 40 years, community demand for traditional foods has continued to rise, and the new facility will allow the cannery to fulfill its mission to supply and integrate these foods into local meals to meet this increased demand.

**Production and demand are nearly double what was assessed in 2018, a data point that reinforces that now is the time to move the cannery to a new facility.**

Table 7: Cannery Improvement Timeline

Year	Opportunity
1993	<ul style="list-style-type: none"> <li>• A tribal assessment was conducted in December that recommended the need for a new cannery food processing facility.</li> </ul>
1994	<ul style="list-style-type: none"> <li>• In February, a presentation was made to the Oneida Capital Improvement Program requesting approval for a new food processing facility with the stated goals of producing more products more efficiently and of incorporating alternative energy sources where possible.</li> <li>• In August, a “vertically integrated Oneida agricultural operation” became the focus of studies to determine the potential for developing a new food processing facility that would process animals and crops grown on Oneida fields that could be marketed, distributed, and sold as finished products to Oneida citizens and other consumers. A Capital Improvement Project Request was submitted by Vickie Cornelius documenting the assessment’s conclusions with a new facility layout and site.<sup>9</sup></li> </ul>
1997	<ul style="list-style-type: none"> <li>• In February, a consulting firm was contracted to assess the need for a new food processing facility and make recommendations. The final report detailed a \$2.78 million food processing center of 18,900 square feet that would support the growth and expansion of all food processing activities.<sup>10</sup> The center plans were put on hold in late 1997 due to budget scarcity concerns.</li> </ul>
2007	<ul style="list-style-type: none"> <li>• A report released in October cited as a “barrier to achieving goals” for the future comprehensive plan that the Oneida Cannery has “an inability to address current/future needs, need for an updated cannery [facility], equipment, receiving, processing, packaging, storage, location, and other issues.”<sup>11</sup></li> </ul>
2009	<ul style="list-style-type: none"> <li>• The kitchen site formally known as Sisters Bread at OLC was a consideration but was determined to not be appropriate for needed uses.</li> </ul>

<sup>8</sup> Oneida Literature Review for Food Sovereignty (2021).

<sup>9</sup> Oneida Cannery Capital Improvement Project Request; Received Tribal Engineering Office August 31, 1994.

<sup>10</sup> Oneida Nation Business Committee Memorandum Granting Action, February 12, 1997.

<sup>11</sup> Oneida Nation Comprehensive Plan, Section 14.0 Agriculture – Comprehensive Plan (adopted October 2007): 14-20.

Year	Opportunity
2011	<ul style="list-style-type: none"> <li>Two additional sites were considered. The former Circuit City site was considered but deemed not appropriate for desired uses. The Nation also considered the old Tower Foods facility; however, the cannery could not acquire the property. It was owned by Seventh Generation and was not allowed to be rented due to legal litigation at that time. The facility now houses the Nation's emergency food pantry.</li> </ul>
2013	<ul style="list-style-type: none"> <li>In July, an Oneida Nation BC Resolution approved the application for a FY 2016 Economic Development Assistance (EDA) Grant to support a feasibility study for the Oneida Food Center.<sup>12</sup></li> </ul>
2017	<ul style="list-style-type: none"> <li>In March, an Oneida Nation BC Resolution approved the application by the Oneida Internal Services Division to apply for a FY 2017 EDA Grant in the amount of \$135,000 for the development of technical assistance programs and incubation programming at the cannery.<sup>13</sup></li> </ul>
2019	<ul style="list-style-type: none"> <li>In October, an Oneida Nation BC Resolution approved the allocation of \$20,000 to support the development of this business plan to evaluate the potential profit/loss of the proposed new cannery development project.<sup>14</sup></li> </ul>

## Status of Business

The Oneida Cannery is an active operation, located in the lower level of the Norbert Hill Center. The current cannery facility no longer supports its once intended business capacity; nor does it allow for any future growth of products, programs, or services due to limitations of space, deteriorating infrastructure, aging equipment, and limited storage to support the holding of raw ingredient inventory and finished products.

With the infusion of \$7.155 million ARPA funds into this project's design and construction, this business plan outlines the need, priorities, and development timeline for the proposed buildout of a new Oneida Cannery at Water Circle Place, which has been assessed and deemed appropriate for this purpose. The facility will transition the cannery from its existing space of 2,410 square feet to a new facility of 17,841 square feet (10,741 square feet interior space and 7,100 square feet exterior space, detailed in the Operating Section below). This 350 percent increase in total facility square footage is designed to accommodate increased capacity of the cannery, room for eventual expansion, and new opportunities for community members as discussed in the "Product and Service Offerings" section below. The new facility is being designed and developed in partnership with NVA to support three primary user groups:

<sup>12</sup> Oneida Nation BC Resolution #07-13-16-B (July 13, 2016).

<sup>13</sup> Oneida Nation BC Resolution #03-22-17-A (March 22, 2017).

<sup>14</sup> Oneida Nation BC Resolution #10-09-19-A (October 9, 2021).

1. Cannery staff carrying out production needs for the development and manufacture of indigenous food products and the conducting of classes and training programs to share these techniques with community members
2. Tribal community members seeking space for their own food preservation needs, small events, and the development of products (small business development and entrepreneurship programming)
3. Tribal community members seeking opportunities for the purchase of retail and food service products and ready-to-eat items produced by the cannery and entrepreneurs working in the shared spaces

The new cannery facility will seek to be self-sustaining within its first five years of operation to reduce the impact on tribal allocations and to support its own future growth and development opportunities.

## Business Model

The Oneida Cannery operates as a tribal business under the umbrella of the Oneida Nation, which is a sovereign nation recognized by the federal government. Like all tribal entities, the cannery is self-regulated and inspected via tribal standards for food safety and operational oversight.

The cannery will use key business principles and its core competencies to create self-sustaining operations that support its continuing contributions to the needs of the tribal community:

- The cannery will connect tribal producers to an expanded consumer base by offering processing and small goods production of indigenous and preserved food products
- The cannery has close connections to a well-established local network of producers and suppliers
- The cannery has knowledge of and influence on its local producers' processes and practices for growing crops that preserve traditional characteristics
- The Oneida Tribe is a sovereign indigenous tribal reservation and oversees and sets its own regulatory, inspection, and food safety mechanisms and standards, which are more strict than local regulatory standards<sup>15</sup>
- The cannery will make its processing and preservation services scalable and operationally sustainable based on available inputs (e.g., raw ingredients, labor) at all levels of capacity for the new facility by focusing on lean production principles; operations will integrate practices such as standardized process templates, bills of material, and varying costing/purchasing volume models to achieve these desired levels of capacity and profitability
- The cannery will integrate new technologies and tools – such as IQF (individually quick frozen) technology, new packaging and filling equipment, labeling and tracking software, solar panels, energy efficiencies, and other resources into its operations to increase outputs, reduce wastes, and identify opportunities to preserve land and resources whenever possible<sup>16</sup>

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<sup>15</sup> Local regulatory standards are guided by the Food Safety and Modernization Act (FSMA) overseen by the USDA and its national and regional inspection system and standards.

<sup>16</sup> IQF is a food preservation technique that utilizes a flash freezer piece of equipment to quickly freeze and preserve the texture and integrity of foods such as produce items.

## Product and Service Offerings

The Oneida Cannery generates revenue from multiple activities within the facility. The primary source of revenue that supports current operations is derived from products created by the cannery and sold to local internal groups (schools, public offices, senior programs, etc.) and to on-reservation community outlets (one-stops, Oneida hotel, etc.). Sales include the following product groupings:

- Raw ingredients of indigenous crops, such as white corn
- Value-added products created from raw indigenous ingredients, such as corn flour, corn bread, jams/jellies, dehydrated apples, and pickles/salsas
- Ready-to-eat goods created from raw indigenous ingredients, such as beverages, soups, cookies, and muffins
- Indigenous crop products such as smudge kits and sweetgrass braids

With the new facility, cannery staff can support additional product development and sales channels. These expansion opportunities include the following:

1. Products:
  - a. New ready-to-eat items (e.g., salads, sandwiches, baked goods)
  - b. Dehydrated/freeze-dried or IQF produce offerings
  - c. Fresh-pressed juices
  - d. Breads
2. Sales outlets for value-added and ready-to-eat products:
  - a. On-site retail outlet
  - b. Off-reservation local grocery outlets
  - c. Online marketplace

The current cannery also offers two services (either free or for a nominal fee) to the immediate members of the tribal community. Tribal members can process their raw ingredients into value-added goods in certified spaces or rent equipment to process these ingredients in certified home kitchens. Both of these services are currently offered out of the cannery's production space. In the new facility, they will operate out of the kitchen incubation/shared kitchen space and will not be limited by the capacity of the cannery's primary production areas.

Pre-COVID, the Oneida Cannery offered approximately monthly or bi-monthly classes and training programs to members of the local community to support the preservation of indigenous goods and practices. In the new facility, the cannery staff will have two state-of-the-art demonstration kitchens that will allow these programs and classes twice as often (figure 1). The additional programming will include the following:

- Classes on preservation, processing, and related culinary techniques that promote or preserve indigenous foods, history, and practices

- Certification classes for food safety, food handling, or related regulatory and licensing needs for community members, small businesses, and entrepreneurs to safely handle product in the facility or in a home kitchen or business space
- Workforce training programs, internships, and apprenticeships to support opportunities for job training and business incubation among community youth
- Business incubation services and courses to support entrepreneurship and small business development among community members
- Tours and opportunities to promote and share the activities supported by the cannery with other tribes or indigenous groups

In the new facility, the cannery will also generate revenue from three new outlets:

1. Rental fees associated with community rental of the two (2) shared kitchen incubation pods
2. Sales of locally produced goods (consumer-packaged goods and ready-to-eat products) in the on-site retail outlet
3. Rental fees associated with event space rental for small-scale special events in the on-site conference space and/or kitchen spaces

Figure 1: Oneida Cannery Products and Services Overview



## Product and Service Audiences

The Oneida Cannery currently serves four tiers of customers (tiers 1–4). The ability to service these groups is based on the available supply of key ingredients (i.e., corn, apples, and related vegetable goods from both Oneida reservation farmers/orchards and local growing partners) and production capacity (staff time and facility/equipment space). The combination of these constraints means the cannery cannot meet full demand for its goods to all four audiences currently, especially with the demand on food resources needed in response to the COVID-19 pandemic. As a result, the cannery prioritizes demand and orders according to the priority tiers outlined in table 8.

Table 8: Priority of Customer/Retail Base for Oneida Cannery Products and Services

Tier (Priority)	Audience	Product & Services Available to That Audience
Tier 1	Oneida Nation community members via direct access (retail on-site, pop-up, event sales)	<ul style="list-style-type: none"> <li>All product, service, and program offerings</li> </ul>
Tier 2	Oneida Nation community members via internal organizational channels <ul style="list-style-type: none"> <li>School system</li> <li>Food pantry</li> <li>Senior center/programs</li> <li>Internal public departments</li> </ul>	<ul style="list-style-type: none"> <li>All product, service, and program offerings</li> </ul>
Tier 3	On-reservation sales outlets <ul style="list-style-type: none"> <li>One Stop retail outlets (Larsen/Packerland and 54 One Stop)</li> <li>Radisson Hotel (food service)</li> </ul>	<ul style="list-style-type: none"> <li>All products</li> </ul>
<b>(Future) Growth Expansion Opportunities</b>		
Tier 4	SEOTS (Southeastern Oneida) retail sales outlets	<ul style="list-style-type: none"> <li>All products*</li> </ul>
Tier 5	Wisconsin Tribes	<ul style="list-style-type: none"> <li>All value-added products (does not include raw corn materials or products)*</li> <li>Program offerings (classes and education)</li> </ul>
Tier 6	Haudenosaunee (6 Iroquois Nations)	<ul style="list-style-type: none"> <li>All value-added products (does not include raw corn materials or products)*</li> <li>Program offerings (classes and education)**</li> </ul>
Tier 7	All Indian Country (all tribes in the United States)	<ul style="list-style-type: none"> <li>All value-added products (does not include raw corn materials or products)*</li> <li>Program offerings (classes and education)**</li> </ul>

Tier (Priority)	Audience	Product & Services Available to That Audience
Tier 8	University of Wisconsin (specialty retail orders)	<ul style="list-style-type: none"> <li>All value-added products (does not include raw corn materials or products)*</li> </ul>
Tier 9	Community organizations in the Green Bay Community	<ul style="list-style-type: none"> <li>All value-added products (does not include raw corn materials or products)*</li> </ul>
Tier 10	General public online orders of goods	<ul style="list-style-type: none"> <li>All value-added products (does not include raw corn materials or products)*</li> </ul>

\*Supply limitations still impact total inventory available, as do current production space limitations. In all cases, the ability to allocate product to upper tiers (tier 4 and higher) is based on the ability of those audiences to pay market price and the ability for the cannery to have inventory to support orders after all tier 1-3 needs have been supplied and met.

\*\*Classes, educational offerings, and related trainings are currently only offered to Oneida tribal community members due to limitations of space, resources, and specifically staff time. In the future, in the new facility, the cannery staff hope to expand offerings to offer nation-to-nation training and sharing of indigenous practices, products, and techniques with other tribal nations.

As demonstrated in table 8 above, the cannery has long-term growth plans that the new facility will support by decreasing constraints on production placed by limited space and equipment. The cannery will need to continue to expand staff and cross-train staff to support expanded retail and program opportunities that offer the opportunity to provide needed financial resources to sustain operations at the cannery.

# Industry Analysis

## Summary

The canned food industry has shifted toward larger processing plants for decades. The evolution of the industry has been characterized by advances in technology that spur innovation and new product opportunities. This low-margin manufacturing global marketplace is dominated by a select group of multi-national and regional companies who compete on volume and economies of scale.

Consumer buying habits that favored shelf-stable products during the COVID-19 pandemic contributed to marketplace growth even as major manufacturers dealt with unprecedented closures, labor shortages, and supply chain breakdowns that further consolidated the industry.

The modern consumer is influenced by multiple trends in the current CPG (consumer-packaged goods)<sup>17</sup> and prepared foods marketplace (which includes canned goods), such as health and wellness impacts and trends, environmental claims (e.g., sustainably harvested, eco-friendly, organic), and label claims (e.g., BPA-free, non-GMO, animal welfare approved). These changing consumer behaviors are shaping which canned product segments can compete for the attention of consumer groups (especially younger consumers).

## Canning Industry: Modern Marketplace

The global canned food market size is projected to reach \$100.92 billion by 2027, exhibiting a compound annual growth rate (CAGR) of 1.30 percent during the forecast period (2020–27). The global market is majorly driven by the rise in the consumption of various packaged food products and beverages that are convenient to use or consume. Market growth has been directly propelled by modern lifestyle pace, the rise and expansion of the working population, and the increased consumption of convenience food products.<sup>18</sup>

The industry is characterized by high volume and low margin of the product. The supplier power is anticipated to be weak with canned food processing companies sourcing the input from a large number of suppliers. The retail industry is observed to be fragmented with companies selling products to small buyers.

Since the onset of the COVID-19 pandemic, the shelf-stable product market experienced extremes both in growth and a decline in sales due to changes in consumer consumption behavior, value-chain failures and shortages, and production shut-downs. Both worker shortages and production facility shutdowns due to health concerns were frequently cited for their contributions to a decline in sales of various canned foods and beverages during 2020. However, the market appears to be finding its pace as consumers rely on canned products and convenience products due to their wide availability and convenience (see figure 2).<sup>19</sup>

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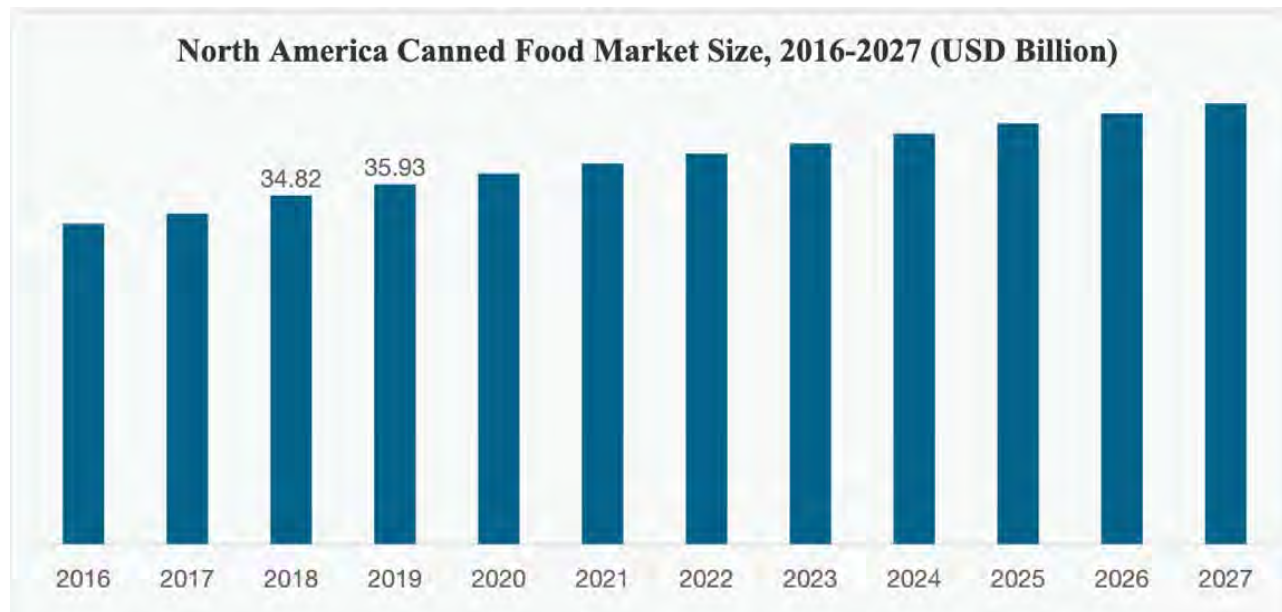
<sup>17</sup> CPG refers to products sold in packages or containers for later consumption.

<sup>18</sup> Fortune Business Insights, "Canned Food Market Size, Share & COVID-19 Impact Analysis," <https://www.fortunebusinessinsights.com/canned-food-market-103258>.

<sup>19</sup> Ibid.



Figure 2: The North American Canned Food Market Size (2016–2027)



### Driving Factors

Rising consumer awareness about hygienic food products is a major driver in the return to growth for the canning industry. Canned food products have continued to be widely utilized by many consumers, but the market has seen recent gains due to increased wholesale purchasers such as fast-food chains and restaurants. Canned goods are sought by these commercial customers due to their convenience of cooking and the guarantee or assurance that the product will be free from contamination or spoilage (or at least have a longer shelf life or window of time before use). Rising consumer awareness of how food is handled, packaged, and a change in consumption habits toward foods with these hygienic factors is driving market segment growth.

Further market growth is being driven by consumer demand for ready-to-cook and ready-to-eat food products in both developed and emerging economies. The canned ready-meals segment of the marketplace is expected to grow at 5.3 percent CAGR for the next five to seven years and accounts for a 25.6 percent share of the global canned foods marketplace. The rise in the working population and their desire to spend less time on cooking has positively impacted the market growth. The rise in the millennial population and their wide acceptance of ready meals has led them to opt for canned products as they are simpler to cook and save preparation time. Major manufacturers are catering to this new audience with product launches and marketing efforts in return. For example, in May 2018, Del Monte Foods, Inc., a leading processed food manufacturing company, launched a range of “premium and stylish” canned pineapple products targeted specifically at younger consumers.

Perceived health benefits are also driving market growth. The market for canned vegetables has increased due to awareness of the higher amounts of minerals exhibited in preserved or canned foods, which has been linked

to reduction of hypertension, osteoporosis, and other health markers.<sup>20</sup> Key marketing strategies undertaken by major industry brands have helped to promote the preservation of health attributes in canned fruit and vegetable products and to support sales growth in that segment.

## Restraining Factors

Consumer concerns about environmental pollution are the main restraint on market growth. Canned food products have historically been manufactured in tin and aluminum cans, which are non-biodegradable in nature. These cans remain in the biosphere for more than a decade and have been cited as contributing to serious environmental hazards at large waste sites around the globe. It has also been noted that cans may release harmful gases and toxic materials into the environment. The industry has shifted technology and research to focus on recyclable tin and aluminum cans, which carry a heavier per unit cost but may reduce environmental pollution.<sup>21</sup>

Market growth is also restrained by consumer behavior in regard to demand for fresh or “wellness” foods and items the market has traditionally not had a market segment share in. Consumer behavior, among some of the same millennial customers demanding convenience, is heavily influenced by labels such as organic, sustainable, and other wellness markers more commonly associated with fresh products (fruits, vegetables, grains, meat, and seafood). The industry has adapted by adopting these identifiers in relation to product and touting the preservation of freshness for the products within their cans. Seafood, for example, has seen a rise in market share with sustainably caught fish products appropriately labeled with humane-handling designations and “sealed for optimal freshness” within their sterile cans.

## Key Industry Players

### Large Industrial Scale Companies

The U.S. canned foods industry is characterized by the presence of a large number of regional players and is highly competitive in nature. There are about 360 canned foods manufacturers operating in the United States.<sup>22</sup> The threat of new entrants in the industry is expected to remain low with buyers concentrating on buying from established brand names for assurance of quality.

The major players have strong brands and high-volume production facilities thus reducing the market for smaller players. In addition, the regulatory requirements and government policies are stringent, increasing the threat for new entrants. And the capital investment to establish a canning plant is considerable, further reducing the threat of new entrants. The prominent market players are demonstrated in table 9.

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<sup>20</sup> Grand View Research Report, “US Canned Foods Market Size, Share, and Trends Analysis (2018–2025),” <https://www.grandviewresearch.com/industry-analysis/us-canned-foods-market>.

<sup>21</sup> Ibid.

<sup>22</sup> Canned Food Directory (online). Accessed Canned Food Manufacturers (2021), <https://www.cannedfood.it/cannedfoodmanufacturers.html>.

Table 9: Key Industry Players in Canned Food Industry

The Kraft Heinz Company	Conagra Brands, Inc.
Bolton Group S.r.l.	Universal Canning Inc.
Campbell Soup Company	StarKist Co.
Nestle	Bumble Bee Seafoods
Danish Crown AmbA	Wild Planet Foods, Inc.
Del Monte Foods, Inc.	Connors Bros Ltd.
JBS USA Holdings, inc.	LDH (La Doria) Ltd.
Ayam Brand	Holyland Marketing Private

Distributors such as Gourmet Food World, Seven Star Ocean Fisheries, and Godrej’s Nature Basket supply canned food products to consumer companies.

The market of late has seen large players acquiring smaller entities and reducing prices to compete across market segments, which has intensified competition among the larger players. It has also been noted that the exit barriers for canned food companies are high owing to divestment of assets and higher fixed costs of automated processes, thus intensifying the rivalry and competition among the top competitors.<sup>23</sup>

#### Small-Scale Companies

The majority of canned foods are mass-market items, appealing to consumers mainly on the grounds of convenience and low price. Especially where retailers are strong buyers, the per-can margins for manufacturers are not likely to be all that high. Also, canning is inherently an industrial process that is difficult to perform as a craft process. These factors point to the need for considerable initial capital expenditure in order to establish canning plants offering scale economies that will offset the low margins expected. This raises the barriers to entry to the global market.

Further, identified brands lead the industry as consumers tend to assess the quality of a canned product from attributes of the manufacturer before purchase (other kinds of food can be checked visually or perhaps even by smell and touch, but brand identification is the key attribute assessed by consumers when a product is in a sealed can). Without consumer demand, shelf space can be limited, and shelf space is a vital but finite resource. Retailers will need to be persuaded to allocate it to a new player's canned food, especially in highly competitive food retail markets. In some regions, access to suppliers may also be non-trivial. Even where there is no shortage of small-scale growers, for example, it may be difficult to set up reliable supply chains, especially for perishable raw materials in countries with poor transport infrastructure. Overall, there is only a moderate likelihood of new entrants into the competitive national marketplace for commercial canning.<sup>24</sup>

<sup>23</sup> Grand View Research Report, “US Canned Foods Market Size, Share, and Trends Analysis (2018-2025),” <https://www.grandviewresearch.com/industry-analysis/us-canned-foods-market>.

<sup>24</sup> Heemanish Midde, “Canned Food Industry Structure Analysis” (2010), <https://www.slideshare.net/heemanish/canned-food-industry-structure-analysis>.

## Key Success Factors

Given the scale and focus of Oneida's Cannery, much of the larger industry context may not seem relevant. However, tracking consumer perceptions, industry trends, and the strategies of smaller companies is beneficial. Understanding what enables success in a low-margin business—high volume, brand loyalty, supplier diversity—and where the market as a whole is headed should directly inform the Oneida Cannery's strategy. The industrial manufacturers who dominate the canning industry rely on the following factors to succeed:<sup>25</sup>

- **Large-scale manufacturers dominate market segments and utilize volume to offset low margins.** Major players within the industry have strong brands and the scale economies associated with high-volume production facilities; these mean that there is no more than a moderate threat of new entrants to compete with them across key segments. The ability to produce at such large scales within a set group of competitors allows them to offset low margins and maintain revenues. Successful brands within each market segment also rely heavily on brand identification with consumers driven by marketing to build loyalty and sales across retailers.
- **Manufacturers build upon brand loyalty with consumers to control and drive relationships with fragmented food retailers (buyers).** Globally, food retail is fragmented, which means that key companies can sell to a large number of relatively small buyers. Retailers are unlikely to be swayed themselves by brand loyalty, and price sensitivity will be high. However, these drivers of buyer power will be mitigated where consumers are loyal to particular brands: retailers will need to stock these products in order to meet their own customers' demand. Food processors rarely integrate forward into retail and vice-versa. Canned food is generally a significant part of a food retailer's business.
- **Canned food manufactures (large-scale) can source their commodity inputs from a large number of suppliers.** Key inputs for canned food producers are raw materials such as grains, fruit and vegetables, and meat and fish. There are two main ways to obtain these inputs. Producers may purchase them on the open market, in which case they have little control over prices and often use techniques such as hedging to mitigate the impact of price fluctuations. Alternatively, producers may negotiate supply contracts with growers and farmers—fixed-term contracts with periodically negotiated prices are common. Where growers operate in a fragmented upstream landscape, large food processing firms may have a strong negotiating position. For example, major U.S. player DelMonte sources much of its vegetable supply from around 700 growers, and one-year contracts and annually negotiated prices are the norm. The company sources fruit from a similar number of suppliers, with one- to ten-year contracts. DelMonte also buys inputs, including flour and sugar, on the open market.

## Industry Trends

The following trends have been observed as the canning industry re-establishes the market in a post-pandemic marketplace:

- **Consumer demand for ready-to-eat and ready-meals is driving market growth.** The increasingly denser population and urbanization throughout the world continues to create an even larger demand

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<sup>25</sup> Ibid.

for ready-to-eat, nutritious food. The International Food Information Council reported that in developing countries, as much as 40 percent of available food products spoil before reaching hungry mouths.

According to European surveys, about 30 percent of the purchased food is thrown away before consumption even takes place. Canning of fresh foods eliminates this waste and creates a more plentiful source of food, again affirming the longevity and adaptability of the can.<sup>26</sup> The canning industry's ability to market this message and directly connect to consumers' post-pandemic desire for safe, hygienic, and accessible food items will be a major driver for growth across all market segments.

- **Consumer demand for products that capture health benefits and products with healthy labels (such as organic or sustainable) offer opportunities for canned product market growth.** The growing awareness among consumers regarding the benefits of consuming fresh food is driving the demand for alternative techniques and/or packaging options that can preserve those attributes for consumers. Consumers are also increasingly spending on labels such as organic due to increased concerns about health, pesticide use, and handling of ingredients. Manufacturers who focus on offering canned food with high nutritional value, taste, and quality and who utilize key terms on labels (organic, sustainable, green) have an opportunity to gain a competitive edge in the market of canned food. The high demand of the consumers for health food rich in functional fibers, protein, omega-3 fatty acids, and vitamins is also driving the consumers to prefer canned food products that market these attributes.
- **New metal cans offer health, hygiene, and environmental benefits in the consumer marketplace.** The global market is set to continue its growth trajectory driven primarily by growing consumer perception about metal being a superior material compared to plastic and cartons in terms of retaining the flavor of the food as well as maintaining the safety of the packaged product. Additionally, canned food requires less energy for storage as this packaging often allows food to be stored without refrigeration. In addition to retaining the safety and quality of packaged food, cans are also economical and environment-friendly, making them an ideal material for food packaging.<sup>27</sup> Increasing awareness among consumers regarding hazards of plastic packaging, increasing recycling rates, and the increasing demand for sustainable solutions are propelling the canned food products market.
- **Marketplace competition is growing and will continue with consolidation.** The global market is fragmented despite the presence of multinationals like Heinz and DelMonte. This boosts rivalry. Retailers can switch between different manufacturers products quite easily, although the brand loyalty of consumers exerts a pull on retailers and makes it difficult for them to abandon completely the more expensive branded products for private-label alternatives.
- **Exit barriers and low market growth will continue to boost rivalries among the largest industry players.** The largest players in this market also own the majority of their factories (although they lease a few facilities), meaning they integrate more aspects of their production and better control their costs in a low-margin market. But as a consequence, exit barriers are high, since leaving the canned food market would require divestment of substantial—and often quite specialized—assets. Fixed costs are also likely to be high, and automated processes mean that production can be ramped up when necessary. Some

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<sup>26</sup> Industry Today (Online), Canned Food Alliance (CFA), "Canned – Past, Present and Future" (2016), <https://industrytoday.com/canned-past-present-and-future/>.

<sup>27</sup> Global Newswire (ReportLinker), "Global Canned Foods Market to Reach \$148.8 Billion by 2026" (November 2021), <https://www.globenewswire.com/news-release/2021/11/10/2331446/0/en/Global-Canned-Foods-Market-to-Reach-148-8-Billion-by-2026.html>.

leading players have diversified into other food businesses, which makes them less reliant on canned food sales. However, market growth has been no more than modest in recent years, and producers strive to retain their share of the revenues. Overall, there is a strong degree of rivalry characterizing this market, with high exit costs and a relatively large number of competitors being two factors driving it.

# Market Analysis

## Summary

Despite the overall industry trends toward larger, multi-national industry players in the food canning industry, the Oneida Cannery has carved out a unique marketplace in which they are well-positioned to sustain operations and build their operational scale to serve their growing client base. The cannery's primary basis for existence is service to its community. The cannery's main function is not to compete directly in the wider global marketplace but to offer community members (and potentially other consumers) direct connection to and preservation of the crops, products, history, and methodology of the Oneida people. Further, the cannery is committed to creating products that directly serve traditional food needs and indigenous products that serve both a physical and spiritual need for their community members.

## Area Demographics and Consumer Profiles

The Green Bay Metropolitan area, which includes Brown County, Oconto County, and Kewaunee County as well as the cities of Green Bay, De Pere, and Howard, has a population of approximately 318,000 people and a median age of 39 years. The median household income in the area is \$58,011, which is greater than that for the state of Wisconsin as a whole (\$56,811) but lower than other large metropolitan areas such as Madison (\$68,497). The median property value is \$164,700, which is approximately 5 percent below the national average. The state's average poverty rate is 14 percent, and 9.4 percent of the Green Bay metro area's population lives below the poverty line. The population is 83.8 percent White, 7.4 percent Hispanic, and 2.6 percent Asian.<sup>28</sup> The primary industries in the Green Bay metro area are agriculture, forestry, fishing, hunting, manufacturing, and utilities. In May 2018, the unemployment rate was 2.5 percent.<sup>29</sup>

The Oneida Reservation has its own demographic data available. The Oneida Reservation includes 10,647 households and a population of 27,110, 5,569 of whom are American Indian or Alaska Native (alone or in combination with other races). The median household income for those living on the reservation is \$74,812; however, the median income for American Indian and Alaska Native households on the reservation is significantly lower at \$43,008. The poverty rate for all residents is 8.6%, and it is 24.8% for American Indian and Alaska Natives, which is nearly three times higher than the Green Bay metro area. The unemployment rate for all residents 16+ on the Oneida Reservation is 3.4%, and it is 9.0% for American Indian and Alaska Natives on the Oneida Reservation - which is almost three times higher than the Green Bay metro area.<sup>30</sup>

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<sup>28</sup> "Data USA: Wisconsin," *Wisconsin*, Data USA, 2018, [datausa.io/profile/geo/wisconsin/#intro](https://datausa.io/profile/geo/wisconsin/#intro).

<sup>29</sup> U.S. Bureau of Labor Statistics, "Employment, Hours, and Earnings - State and Metro Area," 2018, [www.bls.gov/](https://www.bls.gov/).

<sup>30</sup> 2019 Census Bureau American Community 5-Year Survey

Table 10: Regional Demographic Data

	Oneida	Green Bay	National
<b>Median income</b>	\$43,008 (Oneida on reservation)	\$58,011	\$59,039
<b>Unemployment rate</b>	9.0%	2.5%	3.9%
<b>Poverty rate</b>	24.8%	12% (Brown)	13%
<b>Food insecurity</b>	-	10% (Brown)	13%
<b>SNAP</b>	36%	12% (Brown)	13%
<b>Obesity</b>	54%	31%	40%
<b>Diabetes</b>	21%	10%	9%

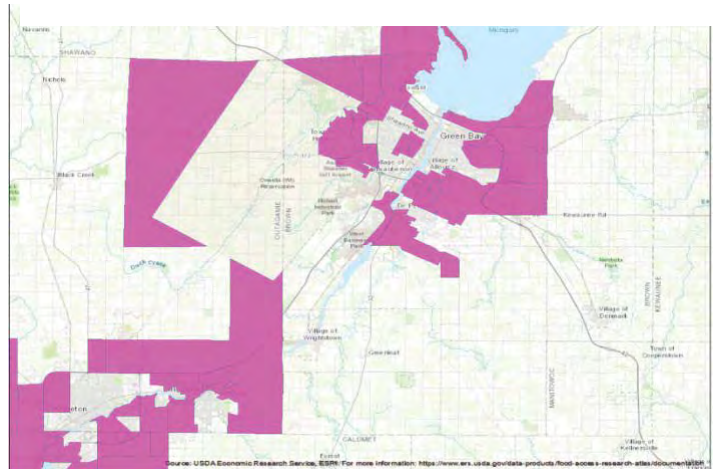
## Food Access and Security

The Green Bay metropolitan area faces challenges around food security and food access. Access to healthy, nutritious food is a challenge for many in the community. Thus, many have turned to free and subsidized supplemental food programs at an increased rate in recent years. Figure 3 highlights census tracts where at least 500 people, or 33 percent of the population, live at least one mile (in urban areas) or ten miles (in rural areas) from the nearest supermarket.<sup>31</sup> Most of these tracts border the Oneida Reservation.

The map (figure 3) illustrates a significant portion of the area faces a challenge in accessing grocery stores and supermarkets, which often means families and communities must rely on limited, often unhealthy, options like shelf stable and prepackaged foods at corner stores.

Food insecurity in the area is also increasing. The USDA defines food security as “access...at all times to enough food for an active, healthy lifestyle.” Nationally, 14 percent of households were food insecure as of 2014 and 42 percent of households living in poverty were food insecure.

Figure 3: Food Access Challenges in the Region



In Brown County, Wisconsin, the use of free and subsidized food sources has increased significantly. Between 2009 and 2015, the average number of FoodShare Wisconsin recipients, the state’s Supplemental Nutrition Assistance Program (SNAP), increased from 22,000 to 30,000. Additionally, in the 2014–15 school year, 40

<sup>31</sup> *Food Access Research Atlas*, USDA Economic Research Service, 2018, retrieved from [www.ers.usda.gov/data-products/food-access-research-atlas/](http://www.ers.usda.gov/data-products/food-access-research-atlas/).

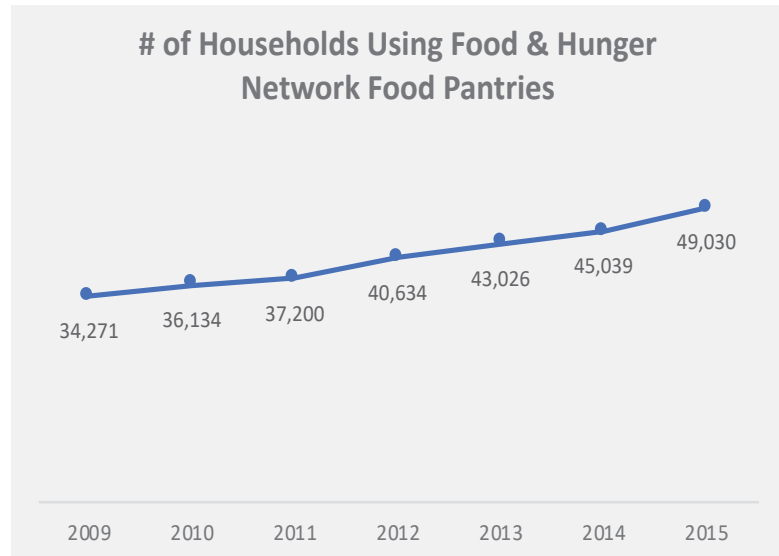


percent of public-school children in the county received free or reduced lunch, which is up from 36 percent from the 2009–10 school year.

There are 23 food pantries in the Brown County Food and Hunger Network. The number of households using these services increased by 43 percent between 2009 and 2014.

The circumstances that surround the Oneida community contribute to their vulnerability to limited food access and security issues. Of the American Indian households on the Oneida Reservation, 36.2 percent receive SNAP benefits relative to 9.1 percent of all households on the reservation.<sup>32</sup> The Oneida population is more at-risk for food-related health issues with an obesity rate of 54 percent and diabetes rate of 21 percent compared to national rates of 40 percent and 9 percent, respectively.<sup>33</sup>

Figure 4: Households Using Food and Hunger Network Food Pantries



There are limited options near the Oneida Reservation for the community to access healthy food. The two closest food options within the Oneida reservation that operate year-round and are open to the general public are gas-station convenience stores, which do not typically offer healthy selections. The closest full-service grocery store is approximately a 15-minute drive from the reservation. While federal and state funding has seemingly increased for food security programming with the onset of the pandemic, this does not necessarily result in an increase in access to culturally appropriate healthy foods and knowledge.

The pandemic increased the need for access to food pantries and food resources, especially among Oneida National tribal community members. In 2020, the Oneida Cannery waived \$6,626 in processing fees for community members to support the processing or preservation of corn, meat products, apples, and related food stuffs. The cannery provided free access to processing equipment for in-home processing of meat and vegetable products (and related grains). The cannery also supported other resource sites on the reservation processing over 100 pounds of white corn for the community pantry and apples and related foodstuffs for the Oneida school system pick-up sites.

<sup>32</sup> 2012-2016 American Community Survey 5-year estimates. Retrieved from <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2016/>.

<sup>33</sup> FY 2016 OCHC Medical Records; 2017 Oneida Community Health Study; Centers for Disease Control and Prevention, National Diabetes Statistics Report, 2017. Atlanta, GA: Centers for Disease Control and Prevention, U.S. Dept of Health and Human Service, 2017.

## Local Food Systems / Regional Trends and Infrastructure

The relationships between land, the environment, food (cultivated, hunted, and gathered), health, and prosperity have been understood by indigenous peoples for thousands of years. Oneida's Community Integrated Food Systems has been featured no fewer than three times in major publications highlighting decades of indigenous food and agriculture initiatives across the county. As First Nations have been reclaiming their Native food systems, general consumer awareness of food systems interconnectedness with the environment, economy, and policy has also grown.

Nationally, demand for local food has been increasing as consumers interested in purchasing fresh foods, understanding the source of their food, and supporting the local economy have demonstrated a willingness to pay a premium for locally grown/locally produced food. The number of farmers markets grew nationally from 1,800 in 1994 to over 8,700 in 2017, and sales of local products increased from \$1 billion in 2005 to over \$7 billion in 2015.<sup>34</sup> Other local food sales channels such as CSAs (community supported agriculture programs), farm stands, food co-ops, food hubs, and farm-to-school programs have also grown in recent years. Large retailers such as Walmart, Kroger, Costco, and Safeway have increased their selection of local foods.

According to research from the USDA, markets that sell local foods are beneficial to the economy as they localize production and processing. They can also improve food security in communities where access to fresh produce is limited.<sup>35</sup>

Statewide, Wisconsin has a strong local food system, ranking ninth in 2018 and sixth in 2017 in the locavore index—a national ranking system that evaluates the availability of CSAs, farmers markets, and other local food options.<sup>36</sup>

Despite statewide interest in local foods, both primary and secondary research indicate that the Green Bay metro area's food system development is lagging behind larger metro areas such as Milwaukee and Madison. The Green Bay metro area is not home to any regional food hubs. The closest food hub is located in Madison, approximately 135 miles away.<sup>37</sup> The closest food co-op is 30 miles away, and a search on LocalHarvest.org revealed five CSA pickup options in Green Bay. The Green Bay area offers 11 farmers markets throughout the year (including the Oneida Farmers Market).<sup>38</sup> Research found that there are only five options for farm-to-table restaurants in the Green Bay metro area.<sup>39</sup> In 2014 local food sales were \$910,000 across 87 different farms or approximately \$10,500 per farm.<sup>40</sup>

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<sup>34</sup> *Local Food Directory*, Agricultural Marketing Service, USDA, 2018, retrieved from [www.ams.usda.gov/services/local-regional/food-directories](http://www.ams.usda.gov/services/local-regional/food-directories).

<sup>35</sup> Steve Martinez et al., "Local Food Systems: Concepts, Impacts, and Issues," ERR 97, U.S. Department of Agriculture, Economic Research Service, May 2010.

<sup>36</sup> 2018 Locavore Index retrieved from <https://www.strollingoftheheifers.com/locavore/>.

<sup>37</sup> *Local Food Directory*, 2018.

<sup>38</sup> *Ibid.*

<sup>39</sup> The Cannery Public Market, Hinterland Brewery, Plae Bistro, A'Bravo Bistro & Wine Bar, and Chives Restaurant.

<sup>40</sup> Steven Deller, "Brown County Agriculture: Value and Economic Impact Report," UW Extension, 2014, retrieved from [anre.uwex.edu/files/2015/01/Brown\\_2014.pdf](http://anre.uwex.edu/files/2015/01/Brown_2014.pdf).

In the Green Bay metro, there is one shared-use commercial kitchen—the Brown County Culinary Kitchen, whose mission is to provide economic development through entrepreneurship, providing opportunities for sustaining local agriculture, and promoting best practices for food processors. The kitchen acts as a business incubator and affordable option for local food entrepreneurs and businesses to access typically expensive commercial processing equipment. This kitchen is also used by the Northeast Wisconsin Technical College (NWTC) to support their culinary education program.

There is farm-to-school programming in eight school districts in Green Bay through the organization Live54218, reaching 42,000 students annually. The farm-to-school program focuses on four pillars of local food in schools: local food procurement, nutrition education, school gardens, and program sustainability. The organization is also beginning to work with other wholesale buying institutions in the area, like hospitals, to strategize around local food procurement and provide some value chain coordination.

Recently a 10-year effort led by Lynn Walter to bring a new food co-op to Green Bay called the New Leaf Market was shut down due to lack of bank financing. The initiative showed a desire in Green Bay for local food options but highlighted the difficulties of starting and operating a food center in a low-margin, highly competitive industry.<sup>41</sup>

Green Bay's Harmony Cafe also offers an example of the difficulties in running a food business in the area. Goodwill Industries ran two Harmony Cafes in Green Bay and Appleton. The Green Bay location was recognized in the community as a gathering space and was well known for its culture of acceptance and diversity of clientele. The 5,000—square foot location served coffee and sandwiches and could accommodate 200 people. In addition, it offered live music, internet, art and culture, and a meeting space. Despite Harmony Cafe being known as a go-to spot and host to frequent community events, Goodwill closed

Figure 5: New Leaf Market Example

New Leaf Market	
Project Overview	Key Takeaways
<ul style="list-style-type: none"> <li>• 10 - year initiative to develop a full-size grocery food coop in the Green Bay area</li> <li>• Founded in 2008 with a mission to “bring organic, healthy food options to lower-income neighborhoods surrounding downtown Green Bay”</li> <li>• Planned location eventually moved to De Pere, a suburb of Green Bay</li> <li>• Attracted ~1,000 members who paid \$180</li> <li>• Project was shut down and dissolved in May 2018 due to lack of bank financing</li> </ul>	<ul style="list-style-type: none"> <li>• Green Bay community is interested in local food options</li> <li>• Traditional financing is difficult due to low-margin and highly competitive market dynamics</li> <li>• Smaller-scale initiative may make projects more likely to succeed</li> </ul>

Source: New Leaf Market website

<sup>41</sup> New Leaf Market, 2018, [www.newleafmarket.org/](http://www.newleafmarket.org/).

both locations in 2014 after reporting \$1.1 million in losses over the prior four years, which is indicative of the financial challenges of running a profitable food business in the Green Bay area.<sup>42</sup>

## Agriculture Markets

Wisconsin is the ninth largest agricultural state in the United States. It is often known as the “Dairy State” because a large portion of the farming and agriculture industry is centered around dairy production. However, there are many other prominent crops in Wisconsin. As of June 2018, Wisconsin’s agriculture industry was worth approximately \$88.3 billion and included 68,500 farms on 14.3 million acres of land. The industry accounts for 413,500 jobs or 11.9 percent of total employment.

Wisconsin is the United States’ leading producer of snap beans, cheese, cranberries, ginseng, mink pelts, dry whey for humans, milk goats, and corn for silage. Other key vegetable crops include carrots, cucumbers, green peas, and potatoes. Wisconsin is also a key grower of a number of fruits such as tart cherries, apples, and cranberries. Wisconsin’s cranberry industry accounts for 64 percent of all U.S. cranberry production. Land values in Wisconsin have increased in recent years with farm real estate increasing by 29 percent from an average price of \$4,100 per acre in 2013 to \$5,200 per acre in 2017. For comparison, the national average is \$3,080 per acre and in neighboring Illinois the average price per acre is \$7,300.<sup>43</sup>

Table 11: Top Brown County Agricultural Commodities

Top Brown County Agricultural Commodities	
Item	Annual Value
Milk	\$189.5M
Cattle & Calves	\$63.5M
Grain	\$41.6M
Nursery & Greenhouse	\$5.1M
Other Crops & Hay	\$4.9M

Agriculture is particularly important to Brown County and the Green Bay metro area. In Brown County, 53.4 percent of the land is managed for agricultural purposes—cropland, rangeland, pasture, tree forests and farm forests. Agriculture provides over 17,000 jobs in Brown County and accounts for \$4.6 billion in economic activity.

Brown County has over 1,000 farms with an average size of 163 acres and ranks in the top 10 in Wisconsin for total number of dairy cows, total value of agricultural products, value of cattle and calves, and the value of corn for silage. It also ranks nationally in the top 35 in value for cow milk and value of corn for silage. Agricultural processing is a large industry in Brown County, but it is focused on large-scale dairy processing and commodity products.<sup>44</sup>

On the Oneida Reservation, 37,366 acres (57 percent of all land on the reservation) is used for agricultural purposes. The Oneida Nation owns 44 percent of this acreage. The agricultural producers of the Oneida Integrated Food System feature an indigenous organic farm responsible for growing the Nation’s heirloom white

<sup>42</sup> Maureen Wallenfang, “The Buzz: Harmony Cafe to Close End of Year,” *Post-Crescent Media*, Appleton Post-Crescent, November 14, 2014, [www.postcrescent.com/story/money/companies/buzz/2014/11/14/harmony-cafes-to-close-in-appleton-and-green-bay/19008621/](http://www.postcrescent.com/story/money/companies/buzz/2014/11/14/harmony-cafes-to-close-in-appleton-and-green-bay/19008621/).

<sup>43</sup> USDA National Agricultural Statistics Service.

<sup>44</sup> Deller, “Brown County Agriculture.”

corn, a 35-acre apple orchard, an and Oneida Nation Farm that manages the Nation's cattle and bison herd as well as a number of conventional cash crops.

## Value-Added Processing

Nationally, canned fruit and vegetable processing is a \$41.6 billion industry. The increasing cost of fresh food products and introduction of healthier canned and processed foods is expected to lead to growth as discussed in the industry analysis above. Canned and processed food are expected to remain a staple among lower-income households.<sup>45</sup>

Regionally, small-scale canneries like the Oneida Cannery are seeing growth in their sales as they present an alternative for local communities seeking inexpensive canned food products, and specifically in the case of Oneida Cannery, products that connect to their indigenous traditions and methods of preserving and processing key agricultural crops, animals, and products.

The new Oneida Cannery will contribute substantially to the community's ability to process, preserve, and maintain the traditions of food and agriculture that are important to the health of their community members.

## Retail Grocery Industry and Economics

The food retail industry is a large and rapidly changing competitive industry in the United States. Competition has increased in recent years as traditional retail outlets face pressure from alternatives such as warehouse clubs, supercenters, drug stores, mass retailers, convenience stores, and online and delivery services.<sup>46</sup> Supermarkets and traditional grocery stores still control 89 percent of industry sales, but because of the increasingly competitive industry dynamics, many players have consolidated to take advantage of scale.

Demographic and consumer preference trends are also driving industry change. Consumers are becoming more health aware, and demand is shifting toward natural foods and fresh foods. This has led to a growing market for smaller retailers such as small-format grocery stores and specialty food retailers. Since 2006, the average supermarket square footage has fallen steadily, a trend that is expected to continue.<sup>47</sup> The Food Institute reported in May 2017 that convenience stores' share of the grocery market has doubled from 8 percent in 1988 to 16 percent in 2016.<sup>48</sup>

Specialty food stores (defined as specialized retailers of premium food products) are now a \$9 billion industry in the United States. The industry grew at a rate of 3.6 percent from 2010–15, driven by rising incomes and health

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<sup>45</sup> IBIS World, "Canned Fruit & Vegetable Processing Industry in the U.S.," 2018, <https://www.ibisworld.com/industry-trends/market-research-reports/manufacturing/food/canned-fruit-vegetable-processing.html>.

<sup>46</sup> Duff & Phelps, "Food Retail Industry Insights," 2016, <https://www.duffandphelps.com/-/media/assets/pdfs/publications/mergers-and-acquisitions/industry-inserts/consumer/food-retail-industry-insights-2016>.

<sup>47</sup> Ibid.

<sup>48</sup> Jeff Bollier, "Are Gas Stations Wisconsin's New Corner Grocery Stores?" *Green Bay Press Gazette*, 2017, <https://www.greenbaypressgazette.com/story/news/2017/10/23/gas-stations-wisconsins-new-corner-grocery-stores/654734001/>.

awareness.<sup>49</sup> Additionally, the market for specialty retailers of fresh fruits and vegetables has increased and is expected to continue to grow at a rapid pace along with consumer demands for fresh food.<sup>50</sup>

In Green Bay, these national trends appear to have held true. Gas station and convenience store chains like Kwik Trip have integrated fresh foods and groceries as a key part of their business strategy. Kwik Trip has specifically focused on Green Bay and the Wisconsin area as a growth market, opening 14 locations since its initial store in 2003.<sup>51</sup>

The Oneida Cannery provides food products to two convenience stores on the reservation (One Stops) the Larsen/Packerland retail gas station and the 54 One Stop retail gas station and the local grocery/retail option, the Oneida Market. Community members also rely on internal public departments for access to free or low-cost foodstuffs via the school system, senior support programs, and related public departments.

### Oneida Community Survey Data (2018)

Two consumer market surveys were conducted in August 2018 as part of NVA's feasibility study for the Food Innovation Center (referenced as the "Food Center"). The survey of Oneida community members and employees drew 333 responses, and another survey of Green Bay community members drew 80 responses, primarily Brown County residents. Findings from this prior research support several aspects of the current proposed Oneida Cannery project:

- Food retail: Grocery preferences and interest in access to food items in an on-site retail outlet
- Food service: Interest in ready-to-eat food products or café style eatery products
- Food literacy and cultural engagement: Interest in culinary and traditional methods (indigenous preservation and food processing) classes
- Shared commercial kitchen: Interest in access to shared kitchen space to support small business development, community meal or event meal preparations, and family use

### Food Retail

Additional food retail options received strong support among those surveyed, especially for fresh fruits and vegetables (87 percent), meat (70 percent), and dairy products like eggs, milk, and cheese (71 percent). Packaged foods, including canned goods, captured interest from 45 percent, or 159 respondents (table 12).

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<sup>49</sup> IBIS World, "Specialty Food Stores Industry in the U.S.," 2018, <https://www.ibisworld.com/industry-trends/market-research-reports/retail-trade/food-beverage-stores/specialty-food-stores.html>.

<sup>50</sup> IBIS World, "Fruit and Vegetable Markets in the U.S." 2018, <https://www.ibisworld.com/industry-trends/market-research-reports/retail-trade/food-beverage-stores/fruit-vegetable-markets.html>.

<sup>51</sup> Jeff Bollier, "Green Bay a Focus of Kwik Trip Growth Plan," *Green Bay Press Gazette*, 2016, <https://www.greenbaypressgazette.com/story/money/2016/07/28/kwik-trip-growth/87523014/>.

Table 12: What food would you be interested in purchasing from a grocery / market in the Food Center?

ALL ONEIDA		
Fresh fruits and vegetables	87%	306
Meat	70%	244
Dairy (eggs, milk, cheese)	71%	249
Salad bar	58%	203
Prepared meals, soups, etc.	52%	183
Coffee	47%	164
<b>Packaged foods (like snacks, canned goods, frozen meals)</b>	<b>45%</b>	<b>159</b>
I am not interested in buying groceries at the Food Center	5%	19
Other (please describe)	6%	22
<b>TOTAL RESPONDENTS</b>		<b>350</b>

Of the wider Green Bay community responses, 29 people reported purchasing Oneida-made products, most commonly once a year, and primarily apples. If a food market or grocery were to be introduced, Green Bay respondents would be most interested in buying fresh fruits and vegetables (78 percent), meat (61 percent), dairy products (48 percent), and packaged foods including canned goods (25 percent) (table 13).

Table 13: What food would you be interested in purchasing from a grocery / market in the Oneida Food Center? Check all that apply.

	Response Percent	Response Count
Fresh fruits and vegetables	78%	66
Meat	61%	52
Dairy (eggs, milk, cheese)	48%	41
<b>Packaged foods (like snacks, canned goods, frozen meals)</b>	<b>25%</b>	<b>21</b>
Coffee	36%	31
Prepared meals, soups, etc.	32%	27
Salad bar	27%	23
I am not interested in buying groceries at the Food Center	9%	8
Other (please describe)	13%	11
<b>TOTAL RESPONDENTS</b>		<b>85</b>

### Food Literacy and Cultural Engagement

The preparation and use of healthy indigenous foods drew the most interest from among the survey questions targeting food-based education (53 percent) (table 14). This includes specific requests for how to make easy, quick, healthy weeknight dinners, how to prepare/store local, seasonal indigenous foods, how to buy healthy fresh indigenous foods, classes on the cultural history of indigenous foods, and the cultural significance of indigenous foods.

Table 14: Would you be interested in participating in nutrition and healthy cooking classes that focused on any of the following? (Select all that apply)

	Total Responses	
How to prepare healthy Native foods and how to use them in my home	53%	190
How to cook easy, nutritious meals for me/my family	52%	186
Healthy eating and how to improve my/my family's diet	46%	167
I am not sure I would attend a cooking or nutrition class, but it seems like a good idea	23%	82
I am not interested in nutrition or cooking classes	16%	57
<b>TOTAL RESPONDENTS</b>		<b>359</b>

### Shared Commercial Kitchen

More than half of survey respondents (208, or 58 percent) recognized the value of a commercial kitchen for different purposes, including learning how to make Native foods and having a space to prepare or process their own products (table 15). Notably, lower income respondents (\$49,000 or less) had a higher interest in using the community kitchen than higher income respondents. Young people had the least interest in using the community kitchen, highlighting a desire that requires cultivation. Many larger households (45-48 percent of families with four or more people) indicated interest in using the community kitchen and learning how to make Native foods, a striking opportunity for intergenerational interaction to be facilitated by an appropriate space.

Table 15: Would you be interested in using a community kitchen where you / your family could prepare Native or homemade foods?

	ALL ONEIDA	
I am not interested in using a community kitchen	41%	146
I would be interested in using a community kitchen and would like to learn how to make Native foods	40%	143
I would be interested in using a community kitchen for another reason [explain in comment field]	10%	35
I would be interested in using a community kitchen and already know how to prepare Native foods	8%	30
<b>TOTAL RESPONDENTS</b>		<b>354</b>

Interest in starting a food business was tepid (42 percent) but shows openness to entrepreneurial exploration (table 16). To gauge interest, two response selections were combined to overcome respondents' aversion to the phrase "starting a business." Of the 69 people interested in starting a food business or selling foods to generate extra income, 41 of them reside on the Oneida Reservation, 23 live in Brown County, and 3 are in Outagamie County.



Table 16: How would you describe your interest in starting a food business?

ALL ONEIDA		
I already run a food business	0.3%	1
I am interested in starting a food business	8%	28
I am not interested in starting a food business, but I am interested in selling foods that I make to generate additional income for myself / my family	12%	41
I've never thought about starting a food business but would be interested in learning more about this type of opportunity	12%	40
I am unsure if I am interested in starting a food business and need more information	10%	33
I am not interested in starting a food business	58%	200
<b>TOTAL RESPONDENTS</b>		<b>343</b>

These interests of the immediate and surrounding communities are acknowledged in the proposed project as they are most aligned with the Oneida Cannery's priorities of food access, food sovereignty, cultural preservation, and economic empowerment.

## Market Segmentation and Competitive Landscape

The Oneida Cannery provides a select grouping of products to their community and beyond, only a small segment of which have competition in the local marketplace (table 17).

Table 17: Market Segments and Competition for Consumers

Product or Service Provided	Example or Includes	Audience / Customer Segment	Competition within the Marketplace (?)
<b>Indigenous Crops (Raw Ingredients)</b>	White corn	Oneida Nation community members (only)	<b>No Competition</b>
<b>Value-Added Products from Indigenous Crops</b>	White corn Flours/products Apple products Soups Pickles Jams/jellies	Oneida Nation community members	<b>No Competition</b> – Sold at cost or below cost (or donated free) to satisfy community food access needs
<b>Value-Added Products Specialized</b>	Maple syrup Seasonal products	Oneida Nation community members	<b>No Competition</b> – Provide free or below cost to service community resources (community-grown crops and functional needs for celebrations and related)
<b>Value-Added Products (Limited Selection)</b>	Jams/jellies Some flours/breads Apple products Pickles	Online or via local sales outlets (One Stops, partner locations on reservation)	<b>Minimal Competition</b> – Local marketplace but no other manufacturers producing some of the specialized product streams

Product or Service Provided	Example or Includes	Audience / Customer Segment	Competition within the Marketplace (?)
<b>Value-Added Products (Limited Selection)</b>	Jams/jellies Some flours/breads Apple products Pickles	Online or wider sales outlets (Green Bay area, wholesale accounts, wider tribal outlets)	<b>Marketplace Competition</b>
<b>Community Processing of Indigenous Crops</b>	Seasonal products	Oneida Nation community members	<b>No Competition</b> – Service to community for health, wellness, or technique preservation
<b>Community Equipment Rentals</b>	Seasonal usage (service)	Oneida Nation community members	<b>No Competition</b> – Service to community for health, wellness, or technique preservation
<b>Preservation and Cooking Classes</b>	Service	Oneida Nation community members*	<b>No Competition</b> - Service to community for health, wellness, or technique preservation
<b>Shared Kitchen Rentals</b>	Space usage	Oneida Nation community members	<b>Marketplace Competition</b> – One other facility offering similar space and services
<b>Ready-to-Eat and Grab-n-Go Retail Location</b>	CPG products (cannery value-added products) Breads, pastries, cookies Salads and fresh food items (sandwiches, etc.) Beverages	Oneida Nation community members	<b>Marketplace Competition</b> – Limited options available at other retail locations on the reservation (One Stops, Radisson hotel restaurant, etc.)

*\*May expand this service to tribal communities beyond the Oneida Nation if space and labor capacity allow in the new facility. Even if expanded, this service would have very little competition within the community of tribal nations as the techniques and offerings are focused on indigenous practices that are unique to the Oneida Nation.*

As discussed, the proposed new Oneida Cannery facility will increase the cannery's ability to work with a wider group of consumers. Currently, the cannery only has the capacity to service its primary customer group, which is members of the tribal community who reside on the Oneida Reservation. This limit in consumer segments is due to aging infrastructure in the current cannery location, limited equipment, and aging equipment (including the facility boiler's ability to support overall equipment output), and limited labor resources.

The new cannery location will offer additional square footage, new equipment and equipment support resources, and increased labor resources. These improvements will allow the cannery to increase production to serve not only its primary consumer segment but add additional consumer segments as previously defined. These segments include extended Oneida Nation community members throughout the state of Wisconsin,

extended tribal nation communities, local Green Bay community organizations and partners, and local Green Bay community residents/consumers.

If the Oneida Cannery expands to support online sales of value-add products and is able to open its retail offerings to a wider wholesale or consumer audience (via the on-site retail location, ready-to-eat options at the retail location, expanded wholesale partnerships such as the University of Wisconsin at Green Bay, and online sales to all audiences), the primary competition will be with regional specialty canned foods manufacturers and local specialty grocery retailers.

In terms of small manufacturers, the primary competitors are Kettle Cuisine (ready-to-eat products) and RES Food Products International (pickles, preserves, fruits, and vegetables). Kettle Cuisine is a regional brand with sales in the Midwest; RES operates with national sales. Bay Valley Foods also competes but is a national brand with ties to other multi-national companies via their co-manufacturing contracts. The Oneida Cannery has an opportunity to provide specialized products (indigenous crops and milled, canned, and ready-to-eat products) into the marketplace with little to no competition directly (table 18).

Table 18: Food Manufacturing Competition in Local Marketplace

	Primary Market Segment	Canned Food Manufacturing	Ready-to-Eat	Distributor/Wholesaler	Co-Manufacturing (Consumer)	Co-Manufacturing (Scale Business)
<b>Kettle Cuisine/ Boneworks Culinarte</b>	Ready-to-eat meals for grocery and food services	X	X			
<b>Bay Valley Foods</b>	CPG, national distribution, pickled products co-packer	X		X		X
<b>UNFI</b>	Local distribution hub for national network			X		
<b>RES Food Products International</b>	Pickles, preserves, fruits, and vegetables	X				
<b>Green Bay Olive Oil Company</b>	Olive oil and private label specialty goods resale	X				X
<b>Carnivore Meat Company, LLC</b>	Raw and frozen specialty pet foods	X				

The local retail marketplace (Brown County) is more competitive, with several additions in the last five years that now service the wider Green Bay community with grocery, specialty food, and ethnic food options (table 19). The retail component of the Oneida Cannery has been designed to offer the specialized products produced in the cannery by local community residents and a small menu of ready-to-eat food products for local workforce and community members looking for breakfast and lunch options on-reservation. With these targeted sales

segments, the cannery should be able to capture its primary target customers but may see the impact of competition on wider sales opportunities and/or wholesale contracts.

Table 19: Retail and Grocery Competition in Local Marketplace

	Supermarket / Grocery	Health Food Store	Specialty / Ethnic Food Store	Convenience Market with grocery
Woodman's Food Market	X			
Festival Foods (3 locations)	X			
Oneida Market	X			
Believe Nutrition		X		
Green Bay Olive Oil Company			X	
Sal's Foods	X			
Webster Avenue Market	X			
Mason Brother's Red Owl Store				X
Terry Naturally Health Food Store		X		
Oilerie Green Bay			X	
Soma Food Mart Halal			X	
Schreiber Foods	X			
University Avenue Market			X	
LVP Oriental Food Store			X	
Gordon Food Service Store	X			
Walmart	X			
On-reservation One Stops (2 locations)				X

### Incubator Advantage

The new facility will support two kitchen incubator pods to allow community members to access shared kitchen facilities, which are limited in the region. The proposed uses of the kitchen facilities are to support the production of indigenous value-add products (via community production or cannery supported co-production), to support the incubation of small indigenous businesses creating food products or services, and to offer community space for meal or related food prep for events and celebrations. There is only one licensed commercial kitchen facility within a 25-mile drive of the reservation, meaning that significant market share exists for the new facility to fill (table 20).

Table 20: Shared Kitchen Facility Competition in Local Marketplace

	Kitchen Access <sup>52</sup>	Storage Access	Business Services	Distance from Oneida Reservation	Notes/Exceptions:
<b>Aurora Kitchen NE Technical College (Woodland Kitchen &amp; Business Incubator)</b>	X		X	104 miles	<i>very limited storage</i>
<b>Brown County Incubator Kitchen</b>	X	X	X	21.5 miles	
<b>Kickapoo Culinary Kitchen</b>	X	X		195 miles	
<b>Watertown Farm Market Kitchen</b>	X			129 miles	<i>pay as you go kitchen access only</i>
<b>Wisconsin Innovation Kitchen</b>				185 miles	<i>offers co-packing services performed by adults with disabilities.</i>

## Consumer Demand and Community Value

The Oneida Cannery's products and services are targeted to serve three purposes for the Oneida community:

1. **Community consumer demand for Indigenous foodstuffs**—raw crop products, value-add products, and services related to these foodstuffs sold to community members at or below cost
2. **Community food access demand for healthy, culturally relevant foodstuffs**—raw crop products and value-add products provided to the community at below or no-cost via internal outlets such as the school system, reservation pantry, and senior programming
3. **Community demand for fresh and healthy food options to support tribal wellness goals**—raw crop products and value-add products as well as culinary education and cooking classes to support better health, better nutrition, and wellness goals promoted by the tribe.

The first two goals are met by selling the raw crop products (white corn, apples, etc.) and value-add products at low prices or no cost to allow tribal community members to have a consistent supply of foods that were historically a part of their indigenous diet. These are both tied to the third goal, addressed earlier, of Tsunhekwa wellness, and food sovereignty. As demonstrated in the earlier section, extensive research has found a corresponding relationship between food access and the health of a community. U.S. food subsidy programs help low-income households purchase food but do not incentivize healthier food choices. Thus, low-income households often rely on cheap, subsidized high calorie foods that are energy-dense but lack essential nutrients. The increased consumption of subsidized foods has been shown to have a direct negative impact on

<sup>52</sup> Locally there was also the Algoma Farm Market Kitchen (44.3 miles), a non-profit, volunteer kitchen focused on supporting value-add product production by local farmers, but it closed during 2021.

health. Individuals consuming the most subsidized food have a higher risk of obesity (37 percent), belly fat (41 percent), inflammation (34 percent), and high cholesterol (14 percent).<sup>53</sup>

This is especially prevalent on indigenous reservations where negative health markers are commonly found among populations where indigenous diet and foodstuffs have been replaced by commercially processed foods, fast foods, and other ready-to-eat items that are low-cost or subsidized via food access outreach.

The Union of Concerned Scientists found that increasing fruit and vegetable consumption by just one portion per day would prevent 30,000 deaths per year; increasing to the USDA recommended levels would prevent 127,000 deaths annually.<sup>54</sup>

On the Oneida Reservation, 2019 health spending data for Oneida Nation employees enrolled via the UMR (the tribe's self-administered health insurance program) showed that \$449,225 was spent by plan or patient on mental health medications, treatment, and resolve care and \$1,486,740 was spent by plan or patient on primary illness medication, treatment, or resolve care, including digestive disorders, Type 2 Diabetes and related kidney diagnoses, heart disease and related diagnoses, and circulatory disorders and related diagnoses. While the majority of organizational employees are tribal members these are low estimates as not all tribal members are insured via the UMR program.

The integration of healthy food products, such as those produced by the cannery, into daily diets can significantly contribute to positive health markers and help to reduce overall medical and mental health spend on medication, treatment, or related resolve care. Implementing initiatives such as agricultural initiatives that contribute to re-asserting indigenous identity and creating food systems based on food sovereignty instead of outside aid bolsters cultural identity rooted in community-based teaching of indigenous knowledge. This knowledge sharing and education can create opportunities to enhance both current and future sense of self-esteem in having an indigenous identity, which contributes to overall health.<sup>55</sup> Thus, by encouraging and linking individuals to pathways that connect them to their cultural communities and build these relationships, there is a created sense of belonging and responsibility that can be used to ensure healthy futures. This perceived responsibility and sense of identity can aid in not only reaching their own personal well-being goals but may also create a rippling effect with the helping of others in their communities on the pathway to health and enhanced well-being.

Efforts such as those provided by the Oneida Cannery thus have a direct correlation on overall tribal wellness goals and aid in reducing overall medical spend as they create healthier communities.

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<sup>53</sup> K.R. Siegel et al., "Association of Higher Consumption of Foods Derived from Subsidized Commodities with Adverse Cardiometabolic Risk Among U.S. Adults," *JAMA Intern Med* 176, no. 8 (2016): 1124–32, doi:10.1001/jamainternmed.2016.2410.

<sup>54</sup> Jeffrey K. O'Hara, "The \$11 Trillion Reward: How Simple Dietary Changes Can Save Lives and Money, and How We Get There," Union of Concerned Scientists, 2013, [https://www.ucsusa.org/sites/default/files/legacy/assets/documents/food\\_and\\_agriculture/11-trillion-reward.pdf](https://www.ucsusa.org/sites/default/files/legacy/assets/documents/food_and_agriculture/11-trillion-reward.pdf).

<sup>55</sup> M. J. Chandler, "On Being Indigenous: An Essay on the Hermeneutics of 'Cultural Identity,'" *Human Development*, 56, no. 2 (2013): 83–97.

There is also evidence that smaller markets can help communities gain access to healthier food. Corner stores are often thought of as a source for unhealthy food, but evidence shows that corner stores can also be key contributors to improve community access to healthy and affordable foods. The Philadelphia Corner Store initiative, which was designed and implemented by the Food Trust, showed promising early results when healthy foods were added to corner stores.<sup>56</sup>

Figure 6: Small Market Initiative Example



The Oneida Reservation is in close proximity to a wide variety of fast and processed food options, and the Oneida Cannery retail location (as well as One Stop locations on the reservation) may support this model of providing healthier options and alternatives in trusted outlets within the community. As increasing healthy food options is a significant output of the cannery, offering culturally appropriate healthy foods and empowerment of community members to process their own foods and medicines is a unique niche that the Oneida Cannery will continue to expand upon.

<sup>56</sup> "Heart Smarts: Partnering with Corner Stores to Improve Community Health," The Food Trust, 2018, [http://thefoodtrust.org/uploads/media\\_items/heart-smarts-brochure-2016.original.pdf](http://thefoodtrust.org/uploads/media_items/heart-smarts-brochure-2016.original.pdf).

## Sales and Marketing Strategy

### Estimate of Annual Sales and Market Share

Tiered market sizes outlined in table 21 below were estimated using the tiers defined earlier in table 8. Market size was calculated using the annual per person expenditure on food at home and estimating the percentage of that expenditure spent at specialty markets.

Table 21: Estimated Market Segment Sizes

	Segment	Population	Per Person Spend on Food at Home	% of Food Spend at Premium/Specialty Markets	Annual Spend per Person	Market Size	Est. Market Share	Estimated Sales (\$)
<b>Tiers 1–3</b>	Oneida Nation community members	3,200	\$1,905	11%	\$ 210	\$ 672,287	12%	\$ 80,674
<b>Tier 4</b>	Oneida Nation (beyond reservation)	3,000	\$1,905	11%	\$ 210	\$ 630,269	6%	\$ 37,816
<b>Tier 5</b>	Other tribes in Wisconsin	44,076	\$1,905	11%	\$ 210	\$ 9,259,912	3%	\$ 277,797
<b>Tier 6</b>	Haudenosaunee (6 Iroquois Nations), excluding Oneida	27,453	\$1,905	11%	\$ 210	\$ 5,767,592	1%	\$ 57,676
<b>Tier 7</b>	All Indian Country, excluding above	1,974,615	\$1,905	11%	\$ 210	\$ 414,846,199	0.1%	\$ 414,846
<b>Tiers 8–9</b>	Green Bay community population, University of Wisconsin	104,777	\$1,905	31%	\$ 593	\$ 62,114,595	0.5%	\$ 310,573
<b>Total</b>								<b>\$1,179,383</b>

### Sales and Services Plan

The Oneida Cannery currently serves all Oneida Nation community members with sales of products, donated product via internal tribal programs, and services, including the following:

- **Retail consumers** seeking corn and value-added products, which are offered at local on-reservation retail stores (One Stop convenience stores and the Oneida Market) as well as the tribe-owned Radisson hotel on the reservation (as part of food service offerings)
- **Entrepreneurs** who are looking for access to a certified kitchen



- **Entrepreneurs** who need technical assistance with equipment usage, equipment training, marketing efforts, etc.
- **Cottage food operators** or home-based vendors that are required by the Oneida food service law to complete safe processing courses in order to produce indigenous food stuffs or related products in their home kitchens
- **Oneida youth populations** who are engaged in apprenticeship and internship opportunities; younger youth are supported via foodstuffs and other programs related to on-reservation childcare facilities
- **Oneida youth engagement via the Oneida Nation School System** is a priority of cannery programmatic initiatives, and the cannery has developed curriculum on indigenous foods, plants, and medicines and works with students throughout the school year via these programs
- **Senior populations at the Anna John Residential Care** where the cannery provides over 300 pounds of dehydrated corn a year that allows the facility to serve traditional meals to Oneida residents in their care

Products and services associated with these programs have limited marketing attached as they are priority services as defined by the tribe, specifically to provide healthy, food access to tribal members, youth, and seniors and to support programs that preserve Oneida Nation traditions, practices, and indigenous products.

In the initial years of operation in the new facility, the future client base for products will be an expansion of the current client base, as demonstrated above in table 21. This means the cannery will still prioritize products and services that target Oneida Nation community members' wellness and food access first. In addition to the foodstuffs being produced, the cannery has seen an increase in the number of community members wanting to start a new food-based business or support the growth of a food-based business. The passing in 2020 of the cottage food operator exemption as part of the Oneida food service law has contributed to this increased interest. From 2019 to 2020, the cannery licensed an additional eight food vendor businesses operated by Oneida community members. The law amendment also now allows for home-based operations for certain low risk foods given the applicant meets the requirement that safe canning education is completed with the cannery prior to production.

In future years of operation in the new facility, increased capacity will be achieved by additional square footage for both cannery production and community processing to the shared kitchen space, new equipment, and technology integration. This increased capacity will allow the cannery to service expanded customer bases that include the following (the full customer base is explained earlier in table 8):

- Oneida Nation tribal members in other Wisconsin locations (via tribal sales outlets and online retail sales)
- Other tribal nation members throughout the state of Wisconsin (and potentially beyond as capacity allows)
- Green Bay and Brown County community organizations (wholesale accounts and sales such as the University of Wisconsin)

- Local community members from Green Bay and Brown County (via online retail sales, sales of products in local retail outlets, and on-site retail sales)

The Oneida Cannery’s projected revenue for the first five (5) years can be achieved based on the following estimates of potential processing volume and probabilities of expanded consumer segments.

\*Note: Percentages in table 22 below represent the capture rate of the estimated sales from table 21, “Estimated Market Segment Sizes.”

Table 22: Sales Plan

Segment		Estimated Sales (\$) at Full Market Share	2022	2023	2024	2025	2026
<b>Tiers 1-3</b>	Oneida Nation community members	\$ 80,674	100%	100%	100%	100%	100%
<b>Tier 4</b>	Oneida Nation (beyond reservation)	\$ 37,816	20%	30%	50%	75%	100%
<b>Tier 5</b>	Other tribes in Wisconsin	\$ 277,797	5%	10%	25%	50%	75%
<b>Tier 6</b>	Haudenosaunee (6 Iroquois Nations), excluding Oneida	\$ 57,676	0%	1%	5%	10%	20%
<b>Tier 7</b>	All Indian Country, excluding above	\$ 414,846	0%	1%	3%	5%	15%
<b>Tiers 8-9</b>	Green Bay community population	\$ 310,573	0%	5%	5%	10%	15%
<b>Total</b>		<b>\$ 1,179,383</b>	<b>\$ 105,191</b>	<b>\$ 148,582</b>	<b>\$ 218,425</b>	<b>\$ 343,846</b>	<b>\$ 518,412</b>

## Pricing Strategy and Sales Process

Pricing has the largest impact on the facility’s ability to break even and support its operational costs year-over-year. There are five pricing categories that vary by product type in relation to audience that the managers will need to set and monitor against market comparables and costs to deliver products and services:

- Raw ingredients and value-added product for food access** – Sold at or below cost to local on-reservation sales outlets, internal groups (school system, pantry, senior center)
- Raw ingredient and value-added products for retail** – Sold at a market rate; will be offered to off-reservation sales outlets, via online sales, and at the on-site retail outlet
- Processing services, educational classes, and equipment rentals for community members** – Offered on-site in the shared kitchen spaces at no or very low-cost to support tribal needs.
- Kitchen access and incubation support for community members** – Offered on-site in the shared kitchen spaces at low-cost to support tribal needs.

- **Kitchen access and/or educational classes for non-tribal community members** – As capacity allows, offered on-site in the shared kitchen spaces at market rates

A mix of **no-cost, low-cost (below market rate)**, and **market rate** products and services will be necessary to offset the operational need of the facility and achieve breakeven (table 23).

Table 23: Sales Process by Audience

Sales Process (Product)	Includes	Sales Outlet	Sold to Vendor	Audience
On-reservation sale of product	Raw ingredients Value-add products	One Stops Radisson Hotel Oneida Market	At cost (or below cost) – wholesale contract	Tribal community members
On-reservation donation of product	Raw ingredients Value-add products Seasonal specialty products	Internal departments (school system, senior center, food pantry)	No cost or below cost – wholesale donation	Tribal community members
Off-reservation sale of product to Oneida Nation outlets (beyond Green Bay)	Value-add products	Oneida retail outlets (in WI)	Market rate	Extended tribal community members (off-reservation)
Green Bay product sales	Value-add products	Online Wholesale contracts On-site store	Market rate	All consumers
Sales Process (Service)	Includes	In facility	Cost to Audience	Audience
Community processing of indigenous products	Value-add processing (multiple products)	Shared kitchen space	Free or below-cost service	Tribal community members
Community rental of equipment to home process	Value-add processing equipment	N/A	Free or below-cost fee	Tribal community members
Classes	Educational, culinary, or technique training	Shared kitchen space	Free or nominal cost	Tribal community members
Classes	Educational, culinary, or technique training	Shared kitchen space	Market rate	Other tribal nation members
Classes	Educational, culinary	Shared kitchen space	Market rate	Outside of community (public)

As the cannery is a Oneida Nation program, a sales strategy to pursue straight-line profitability is not the specific goal. However, in alignment with best financial management practices, the program will look to reduce tribal contribution as much as possible and become progressively more self-sustaining, utilizing the revenues from products and services to self-fund its activities.

## Management Team and Organizational Structure

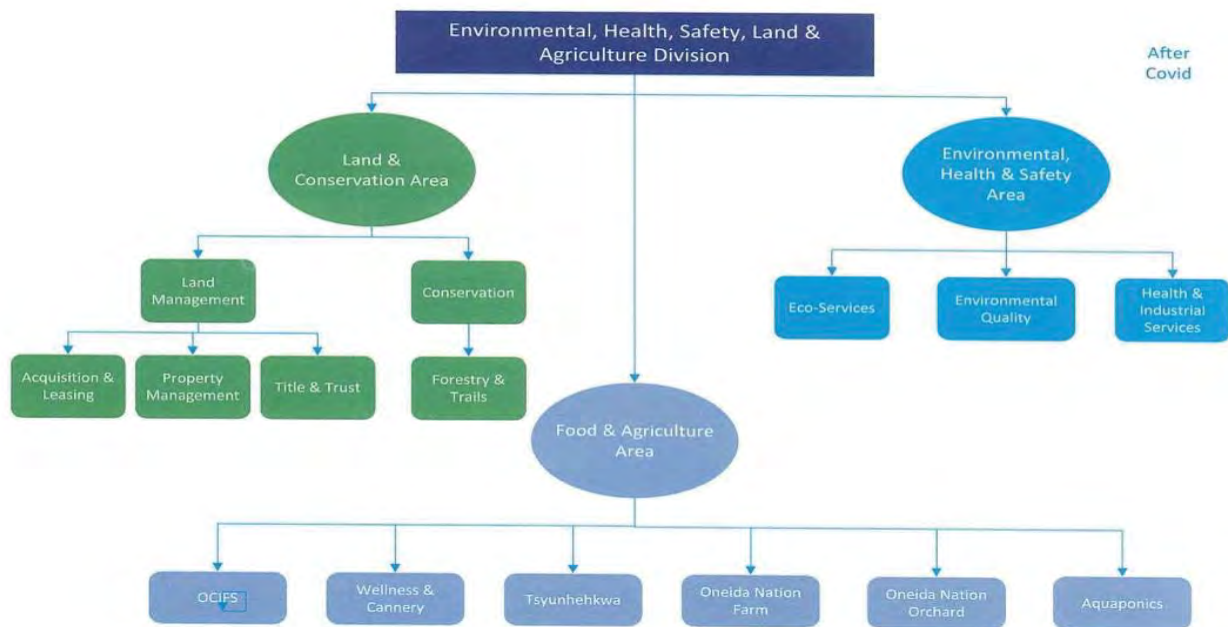
### Corporate and Ownership Structure

The cannery is an Oneida Nation program and is 100 percent owned and operated by the Oneida Nation and not subject to federal income tax. It is located near the Port of Green Bay, which is a designated Foreign Trade Zone (Brown County Foreign Trade Zone No. 167). The cannery currently operates within the Food and Agricultural Area within the Environmental Health, Safety, Land and Agriculture Division of the Oneida Nation. The management of the new cannery facility will not change, and current staff will continue to oversee all day-to-day and operational needs for programs, services, and production.

The Oneida Nation is recognized as a sovereign tribal nation by the federal government of the United States. As with all tribal functions, the cannery is a recognized tribal business unit/program that operates autonomously under the Oneida Nation’s umbrella. Health, safety, and sanitation is overseen by tribal inspectors and regulatory code.

### Roles and Key Management

The Oneida Cannery is under the directive of the Environmental, Health, Safety, Land and Agricultural (EHSLA) Division and is overseen by the manager of the Food and Agriculture Area of the tribe (figure 7).



The management of the cannery facility will not change and will remain operationally managed by the current staff, which includes six key roles, all of which fall under the leadership of Nicole Rommel as EHSLA Division Director (table 24). Full job descriptions have been included in appendix A. Continuation of all positions is contingent upon funding allocations in the tribal budget.

Table 24: Key Roles and Position Summaries

Cannery Staff Role	Title	Position Summary
<b>Vanessa Miller</b>	Food & Agriculture Area Manager	Accomplishes the Environmental Health program objectives by establishing goals and objectives for the Oneida Nation's priorities for food sovereignty and food safety to include strategic planning and directing of the Nation's Food and Agricultural Area components.
<b>Jamie Betters</b>	Food Educator Processor, Cannery	Provides awareness on the education of food preservation and processing. Develops schedules and programming for food production and traditional processing. Educates the community in the value of food sovereignty and provides empowerment opportunities for community members to process their own foods and medicines for both personal use and entrepreneurial opportunities. Certified FDA processor.
<b>Jodi King</b>	Senior Food Processor	Provides information to the community regarding food processing and preservation. This position provides safe and appropriate food processing procedures. Provides training for community outreach. Incumbent must be able and willing to work flexible hours during canning season to include evenings and weekends.
<b>Lindsey Blackowl</b>	Food Processor Operator	Provides information to the community regarding food processing and preservation. This position provides safe and appropriate food processing procedures. Provides training for community outreach. Incumbent must be able and willing to work flexible hours during canning season to include evenings and weekends.
<b>(TBD)</b>	Youth Workers	Funds from the TANF/JTPA programs may support five youth workers during seasonal summer. The youth workers are provided with a curriculum that guides them through the development of a product to include identifying local raw goods, budgeting, design, and sales plan. Youth workers also support safe food processing and preservation during canning season. Youth workers may be from the high school work-study program or of college age.

Cannery Staff Role	Title	Position Summary
Jossalyn Metoxen	Cannery Apprentice	Funds from the HRD department may support one to two part-time apprentices during the calendar year to support safe food processing and preservation during high seasonal capacity and to support training and community outreach programs as the facility and program capacity grows in the new location.

## Advisory Roles

The Oneida Cannery staff hold voluntary roles on two advisory councils that may provide insight, technical support or collaboration, or program collaboration to support the new facility:

- **Oneida Community Integrated Food Systems (OCIFS):** The OCIFS acts as an advisory council to the full Oneida Nation interconnected food system. Representatives from all food system components (school, pantry, agricultural elements, cannery, etc.) sit on this board that brings the groups together to collaborate across programs, initiatives, and priorities enunciated by the tribe. Jamie Betters serves as the cannery representative on OCIFS.
- **Quality of Life Committee (QLC):** All three main areas (Food & Ag, Land & Conservation, and Environmental Health & Safety) come together to report on issues and programs impacting tribal community life. Vanessa Miller serves as the cannery representative on QLC.

# Business Analysis and Operations Model

## Current Business Location

The Oneida Cannery is currently located in the lower level of the Norbert Hill Center. The Oneida Nation's food sovereignty and community empowerment efforts have outgrown its current space, and the needs of the community have expanded beyond the capabilities of this location. With limited facility space, outdated and failing infrastructure, and aging equipment resources, the cannery routinely deals with failures and issues that arise from the inadequacies of its current location. Challenges arise from the following:

- The current location of the cannery was never intended to be a food processing facility—this space was a locker room that was used by the Catholic Dioceses in 1987 and was retrofitted to temporarily serve the needs of a processing facility. This has posed many operational and functional issues, and continues to, as the cannery has continued to grow to meet the community desire and demand to interact with its traditional foods.
- Due to failures in the current conditions, a shutdown order was issued from the Sanitarian in 2019 due to sediment in water and failures of the boosters and boilers to bring the hot water up to temperature requirements at the hand washing stations. These are food code requirements to ensure safe processing and limit the risk of foodborne illness. This shut down delayed the cannery's ability to fulfill orders and required staff to manually boil water for an extended time, which caused labor issues and delays in production.
- Because the existing space is a retrofitted locker room, moisture issues are a considerable problem due to the high humidity of the area. Due to the location of the cannery within the facility and the overall design, the facility cannot be appropriately vented, and humidity cannot be properly exhausted. This causes issues of negative pressure and requires the opening and closing of doors regularly to ensure exhaust fans are working properly. Labor, equipment repairs, and wasted production time dealing with this humidity issue is costly to the Oneida Nation. Further, additional costs are incurred as processing often requires double the amount of standard time to deal with high moisture levels.
- The electrical capacity at the current location has also been reached. No further equipment upgrades, repairs, or allocations can be integrated when processing demand requires them. Further, when outlets trip due to overloads in the system, food batches must be disposed of if not noticed immediately due to the concern of temperature control requirements not being met and the possibility of bacteria growth.
- There is limited space for inventory storage, which impacts budgets and overall production scheduling as it prohibits the purchasing of bulk quantities of supplies that could see a cost savings if allowed. Additional freezer space to store corn is a must to prevent pest infestation and meet current community demand for this product. The cannery must currently utilize off-site space to meet its storage needs, which causes difficulty in terms of logistics and scheduling.
- The boiler system is only eight years old, but the existing plumbing that supports the system is dated and inserts sediment into the water that is then used for processing. The boiler is currently housed in a room that is too far distant from the facility, which creates inefficiency (reduced temperatures) and may impact full batches that need to be discarded or orders that cannot be filled in a timely manner.

The Oneida Cannery is currently the only licensed processing facility of the Oneida Nation. If the cannery is closed for any reason, all processing of the Nation's foods stops.

## New Facility Design and Space Requirements

The proposed cannery facility will be a one-story structure of 10,741 square feet (interior space); with parking and external space need allocations, it will sit on a total site of 17,841 square feet. Consistent with the Oneida Design Standards, the new facility will utilize sustainable design principals (i.e., the project will design, construct, and operate the building to minimize negative impacts to the natural environment and health, while optimizing long-term costs) and integrate Oneida Nation cultural aspects.

## Site Selection Criteria and Development Planning

### Site Selection Criteria and Planning

A site along Water Circle Place has been selected for the proposed facility (no address has, at this time, been assigned, but the closest address is N7332 Water Circle Place) (figure 8). The site meets all of the initial facility needs outlined in NVA's operating model and building programs (detailed in the following sections).

Figure 8: Site Location on Water Circle Place





The site also took into consideration Oneida Nation site selection criteria, which include:

- Zoning
- Site characteristics (topography, drainage, soils, etc.)
- Existing Infrastructure – Utilities
- Existing Infrastructure – Transportation
- Parcel Size
- Adjacency requirements
- Existing Ownership
- Environmental Assessment (NEPA, SHPO/THPO Environmental Considerations)

The Land Use Technical Unit (LUTU) is a process where a multi-departmental team consisting of members of Planning, Environmental, Land Management, and Geographic Land Information Systems (GLIS) Department will inventory and review recommended land parcels. This parcel has been through the phase 1 LUTU process. Phase 2 of the LUTU process has been initiated; we will include the results of this phase when it is complete.

## Development Planning

This project is in its second phase of pre-development planning in partnership with NVA. Following the completion of this phase of pre-development work, the facility will be ready to proceed into a phased implementation (table 25).

Table 25: Oneida Cannery Development Timeline and Planning Schedule

Phase	Components	Timeline	Notes
<b>Pre-Development: Phase 1</b>	<ul style="list-style-type: none"> <li>• Feasibility study</li> <li>• Operational planning</li> <li>• Financial planning (initial conceptual modeling)</li> <li>• Initial site &amp; operator planning and search</li> </ul>	2018-2019	Was completed in partnership with NVA in 2019 on a larger concept facility (food center)
<b>Pre-Development Phase 2</b>	<ul style="list-style-type: none"> <li>• Feasibility review (new concept)</li> <li>• Operational modeling</li> <li>• Financial modeling</li> <li>• Business plan</li> <li>• Initial plans/visualizations</li> </ul>	2021-2022	Completed in early 2022 in partnership with NVA with a revised concept to focus on primary cannery production and shared kitchen community needs
<b>Implementation Phase 3</b>	<ul style="list-style-type: none"> <li>• Schematic design &amp; design development with architects, engineering</li> <li>• Final financial review with tribe</li> <li>• Presentation of business plan to tribal council</li> </ul>	2022	TBD

Phase	Components	Timeline	Notes
<b>Implementation Phase 4</b>	<ul style="list-style-type: none"> <li>Construction plans &amp; permitting</li> <li>Phase 2 of LUTU site review</li> <li>Bid RFP issued for construction team</li> </ul>	2022-2023	TBD
<b>Implementation Phase 5</b>	<ul style="list-style-type: none"> <li>Construction begins</li> </ul>	2023	TBD
<b>Opening</b>	<ul style="list-style-type: none"> <li>All construction complete</li> </ul>	by 12/31/24	TBD

## Development Costs and Considerations

The development timeline must be completed by December 31, 2024, per requirements of the project's primary funding source, the ARPA COVID Recovery funds. There will be costs associated with the continued development and implementation phases that have been incorporated into the phase 1 soft construction costs of approximately \$930K. These costs include the expenses detailed in table 26.

Table 26: Oneida Cannery New Site Development Costs

Development Costs	Includes
<b>Development &amp; Implementation Technical Assistance</b>	<ul style="list-style-type: none"> <li>Engineering</li> <li>Architect</li> <li>Project manager</li> <li>Construction team</li> </ul>
<b>Permitting &amp; Regulatory Fees</b>	<ul style="list-style-type: none"> <li>Health inspection/permit</li> <li>Build permits</li> <li>Regulatory (USDA) permitting and inspection costs</li> </ul>
<b>Licensing Fees</b>	<ul style="list-style-type: none"> <li>Cannery production licenses</li> <li>Retail (re-sale) license</li> </ul>

## Operating Model and Primary Facility Process Flow

### Operating Model Development

Table 27 presents the elements proposed in 2018 and in the 2021 re-design of the facility's operational model. The preliminary differences between the proposed plans are in the removal of the teaching cafe and the more clearly defined workspaces for the cannery and community members. The primary focus of the 2021 plan is on the following elements:

- Food processing and production to supply a range of corn, grain, apple, and ready-to-eat food products
- Community processing and production space to produce and can Native products for tribal members
- Incubation programming allowing community members to incubate small businesses focused on Native crops, food products, and related service offerings
- Community processing space and training programs to share preservation and production techniques with community members.

Table 27: Oneida Facility Elements and Goals (2018 and 2021)

Facility Elements 2018	Facility Elements 2021	Goals
<ul style="list-style-type: none"> <li>• Commercial cannery</li> <li>• Community food processing space</li> <li>• Kitchen workstations</li> <li>• Culinary training programs</li> <li>• Teaching cafe</li> <li>• Retail space for local food products</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial cannery (supporting all current food products and food processing services)</li> <li>• Incubator kitchen workstations</li> <li>• Culinary training programs</li> <li>• Retail space for local food products</li> </ul>	<ul style="list-style-type: none"> <li>• Support inter-tribal food processing and entrepreneurial training</li> <li>• Train community members and students in healthy food processing and preparation</li> <li>• Financially self-sustaining operation</li> </ul>

## Overview of Spaces

The primary spaces in the new facility are presented in detail in table 28.

Table 28: Cannery Operating Model - Space Overview

Space	Use Description	Square Footage
<b>Entire Facility</b>	<ul style="list-style-type: none"> <li>• Primary focus is on relocating cannery production functions into new, safe, functional, and updated space</li> <li>• Secondary focus is on supporting community learning and the incubation of small, food-focused businesses by tribal members</li> <li>• Features dedicated space for each desired use</li> <li>• Flexible to integrate all desired programming</li> </ul>	17,841 sq ft
<b>Cannery Production Space</b>	<ul style="list-style-type: none"> <li>• Primary production, processing and manufacturing space supporting all product SKUs</li> <li>• Food safe production space with access to updated, mechanized manufacturing equipment and resources</li> <li>• Space is divided into 4 primary use spaces:               <ol style="list-style-type: none"> <li>1. <b>Main Production Floor</b> for all cannery product production and processing of local crop products</li> <li>2. <b>Controlled Temperature Room</b> with humidity and temperature-controlled production space</li> <li>3. <b>Grinding Room</b> with controlled environment for milling and grinding of products</li> <li>4. <b>Packaging Room</b> for assembly and packaging of all products</li> </ol> </li> </ul>	2,770 sq ft

Space	Use Description	Square Footage
<b>Cannery Support Spaces</b>	<ul style="list-style-type: none"> <li>• Dedicated office space (1 private and 1 open plan office) for cannery staff (up to 5 people)</li> <li>• Multifunctional space (conference room)</li> <li>• Cannery staff toilet (dedicated)</li> <li>• Cannery staff welfare space (lounge, lockers)</li> <li>• Entrance vestibule for guests, tours, etc.</li> </ul>	457 sq ft
<b>Warehouse &amp; Storage Spaces</b>	<ul style="list-style-type: none"> <li>• Warehouse and loading docks</li> <li>• Dry storage</li> <li>• Refrigerated storage</li> <li>• Frozen storage</li> </ul>	2,823 sq ft
<b>Incubation Kitchen</b>	<ul style="list-style-type: none"> <li>• Production space for community member training and incubation uses</li> <li>• Space is divided into two “incubation pods” each set-up with hot, prep, and processing stations</li> <li>• Each “pod” features identical equipment, storage, scullery, and functional supports</li> <li>• Each “pod” provides workspace for 1 entrepreneur or small business</li> <li>• Each “pod” supports approximately 20-25 students/guests for community cooking class purposes</li> <li>• Each incubation pod also includes a small conference room for event or gathering needs and access to a small, shared office for labeling, packaging, or related needs.</li> <li>• The incubation pods have been designed with the ability to convert into a single space for community (gathering) cooking classes hosting approximately 50+ students/guests</li> <li>• Full space is supported by A/V technology to support Oneida tribal training and community class needs.</li> </ul>	1,938 sq ft
<b>Retail Space</b>	<ul style="list-style-type: none"> <li>• Small, public-facing retail outlet to vend Native food-based products</li> <li>• Will feature hot-holding, cold-holding, frozen-holding, and shelf-stable retail supports (e.g., cases)</li> <li>• Designed to be supported by a single staff person during standard business hours</li> </ul>	301 sq ft
<b>Building Support Spaces</b>	<ul style="list-style-type: none"> <li>• Janitorial closet</li> <li>• Boiler and mechanical room</li> <li>• Public toilets</li> <li>• Transit corridors</li> </ul>	2,452 sq ft
<b>Outdoor/ Parking Areas</b>	<ul style="list-style-type: none"> <li>• Turnaround and access space to support truck traffic and deliveries for all truck sizes (53-foot semi, 20–27-foot box)</li> <li>• Parking for approximately 8-12 cars per day (variable timing)</li> <li>• Optional outdoor seating area to support visitor on-site eating options</li> </ul>	7,100 sq ft

## Updated Operating Model: Oneida Cannery

The Oneida Cannery has a designated site location, central on the Oneida reservation and serves as a place for the Oneida community to gather, work, and learn. The cannery generates revenue through the sale of products, services to the community (processing/canning), and classes offered to the community. The new facility will also gain revenue from incubation kitchen rentals and related services, event space rentals, and retail food options on-site.

The cannery will consist of several shared and dedicated spaces that will support the facility's viability and meet the needs of the broader Oneida community. In the sections below each component is detailed to evaluate across the following parameters:

- A description of the uses and program inputs for that space
- An examination of the technical, logistical, and equipment related considerations

The full facility would be operational over three schedules with holiday observances:

- **Oneida Cannery schedule:** The cannery will initially operate two shifts between 8 am and 8 pm, five days per week (Monday – Friday), 50.5 weeks of the year.
  - As capacity grows, the cannery will increase hours to spread shifts over a 16-hour daily production cycle (6 am to 10 pm, five days per week).
  - The cannery does not currently operate on weekends, but for special orders, tribal presentations/events/ or gatherings, specific grant work, or during peak seasonal processing, weekend hours may be added to complete production and meet these needs.
- **Shared kitchen schedule:** The community will have private, secure access to the kitchen pods between 6 am and 10 pm, seven days per week.
- **Retail schedule:** The retail space will be open and available to the community during normal cannery facility hours.
- **Holiday observation:** The cannery will be closed on the following nine holidays: New Year's Day, Oneida Code Talkers Day (Friday of Memorial Day Weekend), Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving Day, Indian Day, and Christmas Day. On Christmas Eve and Good Friday (prior to the Easter holiday), the facility will operate on a half-day schedule (primarily in relation to community access to the shared kitchen spaces).

The full functions of the facility will be sited as a single facility on one level to allow for adjacencies of space and shared function. This design enables synergies of co-location and uses that are advantageous to the financial model and overall project budget. Savings related to equipment, build-out, space usage, and so on are included in the model analysis and financial assumptions.

## Cannery Production Space

The new cannery's expanded size centers increased processing capacity of white corn. The new facility will also offer expanded capabilities for processing other regional and culturally significant foods and has been designed for the eventual addition of fresh-pressed juices and ready-to-eat food items. The additional space and

remodeled layout design will improve flow and efficiency of the operation, eliminating current capacity constraints.

The cannery production space will be a primary revenue driver for the facility. The cannery's business model will function similarly to the current model, generating revenue from sales of processed products, contract manufacturing services, and hourly rentals. The new facility offers increased processing capacity and additional hours of operations as the space will no longer be shared.

The cannery production space may also support future training and workforce opportunities such as youth training programs, workforce skill training programs, and preservation skill programs that have been offered in the past (pre-COVID-19).

The production space will need to be designed to accommodate manufacturing equipment across five primary areas as detailed in table 29.

Table 29: Production Space Technical Specifications

Space	Use Description & Equipment Detail	Square Foot Allocation	Technical & Space Considerations
<b>Primary Cannery Production Floor</b>	<p>Autonomous space outfitted with manufacturing lines that allow for the processing of Native food products. This space includes</p> <ul style="list-style-type: none"> <li>• Pressure canner/retort</li> <li>• High acidified processors</li> <li>• Steam processing line</li> <li>• Commercial blanching line</li> <li>• Commercial food mill, pulpers, juicers, and choppers</li> <li>• Commercial mixer and bread-baking equipment</li> <li>• Commercial batch cooking line with stoves, ovens, and griddle</li> <li>• Blast Freezer (IQF unit)</li> <li>• Scullery support</li> </ul> <p>The space has been sized to accommodate equipment plus approximately 3–5 production staff during peak times.</p>	1,662 sq ft	<ul style="list-style-type: none"> <li>• Extended height ceilings</li> <li>• Steam and grease hoods to support equipment needs (@50–55 feet of hood line)</li> </ul> <p><i>Applies to all spaces (this and all spaces below):</i></p> <ul style="list-style-type: none"> <li>• Standard HVAC for cooling/heating control</li> <li>• All surfaces commercial grade for food handling and bacterial management (food safe, smooth, cleanable surfaces)</li> <li>• Floor drains, equipment drains, and hose-down floor slope incorporated into design (count TBD)</li> <li>• Commercial sinks (1- and 2-bay and hand sinks as code designated)</li> <li>• 3-phase electrical build for equipment needs (high volume, high demand)</li> </ul>
<b>Controlled Temperature Room</b>	<p>Autonomous space with controlled venting for humidity and heat control during production processes. This space includes</p> <ul style="list-style-type: none"> <li>• Dehydrators/Freeze dryers</li> <li>• Workstations</li> </ul>	500 sq ft	<ul style="list-style-type: none"> <li>• Standard height ceilings</li> <li>• Specialized HVAC for cooling/heating and humidity control.</li> </ul>

Space	Use Description & Equipment Detail	Square Foot Allocation	Technical & Space Considerations
<b>Grinding Room</b>	Autonomous space to allow for milling and grinding functions. This space includes <ul style="list-style-type: none"> <li>Grinders (coffee and grain)</li> <li>Workstations</li> </ul>	208 sq ft	<ul style="list-style-type: none"> <li>Standard height ceilings</li> </ul>
<b>Packaging Room</b>	Autonomous, dry space dedicated to finish and packaging functions. This space includes <ul style="list-style-type: none"> <li>Heat sealer/vacuum sealers</li> <li>Label &amp; packaging stations</li> <li>Commercial bagging belt line</li> <li>Commercial filling machine</li> </ul>	400 sq ft	<ul style="list-style-type: none"> <li>Standard height ceilings</li> </ul>
<b>Office &amp; Conference Spaces</b>	Office or conference room spaces includes: <ul style="list-style-type: none"> <li>1 dedicated manager's office</li> <li>1 shared office for 2 occupants</li> <li>1 shared space for conference, meeting, or additional office needs</li> </ul>	288 sq ft	<ul style="list-style-type: none"> <li>Standard height ceilings</li> </ul>
<b>Cannery Support Spaces</b>	Private spaces for cannery staff include <ul style="list-style-type: none"> <li>Private toilet (1 stall, unisex, accessible)</li> <li>Welfare space/lounge/locker area</li> <li>Small entrance vestibule for visitor, staff, tour access into facility</li> </ul>	169 sq ft	<ul style="list-style-type: none"> <li>Standard height ceilings</li> </ul>
<b>TOTAL</b>		<b>3,227 sq ft</b>	

In terms of logistics within the overall facility layout, the production space should be sited near the storage spaces, warehouse spaces, and office spaces. All corridors connecting the production space and these support spaces will need to be food safe—meaning staff will need to wear hair nets and appropriate attire—or else appropriate measures will need to be taken to package and secure food items before transiting to other spaces.

The cannery staff will have direct access to the incubation pods (discussed below) in order to transit between the spaces if assistance is needed by community members or for classes, tours, and other trainings. All cannery spaces will not be accessible to the public except through the main entrance vestibule at the cannery reception area located by the cannery offices.

## Warehouse and Storage Spaces

The warehouse and storage spaces are support spaces that have been designed to support the functions of cannery production. These support spaces will need to be designed to allocate appropriate space for the functions detailed in table 30 below. Storage space is the most frequently cited component that facilities undersize and run out of quickly, especially if facilities have high usage and demand.

The warehouse and storage spaces, while integral to the overall building's needs and value, will not generate revenue for the facility and are built into assumptions of the overall cannery's operational costs.

Table 30: Warehouse and Storage Spaces Technical Specifications

Space	Use Description & Equipment Detail	Square Foot Allocation	Technical & Space Considerations
<b>Warehouse Space (includes loading docks)</b>	The warehouse space has been designed primarily for the holding of pallets of incoming materials/supplies and outgoing finished product. It will support shelving in pallet, odd-size (totes), and 48–72" shelving configurations. All warehouse space was sized against the goal of doubling existing storage space that the cannery has outgrown. The warehouse sizing also incorporates internal turn-around space for equipment to move among racking and 1 loading dock (full size with levelers) to accommodate all truck types.	732 sq ft	<ul style="list-style-type: none"> <li>Extended height ceilings</li> <li>Monitoring for temperature and humidity for product holding</li> <li>Commercial sinks (hand sinks as code designated)</li> </ul>
<b>Storage Space</b>	Storage integrates dry, refrigerated (walk-in), and frozen (walk-in) holding for in-process, raw, or finished product. To this end, storage was sized to accommodate pallet and standard shelving. The storage was sized with the goal of doubling the existing storage space that the cannery has outgrown.	2,091 sq ft	<ul style="list-style-type: none"> <li>Extended height ceilings</li> <li>Monitoring for temperature and holding for product holding</li> <li>Walk-in boxes will require external or well-ventilated siting for compressor and fan units</li> <li>3-phase electrical build for equipment needs (high volume, high demand)</li> </ul>
<b>TOTAL</b>		<b>2,823 sq ft</b>	

In terms of logistics within the overall facility layout, the warehouse and storage spaces must be sited near the loading dock access point and primary production corridor.

### Incubation Kitchen Space

The commercial kitchen space will be a state-of-the art technical production space focused on small-scale production by community members (including a range of food businesses and entrepreneurs such as preserved foods, baked goods, food trucks, catering operations, and more).

Respondents to the Oneida Food Business Survey<sup>57</sup> listed the type of business they plan to run as follows:

- 30 percent indicated interest in running a food truck

<sup>57</sup> From NVA's Oneida Food Center feasibility study conducted in 2018.



- 26 percent indicated running a specialty product / CPG business
- 11 percent indicated interest in catering

Respondents to the Oneida Food Business Survey indicated a strong interest in using a wide array of production techniques, including the following:

- 70 percent cooking (stovetop)
- 59 percent baking or roasting
- 55 percent cut, slice, or shred fresh produce
- 52 percent assemble dry ingredients
- 52 percent use meat, eggs, or dairy
- 44 percent use a dehydrator
- 41 percent use freezing or canning
- Other top production methods include (in order of popularity) juicing, fermenting, grinding, steaming, smoking, wholesaling, bottling, braising, and milling

The kitchen has been designed to support two production pods with identical set-up and equipment. This allows for autonomy for two community members (or groups of members) to work (with appropriate spacing and sanitized tools and resources). Each pod will have its own prep space, cooking space, cold and frozen storage, scullery, grease management, and storage of small wares and tools. Based on survey analysis, NVA determined this operational design would support the demand of the Oneida and broader Green Bay communities.

The kitchen will be rented out at an hourly rate and provide the following additional services to renters:

- Technical, business, and food safety advising and consulting services
- Shared desk space and multi-use dividable conference room (see office spaces below)
- Secure dry, cold, and frozen storage access during use

The proposed kitchen spaces design will also support the function of hands-on learning via special events and cooking classes offered by cannery staff. Respondents to the Oneida Community Survey indicated a strong interest in community cooking classes:

- 53 percent indicated interest in learning to prepare healthy Native foods
- 52 percent indicated interest in learning how to cook easy, nutritious meals
- 46 percent indicated interest in learning about healthy eating and how to improve their diet

The education and engagement programming suite is an important revenue stream for the facility with the added benefit that participants may grow to be more regular customers of retail products or the shared kitchen.

In terms of design, the space can convert to a multi-purpose space with each of the two incubation pods able to support 25 clients/guests for a class set-up (either hands-on or demonstration) or combined to support 50 clients/guests.

As discussed in phase 1 findings, the following are the primary programs of interest to the community:

- Culinary training designed to support adult education for hands-on culinary workforce training

- ServeSafe food handler training programs and related food safety training related to community production and small business needs
- Technical advising and business consulting to support aspiring food entrepreneurs growing their businesses
- Process classes aimed at sharing knowledge around food preservation, cooking techniques, and tribal traditions specific to the crops and products of the Oneida Nation

Both kitchen incubation pods will also have access to a private conference room that allows for community members to gather or hold small events or meetings. Both incubation pods will also have access to a small, shared office space that has been outfitted with a computer, printer, and related office materials for packaging, labeling, and support of small business uses.

Revenue from the kitchen spaces will be derived from two streams—rental of the kitchen incubation pods and use of the pods to offer classes and related programs.

Table 31: Kitchen Spaces Technical Specifications

Space	Use Description & Equipment Detail	Square Foot Allocation	Technical & Space Considerations
<b>Incubation Pods</b>	<p>Two autonomous workspaces have been designed for two separate users to work independently. The spaces each include the following:</p> <ul style="list-style-type: none"> <li>• Combi and convection ovens</li> <li>• Gas range</li> <li>• Steam jacket kettle</li> <li>• Stock pot burner</li> <li>• Gas griddle</li> <li>• Commercial small wares such as choppers, food processors, blenders, freeze dryer, dehydrator, meat grinder/slicer, juicer, and pulper</li> <li>• Scullery and dishwashing resources</li> <li>• Ice machine</li> <li>• Refrigeration (with freezer space)</li> <li>• Vacuum and heat sealer</li> </ul> <p>Both pods will be outfitted with A/V technology, including cameras, screens, and sound support for classes and demonstrations.</p>	1,428 sq ft	<ul style="list-style-type: none"> <li>• Extended height ceilings</li> <li>• Steam and grease hoods to support equipment needs (@20 feet of hood line per pod)</li> <li>• Standard HVAC for cooling/heating control</li> <li>• All surfaces commercial grade for food handling and bacterial management (food safe, smooth, cleanable surfaces)</li> <li>• Floor drains, equipment drains, and hose-down floor slope incorporated into design (count TBD)</li> <li>• Commercial sinks (1- and 2-bay and hand sinks as code designated)</li> <li>• 3-phase electrical build for equipment needs (high volume, high demand)</li> <li>• A folding, retractable wall to separate each the two kitchen pods</li> </ul>

Space	Use Description & Equipment Detail	Square Foot Allocation	Technical & Space Considerations
<b>Incubation Support Spaces</b>	Both incubation pods include the following: <ul style="list-style-type: none"> <li>• Storage closet for small wares and event storage needs</li> <li>• Small conference room for event, gathering, or meeting needs of community members</li> <li>• Access to one shared office space</li> </ul>	510 sq ft	<ul style="list-style-type: none"> <li>• Standard ceiling heights</li> </ul>
<b>TOTAL</b>		<b>1,938 sq ft</b>	

In terms of logistics within the overall facility layout, the incubation pods have been sited along a primary corridor that allows users access via either the main entrance (through the retail space, discussed below) or through exterior entrance doors that allow secure access for users to the incubation areas only during its operational hours. Because the incubation spaces will have more operational hours than the primary cannery production spaces, doors connecting to the cannery spaces will be outward opening to only allow for cannery staff to exit and access incubation but not for incubation users to access production. During all incubation hours, users will have access to the public toilet facilities as well. Because these corridors will not be food safe (as users are transiting in from outside), users will need to take appropriate measures to package and secure food items before transiting to the outside.

## Retail Spaces

One small retail space of approximately 301 square feet is included in the facility design. The retail space will support the sale of product produced in the facility by both cannery staff and entrepreneurs. A selection of products from the cannery’s portfolio will be available for on-site consumption (grab-n-go, snack, and beverage options) or takeaway. Products made by food businesses in the incubation kitchen will be inventoried and sold on consignment, with the cannery earning a percentage of revenue from each sale.

The retail area may also be able to support a small selection of grocery items if the Oneida Nation identifies that as a worthwhile initiative in the future. Oneida Community Survey respondents indicated interest in purchasing affordable fresh fruits and vegetables (87 percent), meats (70 percent), and dairy (71 percent) as well as limited household items.

The retail space will generate revenue for the facility from the market price sale of goods on offer.

Table 32: Retail Space Technical Specifications

Primary Space	Use Description & Equipment Detail	Square Foot Allocation	Technical & Space Considerations
<b>Retail Space</b>	<p>One retail space has been built into the design plans. The space is a white-box retail space with basic connections for retail set-up or vending. Equipment will include the following:</p> <ul style="list-style-type: none"> <li>• Hot vending display unit (for hot-holding of ready-to-eat items)</li> <li>• Refrigerated vending display unit (reach-in)</li> <li>• Frozen vending display unit (reach-in)</li> <li>• Shelving to support dry/shelf-stable product display</li> <li>• Retail counter to support point-of-sale equipment and one staff person</li> </ul>	301 sq ft	<ul style="list-style-type: none"> <li>• Standard height ceilings</li> <li>• Standard connection points for electrical and basic vending needs</li> <li>• Public-facing location within the facility to allow for public access into retail.</li> </ul>
<b>TOTAL</b>		<b>301 sq ft</b>	

In terms of logistics within the overall facility layout, the retail space is a public-facing space that has been designed with its own entrance doors and that can be closed off from all other spaces when it is not staffed.

## Supporting Facility Spaces

In addition to the above primary spaces, the cannery design allocates space to support general building functions:

- Janitorial closet, boiler, maintenance, and electric room
- Storage space for extra tables, chairs, and other event equipment (within the incubation kitchen spaces)
- Private toilet facilities for cannery staff
- Large, shared toilet facilities for public use
- Welfare space with lockers and a lounge/break area for cannery staff
- Public reception vestibule into the cannery spaces
- Parking spaces to support cannery staff, user, and visitor needs
- Allocated exterior space for proper storage of waste, recycling, soiled linens, and kitchen grease for pickups
- Exterior space for a generator to support building functions in the event of a power loss

## Building Program

Based on the space needs outlined above, a building program was developed in collaboration with the leadership of the current cannery facility. A building program is a planning tool that details space usage, assigns square footage to each space, allocates approximate building and construction costs to each space, and provides logistical information that will assist the build and development team (architects, developer, and construction team) with the transition of visual facility plans into sealed architectural drawings. A copy of the final building program for the proposed new cannery facility has been provided in appendix B.

## Equipment Detail

Equipment has been specified for the cannery production spaces and shared kitchen incubation spaces. In addition, a budget has been created to support all other building functions both internal (office furniture, retail set-ups, and event space support needs and technology) and external (electrical back-up generator, green energy integration, and related sustainable building needs). Table 33 below illustrates the total equipment budget for the new facility to support expanded operations, production, and community access. A detailed equipment spreadsheet detailing all items and costs quoted by a national equipment supplier as of November 2021 is included in appendix C.

Table 33: Equipment Budget Detail

Space	Detailed or Budget?	Estimated Cost
Cannery Production Spaces	Detailed	\$1,335,760
Retail Space	Budget	\$30,225
Shared/Support Facility Spaces	Budget	\$3,130
Shared Kitchen Incubation Pods	Detailed	\$705,450
Exterior/Energy Needs	Budget	\$225,000
<b>Total Equipment Costs</b>		<b>\$2,299,565</b>

## Facility Plan

The facility has been designed per the specifications of the existing facility manager to best support increased cannery production and community needs. Full facility floor plans and room views are provided in appendix D. A small scale of the primary floor plan is included below (figure 9).

Figure 9: Oneida Cannery Facility Plan



## Sustainable Design and Inclusions

The facility has been designed to include sustainable and green energy efficiencies where possible to protect the environment, control hazardous outputs, and preserve tribal resources as much as possible. This aligns with the Nation's Rights of Nature Proclamation Resolution passed by the Oneida Business Committee on October 13, 2021. The following considerations have been integrated into planning for the facility:

- **Alternative Energy Sources:** A budget has been included for solar panels to offset energy use of the facility; the facility will also look at integrating alternative sources such as steam or hydroelectric.
- **Energy Back-Ups and Supports:** A budget has been included to install permanent (1-2) full equipment generator supports in the event of power loss. The generator budget has been sized to account for equipment that can support all storage and production needs in the primary cannery spaces.

- **Waste, Water, and Air Handling:** A budget has been included to support recycling, compactors, composters, and a small bio-digester in regard to waste handling; as well as filters and design upgrades for water and air handling. Additional research is needed to determine the exact combination of these resources that would best serve the facility's needs.
- **Sustainable Design:** Where possible, efficiencies of use have been built into the facility design to optimize space, utility usage, and equipment usage. Green building materials will also be sourced and integrated into the final design plans.
- **Sustainable Landscaping:** Final design will also incorporate sustainability as a focus for the supporting landscape design around the facility – to include drought resistant and native plants that support cultural and local landscape representation.

## Operations Strategy

The new Oneida Cannery has been designed to increase production and diversify revenue streams available with the goal of prioritizing community programming first and seizing revenue opportunities to offset tribal contribution dollars each year. The facility will generate revenue from the following revenue streams (a detailed revenue plan showing projected revenues against these streams has been included in financial section):

- **Sale of Cannery Products:** at-cost and/or at-market rates (on-site retail outlet sales, online sales, retail outlets, and wholesale contracts)
- **Fees for Services (Community Processing):** at-cost service fees (nominal)
- **Fees for Equipment Rental (Community Processing/In-Home):** at-cost rental fees (nominal)
- **Fees for Classes:** nominal and/or market rate fees for educational, training, or technique/skills classes
- **Space Rental Fees:** at-cost and market rate fees for community access to shared kitchen incubation spaces, office spaces, and related uses in the facility

All operational costs of this facility will continue to be funded via the same resources as current operational channels. The financial model for the proposed facility presents a breakeven operational model that will allow the facility to support its operation costs in 5 years. In 40 years of operation, the cannery has received over \$1 million in grants from various agencies to support its mission. The cannery will continue to seek out grant opportunities to offset tribal expense and contribution in years 1 to 4 and beyond breakeven to plan for increased consumer and community demand and growth, which may include the purchase of necessary pieces of equipment, facility upgrades, and related needs.

## Intellectual Property and Tribal Resources

The processes and production carried out in the Oneida Cannery utilize and preserve traditional indigenous products, processes, recipes, and techniques. These processes and/or products are not currently trademarked or protected under intellectual property filings, but they are considered proprietary recipes, techniques, processes, and products of the Oneida Nation. The cannery has a competitive advantage as they are the sole and sovereign

holders of this information and possess the necessary heritage and connections to the tribe to produce these products and train against these processes. No external companies or individuals in the immediate region possess these connections or knowledge.

## Business Analysis: Risks and Mitigation Strategies

The management team of the Oneida Cannery recognizes that the operation faces risks across several dimensions. The management team has assessed the level of risk and developed strategies to mitigate them, presented in table 34.

Before a business or organization can assess or mitigate business risk, it must first identify probable or likely risks to its bottom line. There is no sure-fire method for identifying these risks, but companies rely on past experience for reasonably approximating what could happen. Risk processes naturally evolve and mature over time, but there are some fundamental principles that stay constant. Two broad forms of risk primarily affect a business: internal and external. External risks are those that originate outside of the business and include economic trends, government regulation, competition in the market, and consumer taste changes. Internal (business-specific) risks include employee performance, procedural failure, and faulty or insufficient infrastructure. Modern companies and organizations can assess risks by considering the likelihood and impact on specific objectives.<sup>58</sup>

In the case of the Oneida Cannery, a **“high”** risk rating connotes that the risk may impact the organization’s ability to cover operational costs, may have specific, immediate impacts on product or program objectives, and in most cases has not been previously dealt with and will therefore impact viability moving forward. A **“medium”** risk rating connotes that the risk may impact financials, products, or programs but there are feasible mitigation solutions that have been shown to work in the cannery’s operations over its history. These are manageable risks but warrant additional study and mitigation planning. A **“low”** risk rating connotes that the cannery has already demonstrated solutions or response strategies and may currently be navigating similar risks. These are known, manageable risks.

Table 34: Risk Assessment

Risk Area	Risk Rating	Description	Mitigation
FINANCIAL	Medium	Achieving pricing model balance will be challenging. <ul style="list-style-type: none"> <li>There are low profit margins for this manufacturing and service market sector.</li> </ul>	<ul style="list-style-type: none"> <li>The cannery is well versed in writing grants and seeking out additional project work to offset tribal contributions that provide coverage for operational costs.</li> <li>The new facility will offer diversified revenue streams via online and on-site</li> </ul>

<sup>58</sup> Brian Beers, “How Do Modern Companies Assess Business Risk,” Investopedia (Sept 2018), <https://www.investopedia.com/ask/answers/061015/how-do-modern-companies-assess-business-risk.asp>.



Risk Area	Risk Rating	Description	Mitigation
		<ul style="list-style-type: none"> <li>There are new client groups (tiers) that will be serviced.</li> <li>There are existing client groups that receive below-cost or no-cost products and services.</li> </ul>	<ul style="list-style-type: none"> <li>retail additions, shared kitchen rental fees, and the expanded customer model.</li> <li>The operation is not designed to focus on profit or revenue and just needs to operate at breakeven.</li> </ul>
MARKETPLACE	Low	A potential change in consumer buying habits or lack of commercial buyers committed to local-focused products could create a reduced demand for cannery products.	<ul style="list-style-type: none"> <li>The cannery has a specialized product and process model (discussed earlier in the “Intellectual Property and Tribal Resources” section) that allows the cannery to focus on offering a unique line of products to a specific audience.</li> <li>Tribal customs, celebrations, and diet needs support long-term interest in cannery products.</li> </ul>
COMPETITION	Low	<ul style="list-style-type: none"> <li>There is existing manufacturing competition from large-scale models (commercial facilities) and niche facilities in the regional marketplace, both of which may be able to offer more flexible pricing (due to scale).</li> <li>There is immediate competition from retail in the local marketplace.</li> </ul>	<ul style="list-style-type: none"> <li>The cannery maintains unique ownership of product streams due to indigenous connections that cannot be reproduced or sold by other manufacturers.</li> <li>Expanded client tiers (beyond reservation customer groups) are minor revenue streams for the facility.</li> <li>There is demonstrated, existing demand in the local marketplace for products.</li> </ul>
FACILITY	Medium	New technologies and facility improvements that support long-term viability and growth for the facility will increase operational overhead.	<ul style="list-style-type: none"> <li>Diversified revenue streams will integrate new funding to help offset operational needs.</li> <li>The cannery has demonstrated ability to seek and receive grant support for improvements, technology advances, and growth over the facility’s life.</li> <li>The cannery is in alignment with tribal priorities in terms of wellness support for community members.</li> </ul>

## Financial Projections

The Oneida Cannery services the Oneida Reservation in three categories: food products, kitchen pod rentals, and classes. These products and services are provided at cost to Oneida community members on-reservation. The ability to support the fulfillment of internal needs at cost without tribal contribution depends on the margins generated from providing these products and services to external users at market prices.

1. **Food products** including corn products, jams, soups, apple products, salsas, and pickles. These products are currently delivered through various channels to the internal community through direct access, internal institutions, and on-reservation sales outlets (tiers 1–3 in table 8). Moving toward financial breakeven entails selling food products at market prices to external consumers (tiers 4–10 in table 8).
2. **Kitchen pod rentals**, which are also provided in a similarly tiered structure to Oneida community individuals, Oneida community businesses, and non-Oneida external users.
3. **Education:** The cannery provides workshops (three hours) and three-day canning/processing classes. The model supports a tiered structure. Workshops and classes are provided to Oneida community members at a price that facilitates the sharing of knowledge, whereas educational components provided to non-Oneida external users will be priced at the market rate.

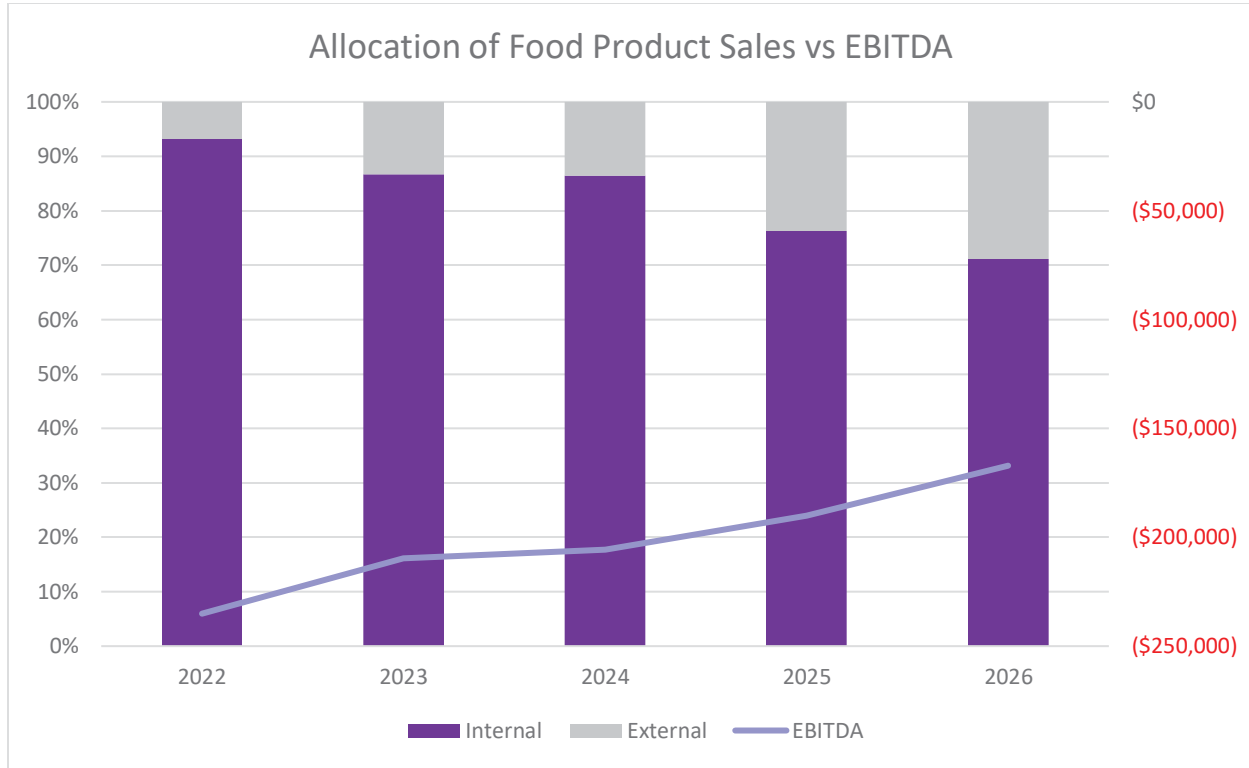
**The Oneida Cannery’s cash flow and ability to support internal food needs while decreasing tribal contributions primarily depends on revenue generated from external product sales.** Given the assumptions of the model, the cannery does not break even during the forecast period. However, the amount of tribal contribution needed to support its programming decreases over time. As the main priority of the cannery is to serve the needs of its community, the cannery will have to expand its capacity in order to achieve these external sales. However, the prioritization of community connection to their foods and working to enhance the wellness of the community via indigenous food pathways will not be forfeited in the name of external sales. These opportunities will be secured when presented and available but in alignment with the Oneida Nation Food Sovereignty Strategic Plan adopted in 2021, the health and overall wellness of the community will remain the priority.

The cannery’s production to meet community needs will be done at cost. For each product category, community needs are forecasted to have year-over-year growth of 10 percent in year 1 and increase to 20 percent by year 5. Increases in production units above the internal need growth can then be allocated toward external channels. As community needs are fulfilled at cost, the associated operating and overhead expenses are subsidized by the external revenue streams. The kitchen pod rentals and educational revenue streams are relatively smaller portions of the financial sustainability of the cannery and use the utilization assumptions, as shown in tables 43 and 44 (below).

Breakeven analysis occurs beyond the five-year forecast period. Based on the projections and assumptions in this model, financial breakeven would require at least 55 percent of food product units to be sold to external consumers, defined as tiers 4 and above as (identified in table 8). Further recommendations for the cannery include analysis once they are operating in the new facility to optimize their product mix for external consumers.

While the internal product mix will be geared toward meeting community needs, production capacity for externally sold products should be optimized for the highest margins.

Figure 10: Allocation of Sales Units vs. EBITDA



### Sales by Category

Revenue by category further highlights food products as the main product category to drive financial sustainability, as it comprises 87 percent or more of revenue each year. The remainder is derived from kitchen pod rentals and education.

Table 35: Sales by Category (\$)

Sales by Category (\$)	2022	2023	2024	2025	2026
<b>Food Products</b>	\$ 92,857	\$ 111,956	\$ 131,865	\$ 175,321	\$ 229,962
<b>Kitchen Pod Rentals</b>	\$ 4,174	\$ 6,956	\$ 9,739	\$ 12,521	\$ 15,304
<b>Education</b>	\$ 3,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
<b>Total</b>	<b>\$ 100,531</b>	<b>\$ 133,412</b>	<b>\$ 156,104</b>	<b>\$ 202,343</b>	<b>\$ 259,766</b>

Table 36: Sales by Category (%)

Sales by Category (%)	2022	2023	2024	2025	2026
<b>Food Products</b>	92%	84%	84%	87%	89%
<b>Kitchen Pod Rentals</b>	4%	5%	6%	6%	6%
<b>Education</b>	3%	11%	9%	7%	6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

As mentioned earlier, food product sales to external communities are a key driver toward financial sustainability and the cannery's ability to fund internal community needs.

Table 37: Food Product Sales (\$)

Food Product Sales (\$)	2022	2023	2024	2025	2026
<b>Internal</b>	\$ 86,546	\$ 97,122	\$ 113,923	\$ 133,640	\$ 163,565
<b>External</b>	\$ 6,311	\$ 14,834	\$ 17,943	\$ 41,681	\$ 66,397
<b>Total</b>	<b>\$ 92,857</b>	<b>\$ 111,956</b>	<b>\$ 131,865</b>	<b>\$ 175,321</b>	<b>\$ 229,962</b>

Table 38: Food Product Sales (%)

Food Product Sales (%)	2022	2023	2024	2025	2026
<b>Internal</b>	93%	87%	86%	76%	71%
<b>External</b>	7%	13%	14%	24%	29%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

While the cannery decreases its funding needed from tribal contributions over time, it does not meet breakeven during the forecast period. To meet breakeven, and support internal community needs purely with external sales, based on the current product mix, the current pricing, and the assumptions below, the cannery would have to sell 56 percent of its food product units externally.

## Sources and Uses of Funds Statement

Based on the financial analysis, the funding required for the development and support of the facility until it can achieve financial and operational stability is shown in table 39.

Table 39: Uses of Funds

Use	Amount	% of Total	Depreciable (years)
<b>Phase 1:</b>	<b>7,120,924</b>	<b>88%</b>	
Building	3,888,214	48%	40
Equipment	2,299,565	28%	5
Soft Construction Costs	933,145	11%	
<i>Design Development</i>	433,145		
<i>Advisory Services</i>	500,000		
<b>Phase 2:</b>	<b>1,007,881</b>	<b>12%</b>	
Working Capital	1,007,881	12%	
<b>Total (Phases 1 &amp; 2)</b>	<b>8,128,805</b>	<b>100%</b>	

Funding for phase 1, which includes the construction of the facility and purchasing of equipment, is proposed to be funded through the tribal CIP (capital improvement plan) budget and through ARPA funds that the Oneida Nation receives. Phase 2 includes the funding required until the cannery can be supported without tribal contributions; this working capital includes operating and overhead expenses with running the cannery.

Table 40: Sources of Funds

Sources	Amount	% of Total	Interest Rate
<b>Phase 1</b>	<b>7,120,924</b>	<b>88%</b>	
Building Grant	7,120,924	88%	0%
<b>Phase 2:</b>	<b>1,007,881</b>	<b>12%</b>	
Debt	-	0%	N/A
Grants/Tribal Contributions	1,007,881	12%	0%
<b>Total (Phases 1 &amp; 2)</b>	<b>8,128,805</b>	<b>100%</b>	

## Financial Projections

New Venture Advisors has built a robust, five-year financial projection to evaluate the economic implications of the cannery based on the final operating model above. Key model assumptions are outlined below.

## Revenue Assumptions

### Food Products

The key driver for increasing financial sustainability is the growth in food product units produced relative to the growth in internal community needs for these same food products. The current model assumes that the expanded facility can increase sales units of products by the following rates of growth: the year-over-year (YoY) sales unit increase starts at 15 percent in 2022 and increases to 25% in 2025 and 2026. Internal needs, which are the cannery's priority, are forecasted to have a YoY unit sales growth ranging from 10 percent in 2022 to 20 percent in 2026.

The increase in total production units above the internal community's needs are what can be allocated toward external customers. This model assumes that internal units are supplied first, and external sales are only projected if there are remaining product units above and beyond the internal community's needs.

Table 41: Food Product Unit Sales Growth Assumptions

Food Product Unit Sales Growth Assumptions	2022	2023	2024	2025	2026
<b>Total Sales Units YoY Increase (%)</b>	15%	15%	15%	25%	25%
<b>Projected Internal Need Unit Growth (%)</b>	10%	10%	15%	15%	20%
<b>Projected Sales Unit Growth for External Consumers</b>	5%	5%	0%	10%	5%

Pricing for both the internal community and external consumers was supplied by the cannery. The model assumes that the cost of ingredients rises at about 3 percent per year, reflecting inflation. Retail price increases are above inflation. While internal prices do increase, the internal price increase is assumed to be smaller than that of the ingredient price increase. Given the cannery's mission to provide indigenous foods to their Native community at no/low cost we've projected that the cost increases will not be fully passed on to the community members. Instead, as retail channels grow, they would subsidize these increases. All three assumptions show a higher increase in 2022 due to the high level of inflation in 2021.

Table 42: Food Product Pricing Assumptions

Food Product Pricing Assumptions	2022	2023	2024	2025	2026
<b>Internal Price Increases</b>	3%	2%	2%	2%	2%
<b>Retail Price Increases</b>	10%	5%	5%	5%	5%
<b>Cost Increases (Ingredients)</b>	5%	3%	3%	3%	3%

Finally, this model assumes that the product mix remains constant over time. Since the cannery often receives raw ingredients to be processed on an ad hoc basis, the product mix could vary widely from year to year.

## Kitchen Pods

For the two kitchen pods available to be rented, maximum capacity was estimated to be 350 days in a year. The model reflects typical rental usage of each kitchen pod to be one three-hour session per day. Utilization starts off at 15 percent but grows to 55 percent by 2026. Pricing for different categories (Oneida community, Oneida business community, and external community) was provided by the cannery. Overall, the rental mix is split half and half between the Oneida community (both business and individual) and the external community.

Table 43: Kitchen Pod Assumptions

Kitchen Pod Assumptions		2022	2023	2024	2025	2026
Capacity of incubation pods (hours per year per pod)		1,050	1,050	1,050	1,050	1,050
Number of days (@50 weeks per year)		350	350	350	350	350
Number of sessions per day		1	1	1	1	1
Number of hours per session		3	3	3	3	3
Utilization		15%	25%	35%	45%	55%
<b>Usage by Consumer</b>	<b>Rental Rate</b>					
Oneida community	\$ 15.00	35%	35%	35%	35%	35%
Oneida business community	\$ 25.00	15%	15%	15%	15%	15%
External community	\$ 35.00	50%	50%	50%	50%	50%

## Education

Assumptions for the workshops and three-day classes are given in table 44. Rates were provided by the cannery and typical attendance is assumed to be 20 people per session.

Table 44: Education Assumptions

Education Assumptions		2022	2023	2024	2025	2026
	<b>Rate</b>					
Number of people per session		20	20	20	20	20
<b>Workshops</b>						
Oneida community (# of sessions)	\$ 10.00	10	10	10	10	10
External community (# of sessions)	\$ 50.00	-	6	6	6	6
<b>3-Day Classes</b>						
Oneida community (# of sessions)	\$ 75.00	1	1	1	1	1
External community (# of sessions)	\$ 250.00	-	1	1	1	1

## Community Value Add Assumptions

The Oneida Cannery provides significant value to the community by providing goods and services at cost rather than selling them at market prices. To quantify the value provided to the Oneida community that is not captured in a typical income statement, the cannery financial statements include a line item for Community Value Add. This is the difference between the market price (external price) of a good or service relative to its internal price. The cannery provides additional value through its food products and services (community processing time, equipment rentals, kitchen pod rentals, and education).

Table 45: Community Value Add

Community Value Add	2022	2023	2024	2025	2026
<b>Value Add for Products</b>	\$ 51,394	\$ 62,222	\$ 78,481	\$ 87,638	\$ 115,232
<b>Value Add for Services</b>	\$ 30,591	\$ 35,034	\$ 40,187	\$ 46,192	\$ 53,219
Community Processing Labor Time (hours)	423	507	609	730	876
Value Add for Community Processing	\$ 16,907	\$ 20,288	\$ 24,345	\$ 29,215	\$ 35,058
Value Add for Equipment Rentals	\$ 845	\$ 1,014	\$ 1,217	\$ 1,461	\$ 1,753
Incubation Pod Rentals	\$ 1,339	\$ 2,231	\$ 3,124	\$ 4,016	\$ 4,909
Value Add for Oneida Community Members	\$ 1,103	\$ 1,838	\$ 2,573	\$ 3,308	\$ 4,043
Value Add for Oneida Business Members	\$ 236	\$ 394	\$ 551	\$ 709	\$ 866
Education	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500
3-Hour Workshops	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
3 Day Classes	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
<b>Total Value Add</b>	<b>\$ 81,985</b>	<b>\$ 97,255</b>	<b>\$ 118,668</b>	<b>\$ 133,830</b>	<b>\$ 168,451</b>

## Operating Assumptions

Utilities and maintenance expense assumptions are detailed in table 46, with electric rates and natural gas rates estimated using commercial rates in Wisconsin. The cannery would be responsible for all equipment maintenance (for all cannery and incubation equipment including the storage walk-in cooler and freezer) and upkeep (preventative, timed service, and repairs) and is calculated on a fixed fee basis, detailed in table 46.

The Oneida Department of Public Works (DPW) would be responsible for building maintenance and upkeep of the cannery facility. This includes site maintenance, groundskeeping, cleaning/janitorial functions (with a small percentage of janitorial offset by cannery staff), and HVAC maintenance. An overview of the activities, timing, and budget projections are outlined in table 47 below.



Table 46: Utility Expense and Maintenance Fee Assumptions

Facility Costs	2022	2023	2024	2025	2026
<b>Total Square Footage of Facility</b>	11,920	11,920	11,920	11,920	11,920
<b>Utilities - Electric (per sq ft/yr)</b>	\$ 3.54	\$ 3.54	\$ 3.54	\$ 3.54	\$ 3.54
<b>Utilities - N. Gas (per sq ft/yr)</b>	\$ 0.12	\$ 0.12	\$ 0.12	\$ 0.12	\$ 0.12
<b>Maintenance - equip</b>	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,000	\$ 12,000
<b>Property lease</b>	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300

Table 47: Oneida DPW Budget Projections for Building Maintenance and Upkeep

Facility Component	Includes	Vendor	Inspection Report	Cost
Alarm & Firm Systems	<ul style="list-style-type: none"> <li>Fire extinguishers service &amp; inspection</li> <li>Fire/alarm, sprinkler, and emergency lighting (EM) upkeep &amp; monitoring</li> <li>Fire/alarm, sprinkler, and EM system annual inspections</li> </ul>	<ul style="list-style-type: none"> <li>CEC</li> <li>DPW Maintenance</li> <li>Reeke-Marold Co.</li> </ul>	<ul style="list-style-type: none"> <li>Building Report(s)</li> <li>Tags</li> <li>C.O.P.S.</li> </ul>	\$1,756.00
HVAC & Boiler Systems	<ul style="list-style-type: none"> <li>HVAC system upkeep &amp; preventative maintenance</li> <li>HVAC filters &amp; cleaning</li> <li>Air handling unit upkeep &amp; preventative maintenance</li> <li>Boiler preventative maintenance and 3-year state inspection</li> </ul>	<ul style="list-style-type: none"> <li>DPW HVAC Techs</li> </ul>	<ul style="list-style-type: none"> <li>Archibus Report(s)</li> </ul>	\$1,200.00
Misc. Maintenance of Building	<ul style="list-style-type: none"> <li>As needed and preventative upkeep</li> </ul>	<ul style="list-style-type: none"> <li>DPW Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Archibus Report</li> </ul>	\$1,200.00
<b>DPW Facilities Budget (Estimated Annual Cost)</b>				<b>\$4,556.00</b>
Pest Control	<ul style="list-style-type: none"> <li>Monthly service</li> </ul>	<ul style="list-style-type: none"> <li>Wil-Kil</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Invoice</li> </ul>	\$800.00
Building Mats & Rugs	<ul style="list-style-type: none"> <li>Weekly Service</li> </ul>	<ul style="list-style-type: none"> <li>Aramark</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Invoice</li> </ul>	\$1,200.00
Custodial Service & Supplies	<ul style="list-style-type: none"> <li>Daily Service</li> </ul>	<ul style="list-style-type: none"> <li>DPW Custodial</li> </ul>	<ul style="list-style-type: none"> <li>Inventory/Labor</li> </ul>	\$2,000
<b>DPW Custodial Budget (Estimated Annual Cost)</b>				<b>\$4,000.00</b>
Groundskeeping	<ul style="list-style-type: none"> <li>General (as needed) groundskeeping</li> <li>Snow removal</li> </ul>	<ul style="list-style-type: none"> <li>DPW Grounds</li> </ul>	<ul style="list-style-type: none"> <li>Inventory/Labor</li> </ul>	\$2,500.00
<b>DPW Groundskeeping Budget (Estimated Annual Cost)</b>				<b>\$2,500.00</b>
<b>Total Budget</b>				<b>\$11,056.00</b>

## Gross Margin

Based on these assumptions, gross margins for the cannery will start around 50 percent in its first year of operation in the new facility and will increase thereafter. How quickly and to what extent gross margins grow primarily depends on sales of food products, particularly to external consumers at market rates.

Table 48: Gross Margin Projections

Gross Margin	2022	2023	2024	2025	2026
<b>Revenue</b>	<b>\$ 100,531</b>	<b>\$ 133,412</b>	<b>\$ 156,104</b>	<b>\$ 202,343</b>	<b>\$ 259,766</b>
Food Products (Internal)	\$ 86,546	\$ 97,122	\$ 113,923	\$ 133,640	\$ 163,565
Food Products (External)	\$ 6,311	\$ 14,834	\$ 17,943	\$ 41,681	\$ 66,397
Kitchen Pods	\$ 4,174	\$ 6,956	\$ 9,739	\$ 12,521	\$ 15,304
Education	\$ 3,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
<b>COGS</b>	<b>\$47,845</b>	<b>\$56,670</b>	<b>\$67,132</b>	<b>\$86,444</b>	<b>\$111,311</b>
Ingredients/Raw Materials	\$47,845	\$56,670	\$67,132	\$86,444	\$111,311
<b>Gross Profit</b>	<b>\$ 52,686</b>	<b>\$ 76,742</b>	<b>\$ 88,972</b>	<b>\$ 115,899</b>	<b>\$ 148,454</b>
<b>Gross Margin</b>	<b>52%</b>	<b>58%</b>	<b>57%</b>	<b>57%</b>	<b>57%</b>

## SG&A and Utilities

SG&A (selling, general, and administrative expenses) and utility expenses are detailed in the following income statement based on the above assumptions. These expenses, along with the cost of internally provided goods and services, are the expenses that external products and services would need to cover to reach financial breakeven. Utility usage for electricity, natural gas, and water are based off restaurant usage metrics and Wisconsin commercial rates. For items that are zeroed out such as maintenance, property taxes, accounting, and so on, these expenses are covered by other departments' budgets and are not allocated toward the cannery's expenses.

## Pro Forma Income Statement: Profit and Loss Statement

The income statement combines all the sections discussed above to forecast financial breakeven. Breakeven does not occur by 2026, however, the amount of tribal contribution per year required to support its programs does decrease.

Table 49: Profit and Loss

P&L	2022	2023	2024	2025	2026
<b>Revenue</b>	<b>\$ 100,531</b>	<b>\$ 133,412</b>	<b>\$ 156,104</b>	<b>\$ 202,343</b>	<b>\$ 259,766</b>
Internal	\$ 86,546	\$ 97,122	\$ 113,923	\$ 133,640	\$ 163,565
Retail	\$ 6,311	\$ 14,834	\$ 17,943	\$ 41,681	\$ 66,397
Incubation Pods	\$ 4,174	\$ 6,956	\$ 9,739	\$ 12,521	\$ 15,304
Education	\$ 3,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
<b>COGS</b>	<b>\$ 47,845</b>	<b>\$ 56,670</b>	<b>\$ 67,132</b>	<b>\$ 86,444</b>	<b>\$ 111,311</b>
Ingredients/Raw Materials	\$ 47,845	\$ 56,670	\$ 67,132	\$ 86,444	\$ 111,311
<b>Gross Profit</b>	<b>\$ 52,686</b>	<b>\$ 76,742</b>	<b>\$ 88,972</b>	<b>\$ 115,899</b>	<b>\$ 148,454</b>
<b>GP Margin</b>	<b>52%</b>	<b>58%</b>	<b>57%</b>	<b>57%</b>	<b>57%</b>
<b>Sales, General &amp; Administrative Expenses</b>	<b>\$ 287,765</b>	<b>\$ 286,498</b>	<b>\$ 294,780</b>	<b>\$ 306,028</b>	<b>\$ 315,564</b>
Personnel Costs	\$ 208,500	\$ 214,755	\$ 221,198	\$ 227,834	\$ 234,669
<b>Facility Expenses</b>	<b>\$ 66,294</b>	<b>\$ 67,974</b>	<b>\$ 69,704</b>	<b>\$ 73,486</b>	<b>\$ 75,322</b>
Utilities - Electric	\$ 42,139	\$ 43,403	\$ 44,705	\$ 46,046	\$ 47,428
Utilities - Electric Fixed Charge	\$ 1,210	\$ 1,246	\$ 1,283	\$ 1,322	\$ 1,361
Utilities - N. Gas	\$ 1,416	\$ 1,459	\$ 1,502	\$ 1,547	\$ 1,594
Utilities - N. Gas Fixed Charge	\$ 360	\$ 371	\$ 382	\$ 393	\$ 405
Utilities - Water	\$ 10,869	\$ 11,195	\$ 11,531	\$ 11,877	\$ 12,233
Maintenance - coolers & equip	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,000	\$ 12,000
Maintenance - land & bldgs	\$ -	\$ -	\$ -	\$ -	\$ -
Property lease	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Dues and Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -
Legal/accounting	\$ -	\$ -	\$ -	\$ -	\$ -
Licensing	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing	\$ -	\$ -	\$ -	\$ -	\$ -
Office and other expenses	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -
Installation	\$ 9,500	\$ -	\$ -	\$ -	\$ -
Inventory Management Subscription	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Kitchen Booking System	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750
Stripe Processing Fees	\$ -	\$ 221	\$ 519	\$ 628	\$ 1,459

EBITDA (Earnings before Interest, Taxes Depreciation & Amortization)/Operating Profit (Loss)	\$ (126,221)	\$ (235,079)	\$ (209,756)	\$ (205,807)	\$ (190,129)
Community Value Add	\$ -	\$ 81,985	\$ 97,255	\$ 118,668	\$ 133,830
<b>EBITDA + Community Value Add</b>	<b>\$ -</b>	<b>\$ (153,094)</b>	<b>\$ (112,501)</b>	<b>\$ (87,140)</b>	<b>\$ (56,300)</b>
Depreciation	\$ 557,118	\$ 557,118	\$ 557,118	\$ 557,118	\$ 557,118
<b>EBIT (Earnings before Interest &amp; Taxes)</b>	<b>\$ (683,339)</b>	<b>\$ (792,197)</b>	<b>\$ (766,874)</b>	<b>\$ (762,926)</b>	<b>\$ (747,248)</b>
Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Income</b>	<b>\$ (683,339)</b>	<b>\$ (792,197)</b>	<b>\$ (766,874)</b>	<b>\$ (762,926)</b>	<b>\$ (747,248)</b>
<b>Net Income + Community Value Add</b>	<b>\$ -</b>	<b>\$ (710,212)</b>	<b>\$ (669,619)</b>	<b>\$ (644,258)</b>	<b>\$ (613,418)</b>

## Pro Forma Cash Flow Statement

Assuming that the accounts are current, the operating cash flow will mirror the EBITDA in the income statement. Negative operating cash flow (working capital needs) will need to be financed by tribal contributions until operating cash flow and external sales are able to offset the costs of also providing internal goods and services.

Table 50: Pro Forma Cash Flow Statement

Cash Flow Statement	2022	2023	2024	2025	2026
<b>Operating Activities</b>					
Sales	\$100,531	\$133,412	\$156,104	\$202,343	\$259,766
COGS	(\$47,845)	(\$56,670)	(\$67,132)	(\$86,444)	(\$111,311)
Operating Expenses	(\$79,265)	(\$71,743)	(\$73,582)	(\$78,195)	(\$80,896)
Payroll	(\$208,500)	(\$214,755)	(\$221,198)	(\$227,834)	(\$234,669)
Taxes	-	-	-	-	-
<b>Cash from Operating Activities</b>	<b>(\$235,079)</b>	<b>(\$209,756)</b>	<b>(\$205,807)</b>	<b>(\$190,129)</b>	<b>(\$167,110)</b>
<b>Financing Activities</b>					
Tribal Contributions	\$235,079	\$209,756	\$205,807	\$190,129	\$167,110
<b>Cash from Financing Activities</b>	<b>\$235,079</b>	<b>\$209,756</b>	<b>\$205,807</b>	<b>\$190,129</b>	<b>\$167,110</b>
<b>Net Cash Flow</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**APPLY IN PERSON AT:**

Human Resources Department  
909 Packerland Drive  
Green Bay, WI 54303

**APPLY ONLINE AT:**

<http://oneida-nsn.gov>



Phone: (920) 496-7900

Fax: (920) 496-7490

A good mind. A good heart. A strong fire.

**POSITION TITLE:** Food and Agriculture Area Manager  
**POSITION NUMBER:** 03147  
**DEPARTMENT:** Food & Agricultural  
**LOCATION:** N7332 Water Circle Place  
**DIVISION:** Environmental, Health, Safety & Land  
**RESPONSIBLE TO:** Division Director  
**SALARY:** E07 \$52,855 Annually (NEGOTIABLE)  
**(Employees will receive 5% below the negotiated pay rate during their probationary status.)**  
**CLASSIFICATION:** Exempt  
**POSTING DATE:**  
**CLOSING DATE:**  
**Transfer Deadline:**  
**Proposed Start Date:** As Soon As Possible

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**EQUAL EMPLOYMENT OPPORTUNITY STATEMENT**

The Oneida Nation does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

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**POSITION SUMMARY**

Accomplishes the Environmental Health program objectives by establishing goals and objectives for the Oneida Nation's priorities for food sovereignty and food safety to include strategic planning and directing of the Nation's Food and Agriculture Area components. Continuation of this position is contingent upon funding allocations.

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**DUTIES AND RESPONSIBILITIES:**

1. Assists in the daily operations of the Environmental, Health, Safety & Land Division as assigned by the Division Director.
2. Supervises, administers, and evaluates programs within the Food and Agriculture Area to include the following operations and programs: Oneida Nation Farm, the Oneida Nation Cannery, Environmental Health, Tsyunhehkwa Agriculture, Oneida Community Integrated Food Systems, and Oneida Nation Orchard.
3. Establishes, implements, and communicates goals, objectives, policies, and procedures in accordance with applicable laws, regulations, ordinances, and regulatory agencies.
4. Improves staff effectiveness by counseling, mentoring, training, and recommending disciplinary action for employees; planning, delegating, monitoring, and appraising job tasks and results in a timely manner.
5. Translate and implement the Rights of Nature Proclamation, Food Sovereignty Resolution & Food Sovereignty Strategic Plan for the food initiative team and incorporate them in yearly operational plans of the area.
6. Educates the community on the value of food sovereignty and advocates for the support of our Nation's food sovereignty efforts.
7. Seeks out opportunities to enhance the effectiveness and collaboration of the operations and programs within our Food and Agriculture Area in an effort to promote the Nation's food sovereignty initiative.
8. Seeks out and secures revenue generating opportunities to work towards long-term self-sustainable funding for the Food and Agriculture Area.
9. Utilizes and works collaboratively with OCIFS for feedback in methods and strategies in offering products and services that enhance that overall wellness of the Oneida community.
10. Develops and implements training sessions for division staff members.
11. Hosts regular staff meetings to ensure communication between personnel and program related activities.
12. Achieves financial objectives by preparing and administering annual budget, presenting, and justifying budget recommendations to appropriate personnel.

**JOB DESCRIPTION****Food and Agriculture Area Manager****Page 2****DUTIES AND RESPONSIBILITIES: (Cont.)**

13. Develops requests for proposals; negotiates contracts to ensure compliance with Oneida policies and procedures.
14. Reviews all proposed projects and assures each project corresponds with the Nation's priorities and strategic plan.
15. Manages related projects to include obtaining bids and proposals, negotiating contracts, and monitoring projects to ensure adherence to budget and time requirements and compliance with established policies, procedures, and regulations.
16. Secures additional funding and grant monies for continuation and expansion of program services.
17. Develops and implements public information and educational outreach regarding the Food and Agriculture Area operations and program.
18. Represents the Oneida Nation and the EHSLD areas to external local, state, and federal agencies, organizations, and individual; and establishes solid relationships with programs of common interests.
19. Works cooperatively with tribal, local, state, and federal agencies toward the goal of Oneida sovereignty.
20. Conducts annual evaluation and assessments of program components and staff according to established policies, procedures, and regulations.
21. Contributes to the area's effectiveness by strategic planning and identifying short- and long-term goals to accomplish the division's objectives in alignment with the Nation's mission, vision, and strategic direction.
22. Manage and guide the staff responsible for compliance with any tribal, state, or federal applicable code, laws, or guidance.
23. Responds to environmental health issues as needed and makes recommendations on corrective actions necessary to protect human and community health.
24. Support and contributes to implementation of the Nation's Food Sovereignty efforts; including but not limited to strategic planning, action planning, conducting research, education, outreach, etc.
25. Keeps leadership and other areas updated on program status by attending meetings and submitting reports as necessary.
26. Practices excellent customer service skills at all times, to include, but not limited to addressing customer and employee needs courteously and promptly.
27. Maintains professional expertise and technical knowledge by conducting research, attending seminars, educational workshops, classes and conferences; reviewing professional publications; establishing networks; participating in professional societies; conferring with representatives of contracting agencies and related organizations in order to best serve customers and our community.
28. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
28. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.
29. The above duties and responsibilities are not an all-inclusive list but rather a general representation of the duties and responsibilities associated with this position. The duties and responsibilities will be subject to change based on organizational needs and/or deemed necessary by the supervisor.

**PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:**

1. Frequently required to sit, walk, reach with hands and arms; and talk or hear. Occasionally stand, stoop, kneel, crouch, or crawl and lift and/or move up to 25 pounds.
2. Work is generally performed in an office setting with a moderate noise level.
3. Ability to work nights or weekends as required.
4. A Tuberculosis (TB) Screening and/or TB Skin Test is required within thirty (30) days of employment and annually thereafter as required.

**STANDARD QUALIFICATIONS:**

1. Knowledge of applicable federal, state, county and local laws, regulations, and requirements.
2. Knowledge of the principles of environmental health and management.
3. Knowledge and skill in budget preparation, grant/proposal writing.
4. Knowledge of statistical compilation and analyses.
5. Ability to exercise initiative and independent judgment.
6. Ability to demonstrate a high level of sensitivity to community issues and concerns.
7. Ability to communicate efficiently and effectively both verbally and in writing.
8. Ability to establish and maintain good working relationships with the individuals of varying social and cultural backgrounds.
9. Ability to interpret applicable federal, state, county and local laws, regulations, requirements, ordinances, and legislation.
10. Skill in analyzing problems, projecting consequences, identifying solutions, and implementing recommendations.
11. Skill in preparing, reviewing, and analyzing operational and financial reports.

**JOB DESCRIPTION****Food and Agriculture Area Manager**

Page 3

**STANDARD QUALIFICATIONS: (Cont.)**

12. Skill in supervising, training, and evaluating assigned staff.
13. Must adhere to strict confidentiality in all matters. **(Must sign a confidentiality statement prior to employment.)**
14. Must be willing and able to obtain additional education and training.
15. Must pass a pre-employment drug screening. Must adhere to the Nation's Drug and Alcohol-Free Workplace Policy during the course of employment.
16. Must pass a background security check with the Oneida Nation in order to meet the Employment Eligibility Requirements, Tribal/State Compact and/or Oneida Nation Gaming Ordinance as they pertain to the position. A temporary license or Gaming License issued by the Oneida Gaming Commission is required as a condition of employment and continuing employment within the Oneida Nation's Gaming Division.
17. A valid driver's license or occupational driver's license, reliable transportation, and insurance are required. Must obtain a Wisconsin driver's license or occupational driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a personal and Tribal vehicle under the Oneida Nation's Vehicle Driver Certification and Fleet Management Law prior to actual start date. Must maintain driver's eligibility as a condition of employment.

**PREFERRED QUALIFICATIONS:**

**Applicants please clearly state on the application/resume if you meet these qualifications.**

1. Master's Degree in Environmental Science, Environmental Health, Natural Resource Management, Public Administration, or related field.
2. Knowledge of the functions and structure of the Oneida Nation.
3. Knowledge of tribal, federal, and state accounting; purchasing, and auditing policies and procedures.
4. Registered as a Sanitarian in the State of Wisconsin or the National Environmental Health Association or ability to obtain certification within twelve (12) months and maintain throughout employment.

**MINIMUM QUALIFICATIONS:**

**Applicants please clearly state how you meet these qualifications on the application/resume.**

1. **Must be an enrolled member of the Oneida Nation**
2. Bachelor's degree in Environmental Science, Environmental Health, Natural Resource Management, Public Administration, or related field.
3. Six (6) years work experience in environmental health, agriculture, or resources management field.
4. One (1) year supervisory management, and/or equivalent combination of education and experience may be considered.

**ITEMS TO BE SUBMITTED:**

1. **Must provide a copy of diploma, license, degree, or certification upon employment.**

**APPLY IN PERSON AT:**

Human Resource Department  
909 Packerland Drive  
Green Bay, WI 54303

**OR MAIL TO:**

Human Resource Department  
P.O. Box 365  
Oneida, WI 54155-0365  
Phone: (920) 496-7900  
Fax: (920) 496-7490

**APPLY ONLINE AT:**

<http://oneida-nsn.gov>

A good mind. A good heart. A strong fire.

**POSITION TITLE:** Food Processor and Educator  
**POSITION NUMBER:** 02987  
**DEPARTMENT:** Oneida Cannery  
**LOCATION:** N7210 Seminary Rd Oneida WI  
**DIVISION:** Environmental, Health, Safety, Land & Agriculture  
**RESPONSIBLE TO:** Food & Agriculture Area Manager  
**SALARY:** NE07/\$16.95HR (NEGOTIABLE)  
**(Employees will receive 5% below the negotiated pay rate during their probationary status.)**

**CLASSIFICATION:** Non-Exempt  
**POSTING DATE:**  
**CLOSING DATE:**  
**Transfer Deadline:**  
**Proposed Start Date:** As Soon As Possible

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**EQUAL EMPLOYMENT OPPORTUNITY STATEMENT**

The Oneida Nation does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

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**POSITION SUMMARY**

Provide awareness on the education of food preservation and processing. Develops schedule of processing Write informational articles for publication. Continuation of this position is contingent upon funding allocations.

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**DUTIES AND RESPONSIBILITIES:**

1. Educate the community and cannery patrons in traditional and conventional proper food processing methods and use and value of food sovereignty.
2. Integrate Oneida Language and Culture in all aspects of food preservation and processing.
3. Schedule appointments for individuals for processing foods.
4. Engage in food processing to support product demands for retail orders, program and community orders. Maintain weekly/monthly calendar for food processing activities.
5. Maintain records of foods being processed to ensure correct temperatures and pressures are maintained for appropriate lengths of time.
6. Complete monthly Inventory and monthly production report. Complete Purchase orders and enter invoices for Cannery.
  - a. Order all supplies needed for processing retail products.
  - b. Maintain records of all activities that occur daily such as fees, sales, number of persons using cannery, and logging daily processing of low acid canned foods.
  - c. Complete reconciled cash and checks sales weekly and deposit to bank.
7. Operate and maintain Cannery equipment, pressure cookers, and other small appliances.
  - a. Ensure that the Canning Center and its equipment are kept clean, sanitary, and in working order.
  - b. Acquire appropriate training for operation of cannery and cannery equipment.
8. Write informational articles and advertisements about the Cannery for publication in the Kalihwisaks; and outreach on tribal social media of program events.
9. Support the production and content creation of educational food materials to support program continuous development.
10. Conduct workshops on indigenous foods, the history, growing, processing, and preservation.
11. Participate and conduct tours and presentations which represent various aspects of the Oneida Nation's Food System and Farm to School initiatives.
12. Attend the Wisconsin Better Process Control School to become certified to process Food Drug Administration filed recipes for retail.
13. Work with Division Director and/or designated member on goals and objectives for projects and overall program. Provide reports as assigned.
14. Explore and test at least one (1) new product offering per year. Research and support with data cost analysis, shelf life, packaging, and demand, working in collaboration with Retail.



**JOB DESCRIPTION**  
**Food Processor and Educator**  
**Page 2**

**DUTIES AND RESPONSIBILITIES: (Cont.)**

15. Contribute to a team effort and accomplish related results as required.
16. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
17. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.
18. The above duties and responsibilities are not an all-inclusive list but rather a general representation of the duties and responsibilities associated with this position. The duties and responsibilities will be subject to change based on organizational needs and/or deemed necessary by the supervisor.

**PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:**

1. Frequently stand and/or walk a full eight (8) to ten (10) hour shift, bend/stoop, squat, reach above shoulder level, push/pull and carry/lift to fifty (50) pounds with assistance.
2. Work is generally performed in a food processing setting with a moderate noise level. Exposure to heat and steam may occur.
3. Must be able to work flexible hours to include evenings and weekends.
4. A 2 step Tuberculosis (TB) Screening and/or TB Skin Test is required within thirty (30) days of employment and annually thereafter as required.

**STANDARD QUALIFICATIONS:**

1. Knowledge of business English, proper spelling, grammar, punctuation, and basic arithmetic.
2. Knowledge and experience in presenting.
3. Skill in interpersonal relations.
4. Skill in oral and written communication.
5. Skill in operating various word-processing, spreadsheets, and database software programs in a Windows environment.
6. Ability to keep accurate records.
7. Ability to work independently and assume responsibility.
8. Ability to deal with the general public and Tribal employees with tact, courtesy, respect, objectivity and maturity.
9. Ability to communicate effectively in the English language both verbally and in writing.
10. Must adhere to strict confidentiality in all matters. **(Must sign a confidentiality statement prior to employment.)**
11. Must be willing and able to obtain additional education and training.
12. Must pass a pre-employment drug screening. Must adhere to the Nation's Drug and Alcohol-Free Workplace Policy during employment.
13. Must pass a background security check with the Oneida Nation to meet the Employment Eligibility Requirements, Tribal/State Compact and/or Oneida Nation Gaming Ordinance as they pertain to the position. A temporary license or Gaming License issued by the Oneida Gaming Commission is required as a condition of employment and continuing employment within the Oneida Nation's Gaming Division.
14. A valid driver's license or occupational driver's license is required. Must obtain a Wisconsin driver's license or occupational driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a Personal and Tribal vehicle under the Oneida Nation's Vehicle Driver Certification and Fleet Management Law prior to actual start date. Must maintain driver's eligibility as a condition of employment.

**PREFERRED QUALIFICATIONS:**

**Applicants please clearly state on the application/resume if you meet these qualifications.**

1. Knowledge and experience of Oneida Culture & Language.
2. Ability to operate and maintain pressure cookers, and all other cannery equipment.

**MINIMUM QUALIFICATIONS:**

**Applicants please clearly state how you meet these qualifications on the application/resume.**

1. Associate Degree in Food Science, Agriculture or closely related field; two (2) years of large-scale food preparation and processing; and/or equivalent combination of education and experience may be considered.
2. Food Processing Certification.

**ITEMS TO BE SUBMITTED: Must provide a copy of diploma, license, degree or certification upon employment.**

**APPLY IN PERSON AT:**

Human Resource Department  
909 Packerland Drive  
Green Bay, WI 54303

**APPLY ONLINE AT:**

<http://Oneida-nsn.gov>



# ONEIDA

A good mind. A good heart. A strong fire.

**OR MAIL TO:**

Human Resource Department  
P.O. Box 365  
Oneida, WI 54155-0365  
Phone: (920) 496-7900  
Fax: (920) 496-7490

**POSITION TITLE:** Senior Food Processing Operator  
**POSITION NUMBER:** 03175  
**DEPARTMENT:** Oneida Cannery  
**LOCATION:** N7210 Seminary Rd Oneida WI  
**DIVISION:** Environmental Health, Safety, Land & Agriculture  
**RESPONSIBLE TO:** Food & Agriculture Area Manager  
**SALARY:** NE06 \$15.41/Hr. (NEGOTIABLE)  
 (Employees will receive 5% below the negotiated pay rate during their probationary status.)  
**CLASSIFICATION:** Non-Exempt  
**POSTING DATE:**  
**CLOSING DATE:**  
**Transfer Deadline:**  
**Proposed Start Date:** As Soon As Possible

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### EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

The Oneida Nation does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

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### POSITION SUMMARY

Provide information to the community regarding food processing and preservation. This position provides safe and appropriate food processing procedures. Provides training for community outreach. Incumbent must be able and willing to work flexible hours during canning season to include evenings and weekends. Continuation of this position is contingent upon funding allocations.

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### DUTIES AND RESPONSIBILITIES:

1. Operate and maintain Cannery equipment, pressure cookers and small appliances, reporting any faulty equipment.
2. Process foods according to FDA regulations.
3. Maintain food processing records and recording charts to ensure correct time and temperature is followed.
4. Assist clients and customers in proper food preparation for canning, drying and freezing. Schedule appointments for individuals for processing foods.
5. Ensures safety across all aspects of food processing, including inspection of production supplies, equipment and processes. Wash and sanitize all equipment and cooking areas.
6. Use proper procedures and methods for canning and food preservation
7. Unpack and date purchased food supplies and place in assigned area.
8. Support the processing of all food orders, recording weekly production needs and activities.
9. Give tours and provide information regarding processing and preservation to of the Cannery to students and visitors when requested.
10. Learn to use the cash register and startup monies at the beginning and ending of shift as outlined by department Standard Operating Procedures. Reconcile and verify weekly production and sales activities.
11. Always provide excellent customer service skills to include, but not limited to, addressing customer and employee needs courteously and promptly.
12. Contribute to a team effort accomplish related results as required. Work in other areas when needed to support Food Connect activities.
13. Assist the department in goals and objectives for projects and overall program.
14. Train, mentor, provide guidance, and advise Food Processor Operator(s).
15. Perform lead processing, scheduling, production, and community/program contact duties in the absence of the Food Processor Educator.
16. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
17. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.
18. The above duties and responsibilities are not an all-inclusive list but rather a general representation of the duties and responsibilities associated with this position. The duties and responsibilities will be subject to change based on organizational needs and/or deemed necessary by the supervisor.

**JOB DESCRIPTION****Senior Food Processing Operator**

Page 2

**PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:**

1. Frequently stand, walk, bend/stoop, squat, reach above shoulder level, push/pull, carry up to thirty (30) pounds and lift to fifty (50) pounds with assistance.
2. Occasionally climb heights and reach above shoulder level.
3. Work is generally performed in a food processing setting with a moderate noise level. Exposure to heat and steam may occur.
4. Must be able to work flexible hours during the canning season to include evenings and weekends.
5. A 2 step Tuberculosis (TB) Screening and/or TB Skin Test is required within thirty (30) days of employment and annually thereafter as required.

**STANDARD QUALIFICATIONS:**

1. Knowledge of or the ability/willingness to learn about the Oneida Nation, its history and culture and integrate into work.
2. Knowledge and experience operating a cash register.
3. Skill in customer/client relations.
4. Ability to operate and maintain pressure cookers and all other cannery equipment.
5. Ability to keep accurate, up-to-date records.
6. Ability to work independently and assume responsibility.
7. Ability to deal with the public and Tribal employees with tact, courtesy, respect, objectivity, and maturity.
8. Must be willing to attend Acidified Food Processing Training.
9. Must obtain Master Food Processing Certification Class within three (3) years and maintain during employment.
10. Must obtain Food Handlers certificate within six (6) months and maintain during employment.
11. Must adhere to strict confidentiality in all matters. **(Must sign a confidentiality statement prior to employment.)**
12. Must be willing and able to obtain additional education and training.
13. Must pass a pre-employment drug screening. Must adhere to the Nation's Drug and Alcohol-Free Workplace Policy during the course of employment.
14. Must pass a background security check with the Oneida Nation to meet the Employment Eligibility Requirements, Tribal/State Compact and/or Oneida Nation Gaming Ordinance as they pertain to the position. A temporary license or Gaming License issued by the Oneida Gaming Commission is required as a condition of employment and continuing employment within the Oneida Nation Gaming Division.
15. A valid driver's license or occupational driver's license is required. Must obtain a Wisconsin driver's license or occupational driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a Personal and Tribal vehicle under the Oneida Nation's Vehicle Driver Certification and Fleet Management Law prior to actual start date. Must maintain driver's eligibility as a condition of employment.

**PREFERRED QUALIFICATIONS:**

**Applicants please clearly state on the application/resume if you meet these qualifications.**

1. Previous experience with presenting and personal computers.
2. Food Handlers certificate.

**MINIMUM QUALIFICATIONS:**

**Applicants please clearly state how you meet these qualifications on the application/resume.**

1. High School Diploma, HSED Diploma or GED Certification; applicants age fifty (50) and older are exempt from this requirement.
2. Three (3) year of experience in food preparation and/or food processing.

**ITEMS TO BE SUBMITTED:**

1. **Must provide a copy of diploma, license, degree, or certification upon employment.**

**APPLY IN PERSON AT:**

Human Resource Department  
909 Packerland Drive  
Green Bay, WI 54303

**OR MAIL TO:**

Human Resource Department  
P.O. Box 365  
Oneida, WI 54155-0365  
Phone: (920) 496-7900  
Fax: (920) 496-7490

**APPLY ONLINE AT:**

<http://Oneida-nsn.gov>

A good mind. A good heart. A strong fire.

**POSITION TITLE:** Food Processing Operator  
**POSITION NUMBER:** 03148  
**DEPARTMENT:** Oneida Cannery  
**LOCATION:** N7210 Seminary Rd Oneida WI  
**DIVISION:** Environmental Health, Safety and Land  
**RESPONSIBLE TO:** Division Director  
**SALARY:** NE5 \$14.01/Hr (NEGOTIABLE)  
**(Employees will receive 5% below the negotiated pay rate during their probationary status.)**  
**CLASSIFICATION:** Non-Exempt  
**POSTING DATE:**  
**CLOSING DATE:**  
**Transfer Deadline:**  
**Proposed Start Date: As Soon As Possible**

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**EQUAL EMPLOYMENT OPPORTUNITY STATEMENT**

The Oneida Nation does not discriminate on the basis of race, color, national origin, sex, religion, age or disability status in employment or the provision of services. However, individuals of Indian ancestry and Veterans will be given preference by law in initial employment or re-employment.

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**POSITION SUMMARY**

Provide information to the community regarding food processing and preservation. This position provides safe and appropriate food processing procedures. Provides training for community outreach. Incumbent must be able and willing to work flexible hours during canning season to include evenings and weekends. Continuation of this position is contingent upon funding allocations.

---

**DUTIES AND RESPONSIBILITIES:**

1. Operate and maintain Cannery equipment, pressure cookers and small appliances, reporting any faulty equipment.
2. Process foods according to FDA regulations.
3. Maintain food processing records and recording charts to ensure correct time and temperature is followed.
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7. Unpack and date purchased food supplies and place in assigned area.
8. Support the processing of all food orders, recording weekly production needs and activities.
9. Give tours and provide information regarding processing and preservation to of the Cannery to students and visitors when requested.
10. Learn to use the cash register and startup monies at the beginning and ending of shift as outlined by department Standard Operating Procedures. Reconcile and verify weekly production and sales activities.
11. Always provide excellent customer service skills to include, but not limited to, addressing customer and employee needs courteously and promptly.
12. Contribute to a team effort accomplish related results as required. Work in other areas when needed to support Food Connect activities.
13. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
14. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.
15. The above duties and responsibilities are not an all-inclusive list but rather a general representation of the duties and responsibilities associated with this position. The duties and responsibilities will be subject to change based on organizational needs and/or deemed necessary by the supervisor.

**JOB DESCRIPTION**  
**Food Processing Operator**  
**Page 2**

**PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:**

1. Frequently stand, walk, bend/stoop, squat, reach above shoulder level, push/pull, carry up to thirty (30) pounds and lift to fifty (50) pounds with assistance.
2. Occasionally climb heights and reach above shoulder level.
3. Work is generally performed in a food processing setting with a moderate noise level. Exposure to heat and steam may occur.
4. Must be able to work flexible hours during the canning season to include evenings and weekends.
5. A 2 step Tuberculosis (TB) Screening and/or TB Skin Test is required within thirty (30) days of employment and annually thereafter as required.

**STANDARD QUALIFICATIONS:**

1. Knowledge of or the ability/willingness to learn about the Oneida Nation, its history and culture and integrate into work.
2. Knowledge and experience operating a cash register.
3. Skill in customer/client relations.
4. Ability to operate and maintain pressure cookers and all other cannery equipment.
5. Ability to keep accurate, up-to-date records.
6. Ability to work independently and assume responsibility.
7. Ability to deal with the public and Tribal employees with tact, courtesy, respect, objectivity, and maturity.
8. Must be willing to attend Acidified Food Processing Training.
9. Must obtain Master Food Processing Certification Class within one (1) year and maintain during employment.
10. Must obtain Food Handlers certificate within six (6) months and maintain during employment.
11. Must adhere to strict confidentiality in all matters. **(Must sign a confidentiality statement prior to employment.)**
12. Must be willing and able to obtain additional education and training.
13. Must pass a pre-employment drug screening. Must adhere to the Nation's Drug and Alcohol-Free Workplace Policy during employment.
14. Must pass a background security check with the Oneida Nation in order to meet the Employment Eligibility Requirements, Tribal/State Compact and/or Oneida Nation Gaming Ordinance as they pertain to the position. A temporary license or Gaming License issued by the Oneida Gaming Commission is required as a condition of employment and continuing employment within the Oneida Nation's Gaming Division.
15. A valid driver's license or occupational driver's license is required. Must obtain a Wisconsin driver's license or occupational driver's license within thirty (30) days of employment if applicant has an out-of-state driver's license. Must be authorized as eligible to operate a Personal and Tribal vehicle under the Oneida Nation's Vehicle Driver Certification and Fleet Management Law prior to actual start date. Must maintain driver's eligibility as a condition of employment.

**PREFERRED QUALIFICATIONS:**

**Applicants please clearly state on the application/resume if you meet these qualifications.**

1. Previous experience with presenting and personal computers.
2. One (1) year of experience in food preparation and/or food processing; an equivalent combination of education and experience may be considered.
3. Food Handlers certificate.

**MINIMUM QUALIFICATIONS:**

**Applicants please clearly state how you meet these qualifications on the application/resume.**

1. High School Diploma, HSED Diploma or GED Certification; applicants age fifty (50) and older are exempt from this requirement.

**ITEMS TO BE SUBMITTED:**

1. **Must provide a copy of diploma, license, degree or certification upon employment.**

COMPONENTS	AREAS	MODEL SIZE	CONSTRUCTION PER SQ FT (ESTIMATES)	GENERATES REVENUE (Y/N)	IDEAL ADJACENCIES	DEDICATED or SHARED SPACE?	MUST BE AT GRADE?	PUBLIC or PRIVATE?	COMMENTS
Main Facility/Designated (Private) Spaces									
Dedicated Hot Spaces						COLD			
Facility Support Spaces									
Refrigerated or Cooled Storage or Work Space									
Cannery Spaces	Primary Production Space	1,662.00	450	Y	Storage, Other Cannery Spaces	Dedicated	Y	Private	
	Packaging Space	400.00	220	Y	Primary Cannery Production Space	Dedicated	Y	Private	
	Controlled Temp Space	500.00	350	Y	Primary Cannery Production Space	Dedicated	Y	Private	
	Grinding Space	208.00	250	Y	Primary Cannery Production Space	Dedicated	Y	Private	
	Cannery Boiler Room (Boiler)	(included in line 35) 0	0	N	Primary Cannery Production Space	Dedicated	Y	Private	Combined with mechanical room, see below.
	Shared Space/Office	90.00	250	N	Primary Cannery Production Space	Dedicated	Y	V	
	Office (Manager) - Private	90.00	250	N	Primary Cannery Production Space	Dedicated	N	Private	
	Office (Cannery Staff) - Shared	108.00	250	N	Primary Cannery Production Space	Dedicated	N	Private	
	Cannery Staff Welfare Space (+ Adjacent Lockers)	79.00	220	N	Primary Cannery Production Space	Dedicated	N	Private	
	Toilets - Staff Cannery 1 accessible unit	65.00	300	N	Primary Cannery Production Space	Dedicated	N	Private	
	Cannery Vestibule (Entrance)	25.00	250	N	Primary Cannery Production Space	Dedicated	N	Private	
Warehouse & Storage Space	Warehouse Space	632.00	200	N	Primary Cannery Production Space	Dedicated	Y	Private	
	Loading/Receiving *1 Truck Docks with Leveler	100.00	350	N	Warehouse Space	Dedicated	Y	Private	Jamie reduced docks, now one dock instead of two.
	Storage: Dry	700.00	200	N	Loading, Primary Cannery Production Space	Dedicated	Y	Private	
	Storage: Cold/Refrigerated	891.00	350	N	Loading, Primary Cannery Production Space	Dedicated	Y	Private	
	Storage: Frozen	500.00	350	N	Loading, Primary Cannery Production Space	Dedicated	Y	Private	
Incubation Kitchen	Incubation Pod (1)	714.00	250	Y	Conference Room, Storage Room	Shared	Y	Public	
	Incubation Pod (2)	714.00	250	Y	Conference Room, Storage Room	Shared	Y	Public	
	Technology & Furniture Storage Space x 2 (1 per pod)	67.00	200	N	Incubation Pod	Shared	N	Public	
	Conference Rooms x 2 (1 per pod)	347.00	250	Y	Incubation Pod	Shared	N	Public	
	Shared Office Space (for Incubation Users)	96.00	250	N	Incubation Pod	Shared	N	Public	
Retail Space (Kiosk)	Dedicated Retail Space - 1 x Cold Display - 1 x Frozen Display - 2 x Stable/Shelving Display - Counter or Retail Kiosk 20 ft x 20 ft min	301.00	220	Y	Main Entrance	Shared	Y	Public	
Shared/ Support Facility Components	Toilets - Users/Public Access 2 units (1 M/1F - accessible)	294.00	325	N	Main Entrance/ Incubation Pods	Shared	N	Public	
	Adtl Storage (As Needed)	35.00	200	N	-	Shared	N	Public	
	Mechanical/ Electrical Room (includes cannery boiler)	196.00	350	N	-	Dedicated	Y	Private	
	Corridors/Circulation & Entry Vestibule	1,927.00	220	N	-	Dedicated	Y	Public	
PRIMARY SPACE TOTALS		10,741.00							*all primary building spaces; does not include parking lot & dumpster (outdoor area)
Outside Facility Components	Parking	6,000.00	60	N	-	Dedicated	Y	Public	
	Truck Parking (1 spot)	400.00	60						
	Dumpster/Recycling/Support Space	200.00	60	N	-	Dedicated	Y	Public	
	Exterior Sidewalks/Additional Area	500.00	60	N	-	Dedicated	Y	Public	
EXTERIOR SPACE TOTALS		7,100.00							
TOTAL SPACE (SITE)		17,841.00							

REQUIRED EQUIPMENT	#	VALIDATED COST	UNIT	EST TOTAL COST	MODEL/SPEC
<b>Cannery - Production Area</b>					
Handwashing sink with faucet mount	1.00	\$125.00	ea	\$125.00	17x15 wall mount with splash side panels
1-bay sink (general use)	1.00	\$450.00	ea	\$450.00	Regency brand, 28", 16-gauge stainless, no wings
2-bay sink (produce use)	2.00	\$600.00	ea	\$1,200.00	Regency brand, 53", 16-gauge, stainless, no drainboards
Commercial spray hose + nozzle	3.00	\$300.00	ea	\$900.00	Regency brand, 1.15 GPM, wall mount, pre-rinse faucet, 14" faucet add
Dishwasher (Commercial Pot + Pan)	1.00	\$50,000.00	ea	\$50,000.00	Champion PP-12 Pass Through Pot and Pan Washer - 240V; 3 Phase
Steam Vent Hood (over dishwasher)	1.00	\$30,000.00	budget	\$30,000.00	4 ft section over dishwasher line
Stainless Work Tables (6')	6.00	\$500.00	ea	\$3,000.00	72"Lx30"W stainless table with undershelf (no lip)
Industrial Spinner (automatic)	1.00	\$3,000.00	ea	\$3,000.00	Hobart 20 gallon, electric (1/4 HP)
Proofing/Holding Cabinet (For Breadmaking)	1.00	\$1,800.00	ea	\$1,800.00	ServIt CC2UFISF Half Size Insulated Holding and Proofing Cabinet with Solid Door - 120V, 2000W
Double Convection Ovens/Stacked	1.00	\$10,000.00	ea	\$10,000.00	Vulcan Double Decker, Convection Ovens, Natural Gas, Solid State Controls
Gas Griddle	1.00	\$15,000.00	ea	\$15,000.00	Garland CG-72R-01 72" Master Series Natural Gas Production Griddle with Thermostatic Controls - 180,000 BTU
6-burner gas range (ea)	1.00	\$3,500.00	ea	\$3,500.00	Vulcan 36" 6 burner gas range, standard under oven
High Acidified Processor(s)	4.00	\$25,000.00	budget	\$100,000.00	*existing units; budget is for move, reinstall + mechanical update
Pressure Canner/Retort	4.00	\$25,000.00	budget	\$100,000.00	*existing units; budget is for move, reinstall + mechanical update
Steam Kettle (10 gallon) - tilt + stand	1.00	\$6,000.00	ea	\$6,000.00	Cleveland KDT-3-T 3 Gallon Tilting 2/3 Steam Jacketed Tabletop Direct Steam Kettle - Right Handle
Steam Kettle (25 gallon) - tilt	2.00	\$12,000.00	ea	\$24,000.00	Cleveland KDL-25-T 25 Gallon Tilting 2/3 Steam Jacketed Direct Steam Kettle
Steam Kettle (50-60 gallon) - tilt	2.00	\$20,000.00	ea	\$40,000.00	Cleveland KDL-60-TSH Short Series 60 Gallon Tilting Full Steam Jacketed Direct Steam Kettle
Steamer	1.00	\$25,000.00	ea	\$25,000.00	Groen (2)SSB-5GF (10) Pan Convection Steamer - Legs, Natural Gas
Commercial Blancher/Shocker (2 bay or similar)	1.00	\$21,000.00	budget	\$21,000.00	Dixie Canner Steam Blancher Cooler 304 SS
Hood Line (To cover)	1.00	\$250,000.00	budget	\$250,000.00	
Microwave	1.00	\$1,500.00	ea	\$1,500.00	Solvave Ameri-Series Space Saver Heavy-Duty Stainless Steel Commercial Microwave with Push Button Controls - 208/240V, 2,100W

Grinder (Vegetable Use)	1.00	\$12,000.00	ea	\$12,000.00	Robot Coupe BLIXER23 2-Speed 24 Qt. Vertical Cutter Mixer Food Processor - 240V, 3 Phase, 6 hp
Grinder (Grain Grinder)	1.00	\$15,000.00	ea	\$15,000.00	CS Bell or Similar (Model 60 - Power Grist <a href="#">Grinding Mills</a> )
Grinder (Meat)	1.00	\$10,000.00	ea	\$10,000.00	Hobart 4732A-10-STD # 32 Meat Chopper with Removable Feed Pan - 3 hp
Ice Maker + Storage Bin	1.00	\$10,000.00	ea	\$10,000.00	Hoshizaki KM-1100MWJ 30" Remote Condenser Air Cooled Modular Crescent Cube Ice Machine - 208-230V; 1 Phase; 1371 lb.
Commercial Floor Mixer	1.00	\$20,000.00	ea	\$20,000.00	Hobart Planetary, Floor Mixer, 60 qt, 3 phase
Meat Slicer	1.00	\$2,700.00	ea	\$2,700.00	Avantco SL713A 13" Medium-Duty Automatic Meat Slicer with Manual Use Option - 3/4 hp
Produce Washer	1.00	\$10,000.00	budget	\$10,000.00	Spiral washer or similar (line system)
Digital Chart Recorder	1.00	\$5,000.00	ea	\$5,000.00	<a href="#">SDCR-1500-HPF : The World's First Digital Pressure Chart System</a>
Commercial Cutter/Vertical Mixer (Full Size)	1.00	\$17,000.00	ea	\$17,000.00	Robot Coupe 2 speed, 46 Qt Vertical Cutter Mixer; 240V; 3 Phase
Continous feed machine (dice, shred, different blades) - hotel volume chopper Robot Coupe	1.00	\$26,000.00	ea	\$26,000.00	Robot Coupe 2-speed workstation continuous Feed Food Processor with Full Moon Pusher Feed
Food Mill - LARGE/automated	1.00	\$2,000.00	budget	\$2,000.00	<a href="#">Tellier Electric Food Mill with Stand</a>
Pulper	1.00	\$3,200.00	ea	\$3,200.00	Robot Coupe C80 Automatic Pulp & Juice Extractor w/ 165 lb Capacity/Hr & Auto Sieve
Commercial juicer	2.00	\$10,000.00	ea	\$20,000.00	<a href="#">Good Nature Industrial Cold Press Juice (X-1)</a>
Commercial juice (mini)	1.00	\$5,500.00	ea	\$5,500.00	<a href="#">Good Nature Commercial Cold Press Juicer (M-1)</a>
Cooling Tank (Cascading Spray)	1.00	\$5,500.00	ea	\$5,500.00	<a href="#">Water Cascading Retort or Similar (TBD)</a>
Blast Freezer	1.00	\$30,000.00	budget	\$30,000.00	Iriinox Easy Freeze (99#)
Freezer (Reach-In, 3 section)	1.00	\$10,000.00	ea	\$10,000.00	Traulsen G31011 77" G Series Solid Door Reach-In Freezer with Left / Left / Right Hinged Doors
Freezer (Reach-In, 3 section)	1.00	\$8,500.00	ea	\$8,500.00	Turbo Air M3F72-3-N M3 Series 78" Solid Door Reach In Freezer
Refrigerator (Reach-In, 3 section)	1.00	\$7,500.00	ea	\$7,500.00	Traulsen G30010 77" G Series Solid Door Reach-In Refrigerator with Left / Right / Right Hinged Doors
Temperature Gauges (all storage spaces)	3.00	\$100.00	budget	\$300.00	-
Humidity Gauges (for dry storage space)	1.00	\$120.00	budget	\$120.00	-
Holding shelves for product storage (dry, cold, frozen)	60.00	\$700.00	ea	\$42,000.00	<a href="#">96x48x72 span (2 shelves high)</a>
Dry: n/a (Shelves noted above)	0.00	\$0.00	budget	\$0.00	
Cold: Room Walls, Box & Basic Refrigeration Equipment	1.00	\$80,000.00	budget	\$80,000.00	-



Frozen: Room Walls, Box & Basic Refrigeration Equipment	1.00	\$100,000.00	budget	\$100,000.00	-
<b>SUB TOTAL</b>				<b>\$1,128,795.00</b>	
<b>Cannery - Packaging Area</b>					
Handwashing sink with faucet mount	1.00	\$125.00	ea	\$125.00	17x15 wall mount with splash side panels
Heat Sealer (Manual) - Medium (foot operated)	1.00	\$600.00	ea	\$600.00	14" Foot Operated Impulse Bag Sealer with 5mm Seal Width - 110V
Heat Sealer (Manual) - Small/Tabletop	1.00	\$200.00	ea	\$200.00	Harvest Right 12" Impulse Sealer
Vacuum Sealer (Medium/Tabletop)	1.00	\$2,900.00	ea	\$2,900.00	Sipromac 250 Tabletop Vacuum Sealer
Vacuum Sealer (Small/Tabletop)	1.00	\$250.00	ea	\$250.00	Galaxy GVME12SS Vacuum Packaging Machine with 12" Seal Bar, Roll Cutter and Dual Piston Pump - 120V, 460W
Labels	1.00	\$5,000.00	budget	\$5,000.00	TBD - client to spec
Storage Bags	1.00	\$10,000.00	budget	\$10,000.00	TBD - client to spec
Storage Cabinets	4.00	\$700.00	ea	\$2,800.00	<a href="#">Heavy Duty Storage Cabinet or similar (48x24x78 ea)</a>
Work Tables/Island	4.00	\$1,300.00	ea	\$5,200.00	<a href="#">Adjustable height work table. laminate top (72x30 ea)</a>
Packing Station	1.00	\$800.00	ea	\$800.00	<a href="#">Packing Station Laminate Top (72x36 ea)</a>
Paper Cutter	1.00	\$275.00	ea	\$275.00	<a href="#">Paper Trimmer or similar (24")</a>
Label Machine	1.00	\$4,000.00	ea	\$4,000.00	<a href="#">TBD - client to spec</a>
Transport Carts	4.00	\$300.00	ea	\$1,200.00	<a href="#">Work Height Platform Truck or similar (30x60 ea)</a>
Commercial Bagging Belt/Manual Line	1.00	\$1,500.00	budget	\$1,500.00	Uline Gravity Roller Belt System (or similar)
Commercial Bagging (Filling) Machine	1.00	\$50,000.00	budget	\$50,000.00	<a href="#">Propac or similar (TBD)</a>
<b>SUB TOTAL</b>				<b>\$84,850.00</b>	
<b>Cannery - Controlled Temp Room</b>					
Handwashing sink with faucet mount	1.00	\$125.00	ea	\$125.00	17x15 wall mount with splash side panels
1-bay sink (general use)	1.00	\$450.00	ea	\$450.00	Regency brand, 28", 16-gauge stainless, no wings
Commercial spray hose + nozzle	3.00	\$300.00	ea	\$900.00	Regency brand, 1.15 GPM, wall mount, pre-rinse faucet, 14" faucet add
Dehydrator (1 Zone)	4.00	\$6,000.00	ea	\$24,000.00	Excalibur COMM1 Stainless Steel One Zone Commercial Dehydrator - 2400W
Dehydrator (2 Zone)	4.00	\$18,000.00	ea	\$72,000.00	Excalibur COMM2 Stainless Steel Two Zone Commercial Dehydrator - 5000W
Dehydrator (10 Tray)	12.00	\$1,200.00	ea	\$14,400.00	Excalibur 10 Tray Stainless Steel Dehydrator w/ Glass
Freeze Dryer (Standard Commercial) + Oil Free Pump	4.00	\$5,000.00	budget	\$20,000.00	<a href="#">Harvest Right Standard Commercial Freeze Dryer</a>

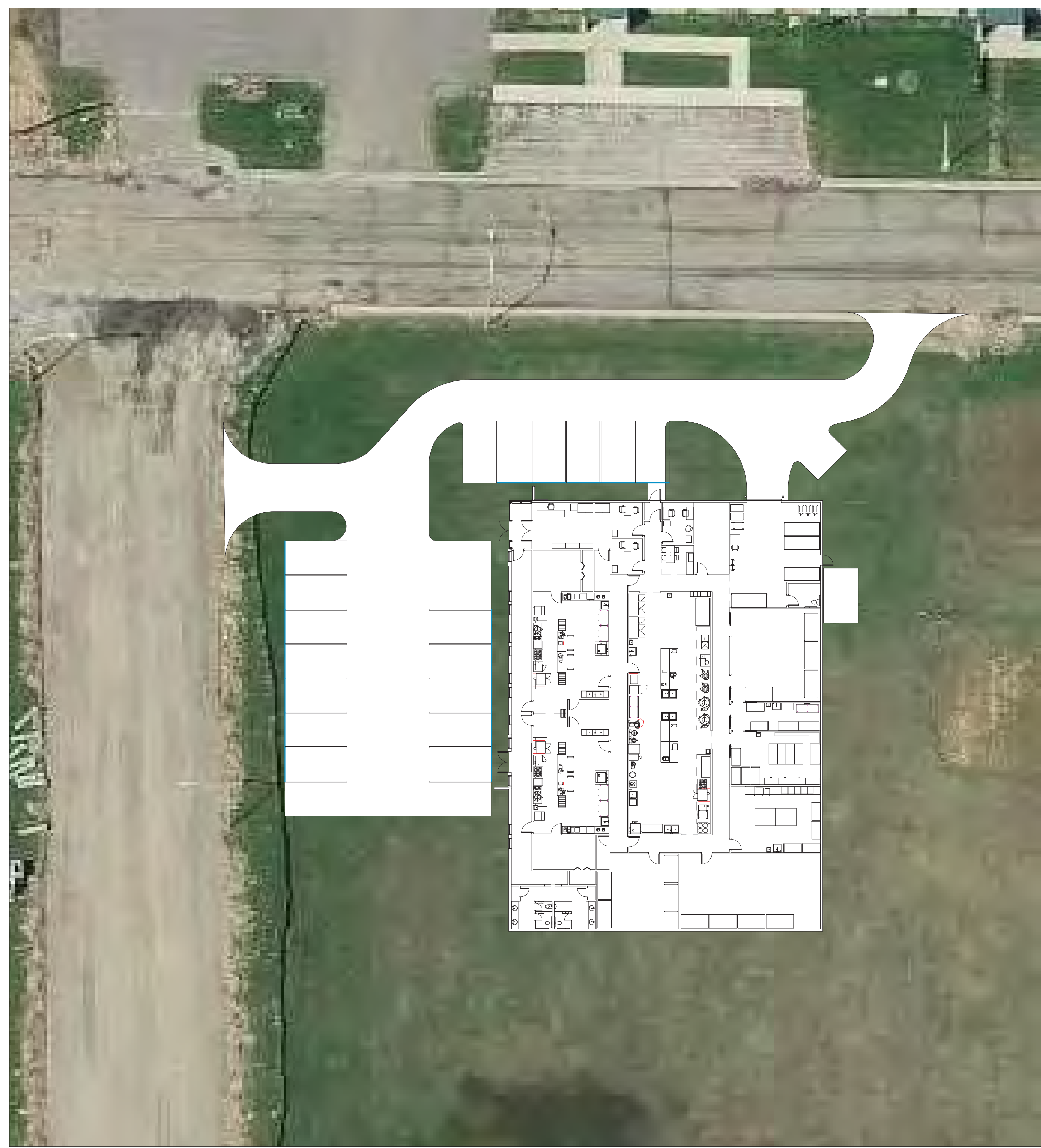
Freeze Dryer (Pharma Commercial) + Oil Free Pump	1.00	\$5,000.00	budget	\$5,000.00	<a href="#">Harvest Right Pharma Commercial Freeze Dryer</a>
Humidity Gauges	1.00	\$120.00	budget	\$120.00	-
Work Tables/Island	4.00	\$1,300.00	ea	\$5,200.00	<a href="#">Adjustable height work table, laminate top (72x30 ea)</a>
Transport Carts	4.00	\$300.00	ea	\$1,200.00	<a href="#">Work Height Platform Truck or similar (30x60 ea)</a>
Ventilation System (Humidity + Heat Control)	1.00	\$85,000.00	budget	\$85,000.00	
<b>SUB TOTAL</b>				<b>\$228,395.00</b>	
<b>Cannery - Grinding Room</b>					
Handwashing sink with faucet mount	1.00	\$125.00	ea	\$125.00	17x15 wall mount with splash side panels
1-bay sink (general use)	1.00	\$450.00	ea	\$450.00	Regency brand, 28", 16-gauge stainless, no wings
Commercial spray hose + nozzle	3.00	\$300.00	ea	\$900.00	Regency brand, 1.15 GPM, wall mount, pre-rinse faucet, 14" faucet add
Grinder (Coffee Grinder)	4.00	\$2,000.00	ea	\$8,000.00	Fetco GR2.3 G02013 Dual Hopper 10 lb. 6-Batch Coffee Grinder - 120V
Grinder (Grain Grinder)	1.00	\$15,000.00	ea	\$15,000.00	CS Bell or Similar (Model 60 - Power Grist <a href="#">Grinding Mills</a> )
Work Tables/Island	2.00	\$1,300.00	ea	\$2,600.00	<a href="#">Adjustable height work table, laminate top (72x30 ea)</a>
Transport Carts	2.00	\$300.00	ea	\$600.00	<a href="#">Work Height Platform Truck or similar (30x60 ea)</a>
Freezer (Reach-In, 3 section)	1.00	\$8,500.00	ea	\$8,500.00	Turbo Air M3F72-3-N M3 Series 78" Solid Door Reach In Freezer
<b>SUB TOTAL</b>				<b>\$36,175.00</b>	
<b>Cannery - Office Space</b>					
Desk	3.00	\$600.00	budget	\$1,800.00	
Conference Table (Seats 8-10)	1.00	\$1,000.00	budget	\$1,000.00	
Chairs	15.00	\$200.00	budget	\$3,000.00	
Central Printer	1.00	\$5,000.00	budget	\$5,000.00	
Files/Cabinets/Shelves (per office)	3.00	\$350.00	budget	\$1,050.00	
<b>SUB TOTAL</b>				<b>\$11,850.00</b>	
<b>Cannery - Warehouse Space</b>					
Handwashing sink with faucet mount	1.00	\$125.00	ea	\$125.00	17x15 wall mount with splash side panels
Automated closing curtain or doors (receiving doors)	1.00	\$1,000.00	budget	\$1,000.00	<a href="#">Vinyl Strip Door Kit</a>
Forklift (basic model)	1.00	\$7,500.00	ea	\$7,500.00	<a href="#">Fully Electric, 42x13x27" (62" raise height)</a>
Hydraulic Stacker or Lifter (manual)	1.00	\$2,000.00	ea	\$2,000.00	<a href="#">Manual Stacker, 24x24 (52" raise)</a>

Pallet jack (automatic)	2.00	\$5,000.00	ea	\$10,000.00	<a href="#">Eletric. 45x27 (7.5" raise)</a>
Transport carts	2.00	\$200.00	ea	\$400.00	<a href="#">Standard Utility Cart. 45x25x33</a>
Dolly/Handtruck	2.00	\$225.00	ea	\$450.00	<a href="#">Convertible 18" base</a>
Holding shelves for receiving (pallet sized)	5.00	\$750.00	ea	\$3,750.00	<a href="#">120x48x96 span (2 pallets high)</a>
Holding shelves for receiving (box storage)	10.00	\$2,000.00	ea	\$20,000.00	<a href="#">96x48x72 span (2 shelves high)</a>
Receiving Desk + Stool	1.00	\$250.00	budget	\$250.00	<a href="#">Standard Flat Top Shop Desk</a>
Temperature Gauges	1.00	\$100.00	budget	\$100.00	-
Humidity Gauges	1.00	\$120.00	budget	\$120.00	-
<b>SUB TOTAL</b>				<b>\$45,695.00</b>	
<b>Retail Space</b>					
Handwashing sink with faucet mount	1.00	\$125.00	ea	\$125.00	17x15 wall mount with splash side panels
Retail - Cabinet front (Cold Display)	1.00	\$3,200.00	ea	\$3,200.00	Avantco GDC-49-HC 53" Black Swing Glass Door Merchandiser Refrigerator with LED Lighting
Retail - Cabinet Front (Frozen Display)	1.00	\$5,000.00	ea	\$5,000.00	Avantco GDC-49F-HC 53 1/8" Black Swing Glass Door Merchandiser Freezer with LED Lighting
Retail - Cabinet front (hot holding)	1.00	\$3,500.00	ea	\$3,500.00	Hatco GRPWS-2424Q Granite White Glo-Ray 24" Quadruple Shelf Pizza Warmer - 120/240V, 2400W
Retail - Display Shelving (Dry/Shelf Stable Goods)	3.00	\$300.00	ea	\$900.00	Regency NSF Black Epoxy 4 Basket and 1 Shelf Kit - 18" x 48" x 69"
Retail Check-Out Station (Unit/Furniture)	1.00	\$5,500.00	budget	\$5,500.00	
Retail Kiosk Station (Self-Checkout)	1.00	\$3,500.00	budget	\$3,500.00	
Register + Technology Supports	1.00	\$5,000.00	budget	\$5,000.00	
Counter & Seating Options	1.00	\$3,500.00	budget	\$3,500.00	
<b>SUB TOTAL</b>				<b>\$30,225.00</b>	
<b>Support Spaces</b>					
Locker (Employee/User)	2.00	\$650.00	ea	\$1,300.00	18" Deep Single Tier Lockers set of 3 (36x18x72 ea)
Chairs - Folding (Employee Lounge Area)	6.00	\$30.00	ea	\$180.00	Lancaster Table & Seating Black Vinyl Folding Chair with Padded Seat
Table - Folding (Employee Lounge Area)	1.00	\$100.00	ea	\$100.00	Lancaster Table & Seating 30" x 72" Heavy-Duty Granite White Plastic Folding Table
Microwave (Employee Lounge Area)	1.00	\$250.00	budget	\$250.00	2.0 cu foot countertop model or similar
Refrigerator (Employee Lounge Area)	1.00	\$1,000.00	budget	\$1,000.00	20.0 cu foot refrigerator with top freezer model or similar

Bench or similar (Employee Locker Area)	1.00	\$300.00	budget	\$300.00	
<b>SUB TOTAL</b>				<b>\$3,130.00</b>	
<i>Exterior/Energy Needs</i>					
Generator (commercial)	2.00	\$50,000.00	budget	\$100,000.00	*permanent, installed with power to support storage and basic equipment needs
Solar panels (commercial)	1.00	\$75,000.00	budget	\$75,000.00	*installed with integration into the system
Other energy improvements	1.00	\$100,000.00	budget	\$100,000.00	TBD - may include biodigesters, compactors, recyclers, composters, etc..
<b>SUB TOTAL</b>				<b>\$275,000.00</b>	
<b>TOTAL (CANNERY SPACES)</b>					
				<b>\$1,844,115.00</b>	

REQUIRED EQUIPMENT	#	VALIDATED COST	UNIT	EST TOTAL COST	MODEL/SPEC
<b><i>Incubation Pods (TWO total) - in each</i></b>					
Handwashing sink with faucet mount	1.00	\$125.00	ea	\$125.00	17x15 wall mount with splash side panels
1-bay sink (general use)	1.00	\$450.00	ea	\$450.00	Regency brand, 28", 16-gauge stainless, no wings
3-bay sink (dish/sanitizing use)	1.00	\$1,000.00	ea	\$1,000.00	Regency brand, 96", 16-gauge stainless, 2x drainboards
Commercial spray hose + nozzle	2.00	\$300.00	ea	\$600.00	Regency brand, 1.15 GPM, wall mount, pre-rinse faucet, 14" faucet add
Dishwasher (Pot & Pan)	1.00	\$23,000.00	ea	\$23,000.00	Hobart PW10ER-1 Advansys High Temperature Pot and Pan Dishwasher With Booster Heater - 208/240V, 3 Phase
Combi Oven (with Steam)	1.00	\$40,000.00	ea	\$40,000.00	ConvoTherm, Rollin, 20sheet pan, Full Size, Natural Gas
Double Convection Ovens/Stacked	1.00	\$10,000.00	ea	\$10,000.00	Vulcan Double Decker, Convection Ovens, Natural Gas, Solid State Controls
6-burner gas range (ea)	1.00	\$3,500.00	ea	\$3,500.00	Vulcan 36" 6 burner gas range, standard under oven
Steam Jacket Kettle (ea)	1.00	\$13,000.00	ea	\$13,000.00	Cleveland KDL-25-T 25 Gallon Tilting 2/3 Steam Jacketed Direct Steam Kettle
Knee/Stock Pot Burner (ea)	1.00	\$2,500.00	ea	\$2,500.00	Vulcan, 2 burner, gas , 220, 000 BTU
Gas Griddle	1.00	\$1,800.00	ea	\$1,800.00	Cooking Performance Group 24GTSBNL Natural Gas 24" 2 Burner Griddle with Flame Failure Protection, Thermostatic Controls, and Storage Base - 60,000 BTU
Hood & Equip to Run (including Ansel)	1.00	\$125,000.00	budget	\$125,000.00	*need 20 foot span to cover hot line + spacing
Buffalo Chopper (ea)	1.00	\$7,500.00	ea	\$7,500.00	Hobart 5#, 1/2 HP
Commercial Food Processor + Accessories	1.00	\$1,000.00	ea	\$1,000.00	Avamix Revolution CFBB342DG Combination Food Processor with 3 Qt. Gray Bowl, Continuous Feed & 2 Discs - 1 hp
Commercial Blender + Accessories	1.00	\$900.00	ea	\$900.00	Avamix BX1GRGV 3 3/4 hp 1 Gallon Stainless Steel High Volume Commercial Food Blender with Variable Speed Controls - 120V
Commercial Blender + Accessories	1.00	\$350.00	ea	\$350.00	Avamix IB10 Medium-Duty 10" Variable Speed Immersion Blender - 3/4 HP
Hot Sealer	1.00	\$500.00	ea	\$500.00	ARY VacMaster BS116 Impulse Bag Sealer with 16" Seal Bar
Vacuum Sealer	1.00	\$2,900.00	ea	\$2,900.00	Sipromac 250 Tabletop Vacuum Sealer
Freeze Dryer	1.00	\$4,200.00	ea	\$4,200.00	Harvest Right Medium Home Freeze Dryer (Oil Free Pump) - 312 gallons annually
Dehydrator (10 Tray)	1.00	\$1,200.00	ea	\$1,200.00	Excalibur 10 Tray Stainless Steel Dehydrator w/ Glass
Meat Grinder	1.00	\$500.00	ea	\$500.00	Avantco MG12 #12 Meat Grinder - 110V, 1 hp
Meat Slicer	1.00	\$2,700.00	ea	\$2,700.00	Avantco SL713A 13" Medium-Duty Automatic Meat Slicer with Manual Use Option - 3/4 hp
Juicer	1.00	\$5,500.00	ea	\$5,500.00	Good Nature Commercial Cold Press Juicer (M-1)
Pulper	1.00	\$3,200.00	ea	\$3,200.00	Robot Coupe C80 Automatic Pulp & Juice Extractor w/ 165 lb Capacity/Hr & Auto Sieve

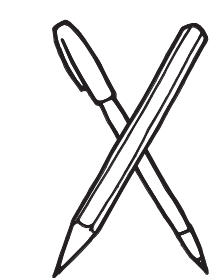
Speed Racks	4.00	\$150.00	ea	\$600.00	Sheet Pan Rack (20 pans/unassembled)
Transport Carts	2.00	\$600.00	ea	\$1,200.00	Heavy Duty Stainless Steel Wire Cart (2 shelves - 48x24 ea)
Stainless Work Tables (6')	2.00	\$500.00	ea	\$1,000.00	72"Lx30"W stainless table with undershelf (no lip)
Reach in Refrigerator	1.00	\$4,000.00	ea	\$4,000.00	Avantco SS-2R-HC 54" Stainless Steel Solid Door Reach-In Refrigerator
Reach In Freezer	1.00	\$4,000.00	ea	\$4,000.00	Avantco SS-2F-HC 54" Stainless Steel Two Section Solid Door Reach-In Freezer
Commercial Ice Maker	1.00	\$3,500.00	ea	\$3,500.00	Avantco Ice KMC-500-B3F 30" Air Cooled Modular Full Cube Ice Machine with Bin - 497 lb.
Shelving for Storage Closet	3.00	\$1,000.00	ea	\$3,000.00	Stainless Shelving or Similar (4 Shelf Unit - 60x24x72 ea)
Assorted Small Wares & Support Items	1.00	\$5,000.00	budget	\$5,000.00	Misc.
<b>TOTAL (PER POD)</b>				<b>\$273,725.00</b>	
<b>TOTAL (2 PODS))</b>				<b>\$547,450.00</b>	
<b><i>Class/Demonstration Supplies</i></b>					
Retractable Wall Sections	1.00	\$110,000.00	budget	\$110,000.00	*one section to split room into 2 pods/units
A/V Technology	1.00	\$100,000.00	budget	\$100,000.00	monitors, screens, microphone, speakers for demonstration/class support
Chairs (folding)	50.00	\$30.00	ea	\$1,500.00	Lancaster Table & Seating Black Vinyl Folding Chair with Padded Seat
Tables (folding)	15.00	\$100.00	ea	\$1,500.00	Lancaster Table & Seating 30" x 72" Heavy-Duty Granite White Plastic Folding Table
<b>TOTAL</b>				<b>\$213,000.00</b>	
<b>TOTAL (KITCHEN/EVENT SPACE)</b>				<b>\$760,450.00</b>	



2 ENLARGED ARCHITECTURAL SITE PLAN  
 01 SCALE: 1" = 20'-0"



1 ARCHITECTURAL SITE PLAN  
 01 SCALE: 1" = 100'-0"



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PROJECT TYPE

**ONEIDA FOOD CENTER**

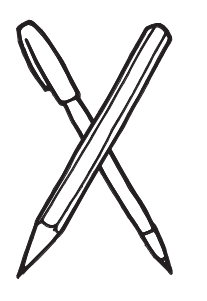
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EQUIPMENT SCHEDULE		
No.	QTY	EQUIPMENT
E01	8	17"X15" WALL MNT HANDWASH SINK W/ SPLASH SIDE PANELS
E02	5	28" REGENCY 1-BAY SINK 16-GAUGE SS, NO WINGS
E03	4	REGENCY 53" 2-BAY SS SINK W/O DRAINBOARDS
E04	11	REGENCY, 1/15 GPM, WALL MNT PRE-RINSE FAUCET W/ 1/4" FAUCET ADD
E05	3	CHAMPION PP-12 PASS THROUGH POT & PAN WASHER - 240V, 3 PHASE
E06	3	48" STEAM VENT HOOD OVER DISHWASHER
E07	1	INDUSTRIAL SALAD DRYER, HOBART 20 GAL., ELECTRIC 1/4 HP
E08	1	SERVIT CC2UFISF HALF-SIZE INSULATED HOLDING & PROOFING CABINET W/ SOLID DOOR - 120V, 2000W
E09	3	VULCAN STACKED CONVECTION GAS OVEN W/ SOLID STATE CTRLS
E10	1	GARLAND CG-72R-01 72" MASTER SERIES GAS PRODUCTION GRIDDLE W/ THERMOSTATIC CONTROLS - 180,000 BTU
E11	3	VULCAN 36" 4 BURNER GAS RANGE, STANDARD UNDER OVEN
E12	1	CLEVELAND KDT-3-1-3 3 GALLON TILTING 2/3 STEAM JACKETED TABLETOP DIRECT STEAM KETTLE W/ STAND - RIGHT HANDLE
E13	4	CLEVELAND KDL-25-T 25 GAL TILTING 2/3 STEAM JACKETED DIRECT STEAM KETTLE
E14	2	CLEVELAND KDL-40-TSH SHORT SERIES 40 GAL TILTING FULL STEAM JACKETED DIRECT STEAM KETTLE
E15	1	GROEN ZISSB-55F (10) PAN CONVECTION GAS STEAMER W/ LEGS
E16	1	FETCO GR2 3 COFFEE GRINDER
E17	1	DIXIE CANNER STEAM BLANCHER COOLER 30L SS
E18	1	SOLWAVE AMERI-SERIES HEAVY DUTY SS COMMERCIAL MICROWAVE
E19	1	ROBOT COUPE BLUKER23 2-SPEED 24 QT. VERTICAL CUTTER MIXER FOOD PROCESSOR - 240V, 3 PHASE, 4HP
E20	1	HOBART 4732A-10-STD #32 MEAT CHOPPER W/ REMOVABLE FEED PAN - 3HP
E21	1	TELLIER ELECTRIC FOOD MILL W/ STAND
E22	1	HOSHIZAKI KM-1100MWJ 30" REMOTE CONDENSER AIR COOLED MODULAR CRESCENT CUBE ICE MACHINE - 208-230V, 1 PHASE, 1371 LB.
E23	1	HOBART PLANETARY FLOOR MIXER (60 QT.), 3 PHASE
E24	3	AVANTCO SL713A 13" MEDIUM-DUTY AUTOMATIC MEAT SLICER W/ MANUAL USE OPTION - 3/4 HP
E25	1	ROBOT COUPE 2 SPEED, 46 QT. VERTICAL CUTTER MIXER, 240V, 3 PHASE
E26	1	ROBOT COUPE 2-SPEED WORKSTATION CONT. FEED FOOD PROCESSOR W/ FULL MOON PUSHER FEED
E27	3	ROBOT COUPE C80 AUTOMATIC PULP & JUICE EXTRACTOR W/ 165 LB CAPACITY/HR & AUTO SIEVE
E28	1	IRINOX EASY FREEZE (99#) BLAST FREEZER
E29	1	TRAUlsen G31011 77" G SERIES SOLID DOOR REACH-IN FREEZER W/ LEFT/LEFT/RIGHT HINGED DOORS
E30	2	TURBO AIR M3772-3-N M3 SERIES 78" SOLID DOOR REACH-IN FREEZER
E31	1	TRAUlsen G3010 77" G SERIES SOLID DOOR REACH-IN REFRIGERATOR W/ LEFT/RIGHT/RIGHT HINGED DOORS
E32	1	RECEIVING DESK
E33	13	30"X72" SS TABLE W/ UNDER-SHELF W/ ROLLERS
E34	13	94"X48"X72" BULK STORAGE RACK
E35	4	PALLET SHELVING 120"X48"X96"
E36	1	ELECTRIC FULLY POWERED STACKER - 62" LIFT
E37	2	BIG JOE ELECTRIC PALLET TRUCK
E38	2	DOLLY/HANDTRUCK, CONVERTIBLE 18" BASE
E39	1	HYDRAULIC STACKER 24"X24"
E40	2	STANDARD UTILITY CART, 45"X25"X33"
E41	4	24"X48"X78" HEAVY DUTY STORAGE METAL CABINET
E42	1	36"X72" PACKING STATION
E43	10	36"X72" ADJUSTABLE HEIGHT WORK TABLE W/ LAMINATE TOP
E44	3	EXCALIBUR 10 TRAY COMM1 SS ONE ZONE COMMERCIAL DEHYDRATOR - 2400W
E45	1	EXCALIBUR COMM2 SS TWO ZONE COMMERCIAL DEHYDRATOR - 5000W
E46	1	EXCALIBUR 10 TRAY SS DEHYDRATOR W/ GLASS
E47	6	HARVEST RIGHT STANDARD COMMERCIAL FREEZE DRYER - LARGE MODEL
E48	1	HARVEST RIGHT PHARMA COMMERCIAL FREEZE DRYER - LARGE MODEL
E49	10	30"X60" ADJ. HT. TRANSPORT CART
E50	1	EMPLOYEE REFRIGERATOR
E51	1	WHITE PLASTIC FOLDING TABLE 30"X60"
E52	1	2.0 CU FT COUNTERTOP MICROWAVE
E53	2	18" DEEP SINGLE TIER LOCKERS SET OF 3 (36X18X72)
E54	1	RETRACTABLE WALL SECTION
E55	2	96" REGENCY BRAND 3 COMPARTMENT SINK W/ 2 DRAINBOARDS
E56	2	AVANTCO SS-2F-HC 54" SS TWO SECTION SOLID DOOR REACH-IN FREEZER
E57	2	AVANTCO SS-2R-HC 54" SS SOLID DOOR REACH-IN REFRIGERATOR
E58	2	AVAMIX BX1GRV1 1 GAL FOOD BLENDER
E59	2	AVAMIX IB10 MEDIUM-DUTY 10" IMMERSION BLENDER
E60	2	SIPROMAC 250 TABLETOP VACUUM SEALER
E61	2	ARY VACMASTER BS116 IMPULSE BAG SEALER
E62	3	GOOD NATURE COMMERCIAL COLD-PRESS JUICER (M-1)
E63	4	HEAVY DUTY WIRE CART 24"X48"
E64	8	BUN PAN RACK
E65	2	AVAMIX CFBB34ZDG COMBINATION FOOD PROCESSOR
E66	2	HOBART 9LB BUFFALO CHOPPER, 1/2 HP
E67	2	AVANT CO KMC-500-B3F ICE MACHINE W/ BIN
E68	2	VULCAN 2 POT GAS BURNER
E69	2	24" 2 BURNER GAS GRIDDLE
E70	2	CONVOOTHER COMBINATION OVEN W/ STEAM, ROLL-IN, 20 SHEET PAN, FULL SIZE, GAS
E71	3	48" STEAM VENT HOOD OVER DISHWASHER
E72	1	PROPAC COMMERCIAL FILLING MACHINE
E73	1	ULINE GRAVITY ROLLER BELT SYSTEM
E75	1	CS BELL GAIN GRINDER
E76	1	GOOD NATURE INDUSTRIAL JUICER (X-1)
E77	2	WALL SHELVING
E79	1	53" BLACK SWING GLASS DOOR MERCHANDISER REFRIGERATOR
E80	1	53" BLACK SWING GLASS DOOR MERCHANDISER REFRIGERATOR
E81	1	GRPWS-2424Q PIZZA WARMER SHELF
E82	3	48"X18"X69" REGENCY NSF BLACK EPOXY 4 BASKET AND 1 SHELF KIT
E83	2	AVANTCO MG12 MEAT GRINDER

**PROGRAMED USE LEGEND**

- DEDICATED HOT SPACES
- FACILITY SUPPORT SPACES
- MAIN FACILITY/DESIGNATED (PRIVATE) SPACES
- PUBLIC AREA
- REFRIGERATED/COOLED STORAGE/WORK SPACE

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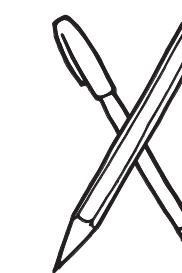
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**1** EQUIPMENT PLAN - FIRST FLOOR  
SCALE: 3/16" = 1'-0"

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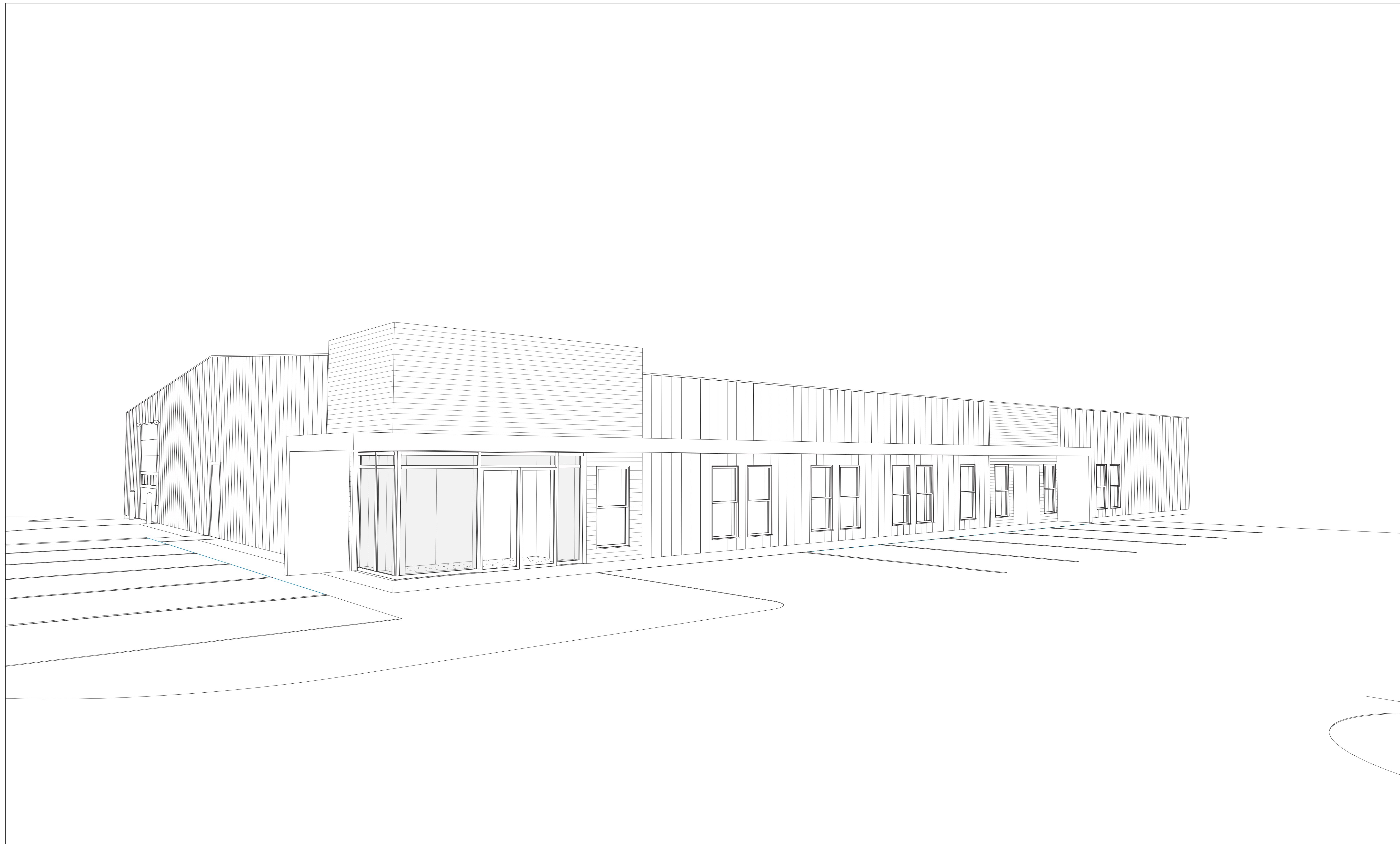




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1  
03 INTERIOR VIEW - INCUBATION POD 2  
SCALE

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**ONEIDA FOOD CENTER**

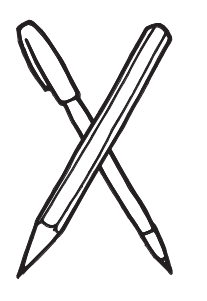
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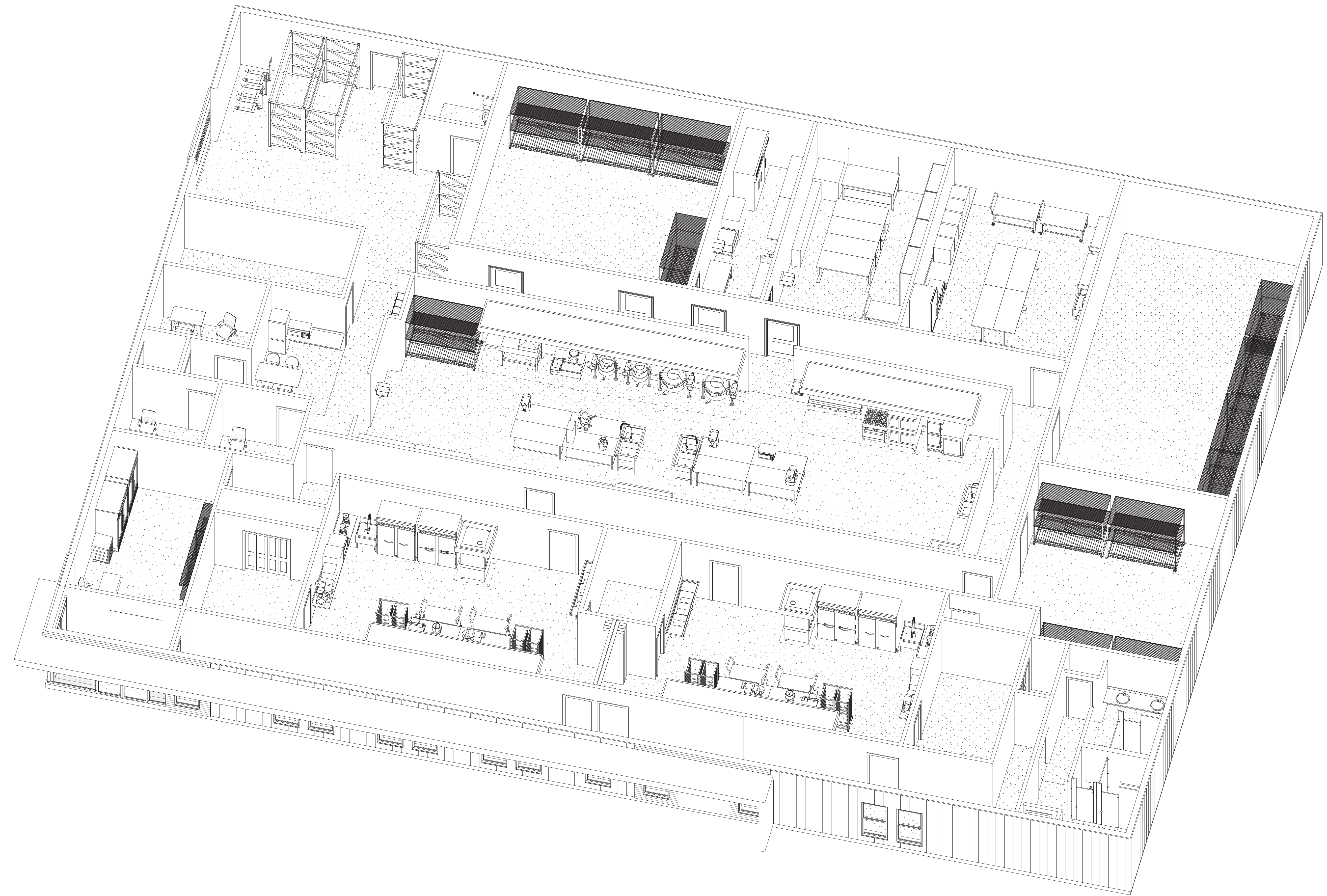
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**ONEIDA FOOD CENTER**

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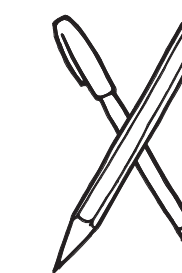
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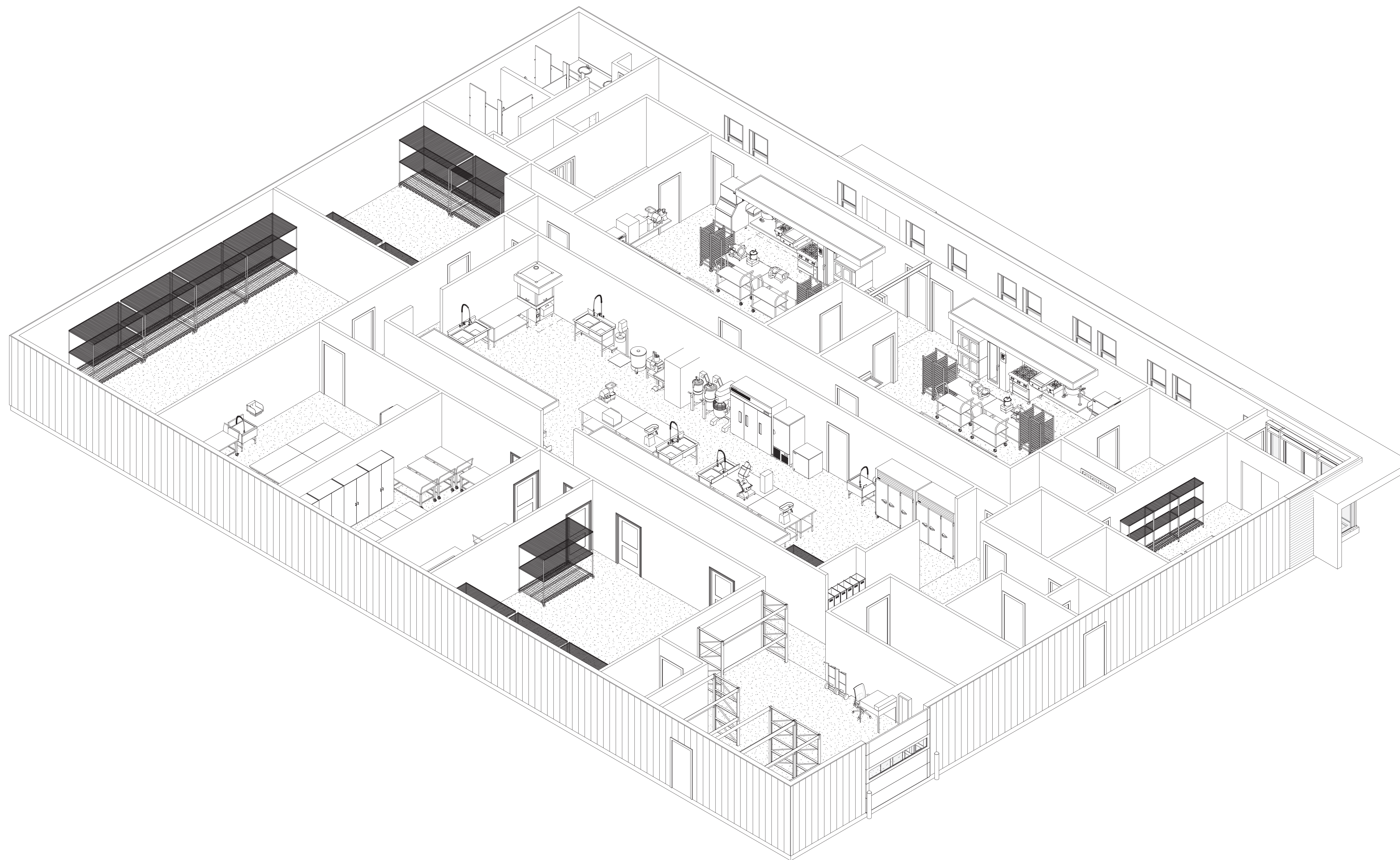
4 3D PLAN AXONOMETRIC  
04 SCALE

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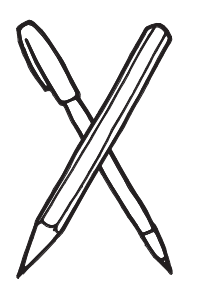
APPROVED BY: JB

PROJECT NUMBER: 1843

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1 3D PLAN AXONOMETRIC 2  
SCALE





**BERMAN DESIGN**  
ARCHITECTURE | INTERIORS | BRANDING

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**2** INCUBATION POD 2  
06 SCALE



**3** CANARY PRODUCTION  
06 SCALE

**REVISION SCHEDULE**

NO.	REV. / SUBMISSION	DATE	ISSUED BY

ISSUE DATE: 1/11/2022 5:43:36 PM

**PROJECT TYPE**

**ONEIDA FOOD CENTER**

ADDRESS

DRAWN BY: RD, PR

CHECKED BY: JB

APPROVED BY: JB

PROJECT NUMBER: 1843

## Appendix E: Additional References and Citations

The following documents were also referenced (in addition to references cited in footnotes throughout the document) in the drafting of this report:

1. Koehn, Nancy F. *Brand New: How Entrepreneurs Earned Consumers' Trust from Wedgwood to Dell*. Boston: Harvard Business School Press, 2001.
2. May, Earl Chapin. *The Canning Clan: A Pageant of Pioneering Americans*. New York: Macmillan, 1937.
3. National Canners Association, Communications Services. *The Canning Industry: Its History, Importance, Organization, Methods, and the Public Service Values of Its Products*. 6th ed. Washington, D.C.: National Canners Association, 1971.



## Capital Improvement Process (CIP) - Client Division Director Approval Form

To: Nicole Rommel - EHSLA Division Director  
Through: Vanessa Miller - Area Manager, Food and Agriculture Area  
From: Paul J. Witek – Engineering Director/Senior Architect  
Date: March 11, 2022  
Re: Oneida Community Cannery - CDC #15-001

I have reviewed the attached Capital Improvement Process (CIP) document identified below for the above noted project and approve of the project moving into the next phase of the CIP Process.

- Concept Paper – dated:
- CDC Approval Package – dated: March 11, 2022

**Nicole Rommel** Digitally signed by Nicole Rommel  
Date: 2022.03.22 09:18:25 -05'00'

Nicole Rommel - EHSLA Division Director

Date

Form CIP-05  
Rev. Dec. 4, 2017

# Memo

**To:** Oneida Business Committee  
**From:** Paul J. Witek, AIA, LEED-AP – Engineering Director / Senior Architect  
**CC:** Project Team  
**Date:** 5/26/2022  
**Re:** Oneida Community Cannery CDC #15-001

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The following are the project team's responses to the comments received from the various review entities of the Capital Improvement Process (CIP) regarding the CDC Approval Package for this project.

## **EHSLA Division – Environmental Quality Department**

**Comment:** Environmental Quality staff will provide input in several areas during the design phase. No comments at this time.

**Response:** Environmental Quality staff will be invited to the project design meetings.

## **EHSLA Division – ECO-Services Department**

**Comment:** No comments.

**Response:** N/A

## **EHSLA Division – Land Management Department**

**Comment:** No comments received

**Response:** N/A

**Land Commission**

Comment: Motion by Frederick Muscavitch to approve #15-001 Oneida Community Cannery CDC Approval Package, seconded by Sherrole Benton. Motion carried: Ayes: Julie Barton, Sherrole Benton, Patricia Cornelius; Donald McLester, Frederick Muscavitch; Sidney White.

Response: N/A

**Environmental Resource Board**

Comment: ERB is not meeting at this time due to a lack of members (quorum, need at least 5 members present).

Response: N/A

**Chief Financial Officer**

Comment: No comments received by the deadline. Memo with questions received from Finance Department three weeks later.

Response: The questions submitted and the Project Team's replies are noted on the pages below.

**Division of Public Works Director**

Comment: No comments received.

Response: N/A – on Project Team.



The following are the questions received from the Finance Department on May 6, 2022 and the Project Team's replies:

1. *The Cannery is currently a program, not a business or an enterprise. What is the future intent?*
  - a. The project purpose statement is on pages 16-17 of the business plan.
  - b. The business plan was written focusing on the Cannery remaining a program of the Nation, prioritizing community access to affordable traditional foods and connection and reconnection to their culture and indigenous food pathways. As the current facility is no longer conducive to support even current production and activities, the new facility is intended to essentially provide adequate infrastructure to facilitate expanded programming services.
  - c. The purpose of the business plan was to detail a projected five-year model for developing a new facility and look at opportunities to eventually sustain operational costs with sales and services fees.
  - d. It was identified, via the financial model (which is provided as an appendix reference document in full), that operational break-even would require significant increases in production capacity (4.4x current operations and output, 2.5-3.7x current service offerings and rental fees) and thus, the business plan was re-structured to identify what additional operational support would be needed to sustain operations during the initial five years of operation for the desired facility build-out with the Cannery continuing to operate as a program focused on food sovereignty, food security, and training/access for community members of the Nation.
2. *Has this information been updated or validated for 2022 in lieu of the supply chain issues with both construction and food products?*
  - a. Per New Venture Advisors LLC, each calendar year, all construction estimates are re-validated with available industry regional standards (JLL, Cummings Insights, and Levelset construction estimates arranged regionally). During the drafting of the model and business plan, updated construction estimates were used that had been validated through 2021 and took pandemic price increases and value chain issues into consideration.

- b. Food product costing was completed with Cannery lead Jamie Betters based on actuals from her invoices and pricing.
    - c. While every effort has been completed to account for current market conditions, it is not possible to foresee all cost impacts of the ever changing market conditions.
  3. *What is the current capacity of the cannery? What is the actual demand? For example, how many quarts of the various product categories were prepared for members, how much was sold externally and through what outlets? Historical actual financials should be included in the plan.*
    - a. Sales by all product categories are summarized starting on page 76 of the business plan, starting with 2022 projected sales. 2021 actual quantities sold were used to build the financial forecast model out for five years of sales projections (Financial model, Financials Tab) which was the scope and focus of the business plan - the development and support of sales planning for a projected 5-years in a new facility with new operational capacity.
    - b. Projections were built across internal and external sales (all identified on page 76 of the business plan) and included both products and services (rentals/education).
    - c. Page 79 of the business plan addresses the growth built into projections based on historical data (specifically the projected unit sales assumptions) and the integration of external sales channels into that planning.
    - d. Demand is addressed in Table 21 (page 49) of the business plan across all existing and potential sales channels in which the Cannery plans to operate. Again, these are projected sales based on growth and margin built from existing pricing and sales models provided in the historical financials.
  4. *What is the production capacity of the new facility?*
    - a. The capacity of production in the new facility was addressed and modeled:
      - i. Business Plan/Page 19 - Status of Business - addresses the limit on current capacity based on space and function of the existing location and building.

- ii. Business Plan/Page 79-80 - growth assumptions across product, kitchen pod capacity, and education/class training assumptions across types.
    - iii. Financial model/Capacity Tab - 2021-2026 (five years forecasted across product mix).
  - b. Production capacity of the new facility related to space expansion and growth was constrained by limitations on incoming products (inventory), which are provided by local Oneida growers, Oneida reservation farms, and regional farm partners, such as white corn. Therefore, manufacturing capacity growth was limited to 15% growth (in years 1-3) and 25% growth (in years 4-5) due to expectations of the limitations of incoming products and available labor. This was modeled in the business plan as a “base” scenario for the operation of the new facility at current capacities with nominal growth.
  - c. Under the Financial Model/Scenarios Tab (2022-2026), a break-even capacity was modeled and demonstrated that the facility would need to operate at 50% of its total capacity (in terms of inputs, labor, and space use) within five years to break even across product sales and services/rentals. This would be a 4.4x increase from the current state (in the existing cannery) and a 2.5x-3.7x increase in rentals and service offerings from the current state. As the overall goal of the cannery program will be to provide food to the community at an achievable scale, this scenario was not used in the final business plan projections. Further, as the Cannery will continue and grow programmatic services in the form of harvesting and processing education, family wellness activities, as well as program activities centered on encouraging tribal entrepreneurship, this facility intent will not be straight line production based, as we are looking to continue programming focused on empowering and educating community on the healing power of our food pathways and utilize the facility to facilitate such- infrastructure supporting the anchoring our community in approaching and using our foods as a comprehensive approach to health and wellness.
5. *Does this facility have the storage and production capacity that would require turnaround and access space for a 53’ semi tractor trailer?*
- a. The design concept included in the Business Plan is only meant to provide a definition of size and scope of the project and is not the final design. The actual design of the facility will be developed after project approval and will vary from what was shown.

- b. Page 65 of the business plan details the facility's storage, warehousing, and loading dock access points. As detailed, the facility includes one loading dock with a leveler for all truck types access (including full-size 53' semi-trailers). An appropriate approach and turn radius for trucks was illustrated on the external rendering provided in the appendix documents.
  - c. The warehouse and storage space were sized to accommodate existing holding needs based on projected production capacity for the five years detailed for raw, in-process, and finished product storage across dry, refrigerated, and frozen. Storage was sized to accommodate both pallet and standard shelving.
6. *Has the Department of Public Works (DPW) reviewed this proposal for comments or concerns on the personnel listed or the equipment being placed in the facility. Is there a specialized certification required to maintain the equipment? Was a utility analysis completed? DPW should also comment on these costs given our current environment?*
- a. On page 82 of the business plan, Utility Assumptions are detailed based on market rates as of Dec 2021. Also, Jacque Boyle – Division of Public Works Director was included in review of this plan. DPW's suggestion of inclusion of operational costs that would impact their budget were included in this plan.
7. *The assumptions do not appear to be substantiated: they are not fully developed.*
- a. All market analysis work is cited, and competitive analysis is cited.
  - b. Operational set-up, and sizing is based on direct input from the Cannery lead, Jamie Bitters, and validated against comparable projects on a national scale.
  - c. Utilizes & Stripe citations:
    - i. Wisconsin Public Service – Commercial Electric Rates
    - ii. Wisconsin Public Service – Commercial Natural Gas Rates
    - iii. Biz Energy Advisors –Restaurant Energy Usage
    - iv. Stripe Pricing
  - d. Market Sizing citations:
    - i. Tribal Nations in Wisconsin
    - ii. United States Census Bureau

- iii. Pennsylvania Tribal Consultation Handbook
- iv. Indian Country Today
- v. National Institutes of Health - Household income differences in food sources and food items purchased
- vi. US Bureau of Labor Statistics – Consumer Expenditures by Region

8. *There is \$500,000 listed for advisory services. What specifically does this entail?*

- a. Per New Venture Advisors, Advisory Services are a portion of soft costs. They are a set amount inputted as a component of the implementation stage of the facility development based on comparable projects.
- b. Design development includes architectural fees related to the facility's build-out and finalization of sealed drawings. Advisory services may include engineering costs/inputs, specialized site inputs or consultants (environmental, utility or remediation, regulatory, program design or development), equipment specialists, or advisory.

9. *Are you, or how are you accounting for seasonality/weather risk?*

- a. With any processing facility, the biggest unknown includes product inputs and availability (ingredients such as white corn, apples, etc.) This would be the primary constraint against production growth in the new facility.
- b. Projections of the total amounts of key ingredients needed to meet growth targets were made, and total operational capacity was adjusted based on the current operator's assessment of what the local marketplace could support (i.e., what local growers, Oneida Farm, and other regional farm partners could provide in terms of inputs).
- c. Seasonality was adjusted for in the proposed product mix. The primary operational focus of the cannery is to offer season extension through canning, preservation, and other activities and manufacturing practices which means that high season of crops (summer, fall) will require higher labor and expenses to offset high production needs.

10. *The plan proposes to provide ready-to-eat foods such as salads and sandwiches at a standalone location with little foot traffic. How is this retail outlet going to be successful compared to the Oneida Market?*

- a. The retail outlet was sized as a small access point to offer ready-to-eat and grab-and-go options that would provide additional revenue opportunities with existing product mix that are already in production by the Cannery staff. The intent of this retail space is not to be a standalone market providing significant sources of revenue, but rather capitalizing on being able to offer products to consumers and community members that either are already in the facility, the many tour groups that often stop through the Cannery, or other community members that are in the area for one reason or another.
- b. The proposed housing development across the street from the new Cannery facility will provide some small level of population that could take advantage of these offerings.

11. *Where is the Marketing Plan with citations/assumptions supporting the sales volume?*

- a. Pages 49-52 address the assumptions and projections supporting sales volume within the existing regional marketplace. Specifically, tables 21 and 22 detail projected spending in the target market audiences.

12. *A stand-alone market does not appear to be feasible given the location and lack of foot traffic. A more prudent approach would appear to be utilizing existing venues instead of trying to draw traffic away from them.*

- a. In addition to the following see reply to question #10.
- b. The intent of the retail space is to capture opportunities of community members and groups that are already at the facility, in addition to community members that are in the near area. Further, with having a small on site space, Cannery staff is able to control the product variety offering and capitalize on unique situations such as a onetime sale of raw goods. Example: Revenue from 6 pop ups brought in \$9500. The pop-up sales have been incredibly successful but due to the other entities in the Norbert Hill Center that includes a High School and Language Immersion School that need additional security entrances for student safety therefore only allowing the cannery to have drive through/pop sales when

the school is not in session. The stand-alone market will resolve this concern and give us substantial opportunity for more growth including sales and community access to nutritional traditional foods. Having this control of an onsite space allows Cannery staff to utilize flexibility in product and good offering that they do not necessarily have with other venues. For example, getting product into other outlets usually requires a commitment of amount or delivery dates. Also, we cannot force other retail outlets to purchase or order our products. This on-site space would allow us to use product that we have on hand that we need to make use of, or if we want to try out a new product-this space allows us the flexibility to do so.

13. *What is the expected food waste, shrinkage, spoilage for the retail outlet?*

- a. It is projected to have little to no spoilage due to the ability to be innovative of new ideas and products through packaging but more importantly we can control the production with year-round items, seasonal items, specialty items and items on the go. The Cannery has been through many research and development teams with corporation such as Schreiber foods, Festival Foods and locally with Waseda Farms to understand the demand and raw good availability. Also, the cannery has the ability to create products as a by-product from other raw goods in our Food System. The Cannery keeps a tight monthly inventory with accounting that shows the little to no waste margin of all our value-added products.

14. *There does not appear to be dedicated personnel for the retail space & there is no line of sight from the other offices. That creates risk exposure.*

- a. The design concept included in the Business Plan is only meant to provide a definition of size and scope of the project and is not the final design. The actual design of the facility will be developed after project approval and will vary from what was shown.
- b. We propose that the retail or reception role would be supported by one member of the cannery production team and apprentice roles on site.

15. *What type of security will the facility have? Other Oneida public locations have had issues due to the drug problem in the area.*

- a. The facility design will contain security doors that can segment access to specific public areas booked via a booking system (online portal). DPW included a security system monitoring contract in their budgetary impact costs.

16. *What local grocery stores is Oneida currently engaged with? What is the existing quantity of sales? What are the existing products being sold to local grocery stores? The same questions apply to future grocery store sales.*

- a. The competitive local marketplace was analyzed on pages 44-46 of the business plan. Looking at the primary competitors in small manufacturing, grocery/retail offerings, and shared kitchen or incubation facilities.
- b. However, with the primary function of the Cannery to remain a program and not a competitive business, is to offer community value to Nation members in the form of fresh and preserved traditional foods, entrepreneurial opportunities and facilitation, and education and empowerment in processing and preserving their own foods. The value of these services is captured in table 45 (page 81). Sales to local grocery stores and additional retail outlets beyond the reservation are a function of supporting the growth and expansion of services beyond this primary focus that if and when the opportunity arises, we will certainly assess capacity to source to secure supporting revenue streams. This is not any different than the Cannery's current direction of prioritizing community needs first, then looking at additional revenue opportunities as they come to support the programming.

17. *It does not appear that fringe benefits or indirect costs are included.*

- a. Salaries were based on hourly and salary rates provided by the Oneida team, including base rate or salary rate plus benefit and indirect costs. The Cannery staff currently has two (2) processors and one Indigenous Diet and Wellness Coordinator that comes out of the Cannery budget. The Cannery utilizes apprentices and other positions each year that comes out of other area's budgets.

18. *Year over year payroll expenses appear to be too low.*

- a. The existing facility has significant constraints on efficiency due to the facility, equipment, and related issues. The new facility will rely on increases in



efficiency, allowing for greater output capacity per employee. The Cannery also utilizes interns and apprentices from other budgets on an as-needed basis.

19. *Are you marketing organic products? Is the facility equip to provide that separation to maintain the organic certification for those products? What is the 3<sup>rd</sup> party source for this document? Is this a revised version of the 2018 study?*

- a. The cannery moved into certified organic back in 2016. Seeking organic certification for the facility was not a designation built into projected costs or models. As our key producers of our raw goods are not certified organic, certification of a facility would not enable products to be marketed as certified organic. However, and most importantly, our practices and the facility would enable us to meet these requirements should this be a certification that we decide to pursue in the future based on product certification. In addition through our production research and planning, there is no current market for value added certified organic items that would allow us to make revenue due to price points.

20. *The stripe fees are not adequate.*

- a. Per New Venture Advisors, stripe fees are projected based on current contract rates and forecasted retail sales.

21. *How are you pricing your products? What relationship of markup / profit analysis is determined?*

- a. Pricing models were built onto existing models being utilized by the Cannery staff to provide below-market or at-cost pricing to Nation outlets as a component of food sovereignty programs (and food security programs during the pandemic).
- b. Pricing rate increases are outlined in table 42 (page 79) and include both external (market rate) and internal (subsidized rate) pricing models that the Cannery is currently operating with. The external rates reflect inflation and are built to account for profit margin. The internal rates do not reflect inflation (beyond 3%). They do not allow for any margin or profit as they are designed to offer products at cost or below cost as a function of food sovereignty or food

security for the Nation, to ensure and encourage membership has access to affordable healthy traditional foods.

- c. Rental rates and service rates are outlined in the business plan in tables 43 and 44 (page 80) and include both market-rate and subsidized internal community rates with the same intention as above-to facilitate community education of processing their own foods without adding financial fees as a roadblock that may hinder this connection.
22. *How are the year over year sales increases going to be obtained? It appears that there is a 1000% increase in 3 years. Does the marketing plan support the cited assumptions?*
- a. Based on the historical numbers and the projected product forecasts through 2026, sales units of Cannery products are projected to increase by 138% over the five years. Including price changes, this is a 200% increase in revenues over the five years. These growth rates are supported by the new facility's substantial increase in production capacity and efficiency and the estimated potential sales volumes (see the answer to #11).
23. *On the equipment schedule, is all this equipment commercial grade? Again, this team is concerned about licensed maintenance on the equipment.*
- a. All equipment listed is commercial grade or existing equipment that would be relocated from the current facility (which is also commercial grade). All pricing is based on quotes from a qualified national wholesaler of commercial equipment for production, manufacturing, or commercial kitchen use.
  - b. Preventative maintenance has been built into the operational budget as the Cannery will be responsible for the upkeep and maintenance of equipment. All equipment will be on a warranty up to 10 years and some have lifetime warranty to cover parts, the maintenance budget reflects that as well.
24. *Inflation is not included in the CIP construction costs. Again, there is a concern about the supply chain related to delays and increased prices.*
- a. In addition to the following see reply to question #2.

- b. Inflation factors were included in the construction estimate and were not noted as a separate line item on the Project Budget Estimate.

25. *Was a location analysis completed? Oneida Retail has engaged Brian Klink in the past.*

- a. The concept was developed against a specific site targeted by development in the Business Park based on available infrastructure (roads, utilities), parking space and building space. This site was one of the two original location sites identified and targeted for the Food Innovation Center.
- b. With the new Cannery continuing to operate as a program focused on food sovereignty, food security, and training/access for community members of the Nation and not a primary revenue generator, a location analysis is necessary.

General Manager  
909 Packerland Dr.  
Green Bay, WI 54303  
920-496-7000



**To:** Nicole Rommel, EHSLA Division Director

**From:** Mark W. Powless, General Manager

**Date:** May 26, 2022

**Re:** BC Agenda Request, Project 15-001, Oneida Community Cannery

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The purpose of this memorandum is to deny approval to the above-mentioned Business Committee Agenda Request until the following information is provided and included with the request:

Per the request of Cristina Danforth, Treasurer; Larry Barton, Chief Financial Officer; Ralinda Ninham-Lamberies, Assistant Chief Financial Officer; Rae Skenandore, Financial Management Analyst; and Justin Nishimoto, Business Analyst from the memorandum dated May 2, 2022, regarding Oneida Community Cannery Project No 15-001 Cannery, the following question was asked:

***What is the current capacity of the cannery? What is the actual demand? For example, how many quarts of the various product categories were prepared for members, how much was sold externally and through what outlets? Historical actual financials should be included in the plan.***

To date, I have not seen historical financials. Please provide at your earliest convenience. The historical financials should include annual revenue, cost of goods sold, and operating costs, leading to earnings before interest, taxes, depreciation, and amortization, dating back a minimum of five years. This is the information that should be added with the Condensed Profit and Loss Statement within the Project Executive Summary.

An additional question asked:

***Where is the Marketing Plan with citations/assumptions supporting the sales volume?***

By June 30, 2022, please provide a basic marketing plan that details how the revenue projections identified in the Business Plan will be accomplished. For example, the Business Plan (Table 22) shows estimated sales based on the expansion of consumer segments. How will the expansion of consumer segments be achieved? This is only one aspect that should be addressed. This plan should be developed using internal resources and expertise.

I look forward to receiving a revised request. If received timely, the targeted BC Meeting date of June 8, 2022 can still be achieved. Please let me know if you have any questions.

**TO:** Mark W. Powless, General Manager

**FROM:** Vanessa Miller, Food and Ag Area Manager

**RE:** BC Agenda Request, Project 15-001, Oneida Community Cannery-Additional Information Request

**DATE:** July 25, 2022

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The purpose of this memo is to provide additional information regarding the historical financials and future marketing plan support of the Cannery operations to accompany the Oneida Community Business Plan included in CIP Project #15-001.

The information included in this memo is intended to address the following per the memo dated May 26, 2022, relating to the denial of the BC agenda request:

- 1. Five years of historical financials**
- 2. A basic marketing plan**

### ***Historical Financials***

Please see the attached supporting documents of the 2017-2021 Revenue and Expense reports of the Cannery. These reports are attached separately by year, as well as condensed into a singular consolidated spreadsheet.

### ***Marketing Plan***

#### ***Targeted Audience***

The priority of our targeted audience of will remain the Oneida Community and Nation Programs and Services. Our intention with a continued growth and expansions of productions, sales, and programming services is to saturate our own internal needs first, including our Milwaukee membership. Further, a processing facility is a great resource and anchor for our organization to support the growth of local individual growers and producers. Small scale farmers and producers often have difficulty selling to various retail outlets due to barriers such as quantity commitments and other vendor requirements. A processing facility is able to purchase and support these individual and local community members and co-ops by production of our value-added goods. Our target audience of this facility is not only *who* we sell to, but also *who* we purchase our raw goods from, prioritizing our own community economic development and support first.

With the goal of this facility being to provide access to our community to affordable healthy and culturally relevant foods and services, we also know that we have opportunities to capture external sales to support these efforts. These external opportunities are becoming increasingly available with the Nation's continued efforts in having an interconnected food system and the current market spotlight on supporting local and indigenous communities. Also, with the Nation's participation in pilot projects such as the FIDPR 638 project, long-term policy change could very well result in dependable and significant regular monthly revenue streams. Realizing, however, that these opportunities are not secured, there continues to be an incredible number of possibilities within our internal programs and services for growth and expansion. For example, our own Emergency Pantry, Oneida School System, Childcare and Head Start programs, Fitness Center, Recreation Programs, etc. all have well established relationships with the Cannery. Production grown would be absorbed with these internal relationships first.

We will continue to find ways to incorporate our products into external programs that service our community to support our internal efforts. For example, the Cannery's participation in the Elder Food Box program funded by Feeding Wisconsin was an almost \$37,000 buyer commitment that could have been more had we had the ability to supply more. More importantly, this has resulted in an established relationship with this program. We will continue to find ways to participate in these programs whose intentions are to support local food systems and economies as opposed to bidding to the lowest bidder.

### *Marketing Strategy*

Our strategy will be focused on educating the community of the value of connecting to our indigenous food pathways and supporting our local growers and producers. The focus of this education is to not only create long-standing individual customers, but also sustain existing programmatic and internal organizational customers, encourage increased consumerism from these relationships, and encourage and facilitate new internal customers from finding ways to provide access to our foods.

Our branding strategy focuses on the use of our language with our labeling (all labels use "Yawe Ku!" - "Tastes Good!"), culturally significant graphic designs with sky dome borders, the Oneida Nation branding logo featured in label centers, and wording communicating "locally sourced ingredients". We also feature an ingredients list on all of our labels that intentionally lists and features a very short product list, communicating the preservative and additive free nature of our foods and the raw, nutritionally dense products we pride ourselves in offering. Additionally, all of our labels feature a designed "Food Sovereignty" Stamp. Our intention of this label and branding strategy is to capture our Oneida identity and culture and capitalize on the desire to support indigenous food systems and food sovereignty.

We feel we have a unique niche market opportunity to strengthen our brand and market ourselves to external partners. According to the Economic Research Service for USDA, "demand for organically produced goods continues to show double digit growth. Further, the

price sensitively of these consumers is low. Numerous studies have been conducted on the buying habits and demographics of consumers of organic foods. Results have varied depending on the type of survey, sample size, and geographic coverage. However, a few general themes have emerged:

Consumers prefer organically produced food because of their concerns regarding health, the environment, and animal welfare, and they show a willingness to pay the price premiums established in the marketplace.

Organic products have shifted from being a lifestyle choice for a small share of consumers to being consumed at least occasionally by a majority of Americans. National surveys conducted by the Hartman Group and Food Marketing Institute during the early 2000s found that two-thirds of surveyed shoppers bought organically grown foods\*."

We have an opportunity here, we believe, to tap into this market without having certified Organic goods, and marketing our use of preservative free, NON-GMO goods. By marketing our "indigenously produced", "indigenously processed", "indigenously grown" efforts, we feel we are tapping into an even more specialized market segment of these growing cohort of consumers that want to eat better and are becoming more conscious of what they are putting into their bodies.

### *Outlets*

Our growth strategy will focus on expansion internally in existing outlets to include, but not limited to: the Oneida Nation Pantry, One Stop Retail, our corporate partners (Radisson and Thornberry), the Fitness Center, Oneida Nation School System, Recreation Program, Orchard Retail, Head Start and Childcare Program, Residential Care Facility, SEOTS, and all other organizational programs, business, and services that offer either space for product or have the opportunity to incorporate our traditional foods and other cannery products into their operations.

With the creation of an online ordering system and standardized menu of products and offerings, we are looking at making our ordering process more consumer friendly and efficient. This will allow for an increase in ease of marketing our catering services for events, meetings, and other gatherings.

An onsite small kiosk space will allow for capturing potential sales from tours, educational workshops, field trips, and classes that is consistent with current agri business models and trends. We will also have product placed in the Apple Orchard retail outlet during their season.

We have been already been contacted by a tribal grocery market wanting to carry and feature Oneida products year round and seasonally. With current local healthy-food focused markets such as Fresh Thyme and the new Hy-Vee chain that is being built in Green Bay, there is additional opportunity to build relationships for product placement should our growth provide us that opportunity.

### *Advertising*

With Covid and the increase in drive through events, word of mouth been a critical vehicle in increasing program orders and sales. Direct sales to these programs and business units will continue and be expanded upon as production capacity grows.

Additionally, working relationships with external professional partners continues to provide avenues of program highlighting. Organizations like First Nations Development Institute and NativeWellness Magazine have spotlighted the Cannery.

Our social media outlets are an effective advertising and educational tool for the Cannery. With over 2,900 followers on Facebook and Instagram, we can communicate events, announce product availability, provide transferrable knowledge, and answer customer inquiries. Quality pictures elevate shares and hits. The Cannery also owns and operates a YouTube channel for video content in which we contract with a third party videographer when funding allows.

A webpage is an area of advertising that we will need to be development. This webpage will outline where products can be found, educate consumers on the importance of buying local and supporting “food sovereignty” efforts, and spotlight readers on where our goods come from. The intent will be to make our goods personal.

Internal staff continues to serve on professional advisory boards and committees, often asked to present or teach on food sovereignty efforts. These spaces allow us to highlight our programming and will continue to connect us to organizations for future revenue opportunities like summits, trainings, and conferences.

\*[USDA ERS - Organic Market Summary and Trends](#)



Cannery 4263041							
		2017	2018	2019	2020	2021	
ACCOUNT NAME	ACCOUNT NUMBER	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	
<b>Revenue - External</b>							
SALES GOODS & SERVS	000-400000-000	3,247	645	983		158	
SALES-FOOD	000-400000-200	3,003	4,774	2,879	10,783	2774	
OTHER INCOME	000-409900-000	40	809	54			
Sub-Total		6,290	6,228	3,916	10,783	2,932	
<b>Revenue/Contribution- Internal</b>							
INTER/DIF SALES	000-450000-000	36,535	20,344	262	416	15629	Customer processing/Canning
INTER/DIF FOOD SALES	000-450000-200	12,000	15,459	54,382	41,390	42604	One Stops/Market
TRIBAL CONTRIBUTION	000-458100-000	195		87,883	68,281	45,724	
REVENUE TRANSFER	000-458201-000					20,000	
LOSS REVENUE	000-458400-000					42,636	
INTRA/SAME SALES	000-480000-200		77	1,263		3875	Giving Trainings
INTRA/SAME FOOD SALES	000-480000-200		1,246		773	664	
Sub Total		48,730	37,126	143,790	110,860	171132	
<b>Total Revenue</b>		55,020	43,354	147,706	121,643	174,064	
<b>Labor/Payroll Expense</b>							
PERSONNEL	000-502100-000	57,832	53,879	64,526	51,745	68,643	
WAGE ACCRUAL EXPENSE	000-502100-999			382	521	836	
HOLIDAY WORKED	000-502101-000	3				28	
BONUS	000-502102-000		410				
SALARIES - TRAINING	000-502110-000	1,705		168		87	
OVERTIME	000-503100-000	270	914	1,156	638	1008	
PAID TIME OFF	000-504000-000	14,310	11,689	8,963	9,462	10478	
FRINGE BENEFIT	000-505000-000	9,469	8,906	10,783	9,016	26,816	
FRINGE BENEFIT ACCRUAL	000-505000-999			57	74	455	
Sub-Total		83,589	75,798	86,035	71,456	108,351	



2017 2018 2019 2020 2021

Internal Expenses						
I/T Supplies & Materials	000-750001-000		638	150		
I/T Printing	000-750009-000	576	694	3932	1052	2069
EQUIP/REPAIR MAINT-II	000-753100-200					1031
I/T Food Purchases	000-755025-000	1,429	82		293	
I/T Rent Expense	000-755201-000					
I/T Utilities	000-755210-000	315	319	265	257	255
I/T Depreciation Allocat	000-755216-000	7,724	8084	7868	9206	9379
Indirect Costs	000-758300-000	12,156	10910	12479	10662	13906
Indirect Cost Accrual Ex	000-758300-999			64	92	146
Sub Total		22,200	20727	24758	21562	26786
Total Expenses		115,086	115,392	147,706	121,642	174,064
Net Profit or Loss		-60,066	-72,038	0	1	0

# Oneida Nation

Post Office Box 365

Phone: (920)869-2214

Oneida, WI 54155



## BC Resolution # 08-25-21-B

### Obligation for CIP #15-001, Food Innovation Center, Utilizing American Rescue Plan Act of 2021 Federal Relief Funds

- WHEREAS,** the Oneida Nation is a federally recognized Indian government and a treaty tribe recognized by the laws of the United States of America; and
- WHEREAS,** the Oneida General Tribal Council is the governing body of the Oneida Nation; and
- WHEREAS,** the Oneida Business Committee has been delegated the authority of Article IV, Section 1, of the Oneida Tribal Constitution by the Oneida General Tribal Council; and
- WHEREAS,** the Oneida Nation has received federal funds through the American Rescue Plan Act of 2021 (*ARPA*) funds to address matters arising out of the COVID-19 pandemic; and
- WHEREAS,** the Oneida Business Committee has approved application of ARPA funds to lost revenue and allocation of tribal funds to the ARPA Federal Rescue Funds to investments in the “Lost Revenue” line (*ARPA FRF LR*) in the Investment Report; and
- WHEREAS,** the Oneida Business Committee has determined that these funds should be used as set out in resolution # BC-06-09-21-B, as amended by resolution # BC-06-23-21-C which designates percentage allocations of ARPA FRF LR to eight areas of use (*percentages rounded*) –
- Direct Membership Assistance, 45% of funds;
  - Housing, 17% of funds;
  - Food and Agriculture, 12% of funds;
  - Education, 6% of funds;
  - Culture and Language, 10% of funds;
  - Revenue Generations, 2% of funds;
  - Government Roles and Responsibilities, 3% of funds;
  - Overall Priority – Land, Infrastructure, Sovereignty, 5% of funds; and
- WHEREAS,** CIP #15-001 is a construction project to build a Food Innovation Center; and
- WHEREAS,** the Project Owner for the proposed project is requesting \$7,155,000 obligated from the ARPA FRF LR, Food and Agriculture category; and
- WHEREAS,** this project will be concluded no later than September 30, 2023; and
- WHEREAS,** the Oneida Business Committee has reviewed the proposed project;

**BC Resolution # 08-25-21-B**  
**Obligation for CIP #21-111, Multi-Family Housing, Utilizing American Rescue Plan Act of 2021**  
**Federal Relief Funds**  
**Page 2 of 2**

**NOW THEREFORE BE IT RESOLVED**, that CIP #15-001, Food Innovation Center project, in the amount of \$7,155,000 from ARPA FRF LR, Food and Agriculture category with Mark W. Powless, General Manager, assigned as the Project Owner.

**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; 9 members were present at a meeting duly called, noticed and held on the 25<sup>th</sup> day of August, 2021; that the forgoing resolution was duly adopted at such meeting by a vote of 7 members for, 0 members against, and 1 members not voting\*; and that said resolution has not been rescinded or amended in any way.

  
\_\_\_\_\_  
Lisa Liggins, Secretary  
Oneida Business Committee

\*According to the By-Laws, Article I, Section 1, the Chair votes "only in the case of a tie."

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<sup>i</sup> ARPA FRF LR as utilized in this resolution refers to Tribal Contribution Savings

Post one (1) vacancy - Oneida Nation Commission on Aging

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## Business Committee Agenda Request

**1. Meeting Date Requested:** 08/24/22

**2. General Information:**

Session:  Open  Executive – must qualify under §107.4-1.  
 Justification: *Choose reason for Executive.*

**3. Supporting Documents:**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws                    | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)      | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input checked="" type="checkbox"/> Correspondence | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice          | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet          | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up    | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i>    |  |   |

**4. Budget Information:**

- |  |  |                                     |
|--|--|-------------------------------------|
| <input type="checkbox"/> Budgeted                  | <input type="checkbox"/> Budgeted – Grant Funded | <input type="checkbox"/> Unbudgeted |
| <input checked="" type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: <i>Describe</i>  |                                     |

**5. Submission:**

Authorized Sponsor: Lisa Liggins, Secretary

Primary Requestor: Shannon Davis, Recording Clerk

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: SDAVIS



## Memorandum

TO: Oneida Business Committee

FROM: Brooke Doxtator, BCC Supervisor

DATE: August 24, 2022

RE: Post one (1) vacancy – Oneida Nation Commission on Aging

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### Background

There is a vacancy on the Oneida Nation Commission on Aging (ONCOA) that needs to be posted. The vacancy is due to there were three (3) positions posted on the ballot for the 2022 Special Election, but there were only two (2) applications received.

### Action requested:

Post one (1) vacancy for the Oneida Nation Commission on Aging.

Consider Quality of Life Committee recommendation of allocating \$150,000 from the Economic...

---

## Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. Session:

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

Requesting the Committee to approve the request for an additional \$150,000 in funds for the Safe Shelter Request

4. Areas potentially impacted or affected by this request:

- |   |   |
|---|---|
| <input type="checkbox"/> Finance                | <input type="checkbox"/> Programs/Services                  |
| <input type="checkbox"/> Law Office             | <input type="checkbox"/> MIS                                |
| <input type="checkbox"/> Gaming/Retail          | <input type="checkbox"/> Boards, Committees, or Commissions |
| <input type="checkbox"/> Other: <i>Describe</i> |   |

5. Additional attendees needed for this request:

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*



**6. Supporting Documents:**

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Bylaws  | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)                                  | <input type="checkbox"/> Law                     | <input type="checkbox"/> Report                 |
| <input type="checkbox"/> Correspondence  | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice                                      | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet                                      | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up                                | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input checked="" type="checkbox"/> Other: QOL Minutes and Safe Shelter Report |  |   |

**7. Budget Information:**

- |   |  |
|---|--|
| <input type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded |
| <input checked="" type="checkbox"/> Unbudgeted          | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> Other: <i>Describe</i>         |  |

**8. Submission:**

Authorized Sponsor: Marie Summers, Councilwoman

Primary Requestor: *Name, Title/Entity*



## Quality of Life Committee

**Regular Meeting**  
**9:00 a.m. Thursday, July 21, 2022**  
**Microsoft Teams or**  
**BC Conference Room, 2<sup>nd</sup> Floor, Norbert Hill Center**

### Agenda

**Present:** Chair Marie Summers, Vice Chair Daniel Guzman King, Tehassi Hill, Brandon Stevens  
**Others Present:** Eric Boulanger, Debra Danforth, Leslie Doxtater, Brooke Doxtator, Kristal Hill, Tina Jorgenson, Mari Kriescher, Kirby Metoxen, RC Metoxen, Michelle Myers, Justin Nishimoto, Melissa Nuthals, Mark W. Powless, Rae Skenandore, Amy Spears, Pearl Webster, Todd Vandenheuvel, Danelle Wilson, Paul Witek;

#### I. CALL TO ORDER AND ROLL CALL

*Meeting called to order by Chair Marie Summers at 9:01 a.m.*

#### II. APPROVAL OF THE AGENDA

Motion by Tehassi Hill to adopt the agenda, seconded by Daniel Guzman King. Motion carried.  
 Ayes: Daniel Guzman King, Tehassi Hill, Brandon Stevens

#### III. APPROVAL OF MEETING MINUTES

**A. Approve the June 30, 2022, regular Quality of Life Committee meeting minutes**  
 Sponsor: Brooke Doxtator

Motion by Tehassi Hill to approve the June 30, 2022, regular Quality of Life Committee meeting minutes with one (1) change [1) un-bold the name in other's present], seconded by Daniel Guzman King. Motion carried.

Ayes: Daniel Guzman King, Tehassi Hill, Brandon Stevens

#### IV. UNFINISHED BUSINESS

**A. Determine next steps regarding Safe Shelter request (verbal)**  
 Sponsor: Rae Skenandore

Motion by Tehassi Hill to submit a recommendation to the Business Committee to consider approving the additional \$150,000 in funds for the Safe Shelter request, seconded by Brandon Stevens. Motion carried.

Ayes: Tehassi Hill, Brandon Stevens

Abstained: Daniel Guzman King



## Memorandum

To: Pearl Webster

From: Marie Summers, QoL Chair 

Date: June 17, 2022

Re: Safe Shelter, Inc.

Shekoli,

The Oneida Nation provided a \$150,000 donation to Safe Shelter, Inc. through resolution # BC-04-27-22-B. As part of that resolution, the following Resolve provided additional direction.

“...the Safe Shelter Inc. shall provide a written report to the Quality of Life Committee identifying the impact of funding received and actions taken to meet future need at the August 2022 Quality of Life meeting.”

You do not have to wait until August to present information to us. Our next meeting dates are June 30th and July 21st. Brooke Doxtator is our contact person for those meetings. Her e-mail address is [bdoxtat1@oneidanation.org](mailto:bdoxtat1@oneidanation.org).

The Quality of Life Committee will be looking to see at least four items or groups of information when the report and request for additional funding is submitted.

1. A report on what the funds were used for and accomplishments.
2. Strategic plan.
3. Financial strategy.
4. Fundraising strategy.

After receiving this information, the Quality of Life Committee will be responsible for accepting the report on the initial donation. If an additional donation is requested, we would be responsible for making a recommendation to the Oneida Business Committee. That recommendation may require a review of the information by the Economic Diversification, Development and

Community Development Fund Review Team. If sufficient information is received to make a recommendation, it is possible these requests could be fast-tracked for review by the Review Team in order to present a resolution to the Oneida Business Committee at the next regular meeting.

Please note, we support the operation of the Safe Shelter and programming. Our request is simply our responsibility to the Nation regarding donations of this size. We look forward to hearing from you.

Yaw^ko,  
Marie Summers  
QoL Chair



# MEMO

To: Quality of Life Committee  
From: Economic Development Diversity and Community Development Team  
Date: July 20, 2022  
Re: Safe Shelter

---

This memo is in response to correspondence dated June 17, 2022, from Marie Summers, Quality of Life Chair. The correspondence was regarding the donation to Safe Shelter, Inc.

## Background

BC Resolution 04-27-22-B is attached and summarized below.

- The EDDCD team reviewed the request for a \$300,000 donation to the Safe Shelter, Inc.
- The team stated that a homeless shelter is an appropriate use for the EDDCD funds.
- The Oneida Business Committee approved the allocation of \$150,000 from the Economic Development, Diversification and Community Development Funds for the purpose of ED 22-001 Donation to Safe Shelter, Inc.
- The \$150,000 donation is not intended to be used for salaries or personnel expenses.
- The Safe Shelter Inc. shall provide a written report to the Quality-of-Life Committee identifying the impact of funding received and actions taken to meet future needs at the August 2022 Quality of Life meeting.

BC Resolution BC Resolution # 06-21-22-A is attached and summarized below.

- The Oneida Business Committee removed the restrictions of personnel related expenses.

June 17, 2022, memo from Marie Summers, Quality of Life Committee Chair to Pear Webster, Safe Shelter is attached and summarized below.

- Safe Shelter Inc does not need to wait until August to meet with the Quality of Life (QoL) Committee.
- The Committee is requesting the following.
  1. A report on what the funds were used for and accomplishments.
  2. Strategic plan
  3. Financial strategy
  4. Fundraising strategy
- Once the information is received, QoL will be responsible for accepting the report on the initial donation. If an additional donation is requested, QoL would be responsible for making a recommendation to the Oneida Business Committee. That recommendation may require a review of the information by the Economic Diversification, Development, and Community Development Fund Review Team.

Attached are the documents submitted to the QoL Committee on June 30<sup>th</sup>, 2022.

### **Findings**

1. Safe Shelter provided a budget of expected revenues and expenses that includes goals for partnerships, fundraising, grants, and donations.
2. A Strategic Plan was presented for 2022-2025.
3. The purpose of the EDDCD Review team is to review requests to determine if the requested use is consistent with the intended use of the fund.

### **In Closing**

The initial recommendation has not changed. The EDDCD Review team maintains that utilizing the Economic Development, Diversification and Community Development Fund to support the operations of a homeless shelter is consistent with the use of the Fund and aligned with the Oneida Business Committee Broad Goals and approved Comprehensive Plan Elements related to housing.

# Oneida Nation

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Phone: (920)869-2214



Oneida, WI 54155

## BC Resolution # 04-27-22-B

### Approval of Use of Economic Development, Diversification and Community Development Funds for a Donation of \$150,000 to the Safe Shelter, Inc.

- WHEREAS,** the Oneida Nation is a federally recognized Indian government and a treaty tribe recognized by the laws of the United States of America; and
- WHEREAS,** the Oneida General Tribal Council is the governing body of the Oneida Nation; and
- WHEREAS,** the Oneida Business Committee has been delegated the authority of Article IV, Section 1, of the Oneida Tribal Constitution by the Oneida General Tribal Council; and
- WHEREAS,** the Economic Development, Diversification and Community Development Fund was created by resolutions # BC-09-28-16-B, BC-07-12-17-A, and BC-01-23-19-D and the procedures for use of the fund set forth in resolution # BC-12-12-18-B, BC-01-23-19- C, and BC-05-26-21-B, *Updating and Clarifying Access to the Economic Development, Diversification and Community Development Fund As Amended*; and
- WHEREAS,** the Safe Shelter, Board of Directors was created in October of 2019 and worked with the Oneida Nation to identify 2155 Hutson Road as a location to serve as a homeless shelter; and
- WHEREAS,** the Oneida Nation identified \$811,000 of IHBG (Indian Housing Block Grant) CARES funding to renovate 2155 Hudson Road for the use as a homeless shelter; and
- WHEREAS,** IHBG (Indian Housing Block Grant) CARES funding could not be used to fund operations for a homeless shelter; and
- WHEREAS,** Wise Women Gathering Place (WWGP) offered to submit an Emergency Solutions Coronavirus Grant (ESG-CV) for \$500,000 for set up and operations of the Safe Shelter for up to one year; and
- WHEREAS,** Safe Shelter opened in November of 2021 and the ESG-CV funding cycle was from April 1, 2021 to April 30, 2022; and
- WHEREAS,** Safe Shelter, Inc. received their 501 (c) (3) status on March 29, 2022, and has begun writing grants under their own status; and
- WHEREAS,** securing additional funding is a long-term endeavor and Safe Shelter, Inc. wishes to remain open to serve the homeless population; and

BC Resolution # 04-27-22-B  
Approval of Use of Economic Development, Diversification and Community Development Funds  
for a Donation of \$150,000 to the Safe Shelter, Inc.  
Page 2 of 2

**WHEREAS,** the Oneida Business Committee has directed the EDDCD team to review, and the EDDCD team subsequently has recommended the use of \$300,000 for a donation to the Safe Shelter, Inc; and

**WHEREAS,** utilizing the Economic Development, Diversification and Community Development Fund to support a homeless shelter is consistent with the use of the Fund and aligned with the Oneida Business Committee Broad Goals and approved Comprehensive Plan<sup>1</sup> Elements related to housing.

**NOW THEREFORE BE IT RESOLVED,** the Oneida Business Committee does approve the allocation of \$150,000 from the Economic Development, Diversification and Community Development Funds for the purpose of *ED 22-001 Donation to Safe Shelter, Inc.* to continue operations of the homeless shelter, identifying Safe Shelter, Inc. as the party responsible for the expenditure of these funds.

**BE IT FUTHER RESOLVED,** the \$150,000 donation is not intended to be used for salaries or personnel expenses.

**BE IT FINALLY RESOLVED,** that the Safe Shelter Inc. shall provide a written report to the Quality of Life Committee identifying the impact of funding received and actions taken to meet future needs at the August 2022 Quality of Life meeting.

#### 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; 5 members were present at a meeting duly called, noticed and held on the 27<sup>th</sup> day of April, 2022; that the forgoing resolution was duly adopted at such meeting by a vote of 3 members for, 1 member against, and 0 members not voting\*; and that said resolution has not been rescinded or amended in any way.

  
\_\_\_\_\_  
Lisa Liggins, Secretary  
Oneida Business Committee

\*According to the By-Laws, Article I, Section 1, the Chair votes "only in the case of a tie."

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<sup>1</sup> Originally approved by the OBC on December 8, 2008. Comprehensive Plan-This plan identifies broad goals and objectives to guide long-range growth, redevelopment, and policy decisions. The Plan will serve as the basis for both daily and long-range decisions that will influence the development of a range of aspects affecting the community, such as physical, social, political, economic, and aesthetic factors.



# Oneida Nation

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Phone: (920)869-2214



Oneida, WI 54155

## BC Resolution # 06-21-22-A

### Amendment to Resolution BC-04-27-22-B Removing Restrictions on Use of the Donation

- WHEREAS,** the Oneida Nation is a federally recognized Indian government and a treaty tribe recognized by the laws of the United States of America; and
- WHEREAS,** the Oneida General Tribal Council is the governing body of the Oneida Nation; and
- WHEREAS,** the Oneida Business Committee has been delegated the authority of Article IV, Section 1, of the Oneida Tribal Constitution by the Oneida General Tribal Council; and
- WHEREAS,** the Oneida Business Committee adopted resolution # BC-04-27-22-B, *Approval of Use of Economic Development, Diversification and Community Development Funds for a Donation of \$150,000 to the Safe Shelter, Inc.* and restricted its use to programming activities; and
- WHEREAS,** the Oneida Business Committee has met with representatives of Safe Shelter, Inc. regarding the limitations on the donation, the financial future, and request for release of the restrictions in order to be able to provide services which include personnel costs; and
- WHEREAS,** the Oneida Business Committee agrees that removing the restrictions is appropriate;

**NOW THEREFORE BE IT RESOLVED,** the Oneida Business Committee amends resolution # BC-04-27-22-B by deleting the second resolve and related restrictions on use of the donated funds.

### 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; 6 members participated in an electronic vote (e-poll) which closed on the 21<sup>th</sup> day of June, 2022; that the forgoing resolution was duly adopted by a vote of 6 members for, 0 members against, and 0 members not voting\*; and that said resolution has not been rescinded or amended in any way. The results of the e-poll will be entered into the record at the next Oneida Business Committee scheduled on July 13, 2022.

  
 Lisa Liggins, Secretary  
 Oneida Business Committee

\*According to the By-Laws, Article I, Section 1, the Chair votes "only in the case of a tie."



Safe Shelter, Inc. is the vision of Pearl Webster, a member of the Oneida Tribe of Indians of Wisconsin. Safe Shelter, a family homeless shelter, opened doors in November 2021 and is a non-profit 501 3 (c).

# STRATEGIC PLAN FOR 2022 -2025

*(Includes: Strategic Plan, Logic Model, Financial Strategy,  
Fundraising Strategy, Budget to January 2025)*

*The goal of a nonprofit is to further its mission, which includes raising enough money  
to continue to operate and be sustainable.*

**VS**

*The goal of a for-profit company is to return dividends to shareholders or profit to owners.*

2155 Hutson Road,  
Green Bay, WI 54304  
920-932-3380

<http://www.safesheltergb.org/>

## FOUNDING PHILOSOPHY

Safe Shelter is founded on Cultural Oneida Values and Oneida cultural concepts that are directly integrated with the resources and services Safe Shelter provides. The Safe Shelter logo features the eagle in a perched position as if guarding her nest. Just below, the six diamonds represent how the nations of the Iroquois Confederacy bind together to create strength and unity. The diamonds are encircled in what Indigenous Peoples refer to as the circle of life. The circle also represents the continuous duty to provide for individuals affected by not having a place to call home.

## VISION

END HOMELESSNESS

## MISSION

Safe Shelter **Tsi? Tehonahtlo"hostu"** (the Oneida name for where they shelter themselves) will provide temporary shelter to homeless families and veterans, while providing resources which supports the dignity and self-worth of all guests in their transitioning to self-sufficiency.

## VALUES

- S** Safety, sensitivity, security, sustainability, and support.
- A** Acceptance, advocacy, accountability, and adapting trauma informed care principles and practices.
- F** Fairness, family-orientation, and feelings of belonging.
- E** Embrace diversity, empathy, and encourage trusting relationships in a trusting environment.

## GOAL

The goal of Safe Shelter is to provide a warm, clean, comfortable place for residents to stay in their time of need. We understand when the residents come to Safe Shelter, they are hungry, cold, scared, traumatized, abused, addicted, penniless, embarrassed, and doing their best to survive with their children. Our staff works with them to help overcome obstacles, trauma, and homelessness. We work fervently to help them find a place to live and a job to help them pay the rent and work with their addictions. We can't do it all at Safe Shelter, however, we can refer residents to the resources that can help. We want all staff to encourage a welcoming environment for residents, children, and others.

## EXECUTIVE SUMMARY

### OVERVIEW

Safe Shelter, Inc. was established in November of 2021, funded by the ESG Grant, assisted by the Oneida Nation and Wise Women Gathering Place with a vision to END HOMELESSNESS. Safe Shelter has thirteen rooms and fifty-eight beds for adults with children and is located on the Oneida Reservation. Safe Shelter offers adults with children a place to sleep, food to eat, and a safe place to live while providing nutritious meals, beds, clothing, support services, counseling, assistance finding jobs, referrals for services, and assisting families transition toward finding their "safe shelter" and "building a strong family".

### PROBLEM TO SOLVE

Homeless is increasing according to HUD. Brown County reported that in April 2020 there were 612 experiencing homelessness and in March 2021 the number grew to 1,177 with 41% being children and youth under 18 years old. 16% of homeless were American Indian/Alaskan Native and 33% of the homeless were Blacks. It appears that Natives and Blacks are experiencing homelessness at a rate of 15.7 times other populations.

### OUR SOLUTION

Safe Shelter provides counseling, advocacy, and supportive services to adults in the shelter to help them learn and grow so they are employable and able to find homes to live in. The obstacle to overcome is lack of education, felonies or evictions on their record. With hard work, resources, and dedication we can overcome those obstacles and since opening the doors, we have placed 15 families in homes.

### TARGET MARKET

The target market for is residents who live in Wisconsin for one year, then Oneidas, other Natives, and Brown County residents. Safe Shelter has 13 rooms and can accommodate families based on availability and need.

### COMPETITION

Other shelters are not competition. Safe Shelter and other shelters work with homeless people, provide resources, work tirelessly to END HOMELESSNESS in this area. Other shelters are not competition but are partners.

### GROWTH CHANNEL

We will be working aggressively on a campaign to raise an awareness and funds to END HOMELESSNESS. This will include a social media campaign and news stories sharing the plight and successes of homeless people.

### MARKETING

We will work on an active Facebook page, Twitter account and Instagram account to solicit donations, participate in events, and share the plight of homelessness and financial need to END HOMELESSNESS.

### TARGETS OR MILESTONES

To raise funds through grants and fundraising allowing Safe Shelter to operate into the future and continue realizing the vision to END HOMELESSNESS.

Work with staff and volunteers to ensure they are trained in their jobs and know how to apply "trauma informed care" with each person residing in Safe Shelter.

To provide on-site or offsite programming for children, teens, adult women, and adult males that will help them become strong and successful adults.

### REVENUE

Safe Shelter began operations under the ESG Grant with Wise Women Gathering Place as the fiscal agent. That grant expired June 30, 2022 and Safe Shelter received emergency funding from the Oneida Tribe of Wisconsin to keep the doors open, pay personnel, and support services. Safe Shelter is a 501 (c)(3) agency – with a non-profit status.

### EXPENSES

Safe Shelter staff consists of twelve employees - two positions unfilled which come to approximately \$330,000 per year. The operational expenses and supportive services amount to about \$126,680 per year. The total needed to operate one year would be \$456,680 and after one year, Safe Shelter will have grants to cover the subsequent years.

### DESIRED TEAM MEMBERS:

- \*Member of Oneida Business Committee on Board
- \*Board Members with non-profit experience
- \*Experienced Case Manager/Social Worker/Advocates
- \*Child Advocate      \*Activities/Resource Person

### DESIRED PARTNERS TO:

- \*Assist with marketing and IT;
- \*Assist with planning fundraisers to operate the shelter ;
- \*Be creative redeveloping Safe Shelter;
- \*Interact and train residents and their children.

*Pearl Webster, Founder and Executive Director of Safe Shelter  
received publicity from NBC 26, WBAY, WFRV, Press Gazette, and named "Remarkable Women of NE Wisconsin"  
for opening the Shelter and realizing her dream for a homeless shelter on the reservation.*

## MARKETING

At Safe Shelter we believe the issue of homelessness is a solvable issue and with the help of governments, foundations, philanthropic entities, and individuals we can acquire the funds necessary to find a solution to the barriers that caused residents and their children to be homeless. Being a non-profit, Safe Shelter relies on partners and donors to keep the doors of Safe Shelter open so families without a home can find safe shelter.

The Oneida Tribe of Indians has generously provided funds to help keep our doors open BUT this isn't enough, so Safe Shelter will work to raise funds to operate and keep over 60 adults, children, and veterans in a place where they can sleep and live in a safe place, until they find their own home. We plan to reach out to the Oneida Tribe of Indians, other tribes, government grants, foundations, philanthropic entities, and individuals to raise funds through direct donations or grants.

Safe Shelter is applying for grants that target homelessness, housing, families in need, employment, developing the skills of residents, rehabilitation, and helping single male veterans.

## OUTCOMES, GOALS AND KEY PERFORMANCE INDICATORS

Homelessness is a problem that exists in our community and a nationwide epidemic. There are many reasons for the increase in homelessness and these are the issues Safe Shelter wants to address. It appears that Natives and Blacks are experiencing homelessness at a rate of 15.7 times other populations. An Oneida woman, Pearl Webster, is the founder and visionary for Safe Shelter. She is fulfilling a desire to help the homeless and use her knowledge and understanding of "people of color" to work with these populations to help them stabilize and find a home.

### LOGIC MODEL OUTCOMES

INPUTS What we invest.	OUTPUT or ACTIVITIES What We Do	PARTICIPATION Who
<b>Staff:</b>	We have <u>Safety Staff</u> who monitor the building 24 hours per day, 7 days per week. A potential resident will be come to Safe Shelter by referral from other homeless shelters or coming to the building. They will meet with an <u>Intake Worker/Advocate</u> who will gather information, conduct a drug screening and be shown a room, based on availability of room. Once here they will meet with a <u>Case Manager/Advocate</u> who will help them overcome obstacles to having a home. Residents will attend classes, apply for jobs, and work to remove barriers. Continental breakfast is available, daily. Lunch is "on their own" or donated meals. The <u>Cook</u> will make a meal for the residents for dinner. We have a <u>Support/Float and a variety of volunteers</u> who will provide classes, seminars, and training to help residents. The <u>Executive Director</u> and <u>Administrative Coordinator</u> will handle the administrative functions, operations, personnel, and assist in fundraising and grant writing.	5 Safety Staff 2.5 Intake Worker/ Advocate 1 Case Manager/ Advocate 1 Cook 1 Executive Director 1 Administrative Coordinator 1 Support/Float
<b>Time:</b>	Safe Shelter is operated 7 days per week/24 hours per day	Staff
<b>Facilities:</b>	The building is 1,207 square feet and there are 13 rooms with 1, 2, 3, or 4 bunk beds. We are receiving support services from the Oneida Tribe.	Oneida Tribal Departments
<b>Materials:</b>	We accept donations of money, food, clothing, services, paper products, cleaning products, or anything that can be used by a family shelter.	*Individuals *Restaurants *Bakeries *Stores

<b>Money:</b>	We pay twelve staff and operational expenses.	*Financial donations are handled by the Executive Director. *Other donations are handled by staff and volunteers.
<b>Equipment:</b>	The equipment used by Safe Shelter is typical office equipment, security monitors, and kitchen equipment.	Staff

<b>Learning</b> Changes in Awareness, Knowledge, Attitudes, Motivations, Opinions, Behavioral Intent, Skills, Aspirations <b>January 2023 - Short Term Outcomes</b>	<b>Action</b> Changes in Behavior, Decision- Making, Policies, Social Action <b>June 2023 - Medium Term Outcomes</b>
Write grants to use for operating expenses and plan the fundraising events and solicit funds from the Oneida Nation Business Committee for operating expenses.	Work with Veteran’s and veterans officers to solicit funding, help remove the barriers to employment, and homelessness.
Educate the government and community on the need to address homelessness on or near the reservation. Our families are impacted.	Begin fundraising events, write grants, begin a social media campaign to raise funds.
Educate Safe Shelter Staff and Residents on new policies, procedures, and operations while practicing “trauma informed care” practices.	Conduct numerous adult sessions to help residents on their journey toward self-sufficiency and sessions for youth to help them through this difficult time in their life.
Write information articles to publish on social media sites and local papers to create an awareness of the plight of homeless and how YOU can help. ( <i>Donations</i> )	Continually revise policies to accommodate new staff and new residents.
Join homeless and local business associations and become active in that community to create an awareness of homelessness and solicit donations.	Partner with homeless and local business associations to become known in the community and work with them to help reduce homelessness.

<b>Conditions:</b> Changes in Social (Well-being), Economic, Civic, or Environmental <b>Ongoing and January 2024 - Long Term Outcomes</b>
Former Residents will be employed and enjoy living in their own places based on services, knowledge, or skills acquired from Safe Shelter and who participated in their plan.
Safe Shelter will be a part of the homeless shelter associations and active in the local communities.
Safe Shelter will be sustainable. We will operate with funds raised by Safe Shelter Staff, Board, Executive Director, and Volunteers.

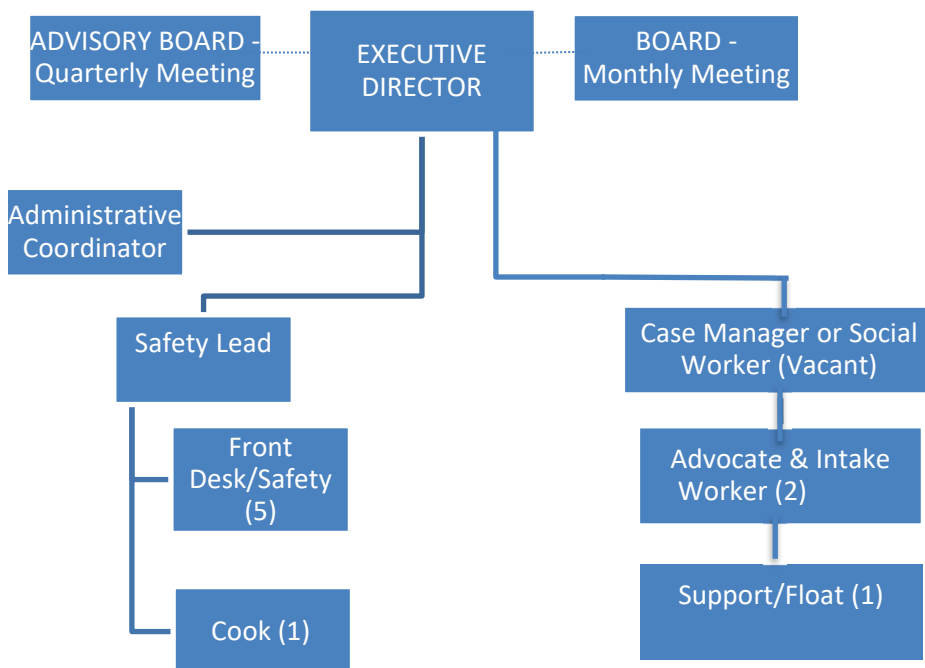
<b>ASSUMPTIONS</b>	<b>EXTERNAL FACTORS</b>
*We believe we will receive grant funding to operate Safe Shelter. *Safe Shelter Advocates and Case Managers will be assertive with implementation of each Resident’s case plan to help them overcome their barriers. *We believe we will be good partners with the Oneida Tribe and other agencies in the community.	*Safe Shelter will be mindful of the economics of the Oneida Tribe and the national economy. *It is necessary for Safe Shelter to raise funds and receive grants amounting to at least \$450,000 annually to keep the doors open.

<b>EVALUATION</b>
The success of Safe Shelter will be measured by the number of people sleeping in the shelter (residents) who ended up finding their own home, found the means to pay rent, and by the amount of funding/donations received.

**GOALS**

	Goal #1	Goal #2	Goal #3
<b>Specific</b>	Raise funds in the amount	Safe Shelter Advocates will communicate with their assigned 6 or 7 resident rooms weekly	Management and designated staff of Safe Shelter will utilize
<b>Measurable</b>	of \$450,000 annually	and submit documentation showing a minimum of 4 hours per week and activities conducted.	8 hours of time per month to learning how to improve operations of Safe Shelter.
<b>Attainable</b>	through fundraising, grants and donations.	Staff will help residents offering referrals, planning and making contacts with and for residents.	They will learn through videos, books, Ted Talks, You Tube, seminars, and other homeless shelters.
<b>Realistic</b>	We will submit grants for ten funding opportunities that are appropriate for Safe Shelter	To stay at Safe Shelter residents will be required to work with the Advocate and Case Manager on their plan.	They will budget their time to ensure the care of Residents is a priority and will manage their time for learning.
<b>Timely</b>	by June 30, 2023.	Reports on time with Residents will be entered into the system and reviewed weekly by the Executive Director for compliance.	They will submit to the Safe Shelter Board each month how they filled the 8 hours that month.
	<b>RE: Funding</b>	<b>RE: Ending Homelessness for Residents</b>	<b>RE: Management Staff Learning</b>

### SAFE SHELTER ORGANIZATIONAL CHART



Safe Shelter was operating under the ESG Grant, with Wise Women Gathering Place as the Fiscal Agent until June 30, 2022. On July 1, 2022 Safe Shelter will no longer have Wise Women Gathering Place as the Fiscal Agent and will be 100% responsible for raising funds to operate, complete administrative duties (including managing personnel), operating the homeless shelter, and interviewing staff for the independent Safe Shelter.

Starting over with a limited budget, limited staff, and the opportunity to improve the operations of Safe Shelter it may be necessary for staff to work in other positions to ensure Safe Shelter is fully staffed. It will be necessary for staff to work at least one weekend per month, fill vacancies, and to assist with general housekeeping.

The Executive Director will be responsible for the operation of Safe Shelter. The Executive Director will be responsible to raise funds to operate Safe Shelter by writing grants or submitting letters to philanthropic organizations. They will be responsible to manage the budget, use Quick Books, supervise Shelter Leads, Administrative Coordinator, Case Manager, and volunteers. The Executive Director will ensure policies are up to date, manage conflicts among staff or residents, and communicate with Staff and Residents on a regular basis. The Executive Director will have the sole authority to approve of a Resident's exit from the Safe Shelter for violations of Safe Shelter's policies.

Safe Shelter has a vacancy for the position of Administrative Coordinator. This position will report to the Executive Director. The duties will consist of administrative duties, managing the email, working on social media pages, research, collecting reports from staff, helping with grant writing/fundraising/events, general housekeeping, taking minutes, filing, writing purchase orders and getting approvals from the Executive Director, work on Quick Books, and will assist with duties assigned by the Executive Director.

Over time it was realized that Safe Shelter needs a qualified, experienced Case Manager or Social Worker. This position is vacant and will report to the Executive Director. They will be responsible for monitoring and assigning residents to the Advocate or Intake Workers. They will ensure proper reporting is complete and that Advocates are working with residents on their individual plans.

Safe Shelter will have two Advocates or Intake Workers. Safe Shelter requires one Advocate or Intake Worker seven days per week to cover the time frame from 9:00 a.m. to 8:00 p.m. in shifts of 9:00 a.m. to 5:00 p.m. and 12:00 p.m. to 8:00 p.m. The Advocate or Intake Workers will be on a staggered shift and will each have a case load of a minimum of 6 families. They are responsible to conduct an intake on a potential resident, answer questions, conduct a thorough interview/orientation, perform a drug screening on possible residents, and ensure residents are worked with a minimum of four hours per week and activities must be documented and the outcome of their effort. When filled, the Case Manager or Social Worker will be the lead for the Advocates.

The Safety Lead will be responsible to ensure all Front Desk/Safety Personnel know their jobs and will be responsible to find coverage for a shift, in the case of an absence. All Safety Staff will be responsible for monitoring the cameras/grounds/shelter, ensuring residents are checked each time they enter the building for contraband, general housekeeping, record keeping on resident attendance, ending conflict among residents, and monitoring residents in the day room to ensure they are following rules and completing their chores. The Safety Monitors will do general cleaning of the shelter, check restrooms for supplies, paperwork, and ensuring residents complete their chores. The Cook will report to the Security Lead for administrative purposes only.

The Cook will provide home cooked meals five nights per week and will ensure there is food available for continental breakfasts. It will be the responsibility of the Cook to order and/or purchase food.

The Support Person/Float will work all shifts, fill in vacancies, help in kitchen, work with youth, conduct intakes, help children with homework, and assist with other duties needed in the Shelter. This is an entry level position, and the person will be introduced to all positions in the Shelter and will be eligible for promotion into a vacant position, if they show a demonstrated ability to perform that job.



## SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>1s. Although Safe Shelter is “new”, it has been in operation seven months and learned what NOT to do.</p> <p>2s. Safe Shelter is being developed with the vision, passion and dedication of it’s founder.</p> <p>3s. Safe Shelter have staff who care about the vision and mission of Safe Shelter.</p> <p>4s. Safe Shelter has a cooperative relationship with the Oneida Tribe of Indians of Wisconsin.</p> <p>5s. Safe Shelter has volunteers who want this to succeed and are willing to write grants and conduct fundraising activities.</p> <p>6s. Safe Shelter is equipped to operate without any major expenditures required.</p>	<p>1w. Safe Shelter personnel policies and operational policies for employees and residents need to be revised.</p> <p>2w. Safe Shelter is may not be eligible for some grants because they are new and have not operated for a year.</p> <p>3w. Safe Shelter is underfunded and can not operate for one year unless they receive funds from the Oneida Tribe.</p> <p>4w. Some of the current staff of Safe Shelter need to be trained to operate under new policies.</p> <p>5w. Safe Shelter has major vacant positions such as Case Manager and Assistant/Coordinator.</p> <p>6w. Safe Shelter must rely on donations from the community to feed the residents.</p>
OPPORTUNITIES	THREATS
<p>1o. There are ARPA funds available in the country and state that Safe Shelter will be eligible for.</p> <p>2o. Safe Shelter has volunteers willing to assist.</p> <p>3o. Safe Shelter can open the shelter to Veterans and they will be eligible to apply for Veterans grants.</p> <p>4o. There are opportunities to assist the families in the shelter.</p> <p>5o. Safe Shelter can begin a social media campaign to create an awareness of homelessness to solicit on-line donations.</p> <p>6o. There is an opportunity for Safe Shelter to re-create itself and fulfill the vision of the founder.</p>	<p>1t. Safe Shelter doesn’t receive adequate funds from the Oneida Tribe.</p> <p>2t. Safe Shelter will be denied eligibility for some grants because they are not one year old.</p> <p>3t. Safe Shelter may lose staff because they can’t provide medical insurance.</p> <p>4t. The cost of food will rise and it will be difficult to feed the residents.</p> <p>5t. Landlords will raise rents and will not rent to people with criminal backgrounds.</p> <p>6t. Safe Shelter may have to close it’s doors without funding.</p>

## RISK ANALYSIS

1. Since Safe Shelter is a family homeless shelter, it is possible for residents to bring in lice, bedbugs, or COVID into the building.  
RESOLUTION: When residents move into the shelter, their clothes and bedding will washed in hot water. If it is noticed that a resident may have lice or bedbugs, the family will be discretely checked. That family will be quarantined to their room until the infestation is cleaned.
2. A resident of Safe Shelter harms another resident of Safe Shelter.  
RESOLUTION: If a resident contracts COVID they will be quarantined and will have to stay in their room until they receive two negative tests. All residents will be required to wear masks outside their rooms, except when they are eating.
3. Children play in the parking lot and there is a danger they be hit by a car, entering the Shelter.  
RESOLUTION: The back end of the parking lot will be roped off and children must stay in that area and parents will be required to watch their children when playing in the parking lot.
4. OVERALL RESOLUTION: Safe Shelter Security will carefully observe the monitors to ensure policies are being followed in all areas of the Shelter and will react promptly to any non-compliance actions.

## FINANCIAL PROJECTIONS AND BUDGET IN SIX MONTH INCREMENTS

	6-22 to 1-23	1-23 to 6-23	6-23 to 1-24	1-24 to 6-24	6-24 to 1-25
Building - Cleaning Supplies	1,000	1,000	1,000	1,000	1,000
Building - Furniture/Equipment	1,000	1,000	1,000	1,000	1,000
Building - Housekeeping Supplies	1,000	1,000	1,000	1,000	1,000
Building - Janitorial Services – Waste Removal	1,000	1,000	1,000	1,000	1,000
Building Repairs – inside Shelter	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>
Building Expenses	2,000	2,000	2,000	2,000	2,000
Insurance - Prop/Liab	9,000	9,000	9,000	9,000	9,000
Insurance- Board	1,000	1,000	1,000	1,000	1,000
Insurance – Workers Comp	3,000	3,000	3,000	3,000	3,000
Kitchen – Equipment	2,000	2,000	2,000	2,000	2,000
Kitchen - Food Purchases	2,000	2,000	2,000	2,000	2,000
Office - IT – Software and Licenses	3,000	3,000	3,000	3,000	3,000
Office - Office Supplies	1,000	1,000	1,000	1,000	1,000
Office - Postage	300	300	300	300	300
Office - Printing	3,000	2,000	3,000	2,000	3,000
Operations - Emergency Fund	1,000	1,000	1,000	1,000	1,000
Operations- Fundraising – Event/Consultant	1,500	1,500	1,500	1,500	1,500
Resident - Bus Tickets	500	500	500	500	500
Resident - Emergency Hotel	1,000	1,000	1,000	1,000	1,000
Resident Curriculum	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>
Resident – Job Training	1,000	1,000	1,000	1,000	1,000
Resident Expenses	1,000	1,000	1,000	1,000	1,000
Resident -Gas Cards	1,000	1,000	1,000	1,000	1,000
Staff - Consultants – Contracts	3,000	3,000	3,000	3,000	3,000
Staff - Subscriptions -Meeting Expense	2,000	2,000	2,000	2,000	2,000
Staff – Employee Incentive	2,000	2,000	2,000	2,000	2,000
Staff - Travel/Mileage	1,000	1,000	1,000	1,000	1,000
Staff -Wages & Taxes	165,000	165,000	165,000	165,000	165,000
Staff - Overtime	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>	<del>1,000</del>
Staff & Board Development	500	500	500	500	500
Utilities – Building	15,000	15,000	15,000	15,000	15,000
Utilities - Telephone/ Internet	3,000	3,000	3,000	3,000	3,000
<b>Beginning Balance</b>	<b>\$167,000</b>				
<b>TOTAL</b>	<b>228,880</b>	<b>227,800</b>	<b>228,000</b>	<b>227,800</b>	<b>228,800</b>
<b>*Will have funds to operate until October 30, 2022. Shortage (\$61,880) needed to operate until January 2023.</b>					
<b>REVENUE PROJECTIONS</b>	Funds to Jan. 2023	Funds to June 2023	Funds to Jan. 2024	Funds to June 2024	Funds to Jan. 2025
Donation from Oneida Tribe of Wisconsin BC Resolution #BC-04-27-22-B for 150,000					
Request full donation or low interest loan from Oneida Tribe of Wisconsin or (Community Development – ARPA Funds) – June 2022 Request	\$300 to be used to June 2023. After that Safe Shelter will submit for grants to operate annually.				
Grant from Veteran’s Administration	\$150,000 to prevent single male veterans from being homeless. Will apply to Veteran’s Administration in 2022.				
Application to Goodwill NWC for funds to cover shortage of \$61,880	\$161,880 application to Goodwill NWC.				

U.S. Venture/Schmidt Family Foundation (USV/SFF) to help the disadvantaged, improve the quality of people's lives, and strengthen our communities.	\$300,000 Grant Application to U.S. Venture/Schmidt Family Foundation (USV/SFF) which is due July 15, 2022.
Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness – HUD	\$60,000 due October 22, 2022
Will continue to research funding opportunities whether it is a grant, low interest loan, etc.	

## BUDGET NARRATIVE FOR AN ANNUAL BUDGET

Building - Cleaning Supplies	2,000	The building expenses will be for basic cleaning supplies, replacement of broken furniture, waste removal, rugs, and other building expenses. Building repairs was taken out of the budget to save money. If it is needed, we will use funds from another line item.
Building - Furniture/Equipment	2,000	
Building - Housekeeping Supplies	2,000	
Building - Janitorial Services – Waste Removal	2,000	
Building Repairs – inside Shelter	<del>2,000</del>	
Building Expenses	4,000	
Insurance - Prop/Liab	18,000	These are the insurance estimates to cover liability, board and worker's compensation insurance.
Insurance- Board	2,000	
Insurance – Workers Comp	6,000	
Kitchen – Equipment	4,000	The kitchen has the equipment it needs, however, there may be a need to replace something. We will count on having donations for food and there will be a need to purchase spices, butter, flour, fruit, or other food items to prepare meals.
Kitchen - Food Purchases	4,000	
Office - IT – Software and Licenses	6,000	The basic office expenses will include software licenses, printers, basic office supplies, postage, and printing promotional materials to raise awareness of homelessness during fundraising campaigns.
Office - Office Supplies	2,000	
Office - Postage	600	
Office - Printing	6,000	
Operations - Emergency Fund	2,000	The emergency fund is for contingencies in the shelter or for needs of the residents. We don't have staff who is familiar with fundraising and will need to pay for a consultant or training to conduct fundraising events.
Operations- Fundraising – Event/Consultant	3,000	
Resident - Bus Tickets	1,000	These are the funds that are to be used to help residents find and apply for jobs, learn skills, transportation, and a hotel for emergency shelter if a resident must be exited for a serious violation of policies.
Resident - Emergency Hotel	1,000	
Resident Curriculum	<del>2,000</del>	
Resident – Job Training	2,000	
Resident Expenses	2,000	
Resident -Gas Cards	2,000	
Staff – Employment or Consultant Contracts	6,000	
Staff - Subscriptions -Meeting Expense	4,000	
Staff – Employee Incentive	4,000	
Staff - Travel/Mileage	2,000	
Staff -Wages & Taxes	330,000	
Staff - Overtime	<del>2,000</del>	
Staff & Board Development	1,000	
Utilities – Building	30,000	These funds are to cover the water, heat, electricity, internet, and telephone expenses.
Utilities - Telephone/ Internet	6,000	
<b>ANNUAL TOTAL</b>	<b>456,680</b>	

Accept the Bay Bancorporation Inc. FY-2022 3rd quarter report

### Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. Session:

Open  Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

*Enter the requested motion related to this item.*

4. Areas potentially impacted or affected by this request:

- Finance  Programs/Services
- Law Office  MIS
- Gaming/Retail  Boards, Committees, or Commissions
- Other: *Describe*

5. Additional attendees needed for this request:

*Name. Title/Entity OR Choose from List*

*Name. Title/Entity OR Choose from List*

*Name. Title/Entity OR Choose from List*

*Name. Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input checked="" type="checkbox"/> Report      |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

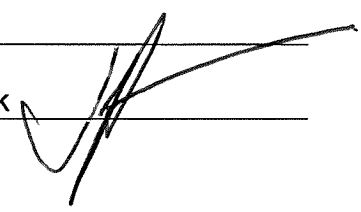
**7. Budget Information:**

- |   |  |
|---|--|
| <input type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded   |
| <input type="checkbox"/> Unbudgeted                     | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Other: <i>Describe</i>         |  |

**8. Submission:**

Authorized Sponsor: David P. Jordan, Councilman

Primary Requestor: Jeff Bowman, President, Bay Bank



**Bay Bank**

**QUARTERLY REPORT**

Quarter ended June 30, 2022

A. **BAY BANK**

Submitted by: Jeff Bowman, Board Member  
Directors: Fern Orié, Bob Jossie, Jeff Bowman,  
Todd Van Den Heuvel, Elaine Skenandore-Cornelius

Oneida Business Committee Contact: David Jordan

B. **MINUTES**

None Submitted

**ACTION TAKEN**

No Tribal Policy changes.

D. **FINANCIAL**

Note that various financial reports

December 31, 2022 is Bay Bank's fiscal year end.

E. **SPECIAL EVENTS AND TRAVEL**

None

F. **PERSONAL COMMENTS**

Bay Bank account numbers as of June 30, 2022:

1,746	Checking Accounts
508	Business Checking Accounts
161	Money Market Accounts

1,688	Savings Accounts
292	Certificates of Deposit
95	Commercial Real Estate Loans
1,109	Residential Real Estate Loans
248	Business Loans
714	Consumer Loans
38	Oneida Small Business 2000 Loan Program Loans

The Oneida Small Business Loan Program 2000 that is administered by Bay Bank started on May 1, 2002. As of this date over \$ 15.7 million in new loans have been made to over 149 new or growing Oneida tribal member owned businesses.

The Section 184 mortgage loans serviced under FHLB MPF program totaled \$89.4 million on June 30, 2022. There are 718 loans in the program currently.

#### G. GOALS AND OBJECTIVES

##### 2022 GOALS:

GOAL A: Bay Bank will strive to attain a minimum 0.70% Return on Assets for the year ending December 31, 2022. Return on Assets (ROA) is a common measurement of a bank's profitability. This ratio informs you how well the bank is managing and investing the bank's assets.

2022 ROA Goal	2022 YTD ROA Actual	2021 Peer Group Average
0.70 %	0.50%	0.76%

GOAL B: Bay Bank will strive to attain a minimum 7.00 % Return on Equity for the year ending December 31, 2022. Return on Equity (ROE) is the measurement of how well the bank is performing for its stockholder.

2022 ROE Goal	2022 YTD ROE Actual	2021 Peer Group Average
7.00 %	5.82 %	8.00 %

Bay Bank had budgeted total loans for the quarter ended June 30, 2022, in the amount of \$ 75.7 million. Total loans on June 30, 2022, were \$ 75.7 million, a decrease of \$ 1.5 million from budget. Loans decreased \$ 4.9 million over the 12-month period ended June 30, 2022.

Bay Bank had budgeted total deposits for the quarter ended June 30, 2022, in the amount of \$ 180.3 million. Total deposits on June 30, 2022, were \$ 177.4 million, a decrease of \$ 2.9 million over budget. Deposits decreased \$ 5.7 million for the past twelve months, the result of increase in transaction accounts, savings deposits, and time deposits.

H. MEETINGS

Monthly meeting on the fourth Thursday of each month. Well attended.



Accept the Oneida Airport Hotel Corporation FY-2022 3rd quarter report

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### Business Committee Agenda Request

1. Meeting Date Requested: 08/23/22

2. Session:

- Open     Executive – must qualify under §107.4-1.  
Justification: *Choose or type justification.*

3. Requested Motion:

- Accept as information; OR  
Motion to accept the FY22 3rd Quarter Report

4. Areas potentially impacted or affected by this request:

- |   |  |
|---|--|
| <input type="checkbox"/> Finance                | <input type="checkbox"/> Programs/Services                             |
| <input type="checkbox"/> Law Office             | <input type="checkbox"/> MIS   |
| <input type="checkbox"/> Gaming/Retail          | <input checked="" type="checkbox"/> Boards, Committees, or Commissions |
| <input type="checkbox"/> Other: <i>Describe</i> |  |

5. Additional attendees needed for this request:

- Name, Title/Entity OR Choose from List*  
*Name, Title/Entity OR Choose from List*  
*Name, Title/Entity OR Choose from List*  
*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input checked="" type="checkbox"/> Report      |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

**7. Budget Information:**

- |   |  |
|---|--|
| <input type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded |
| <input type="checkbox"/> Unbudgeted                     | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> Other: <i>Describe</i>         |  |

**8. Submission:**

Authorized Sponsor: Name, Title/Entity OR Choose from List

Primary Requestor: Kathy Hughes, Board Chairwoman, OAHC

Oneida Airport Hotel Corporation  
Radisson Hotel & Conference Center  
Quarterly Report  
For the quarter ended: June 30, 2022

### **Narrative Section**

#### Business practice, market overview, place within market:

- Q3 STR Occupancy for the quarter is at 52.8%; ADR \$109.1; RevPAR \$57.64. To the comp set we are up in Occupancy and RevPAR; slightly down in ADR.
- Q3 saw a few cancellations for social events due to Covid. Occupancy increasing for April, May and June due to increase in conferences and citywide bowling tournament.
- Sales team currently at Director Sales, 2 Sales Manager's, Corporate Revenue Manager, 2 Catering Manager's, Sales Admin and Catering Coordinator

#### Competitive analysis:

- Green Bay area hotels currently fighting for same pieces of transient business and putting offers and deals/packages out to gain occupancy.
- Corporate guests just starting to travel a little, not as much as prior due to state restrictions/travel restrictions etc. Also, government restrictions still in place for those who travel for government.

#### Strategies for improved value:

- Developed packaging & incentive bookings for Corporate/Association Meetings, Tour & Travel, Wedding, Travel Agents and Transient markets to gain short term bookings for need months.
- Working with Radisson Corporate in all Sales markets to gain leverage and recognition, as well as utilizing their Meeting Planner incentive programs and transient booking promotions.
- Working with Aimbridge Regional properties to gain leverage and recognition.
- Working closely with Discover Green Bay (formerly CVB) in all Sales markets to keep top of mind and participate in all sales initiatives.
- Working with Wingate to gain occupancy and meetings with Sales teams efforts
- Ensuring all Safety Protocols being enforced in meeting and catering groups booked.

#### Material changes or developments in market/business:

- Red Lion in Appleton announced soon to be a Hilton, due to change over officially in June 2022 – in our STR comp set.
- Holiday Inn Appleton now a DoubleTree by Marriott – in our STR comp set.

#### Market growth:

- Legacy Hotel due to break ground 2022 – 79 room property
- Cobblestone in DePere broke ground & due to open in 2022 – 60 room property
- My Place – completed, opened November 2021 – 64 room property
- Hampton Inn property to be built near SpringHill Suites in 2022– 89 room property

Pending legal action:

- Nothing at this time

**Financial Report****Disclosure Report**

- Oneida Airport Hotel Board of Directors include:
  - Kathy Hughes – member since 2017 – Term expires: 1/31/2027
  - Patricia Lassila – member since 2017 – Term expires: 1/31/2026
  - Kateri Wheelock – member since 2018 – Term expires 1/31/2025
  - Vern Doxtator – member since 2021 – Term expires 1/31/2023
  - Susan House – member since 2021 – Term expires 1/31/2027
- Corporation Key Management:
  - Jeanne Calhoun – OAHC Executive Assistant – 17 years of service. No contract
  - Steve Ninham – Radisson General Manager – 9 years. Aimbridge Agreement
  - Kim Lindner – Radisson Controller – 9 years. Aimbridge Agreement
  - Mary Shaw – Radisson Director of Sales – 11 years of service. No contract.
  - Ryan Beebe – Radisson Food & Beverage Director – 1 year of service Aimbridge Agreement
  - Patti McLester – HR Manager – 36 years of service. No contract

Oneida Airport Hotel Corporation  
Three Clans Airport, LLC  
Quarterly Report  
For the quarter ended: June 30, 2022

Narrative Section:

- Q3 STR Occupancy for the quarter is at 68.8%; ADR \$83.54; RevPAR \$57.49. To the comp set we are up in Occupancy and RevPAR; slightly down in ADR.
- Green Bay hotels continue to be in competition for the same piece of business.

Competitive analysis:

- Corporate guest are traveling more than last quarter.
- Government restrictions are still in place for those who travel due to Covid cases on the rise.
- Green Bay area hotels are still fighting for the same pieces of transient business but not as much as last quarter.
- Leisure and group have seen the biggest increase.

Strategies for improved value:

- The Wingate's strategy is to continually grow rate. Discounted rates will still be offered for slower dates but not as much as they have been in the past.
- The Wingate continues to use all 3<sup>rd</sup> party booking channels to increase bookings on low demand dates but is not using opaque rates as often.
- The Wingate is also focusing on growing its small meeting business.
- We continue to focus our attention on customer service to ensure the best possible service for all our guest.
- Ensuring all safety protocols are being enforced throughout the hotel.
- Wyndham now allows us to run our own mobile deals, flash sales and member deals to help increase occupancy.
- The Wingate continues to reach out to existing and new companies.
- The Wingate has a new Aimbridge Revenue Manager.

Material changes or developments in market/business:

- Microtel Hotel closed in Ashwaubenon. This hotel was in our competitive set.

Market growth:

- Legacy hotel to tentatively open 2022. This is 5 story luxury hotel with 79 suite rooms. Will be located at 1004 Brett Favre Way GB.
- Cobblestone Hotel & Suites De Pere WI 60 rooms. This hotel will include a restaurant called Wissota Chophouse.
- Hampton Inn Ashwaubenon WI 89 rooms. This hotel will include a pool, fitness center, meeting room and lobby/breakfast area.

Pending legal action:

- Nothing at the moment

**Financial Report****Disclosure Report**

- Three Clans Airport, LLC / Oneida Airport Hotel Board of Directors include:
  - Kathy Hughes – member since 2017 – Term expires: 1/31/2027
  - Patricia Lassila – member since 2017 – Term expires: 1/31/2026
  - Kateri Wheelock – member since 2018 – Term expires 1/31/2025
  - Vern Doxtator – member since 2021 – Term expires 1/31/2023
  - Susan House – member since 2021 – Term expires 1/31/2027
- Corporation Key Management:
  - Jeanne Calhoun – OAHC Executive Assistant – 17 years of service. No contract
  - Lisa Tillman – Wingate General Manager – 2 years of service. Aimbridge Agreement.

Accept the Oneida ESC Group, LLC FY-2022 3rd quarter report

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### Business Committee Agenda Request

1. Meeting Date Requested: 08/24/22

2. Session:

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

*Enter the requested motion related to this item.*

4. Areas potentially impacted or affected by this request:

- |   |   |
|---|---|
| <input type="checkbox"/> Finance                | <input type="checkbox"/> Programs/Services                  |
| <input type="checkbox"/> Law Office             | <input type="checkbox"/> MIS                                |
| <input type="checkbox"/> Gaming/Retail          | <input type="checkbox"/> Boards, Committees, or Commissions |
| <input type="checkbox"/> Other: <i>Describe</i> |   |

5. Additional attendees needed for this request:

- Name, Title/Entity OR Choose from List*
- Name, Title/Entity OR Choose from List*
- Name, Title/Entity OR Choose from List*
- Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input checked="" type="checkbox"/> Report      |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

**7. Budget Information:**

- |   |  |
|---|--|
| <input type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded |
| <input type="checkbox"/> Unbudgeted                     | <input type="checkbox"/> Not Applicable          |
| <input type="checkbox"/> Other: <i>Describe</i>         |  |

**8. Submission:**

Authorized Sponsor: John Breuninger, Chair/ Oneida ESC Group Board of Managers

Primary Requestor: Jeff House, President/OESC





# **Oneida ESC Group, LLC**

**3rd Quarter Report – FY22**

**August 24, 2022**

**OESC Board of Managers:**

**John L. Breuninger, Chairman**

**Jacquelyn Zalim**

**Leslie Wheelock**

Oneida ESC Group, LLC (OESC), was formed in 2012 as a holding company to house subsidiaries to do business with the federal government. OESC has six subsidiaries, Oneida Total Integrated Enterprises (OTIE), Mission Support Services (MS2) and General Mechanical Corp (GMC), Sustainment and Restoration Services (SRS), Oneida Engineering Solutions (OES) and 1822 Land and Development Company of Oneida (1822).

OESC's subsidiaries are supported by OESC with general management and administrative functions, including accounting and contracting management, human resource management, IT support, overall management, and marketing, bid and proposal. Below is a summary of OESC and its subsidiary's activities.

### **Narrative Report**

#### **a. Explanation of the core of the Corporation's business practices and market overview**

OESC's subsidiary limited liability companies focus on contracts issued by the government agencies for engineering, science and construction work. OESC's revenue is derived from the subsidiaries that operate in the full and open market as well as the Small Business Administration Business Development Markets primarily as 8(a) and Small Business designated companies.

OESC and its subsidiaries are a highly technical organization providing research /investigation, design, engineering and project management. Oneida ESC Group operates in five core services:

- Environmental services – Assessment, investigation, design, testing and monitoring
- Remediation – Action Planning, project management, extraction of contaminated materials.
- Construction and demolition – Repair, service, abatement, renovation and new.
- Engineering Services – Design and project managements for sites and site design, structural, mechanical, plumbing, civil, structural, water / wastewater systems and storm water management.
- Munitions response services – Investigation and remediation of munitions and ordinances.

**Oneida Total Integrated Enterprises (OTIE)** – Competes in the full and open marketplace as a small business (less than 750 employees). Core competencies include environmental services, environmental remediation, engineering services and project management.

**Mission Support Services (MS2)** – 8a Graduation date is 3/15/2023. MS2 is focused on construction management contracts. Core competencies include construction management services, New and renovated structures, HVAC systems and controls Utility systems - water, sewer, gas, electrical, Electrical power generators, transformers, and distribution, Communication and security systems, Interior remodeling, upgrades focused on the federal market with supplemental markets includes commercial and tribal construction projects.

**General Mechanical Corporation (GMC)** - operates mainly as an HVAC Contractor but has performed both General Contracting and Electrical Contracting in Eastern FL.

**Sustainment & Restoration Services (SRS)** – 8a Graduation date is 2/18/2024. SRS core competencies include facility investigations, corrective measures design/implementation, remedial designs/remedial actions, including characterization, assessment, and cleanup, Wetlands assessment and wetlands restoration design, Brownfields – Phase I & II ESAs, Technical Enforcement Support Facility and asset inventory, evaluation, and assessment Engineering design for site development, utility systems, facilities Engineering design for wastewater treatment and sewerage systems, and specialized professional services manpower solutions.

**LG2 Environmental Services (LG2)** - is a full-service environmental services company that provides a wide range of quality, responsive environmental services across the United States. currently has 35 employees. LG2ES' professional staff represents a wide range of experience and capabilities including Archaeological and Cultural Resource Assessments; Natural Resource Assessment and Management (Wetlands, Biological Assessments, aquatic and other biology) Site Contamination Assessment and Remediation, Environmental Compliance, NEPA Documentation, Federal, State, and Local government permitting projects.

**Oneida Professional Services (OPS)**- is a full spectrum professional services group providing a wide array of manpower solutions to government and commercial clients. Services include training and educational support services, a broad spectrum of specialized technical support for complex training environments and advanced learning for the Naval Postgraduate School, Masters and PhD-level engineers and research scientists. OPS also manpower for software engineering services, including areas across the expanding IT universe.

**Oneida Engineering Solutions (OES)** – OES focuses on performing transportation engineering services for governmental agencies (Federal, State and Local). Work is federally funded and abides by the Brooks Act; requiring selection based on competency, qualifications and experience. OES has been certified as a Disadvantage Business Enterprise in the State of Wisconsin.

**1822 Land and Development Company of Oneida (1822)** – 1822 is a real estate holding company that owns, leases and sub-lease various real estate holdings in and around the Oneida Nation Reservation. The overall goal is to grow the portfolio that meets the needs of the Oneida Nation and the Northeastern WI.

**b. Explanation of the Corporation's current place within the market**

OESC operates in a fiercely competitive and expanding market. An abundance of Architecture / Engineering / Construction (AEC) firms provides similar services offered by OESC. Competitive factors for our success include performance reputation, network, price, geographic location, and availability of technically skilled personnel (flexibility).

Three of the top five federal spending agencies awarding non-competitive contracts are

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OESC customers.

**c. Explanation of the outlines of strategies by the Corporation for improved value in the market**

OESC's subsidiaries are positioned to take advantage of existing relationships, contracts, and networks OTIE established since 2008.

We continuously evaluate solutions to broaden and capture a larger share of the Federal and State markets. Each subsidiary operates based on primary NAICS codes with secondary NAIC codes that overlap with the sister companies.

**d. Explanation of the Corporation's relative performance vs. competitors and identification of key competitors within the market**

Our competitors include Small Businesses, Alaskan Native Corporations (ANCs); Native American Owned, tribally owned small businesses; and Native Hawaiian Organizations (NHOs). Each of these businesses is in a category of small business that may be awarded prime contracts without competition. Oneida ESC subsidiaries also compete against other 8(a) firms for set-aside acquisitions, including small businesses that are categorized as Woman-Owned, HUB Zone, Service-Disabled Veteran Owned small business, and others. Finally, Oneida ESC competes in the full and open markets without restrictions.

Typical competitors include Small Business firms with fewer than 750 employees in NAICS 562910. Another area of significant competition is the regional Transportation Engineering firms in Wisconsin for WI DOT work (OES).

**e. Explanation of any material changes or developments in the market or nature of business the Corporation is primarily engaged in since the last reporting period.**

The labor market continues to be tight. In addition to our internal recruiting programs, we are utilizing external recruiters as well. We are still in need of more people, but the list is getting shorter.

The construction industry is still in a state of flux. As indicated for the past year, lead times for materials and components are extremely long. This disruption in the supply chain makes meeting schedules and other deadlines a challenge. Also, we see some contractors aggressively bidding projects at very low margins, with labor rates up, supply chain issues and demanding customers, construction is going to be a challenge. Our strategy is to work through this period by remaining relevant, communicate with customers, and put our construction groups in a position to stronger when the market returns to normalcy.

**f. Identification of the primary goals and targets of the Corporation and progress made towards accomplishment of the same**

***Goals for Oneida ESC Group***

Growth at a sustainable rate is the primary business goal for OESC. Financial reward for OESC is when we align our investment strategies according to our client's mission priorities.

***Targets for OESC Subsidiaries:***

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Opportunities continue to exist in geographies where all companies have successful past performance; and where personnel involved in such projects have established strong relationships with teaming partners and clients. Opportunities continue to emerge based on combined efforts of OESC's marketing and sales efforts. Target clients continue to include Department of Defense agencies (various bases – Navy, Air Force, and Army), Environmental Protection Agency, WI Department of Transportation, Milwaukee Metropolitan Sewer District and the Oneida Nation.

New target clients include extended services on existing bases, geographical growth on “new” bases where OESC has not performed work on in the past, municipalities geographically related to OESC offices and other Tribal Nations.

**g. Identification of key elements for success in strategies given, including risks, resources, and relations available and needed in order to successfully fulfill outlined strategies** *Key elements for success in the OESC model include:*

- Meeting performance indicators, including safety, staff turnover, profitability, staff utilization, backlog, and capacity.
- Adapting to a changing customer base, contract type, or key skill set. We recognize and reconfigure based on identified needs to delivery strategic growth.
- Identification of contract capacity and access is under regular review.
- Increasing our geographic footprint and capabilities.

***Risk in the marketplace***

- We operate in highly competitive industries
- Contracting is often erratic and unpredictable; cancellations or delays in pending awards by government agencies could adversely affect us
- International operations carry additional risk
- Loss of key personnel
- Adoption of new contract laws or regulations.

**h. Identification of medium (two to five year) and long (greater than five year) prospects and sustainability of the Corporation given the present status, strategies, and risks**

Our medium and long-range prospects for sustainability are balanced by business diversification and consistent project management delivery.

We have successfully groomed long-term business relationships with key US Agencies for services delivered around the world. Contracting with the US government remains a reliable strategy in terms of payment, stability, and growth opportunity.

***Medium-term prospects***

OESC's prospects in the two- to five-year term rely on our sturdy performance in engineering, science, and construction to existing clients; adjacent clients/services and geographic areas; and new service offerings to new clients. OESC continues to focus on business development and talent acquisition to meet our growth metrics.

***Long-term prospects***

OESC envisions steady growth with our key customers over the long term. OESC is nimble and agile, allowing us to focus on governments funding flows.

Continued reliance on low-price awards is a staple in our business model and we continue to adjust the pricing structure to ensure that we remain competitive. We continue to concentrate marketing efforts on maximizing our return on investment through expanding support for existing customers, developing tasks under existing contracts, and collaborating with firms that need either small business participation or our specialized expertise.

- i. **Explanation of market growth (if any) experienced by the Corporation, identifying sources of growth (i.e., organic growth through market share increase, volume of business increase, acquisition of competition or other assets, etc.)**

We have made a concerted effort on our fence-to-fence contracts which is environmental operations and compliance services. We also see growth in our traditional engineering services such as civil, mechanical, electrical, etc.

- j. **Summary of the assets of the Corporation, including but not limited to its financial, physical, employee, customer, brand or intellectual property, and supply assets.**

OESC ASSETS
<p><b><u>Financial (On Balance Sheet)</u></b>            Cash –Checking Account            Work In Process on Current Projects            Fixed Assets such as Vehicles, Furniture and Fixtures, and Miscellaneous Equipment            Other Assets such as Prepaid Expenses, Investment</p>
<p><b><u>Employees</u></b>            OESC - 47 employees            OTIE – 136 employees            1822 – 1 employee            MS2 – 65 employees            GMC – 13 employees            SRS - 120 employees            LG2 – 41 employees            OES – 37 employees            OPS – 1 employee</p>

- k. **Summary and status of any pending legal action to which the Corporation is a party and any relevant government regulation to which the Corporation may be subject.**

USACE Huntington District has directed OTIE to perform additional excavation work that OTIE considers to be out of scope on one of OTIE's remediation projects at the Plum Brook Ordnance Works site in Ohio. OTIE worked with counsel and submitted a claim on April 14 for a price of \$1,087,160.15. The government responded with an offer to pay \$73,962.03. OTIE is in the process of appealing the decision to the Armed Services Board of Contract Appeals.

**I. Financial Report****Disclosure Report**

(a)

Board Member	Title	Time in Position	Date renews or expires
John L. Breuninger	Chairman of the Board	12/18/16 to present	6/2024
Jacquelyn Zalim	Board Member	3/14/12 to present	6/2022
Leslie Wheelock	Board Member	12/13/16 to present	6/2023

(b)

OESC Key Management Personnel	Title	Time in Position	Date Renews or Expires
Jeff House	President/CEO	1/1/2017	1/1/2024

(c) Summary of any financial or familial relationship between any board or Company key management personnel

None

a. Summary of any financial or familial relationship with any current member of OBC or any member of any regulatory body within Oneida such as a board committee or commission charged with regulating the Corporation's industry or activities.

None

b. Names of any other person, whether it be a business in any legal form or an individual, doing business with the Company for purposes of mutual enterprise – JV; membership in an LLC together; partnership; acquisition as a subsidiary.

OTIE has a majority interest in OTIE-RS&H JV, OCH JV, OTIE-Ahtna JV, OTIE-ERRG JV, and OTIE-Merrick JV. The Company has an equal interest in OTIE-PWT JV. The Company has a minority interest in Tetra Tech – OTIE JV and NDN-OTIE JV.

MS2 has a majority interest in MS2-MEC JV.

SRS has a majority interest in SRS-CAPE JV, SRS-ERRG JV, SRS-RFI JV, SRS Battelle JV, SRS-BB&E JV, SRS-Alliant JV and SRS-CAPE II JV. SRS has a minority interest in Alliant-SRS JV. SRS is the sole owner of LG2 Environmental Solutions, Inc.



## Oneida ESC Group, LLC | 2022

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OES has a minority interest in Dane Partners, and a majority interest in OES-Pond JV and OES-Pond II JV.

- c. Summary of financial transactions or relationships between those listed in (d).
- d. Names of any other person, whether it be a business in any legal form or an individual, doing business with the Company for purposes of mutual enterprise – JV; membership in an LLC together; partnership; acquisition as a subsidiary.
- i. The OTIE-RS&H JV is a joint venture formed between OTIE and Reynolds, Smith & Hills, Inc. to perform work with the Air Force Civil Engineering Center (AFCEC). The JV also holds a contract to perform work with the U.S. Army Corps of Engineers (USACE) Japan District.
  - ii. The OCH JV is a joint venture formed between OTIE and CH2M Hill to perform work for EPA under the Environmental Services and Operations contract I CLIN 2 (Regions 4, 5, 6 and 7) and CLIN 3 (Regions 8, 9 and 10), and to perform work for NAVFAC Southwest under the Multiple Award Remedial Action Contract.
  - iii. OTIE-PWT JV is a joint venture formed between OTIE and Pacific Western Technologies, Ltd. to perform work for USEPA under the Design and Engineering Services (DES) contract for CLIN 3 (Regions 8, 9 and 10).
  - iv. OTIE-Ahtna JV is a joint venture formed between OTIE and Ahtna Environmental, Inc. to perform work for an EPA Remediation Environmental Services small business set-aside contract.
  - v. OTIE-ERRG JV is a joint venture formed between OTIE and Engineering / Remediation Resources Group to submit a proposal to Naval Facilities Engineering Command Southwest for a Remedial Action Contract.
  - vi. OTIE-Merrick JV is a joint venture formed between OTIE and Merrick & Company to perform A&E services for the Air Force Civil Engineering Center.
  - vii. Tetra Tech – OTIE JV is a joint venture formed between Tetra Tech, Inc. and OTIE to submit a proposal to USACE Tulsa for an Environmental Remediation Services contract.
  - viii. NDN-OTIE JV is a joint venture formed between The NDN Companies, Inc. and OTIE, formed under the Mentor-Protégé arrangement between NDN and OTIE. The JV was formed to submit proposals to various federal government clients for environmental work.
  - ix. MS2-MEC JV is a joint venture formed between Midwest Environmental Controls and MS2 to perform work under a Demolition Abatement contract at Edwards AFB. The joint venture was approved by the US SBA on August 14, 2015.
  - x. SRS-CAPE JV is a joint venture formed between SRS and CAPE Environmental Management to perform work for USACE Seattle on a Pre-placed Remedial Action Contract. The joint venture was approved by the US SBA on December 12, 2017. The JV received an 8a sole-source award from USACE Kansas City District.
  - xi. SRS-ERRG JV is a joint venture formed between SRS and Engineering / Remediation Resources Group to submit a proposal to Naval Facilities Engineering Command Southwest for an Environmental Multiple Award Contract. The joint venture was approved by the US SBA on April 12, 2018.
  - xii. SRS-RFI JV is a joint venture between SRS and Robotics Fabrication, Inc. to perform munitions response work for USACE Huntsville. SBA approved the JV on September 16, 2019. USACE Huntsville awarded a

## Oneida ESC Group, LLC | 2022

- 
- contract for munitions work to the JV.
- xiii. SRS Battelle JV is a joint venture between SRS and Battelle, formed under the Mentor-Protégé arrangement between SRS and Battelle. The JV will submit a proposal to USACE Norfolk District for an Environmental Services contract, and will submit a proposal to USACE Tulsa District for an Environmental Remediation Services contract. The joint venture was approved by the US SBA on September 21, 2020.
  - xiv. SRS-BB&E JV is a joint venture between SRS and BB&E, Inc. The JV submitted a proposal to Army Combat Command – Aberdeen Proving Ground for environmental compliance services at Fort Huachuca, which was not awarded to the JV. The joint venture was approved by the US SBA on October 19, 2020.
  - xv. SRS-Alliant JV is a joint venture between SRS and Alliant Corporation. The JV was awarded a contract with USACE Louisville for A&E services for environmental engineering.
  - xvi. Alliant-SRS JV is a joint venture between Alliant Corporation and SRS. The JV submitted a proposal to USACE Tulsa for a Service-Disabled Veteran Owned Small Business set-aside contract for environmental remediation services.
  - xvii. SRS-CAPE II JV is a joint venture between SRS and CAPE Environmental Management to perform work for USACE Kansas City District on an environmental demolition contract. The joint venture is in the process of requesting/receiving approval by the US SBA.
  - xviii. Dane Partners is a joint venture formed between Ayres Associates Inc., EMCS Inc., Short Elliot Hendrickson Inc., and OES to pursue projects with the Wisconsin Department of Transportation. OES has a 25% interest in Dane Partners.
  - xix. OES-Pond JV is a joint venture between OES and Pond Company. The JV is approved by SBA as a Mentor-Protégé. The JV submitted a proposal to USACE Sacramento District for AE Design and Investigation, and submitted a proposal to the U.S. Air Force for Mechanical and Electrical Engineering Services at Hurlburt Field.
  - xx. OES-Pond II JV is a joint venture between OES and Pond Company. The JV is set up to receive 8(a) contracts and will request approval from SBA if the JV seeks a sole-source award.

Accept the Oneida Golf Enterprise FY-2022 3rd quarter report

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## Business Committee Agenda Request

1. Meeting Date Requested: 08/23/22

2. Session:

Open     Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

*Enter the requested motion related to this item.*

4. Areas potentially impacted or affected by this request:

Finance

Programs/Services

Law Office

MIS

Gaming/Retail

Boards, Committees, or Commissions

Other: *Describe*

5. Additional attendees needed for this request:

Jeff Wilson, GM Thornberry Creek at Oneida

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

*Name, Title/Entity OR Choose from List*

**6. Supporting Documents:**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Bylaws                 | <input type="checkbox"/> Fiscal Impact Statement | <input type="checkbox"/> Presentation           |
| <input type="checkbox"/> Contract Document(s)   | <input type="checkbox"/> Law                     | <input checked="" type="checkbox"/> Report      |
| <input type="checkbox"/> Correspondence         | <input type="checkbox"/> Legal Review            | <input type="checkbox"/> Resolution             |
| <input type="checkbox"/> Draft GTC Notice       | <input type="checkbox"/> Minutes                 | <input type="checkbox"/> Rule (adoption packet) |
| <input type="checkbox"/> Draft GTC Packet       | <input type="checkbox"/> MOU/MOA                 | <input type="checkbox"/> Statement of Effect    |
| <input type="checkbox"/> E-poll results/back-up | <input type="checkbox"/> Petition                | <input type="checkbox"/> Travel Documents       |
| <input type="checkbox"/> Other: <i>Describe</i> |  |   |

**7. Budget Information:**

- |   |  |
|---|--|
| <input type="checkbox"/> Budgeted – Tribal Contribution | <input type="checkbox"/> Budgeted – Grant Funded   |
| <input type="checkbox"/> Unbudgeted                     | <input checked="" type="checkbox"/> Not Applicable |
| <input type="checkbox"/> Other: <i>Describe</i>         |  |

**8. Submission:**

Authorized Sponsor: Justin Nishimoto, Business Analyst

Primary Requestor: (Name, Title/Entity)



## 3<sup>rd</sup> Quarterly Report (April – June 2022)

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### Narrative Report Analysis

#### Business Overview:

Overall, the 3<sup>rd</sup> quarter saw several challenges due to human capital shortage, which directly posed a threat and effected the F&B and Golf department, however we were able to still accommodate and host a numerous number of events which included 28 – Weddings & 47 – Golf Outing/Events.

We re-examined all pricing in the F&B Department along with the Golf Department in June and targeted and realigned our COG's (Cost of Good's) target margin in the F&B Department, which now centers and aligns with industry standards/trends. We are targeting a Food COG of 30% and on a Beverage/Beer/Alcohol COG we are targeting a range from 18%-22%. In addition, we have also adjusted our Catered Beverage pricing for all event to be even more favorable to revenue.

#### Key Performance Notes:

- Season began approximately six weeks later than 2021.
- Staffing shortages have created a lag in event billings, leading to unrecognized revenue. Many June events were billed in early July.
- Wages were increased to keep up with market demands. Hourly and salaried positions have all seen an increase YOY leading to budge shortfall.
- PPP Loan #1 forgiveness recognized in FY22 is driving our operating expenses down. We do anticipate forgiveness of PPP Loan #2 in Q4.
- With new kitchen leadership and pricing structures, we anticipate a correction to F&B COGS in Q4
- C&G expenses greater than expected due to cleanup from June storms that fell many trees and closed the course for 1.5 days. (Insurance claim has been initiated to recoup some costs)
- Event bookings are strong through Q4, and revenue is expected to be recognized prior to FY22 year end.

### Personnel Update

#### General and Administrative

- Interim General Manager – Jeff B. Wilson CCM, PGA, LCAM (3 months + 6 days)
- Controller – Joe Hanrahan (5 months + 16 days)

**Course and Grounds**

- Golf Course Superintendent – Steve Archuibold (13 years + 7 months)
- Assistant Golf Course Superintendent – Pete Nowak (16 years + 6 months)
- Golf Course Mechanic – Ed Brusky (13 years + 6 months)

**Golf**

- Interim Golf Professional – Justin Meier (5 months + 17 days)

**Food and Beverage**

- Executive Chef – Jason Pump (1 month + 22 days)
- Sous Chef – Mike Provost (1 month + 20 days)
- Banquet Chef – Lindsey Klatt (5 months + 7 days)

**Sales and Marketing**

- Sales and Marketing Director – Shawn Prunick (5 months + 17 days)
- Event Coordinator – Sieeria Vieaux (9 months + 18 days)
- Admin/Event Coordinator – Aubrey Winters (2 months + 2 days)

**Key Marketing Actions to Drive Performance:**

- Developed a “piggyback” golf marketing program. For every golf outing that TCO is hosting we provide for every player a foursome certificate to return at a favorable golf rate (\$55.00 per person) that is time and day sensitive.

**Course & Grounds Report:**

- The golf course lost approximately 40 trees during the tornado this summer and we have a pending insurance claim to cover the lost of revenue, labor and materials.

Best Regards,

*Jeff Wilson*

Jeff Wilson, CCM, PGA, CAM  
General Manager  
Thornberry Creek at Oneida