



Oneida Business Committee

Special Meeting
8:30 AM Monday, April 13, 2026
BC Conference Room, 2nd Floor, Norbert Hill Center

Agenda

Meeting agenda is available here: 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, 1st 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. RESOLUTIONS

- A. **Adopt resolution entitled Authorization of three (3) Unbudgeted Positions in Business Unit 4225032**
Sponsor: Mark W. Powless, CEO-Nation Services

V. TRAVEL REQUESTS

- A. **Approve the travel request - Councilman Kirby Metoxen - 8th Annual DCCC Tribal Engagement & Active Members Issues Conference - Cabazon, CA - April 30 - May 6, 2026**
Sponsor: Kirby Metoxen, Councilman

VI. EXECUTIVE SESSION

- A. **Approve a limited waiver of sovereign immunity - Helix Innovations LLC - file # 2026-0240**
Sponsor: James Petitjean, CEO-Retail
- B. **Approve a limited waiver of sovereign immunity - NJOY LLC - file # 2026-0241**
Sponsor: James Petitjean, CEO-Retail

VII. ADJOURN

Posted on the Oneida Nation's official website, 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/

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

Adopt resolution entitled Authorization of three (3) Unbudgeted Positions in Business Unit 4225032

Business Committee Agenda Request

1. Meeting Date Requested: 04/13/26

2. General Information:

Session: Open Executive – must qualify under §107.4-1.
Justification: DRAFT materials/discussion

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: Mark W. Powless, CEO-Nation Services

Primary Requestor: _____

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: BPIGMAN

MEMO

TO: Oneida Nation Business Committee

CC: Brooke Doxtator

SUBJECT: Kahnekanolu Cultural Center FY26 position funding – request to reconsider

Executive Summary: E-poll request titled “Kahnekanolu Cultural Center FY26 position funding” failed on 4/7/26 due to insufficient votes being submitted. We are requesting this item be added to the agenda for the Special BC Meeting on 4/13/2026 for reconsideration. Per CIP#20-101 – Museum Relocation business plan, which was approved by GTC as part of the FY24 Budget, following motion on item IV.A. during the 5/8/23 Special GTC Meeting, the Kahnekanolu Cultural center is seeking the addition of 3 new positions to reach the 9 FTE positions proposed in the approved business plan. After developing these positions and receiving the grade needed to accurately budget for these positions, waiting for the next scheduled BC meeting would leave us with insufficient Onboarding time prior to the grand opening scheduled for June 20th, 2026.

REQUESTED ACTION: Amendment to Labor Allocations Levels – 3 positions: 4225032

Attachments:

Business Committee Agenda Request
Unbudgeted Position Request
(3) position descriptions for requested positions
Draft Org Chart
CIP#20-101 Business Plan
5/8/23 GTC meeting minutes

Nicholas Metoxen
Turtle Clan Manager
Oneida Cultural Heritage

A handwritten signature in black ink, appearing to read "Nicholas Metoxen".

Signed 4/8/2026

From: [Secretary](#)
To: [Tehassi Tasi Hill](#); [Lawrence E. Barton](#); [Lisa A. Liggins](#); [Jameson J. Wilson](#); [Jennifer A. Webster](#); [Jonas G. Hill](#); [Kirby W. Metoxen](#); [Marlon G. Skenandore](#); [Secretary](#)
Cc: [Danelle A. Wilson](#); [Janice M. Decorah](#); [David P. Jordan](#); [Fawn L. Cottrell](#); [Rhiannon R. Metoxen](#); [Kristal E. Hill](#); [Fawn J. Billie](#); [BC Agenda Requests](#)
Subject: E-POLL RESULTS: Adopt resolution entitled Authorization of three (3) Unbudgeted Positions in Business Unit 4225032
Date: Tuesday, April 7, 2026 4:39:45 PM
Attachments: [image001.png](#)
[E-POLL REQUEST - Adopt resolution entitled Authorization of three \(3\) Unbudgeted Positions in Business Unit 4225032.pdf](#)

E-POLL RESULTS

The e-poll to Adopt resolution entitled Authorization of three (3) Unbudgeted Positions in Business Unit 4225032 has **failed**. Below are the results:

Support: Jonas Hill, Lisa Liggins, Kirby Metoxen, Jennifer Webster

Per Section 5.1 of the OBC SOP “[Conducting Electronic Voting \(E-polls\)](#)”, five (5) affirmative responses in support of the question in order to be approved.

Yawáko,

Brooke Doxtator
Boards, Committees, and Commissions Supervisor
Government Administrative Office (GAO)

office 920.869.4452

From: Secretary <TribalSecretary@oneidanation.org>
Sent: Monday, April 6, 2026 4:52 PM
To: Secretary <TribalSecretary@oneidanation.org>; Tehassi Tasi Hill <thill7@oneidanation.org>; Lawrence E. Barton <lbarton2@oneidanation.org>; Lisa A. Liggins <lliggins@oneidanation.org>; Jameson J. Wilson <jwilson@oneidanation.org>; Jennifer A. Webster <JWEBSTE1@oneidanation.org>; Jonas G. Hill <jhill1@oneidanation.org>; Kirby W. Metoxen <KMETOX@oneidanation.org>; Marlon G. Skenandore <mskenan1@oneidanation.org>
Cc: Danelle A. Wilson <DWILSON1@ONEIDANATION.org>; Janice M. Decorah <jdecora2@oneidanation.org>; David P. Jordan <djordan1@oneidanation.org>; Fawn L. Cottrell <fcottrel@oneidanation.org>; Rhiannon R. Metoxen <rmetoxe2@oneidanation.org>; Kristal E. Hill <khill@oneidanation.org>; Fawn J. Billie <fbillie@oneidanation.org>
Subject: E-POLL REQUEST: Adopt resolution entitled Authorization of three (3) Unbudgeted Positions in Business Unit 4225032

E-POLL REQUEST

Summary:

Per CIP#20-101 – Museum Relocation business plan, which was approved by GTC as part of the FY24 Budget, following motion on item IV.A. during the 5/8/23 Special GTC Meeting, the Kahnekanolu Cultural center is seeking the addition of 3 new positions to reach the 9 FTE positions proposed in the approved business plan. After developing these positions and receiving the grade needed to accurately budget for these positions.

Justification for E-Poll:

Waiting for the next scheduled BC meeting on April 22, 2026, would leave us with insufficient Onboarding time prior to the grand opening scheduled for June 20th, 2026.

Requested Action:

Adopt resolution entitled Authorization of three (3) Unbudgeted Positions in Business Unit 4225032.

Deadline for response:

Responses are due no later than **4:30 p.m., Tuesday, April 7, 2026.**

Voting:

Use the voting button above, if available; OR
Reply with “Support” or “Oppose”.

Yawáko,

Brooke Doxtator

Boards, Committees, and Commissions Supervisor
Government Administrative Office (GAO)

office 920.869.4452



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Business Committee Agenda Request

1. Meeting Date Requested:

2. Session:

Open Executive – must qualify under §107.4-1.

Justification: Choose or type justification

3. Requested Motion:

Accept as information; OR

Amendment to labor Allocation levels - 3 Positions 4225032. Actions noted on attached memo.

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"/> DTS |
| <input type="checkbox"/> Gaming/Retail | <input type="checkbox"/> Boards, Committees, or Commissions |
| <input type="checkbox"/> Other: | |

5. Additional attendees needed for this request:

Enter (Name, Title/Entity) OR Choose from List

Enter (Name, Title/Entity) OR Choose from List

Enter (Name, Title/Entity) OR Choose from List

Enter (Name, Title/Entity) OR Choose from List

6. Supporting Documents:

- | | | |
|---|---|---|
| <input type="checkbox"/> Bylaws | <input checked="" 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 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 checked="" type="checkbox"/> Other: Position Desc, Org Chart, Bu | | |

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: Describe | |

8. Submission:

Authorized Sponsor: Mark W. Powless, CEO Nation Services

Primary Requestor: (Stacy S. Coon, Director/Oneida Nation Museum)

Instructions:

- 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) Attach a memo addressed to the Business Committee describing your request
- 4) E-mail this form and all supporting materials in a *.pdf file(s) to:
BC_Agenda_Requests@oneidation.org
- 5) If you are submitting a resolution for adoption, please send the **Word** version of the resolution along with the Agenda Request file.
- 6) Please email BC_Agenda_Requests@oneidation.org with any questions regarding this form.

MEMO

TO: Secretary Lisa Liggins

CC: Brooke Doxtator

SUBJECT: E-poll Request: Kahnekanolu Cultural Center FY26 position funding

Executive Summary: Per CIP#20-101 – Museum Relocation business plan, which was approved by GTC as part of the FY24 Budget, following motion on item IV.A. during the 5/8/23 Special GTC Meeting, the Kahnekanolu Cultural center is seeking the addition of 3 new positions to reach the 9 FTE positions proposed in the approved business plan. After developing these positions and receiving the grade needed to accurately budget for these positions, waiting for the next scheduled BC meeting would leave us with insufficient Onboarding time prior to the grand opening scheduled for June 20th, 2026.

REQUESTED ACTION: Amendment to Labor Allocations Levels – 3 positions: 4225032

Deadline for Response: April 6st, 2026

Attachments:

Business Committee Agenda Request
Unbudgeted Position Request
(3) position descriptions for requested positions
Draft Org Chart
CIP#20-101 Business Plan
5/8/23 GTC meeting minutes

Nicholas Metoxen
Turtle Clan Manager
Oneida Cultural Heritage

A handwritten signature in black ink, appearing to read "Nicholas Metoxen".

FINANCE ADMINISTRATION
Fiscal Impact Statement



MEMORANDUM

To: Nicholas Metoxen, Turtle Clan Manager
 From: RaLinda R. Ninham-Lamberies, CFO
 Date: March 30, 2026
 RE: Fiscal Impact 3 Unbudgeted Positions

I. Estimated Fiscal Impact Summary:

Law: Budget and Finances Law		
Implementing Agency	Human Services Division	
Estimated Impact	Current Fiscal Year	Ten Year Estimate
Total Estimated Fiscal Impact	\$156,246	\$2,678,520

II. Background:

The Human Services Division is requesting to add three new positions for the new Kahnekanolu Cultural Center.

The Kahnekanolu Cultural Center is requesting to add positions for a Culture Center Operations Manager, Museum Assistant, and a Gift Shop Assistant.

III. Methodology and Assumptions:

The Human Services division provided approved hourly wage at the midpoint of the grade for each position. A fringe benefit rate of 42.5%, the average fringe benefit rate for the Oneida Nation, and an indirect cost rate of 23.64% were used in the calculations. There was no inflation factor included in the ten-year estimate. Seven months of employment was used for the current fiscal year estimate. The ten-year estimate includes a full year of wages, fringe benefit, and indirect cost expense for each of the ten years.

IV. Financial Impact:

The fiscal impact for the remainder of fiscal year 2026 is \$156,246. The total annual fiscal impact is \$267,852. The ten-year fiscal impact is \$2,678,520.

Position	#	Annual Cost	Ten Year Cost
Culture Center Manager	1	\$112,138	\$1,121,380
Museum Assistant	1	\$87,739	\$877,390
Gift Shop Assistant	1	\$67,975	\$679,750
Total	3	\$267,852	\$2,678,520

V. Recommendation:

BC Resolution 03-26-25-B Fiscal Year 2026 Budget Considerations and Calendar established an employment cap of 960.5 Tribal Contribution and Indirect Cost Pool funded positions. Continued scrutiny of adding labor resources for the financial sustainability of the Nation is recommended.

Oneida Nation

Post Office Box 365

Phone: (920) 869-2214

Oneida, WI 54155



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BC Resolution # _____
Authorization of three (3) Unbudgeted Positions in Business Unit 4225032

- 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 Budget and Finances law governs the development, adoption and implementation of the fiscal year budget [1 O.C. 121]; and
- WHEREAS,** the Fiscal Year 2026 budget approved by General Tribal Council resolution, 12-08-25-A established an employment cap of 1,860 FTE's, which will not be exceeded by this action and
- WHEREAS,** the Budget and Finances law and the *Employment Cap and Labor Allocations Level Standard Operating Procedure*, adopted by resolution # BC-09-28-22-D, authorize the Oneida Business Committee to approve unbudgeted positions by resolution, provided the employment cap is maintained and the Chief Financial Officer provides a fiscal analysis and any written input [1 O.C. 121.9-3(a)]; and
- WHEREAS,** on March 30, 2026, the Chief Financial Officer provided a fiscal analysis confirming that the addition of three (3) unbudgeted FTEs in Business Unit 4225032 can be funded without exceeding the employment cap; and

31 **NOW THEREFORE BE IT RESOLVED**, the Oneida Business Committee authorizes three (3)
 32 unbudgeted FTEs in Business Unit 4225032 funded within existing financial boundaries, without
 33 exceeding the approved employment cap. This action does not amend the FY 2026 budget and will be
 34 tracked in accordance with the Budget and Finances law and the *Employment Cap and Labor Allocations*
 35 *SOP*.
 36

Business Unit #	Job #	Grade/Mid-Point Wage	Annual Cost	Funding Source
4225032	03582 Cultural Center Operations Manager (1)	Grade 16/\$67,496	\$112,138	Tribal Contribution
4225032	03537 Museum Assistant (1)	Grade 10/\$52,810	\$87,739	Tribal Contribution
4225032	03561 Gift Shop Associate (1)	Grade 3/\$40,914	\$67,975	Tribal Contribution

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UNBUDGETED POSITION REQUEST

Proposed Position Title:

Department: Division:

Name of Supervisor Completing Form:

Title of Supervisor Completing Form: Date:

General Ledger (GL) #:

How is the position being funded?:

Tribal Contribution Grand Funded Indirect Income Other

If source of funding checked above is "Other" please explain:

JUSTIFICATION:

1. Provide specific details for this request and basis for the need for the unbudgeted request.

Per approved business plan for CIP#20-101 Museum Relocation and Expansion, 9 total FTE is required for successful operation of the Kahnekanolu Cultural Center. At the current location, the museum operates with 6 FTE. 3 positions were identified as a need, with graded position descriptions and a proposed organizational chart attached.
2. Is this a revenue generating position? If so, please provide specific details.

No.
3. Can the duties of this position be realigned to such an extent that the request can be postponed until the next budget review?

Delay of the approval of these positions would be detrimental to day to day operations of the Kahnekanolu Cultural Center, which is set to open to the public on June 20th, 2026. Approval of this position allow us to hire additional staff to start during pay period beginning May 17th, 2026, allowing 4 weeks of onboarding prior to grand opening.

Unbudgeted Position Request Form

Page 2

Analysis Conducted By:

Date:

(Please attach a drafted organizational chart, draft job description, and any other data to demonstrate or support your request.)

DETERMINATION:

Position Not Needed

Duties to be Realigned

**Position to be submitted to OBC Agenda

***If submitting to OBC Agenda, must include drafted resolution, fiscal impact, unbudgeted position request form, and drafted position description.*

Executive HR Director:

Date:

GM/OBC Direct Report Approval:

Date:

Approval requires OBC Resolution: Resolution #:

Approval Date:

APPLY IN PERSON AT:

Human Resource Department
909 Packerland Drive
Green Bay, WI 54303

APPLY ONLINE AT:

<http://oneida-nsn.gov>



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: Cultural Center Operations Manager
POSITION NUMBER: 03582
DEPARTMENT: Museum (Kahnekanolu Cultural Center)
LOCATION: W892 County Rd EE, Oneida WI
DIVISION: Human Services
RESPONSIBLE TO: Museum Director
SALARY: Grade 16 \$51,917/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

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.

POSITION SUMMARY

Under direct supervision of the Museum Director, assists in managing and directing the operations of the Kahnekanolu Cultural Center. Assists in the establishment and analysis of the effectiveness of future policies and programs. Continuation of this position is contingent upon funding allocations.

DUTIES AND RESPONSIBILITIES:

1. Oversee the supervision of the Giftshop Coordinator, Giftshop Associate and Administrative Assistant, volunteers, and student interns.
2. Supervise, assign duties to, and coordinate the activities of staff to include evaluations, scheduling, disciplinary actions, hiring, training, orientation, coaching, and employee motivation.
3. Supervises the day-to-day operations and administration of the Kahnekaholu Cultural Center.
4. Assist with all programs, exhibits and special events.
5. Assist with the development of short and long-range plans, budgets, staffing, external relations, fund-raising and program evaluation.
6. Assists in the formulation and implementation of policies and procedures.
7. Ensure collections are secure and protected by conducting periodic inspections of exhibits.
8. Assists in planning, and scheduling rotating temporary exhibits,
9. Assist the Giftshop Coordinator with seeking bids and developing vendor list as well as finding new vendors for the giftshop as needed.
10. Monitor interpretive programs, educational and/or outreach initiatives and their effectiveness.
11. Address customer and employee needs courteously and promptly.
12. Assist with the writing of grants and/or proposals utilizing public and private funding sources to operate and expand current operations.
13. Prepare and submit all reports required by internal and external funding sources.
14. Maintain a positive work atmosphere by communicating in a manner which promotes teamwork with customers, clients, and co-workers.
15. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
16. 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**Cultural Center Operations Manager****Page 2****PHYSICAL REQUIREMENTS/WORK ENVIRONMENT:**

1. Frequently sit; reach with hands and arms; talk; hear, walk; climb stair while carrying up to fifty (50) pounds.
2. Occasionally stand; stoop, kneel, crouch, crawl; lift and/or move up to fifty (50) pounds.
3. Work is generally performed in an interior setting with a moderate noise level and outdoor setting which will require use of protective clothing and/or equipment. Potential exposure to toxic metals including arsenic, lead, and mercury.
4. Evening and/or weekend work will be required. Extended hours, weekend hours and irregular shifts will be required.
5. A Tuberculosis (TB) Screening and/or a 2 step TB Skin Test is required within thirty (30) days of employment.

STANDARD QUALIFICATIONS:

1. Knowledge of the Oneida Community, its history and culture with the ability to integrate into work.
2. Knowledge of business or non-profit management demonstrated success in management skills, planning and budgets.
3. Knowledge of basic accounting procedures.
4. Knowledge and experience in overall operation of a museum, its commitment to research, education, and public outreach, the quality of its exhibitions, and the maintenance of its collections to include knowledge of concepts, principles and practices of professional museum registration methods and current collections management standards and procedures.
5. Knowledge of color, tonal, graphic design and aesthetic skills.
6. Knowledge of fabrication materials, installation, lighting techniques and technologies.
7. Knowledge of current trends, activities, and opportunities in other-Native American Museums.
8. Skill in organizational management. This requires the incumbent to plan, organize and schedule priorities efficiently and effectively, meet strict deadlines and successfully cope with challenging situations and conditions.
9. Skill in operating various word-processing, spreadsheets, and database software programs in a Windows environment.
10. Basic understanding of online sales and marketing principles.
11. Ability to prepare and manage budgets and logistics.
12. Ability to work as a team member and foster a positive working environment.
13. Ability to establish and maintain cooperative and effective working relationships with staff, visitors, donors, vendors, contractors, and representatives of other museums nationally and internationally.
14. Ability to create and implement a disaster preparedness plan for staff, visitors, artifacts, photograph collection, etc.
15. Ability to deal with the general public with tact, courtesy, respect, objectivity and maturity.
16. Ability to inform and communicate verbally and in writing in diverse and challenging situations with the ability to process information effectively, identify and define problems and make objective decisions.
17. Ability to present a professional appearance and demeanor as a representative of the Oneida Nation.
18. Maintain strict departmental security, confidentiality, and quality to meet professional standards of the department.
19. Must practice and demonstrate the core principles of A Good Mind. A Good Heart. A Strong Fire.
20. Must be willing and able to obtain additional education and training.
21. Complete Oneida Certification on Reporting Child Abuse and Neglect training within ninety (90) days of employment.
22. Must pass a pre-employment drug screening. Must adhere to the Nation's Drug and Alcohol-Free Workplace Policy during employment.
23. 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.
24. A valid driver's license or occupational driver's license, reliable transportation and insurance 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.

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 Museum Studies, Business Administration, First Nation Studies, Anthropology or related field.
3. Five (5) years of experience supervising staff.

ITEMS TO BE SUBMITTED:

1. **Must provide a copy of diploma, license, degree or certification upon employment.**
2. **Background information disclosure (BID) form.**

APPLY IN PERSON AT:

Human Resources Department
909 Packerland Drive
Green Bay, WI 54303



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

OR MAIL TO:

Human Resources Department
P.O. Box 365
Oneida, WI 54155-0365

APPLY ONLINE AT:

<http://oneida-nsn.gov>

Phone: (920) 496-7900

Fax: (920) 496-7490

POSITION TITLE: Giftshop Associate
POSITION NUMBER: 03561
DEPARTMENT: Museum
LOCATION: 760 Airport Drive, Oneida, WI 54155
DIVISION: Human Services
RESPONSIBLE TO: Museum Director
SALARY: Grade 3 \$16.39 (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:

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.

POSITION SUMMARY

Will be responsible for assisting in the operations of the Museum Giftshop to include merchandising, staging, tagging, sales, offsite and online sales. Position works flexible hours including weekends, evenings and holidays as requested.

DUTIES AND RESPONSIBILITIES:

1. Greet and welcome guests to the giftshop by creating a positive first impression.
2. Ability to work as a team member and foster a positive working environment.
3. Operate Point of Sale (POS) systems to include: instore, online and offsite sales, process payments and handle returns and exchanges. Reconciling POS at end of day/bank out.
4. Keep storefront clean, organized, restocked and inviting for shoppers. This includes creating and maintaining attractive product displays.
5. Assist in gift shop inventory organization, staging, merchandising, tagging, restocking, repurchasing etc.
6. Assist Giftshop (GS) Coordinator in maintaining inventory control techniques utilizing retail concepts and practices.
7. Assist in the preparation and implementation of appropriate paperwork to purchase gift shop inventory, obtain quotes, invoices, etc.
8. Assist in year-end gift shop inventory using a retail database software program.
9. Maintain online sales platform to include online launching, prep, packing, and shipping of merchandise.
10. Maintain the process of online orders to include assisting customers and promoting products through digital channels.
11. Assist in the receiving of all gift shop merchandise.
12. Assist in the set-up, break down and sales transactions at off-site locations as needed/required.
13. Assist in the Kahnekanolu Cultural Center operation, housekeeping and security as needed/required.
14. Must present a professional appearance and demeanor as a representative of the Oneida Nation in dealing with the general public.
15. Ability to operate standard office equipment such as calculator, personal computer, copy and fax machines.
16. Maintain strict departmental security, confidentiality, and quality to meet professional standards of the department.
17. Must practice and demonstrate the core principles of the good mind. A good heart. A strong fire.

JOB DESCRIPTION**Giftshop Associate****Page 2****DUTIES AND RESPONSIBILITIES cont'd:**

18. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.
19. 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. Work is performed in an office/museum setting with a high noise level.
2. Frequently sit, stand, walk, bend/stoop, reach above shoulder level, crouch, kneel, push/pull, going up and down stairs and carry (50) pounds. Occasionally crawl, climb heights, balance. Must use repetitive movement of both hands and feet.
3. Evenings and/or weekend work will be required. During summer months it will be required to work Saturdays/Sundays. Work required during events.
4. A Tuberculosis (TB) Screening and/or a 2 step TB Skin Test is required within thirty (30) days of employment.

STANDARD QUALIFICATIONS:

1. Ability to inform and communicate verbally and in writing in diverse and challenging situations with the ability to process information effectively, identify and define problems and make objective decisions.
2. Knowledge of Business English, proper spelling, grammar and basic arithmetic.
3. Knowledge of basic accounting procedures.
4. Skill in operating various word-processing, spreadsheets, and database software programs in a Windows environment.
5. Knowledge of social media platforms.
6. Skill in organizational management. This requires the incumbent to plan, organize and schedule priorities efficiently and effectively, meet strict deadlines and successfully cope with challenging situations and conditions.
7. Ability to set and meet priorities, meet strict deadlines and the ability to successfully cope with challenging situations and conditions.
8. Basic understanding of online sales and marketing principles.
9. Ability to read and understand financial statements.
10. Ability to be able to deal with the public and Tribal employees with tact, courtesy, respect, objectivity and maturity.
11. Ability to be dependable and conscientious, possess initiative, self-motivated and capable of working independently with minimal supervision.
12. Complete Oneida Certification on Reporting Child Abuse and Neglect training within ninety (90) days of employment.
13. Must adhere to strict confidentiality in all matters.
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 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. Online sales experience.
2. Product knowledge.
3. Finance / Business / Public Relations / Communication Degree or a closely related field.

JOB DESCRIPTION

Giftshop Associate

Page 3

MINIMUM QUALIFICATIONS:

Applicants please clearly state how you meet these qualifications on the application/resume.

Must be an enrolled member of the Oneida Nation.

1. High School Diploma, HSED Diploma or GED Certification; applicants age fifty (50) and older are exempt from this requirement.
2. Two (2) years' experience in retail, sales, customer service and e-commerce,

ITEMS TO BE SUBMITTED:

1. **Must provide a copy of diploma/degree, license, or certification upon employment.**

APPLY IN PERSON AT:

Human Resource Department
909 Packerland Dr
Green Bay, WI 54303



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

APPLY ONLINE AT:

<http://oneida-nsn.gov>

OPEN TO ONEIDA ENROLLED APPLICANTS

POSITION TITLE: Museum Assistant
POSITION NUMBER: 03537
DEPARTMENT: Museum/Cultural Center
LOCATION: W892 County Rd EE Oneida WI
DIVISION: Human Services
RESPONSIBLE TO: Museum Director
SALARY: Grade 10 \$20.73/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

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.

POSITION SUMMARY

Under direct supervision of the Museum Director, this position will be responsible for assisting staff in all areas of the museum to include collections, archives, exhibits, tours, educational programming, guest services and gift shops. Continuation of this position is contingent upon funding allocations.

DUTIES AND RESPONSIBILITIES:

1. Welcome and greet Cultural Center patrons upon arrival to include information on layout of building such as coat check, gift shop, ticketing and indoor/outdoor events.
2. Assist gift shop Coordinator implementing inventory control techniques utilizing retail concepts and practices.
3. Operate gift shop point of sale systems to include instore, online and offsite sales.
4. Assist in the implementation and maintenance of online sales to include prep, packing and shipping of merchandise.
5. Assist in gift shop inventory organization, staging, merchandising, tagging, restocking, repurchasing etc.
6. Assist in the preparation and implementation of documentation to purchase gift shop inventory including obtaining quotes and invoices.
7. Assist in unpacking/receiving of merchandise for giftshop.
8. Verify quantity and quality of merchandise received to include documentation and accurate billing.
9. Assist in areas of Archives and Collections to include the care, processing, inventory and the digitization of collection.
10. Assist with research, data entry, scanning of documents pertaining to collection, cataloging, educational interpretation and exhibit design.
11. Assist with giving tours and educational outreach.
12. Assist Cultural Educator with giving tours and any educational outreach and programming.
13. Assist in the preparation and implementation of public relations activities and special events held at the museum and offsite locations to include social media outlets.
14. Maintain all public areas of the cultural center.
15. Practice excellent customer service skills at all times to include, but not limited to, addressing customer and employee needs courteously and promptly.
16. Contributes to a team effort and accomplishes related results as required.
17. Adhere to all Tribal Personnel Policies and Procedures, Tribal Standard Operating Procedures, and Area and Program Strategic Plans and Policies.

JOB DESCRIPTION
Museum Assistant, Page 2

DUTIES AND RESPONSIBILITIES: (Cont.)

18. Maintain strict department security, confidentiality, and quality to meet professional standards of the department.
19. 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 walk, stand, use hands, talk and hear. Occasionally sit, stoop, kneel, crouch, crawl, and lift and/or move up to thirty (30) pounds.
2. Work is generally performed inside with moderate noise level and outdoor setting which will require use of protective clothing and/or equipment, Potential exposure to toxic metals including arsenic, lead, and mercury.
3. Evening and/or weekend work will be required. Extended hours and irregular shifts will be required. During summer months required to work every Saturday.
4. A Tuberculosis (TB) Screening and/or a 2 step TB Skin Test is required within thirty (30) days of employment.

STANDARD QUALIFICATIONS:

1. Knowledge of the Oneida Community, its history and culture with the ability to integrate into work.
2. Knowledge of business English, proper spelling, grammar, punctuation, and basic arithmetic.
3. Knowledge of basic accounting procedures.
4. Skill in operating various word-processing, spreadsheets, and database software programs in a Windows environment.
5. Skill in organizational management. This requires the incumbent to plan, organize and schedule priorities efficiently and effectively, meet strict deadlines and successfully cope with challenging situations and conditions.
6. Ability to communicate effectively in the English language both verbally and in writing.
7. Must have excellent multi-tasking skills.
8. Ability to work as a team member and foster a positive working environment.
9. Must present a professional appearance and demeanor as a representative of the Oneida Nation in dealing with the general public.
10. Must adhere to strict confidentiality in all matters.
11. Must be willing and able to obtain additional education and training.
12. Complete Oneida Certification on Reporting Child Abuse and Neglect training within ninety (90) days of employment.
13. Adhere to all Tribal Personnel Policies and Procedures and Department Standard Operating Procedures.
14. Must pass a pre-employment drug screening. Must adhere to the Nation's Drug and Alcohol-Free Workplace Policy during the course of employment.
15. 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.
16. 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. Associate degree in Education, Business, Public Relations or related degree.

MINIMUM QUALIFICATIONS:

Applicants please clearly state how you meet these qualifications on the application/resume.

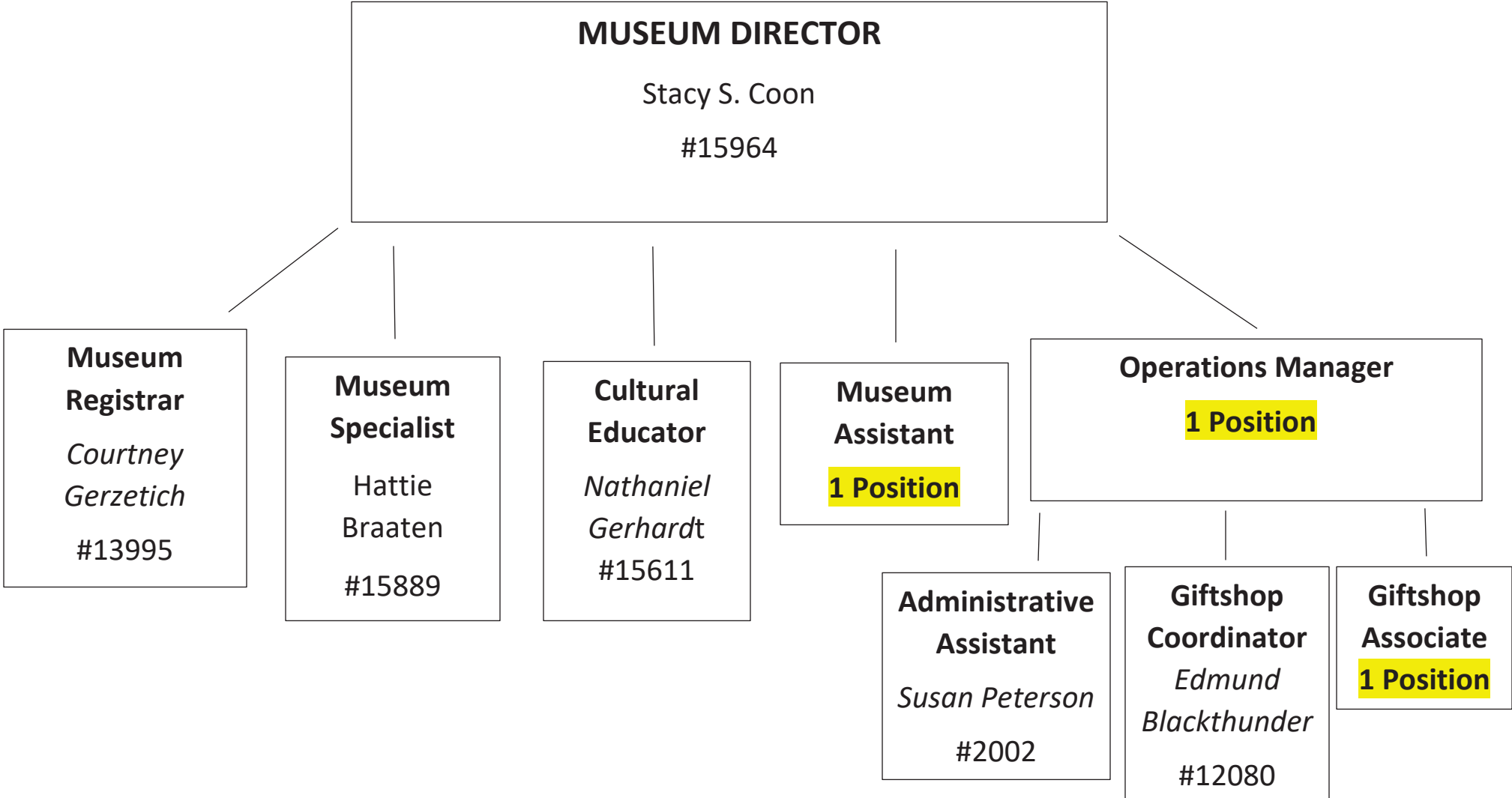
1. **Must be an enrolled Oneida Tribal Member.**
2. High School Diploma, HSED Diploma or GED Certification; applicants age fifty (50) and older are exempt from this requirement.
3. Experience with public speaking and experience with children and diverse groups.
4. Experience with database systems and online platforms.
5. Experience working in a museum or cultural institution involving interactions with the public.

ITEMS TO BE SUBMITTED:

1. **Must provide a copy of diploma, license, degree or certification upon employment.**
2. **Background information disclosure (BID) form.**

Kahnekano·lú Cultural Center

ORGANIZATION CHART





Relocation and Expansion Business Plan:

Final Report

June 2022



Lord Cultural Resources is a global professional practice dedicated to making the world a better place through culture.

We assist people, communities, and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

Our Toronto office is located within the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples. Our New York office is located on the traditional lands of the Lenape peoples. Our Long Beach office is located on the land of the Tongva/Gabrieleño and the Acjachemen/Juaneño Nations, who have lived and continue to live here.

We encourage you to acknowledge the presence of the people who came before, wherever you are.

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Executive Summary

The Oneida Nation Museum (ONM) was established in 1979 in a very small building that offered limited visibility and access. The need for larger and better located facilities for the ONM has been recognized for many years. In 2007, a feasibility study was conducted for a new-build 18,000 sq. ft. Cultural Center but the project was not implemented. In 2018 the Nation purchased a much more visible and accessible 11-acre property on Highway 172. The property includes outdoor space for parking and other uses and a 19,400 sq. ft. former church building, the Woodland Worship Center. COVID-19 delayed moving forward with planning for a relocation and expansion on the Woodland site.

The objectives for the new Museum include housing a growing collection, enabling implementation of larger permanent and temporary/traveling exhibitions and offering more space for public and educational programs. There is also an opportunity for the new site and facility to be more conducive to substantially increasing attendance levels and to boost retail and other revenue generation.

While there is a substantial opportunity to increase attendance and revenue generation from the general public, especially tourists, the new Museum is also intended to help instill a greater sense of identity and pride among the Oneida people, especially the youth, and encourage all to learn more about their history, culture and language.

Contextual, comparables, and market analyses, a community engagement session and a community survey, along with an interview process, all helped to inform the consultant recommendations regarding the future Oneida Nation Museum. Among the agreed assumptions for it are the following points:

- The future Oneida Nation Museum will encompass 15,393 net sq. ft. (NSF) of useable space and 22,060 gross sq. ft. (GSF), which takes mechanical, electrical and circulation space into account as well as wall thicknesses. This will include 6,400 NSF of exhibition space plus 2,600 NSF of visible storage of important or compelling artifacts in the collection. The exhibition space will be flexible to accommodate changing permanent and temporary exhibitions and will feature an increased emphasis on art and an 800 sq. ft. Oneida-themed children's gallery.
- A 1,000 sq. ft. multi-purpose auditorium will be available for lectures, films, performances and other public and educational programs with a flat floor and movable seats for periodic venue rentals. There will also be a retail store offering 400 sq. ft. of public space.
- More engaging interactive and immersive exhibits associated with Oneida history, culture and language will be offered to visitors while existing content will be modernized & digitized to offer even more compelling, interactive and technology focused experiences.

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- All collections storage will be in the building, eliminating the need to potentially pay for off-site storage, and/or to eliminate the cost and inefficiency of moving collections back and forth. Other work rooms and office space will be provided.
- Admission charges are assumed to increase only moderately despite larger and enhanced exhibitions, and discounts for seniors and youth will be introduced. The definition of an adult as aged 25-54 will provide a price break and help increase attendance by youth, whether or not they are students.
- School groups will continue to be charged admission both on-site and through outreach programs, very much reflecting the requirements for education associated with Native Americans in Wisconsin Act 31.
- Free admission will continue to be provided to all Oneida Nation members and potentially to all members of other Native American nations/tribes if the program is sponsored by a private foundation or company. Other free admission opportunities will also be introduced.
- It is assumed that the brand/name of the Museum will be modified from Oneida Nation Museum to *Oneida Nation Museum and Cultural Center*.
- With larger, better located and more easily accessible facilities, open days will be extended to include most Saturdays and Sundays on a year-round basis. Regular open hours will be from 10 a.m. to 4 p.m. on Monday through Saturday and from noon to 4 p.m. on Sundays.
- No change is assumed to the governance of the ONM, and staffing increases will be modest from 7.0 full-time equivalent (FTE) to 9.0 FTE positions, largely to provide for weekend staff.

Based on the analyses and assumptions in this report, we project that on-site attendance levels will increase from the 2019 pre-COVID base level of 4,249 visitors in the existing very small and poorly located museum to stabilize at about 26,000 annual visitors. This includes substantially more tourists and more repeat visitation from among Nation members. In addition to higher attendance, the ONM should be able to increase earned income, especially admissions revenue and retail sales.

The total operating budget for the ONM is projected to increase from the base level of about \$589,600 to just over one million dollars each year. This allocates all operating costs to the ONM as opposed to assuming that the Nation will continue to absorb some of the building occupancy and general and administrative costs.

If base level revenues from Oneida Nation and private support are maintained at 2019 levels, the projections are that the Museum will need to generate an additional \$271,300 in Year 1, \$314,900 in Year 2, and \$324,800 in Year 3 from a combination of Nation, other government and private sources. It is likely that the future gap will need to be filled primarily from the Nation, but efforts to increase private funding support should be pursued as well.

1. Introduction

This chapter summarizes the background to and purpose of this Business Plan for the relocation and expansion of the Oneida Nation Museum (ONM) as well as the methodology to conduct it.

1.1 Background to the Business Plan

The Oneida Nation Museum was established in 1979 “to provide accurate information about the Oneida and Iroquois culture, history, and nationhood. This is accomplished by developing, preserving, and expanding resources and collections, and by providing exhibits and other educational programming. The Museum also displays and promotes Iroquois artwork. The Oneida Nation Museum shall provide a unique and enlightening experience that can be interpreted to all ages for the next seven generations.”

The ability of the ONM to achieve its mission has long been limited by a site that is not easily accessible and a building that is very small. The existing building includes only 4,530 sq. ft. of space, within which 2,500 sq. ft. is usable by the Museum and only 1,500 sq. ft. is exhibition space. A very small gift shop of 200 sq. ft. limits potential revenue generation from that source. There is also inadequate space to accommodate the Nation’s growing collections and consequently off-site collections storage is required. A trailer next to the Museum has been used for classes and programs.

The need for larger and better located facilities has been recognized for many years. In 2007, a feasibility study was conducted for a new-build Cultural Center of 18,000 sq. ft. but the project was not implemented. In 2018 the Nation purchased a much more visible and accessible 11-acre property on Highway 172. The property includes outdoor space for parking and other uses and a 19,400 sq. ft. former church building, the Woodland Worship Center. COVID-19 delayed moving forward with planning for a relocation and expansion on the Woodland site.

The objectives for the new Museum include housing a growing collection, enabling implementation of larger permanent and temporary/traveling exhibitions, offering more space for public and educational programs, and to bring staff together. There is also an opportunity for the new site and facility to be more conducive to substantially increasing attendance levels and to boost retail and other revenue generation.

While there is a substantial opportunity to increase attendance and revenue generation from the general public, especially tourists, the new Museum is also intended to help instill a greater sense of identity and pride among the Oneida people, especially the youth, and encourage all to learn more about their history, culture and language.

In 2024, a likely opening date of the new Oneida Nation Museum, it will be the 200th anniversary of the beginning of emigration of the Oneida (People of the Standing Stone) to Wisconsin from their ancestral home in what is currently New York state. To help plan for the new ONM in the adaptively reused building, the Nation engaged Mission Support Services LLC to work with Continuum Architects and Planners to assess the capabilities

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of the former church facility, to prepare a functional program, and to provide concept level design services.

The Nation also identified the need for museum-specialist business planning and projections. After a qualification based selection process, Lord Cultural Resources, the largest museum planning firm in the world, was selected to conduct the business plan.

1.2 Business Plan Methodology

This study was conducted in two phases. Phase 1 provides the operations and revenue focused research, analyses and recommendations associated with the relocation and expansion. Approved recommendations became finalized assumptions, leading in the second phase to attendance, operating revenues and expense projections.

In order to meet the objectives of this business plan, Lord Cultural Resources conducted the following scope of work and methodology:

- Reviewed background information associated with the Oneida Nation and the ONM.
- Participated in a design workshop with Nation and Museum representatives led by Continuum Architects and Planners.
- Led an operations and revenue generation vision/assumptions workshop with Museum staff and other Nation representatives.
- Conducted interviews with key informants. Please see Appendix A, which acknowledges both the workshop and the interview participants.
- Compiled and analyzed available data regarding the overall museums marketplace, other Native American museums, and selected museums in the Green Bay area.
- Compiled and analyzed available data regarding potential resident, school and tourist markets for the region and the ONM in particular.
- Conducted a community engagement workshop and a community survey to help inform priorities for the future ONM. Detailed findings are set out in Appendix B.
- Prepared and submitted a Phase 1 report which included the research and analyses that provided the basis for recommendations and assumptions that were finalized at a Zoom workshop with the client group and representatives of Continuum Architects and Planners. The finalized assumptions helped to provide the basis for the attendance, operating revenue and expense projections in a Draft Final report.
- Prepared this Final Report, including an executive summary.

Bold, italics is used throughout to highlight key findings, conclusions and recommendations.

2. Contextual and Comparables Analyses

This chapter seeks to establish context for the recommendations in Chapter 4 of this report and to provide benchmarks for attendance and financial projections for the relocated, expanded and enhanced Oneida Nation Museum (ONM) in the next phase of this study. It includes contextual and comparables data regarding museums in general and Native American museums in particular and also selected museums in the Green Bay area. To provide additional context, survey data are cited regarding the general motivations of museum/cultural visitors and associated revenue generation.

2.1 Realities of the Museums Marketplace

It is important for all proponents and funders of the relocated and expanded Oneida Nation Museum to understand the realities of the museums marketplace. In particular, museums are not businesses that seek to be profitable or at least operationally self-sufficient based on earned income (admissions, retail, venue rentals, programs, memberships, etc.). Museums also need substantial annual funding support from private supporters and government sources. ***Although an objective of this business plan is to maximize attendance and earned income, it must be understood that the primary funder of the Museum will continue to be the Nation itself.***

The following table is from survey data prepared for the American Alliance of Museums (AAM) that compare the performance of various museum types to 2019 (pre-COVID) data for the Oneida Nation Museum, which is best categorized as a history museum among the AAM categories. The AAM financial data are from 2017 while the attendance figures that were supposed to be updated in 2020 from the 2009 data were not because of the pandemic.

The key points that illustrate the realities of the museums marketplace and some implications to the ONM are as follows:

- **Total Attendance:** In 2019, the ONM reported attendance of 5,617, of which 1,368 were served in outreach to the schools. Therefore 4,249 on-site visitors. This reflects the limitations of the site and building, including very little exhibition space. The table that follows should be considered in the context of the relative attendance of various museum types, not the dated specific attendance figures. ***Of particular note is that median attendance figures for history museums are modest. This suggests both the need for realism regarding the extent of the attendance growth that is possible and also the need to consider an increased focus on Oneida art and more for children, as discussed later in this report.***
- **Sources of Operating Income:** In 2019, the ONM had operating revenues of \$450,136. About 24% of the revenues were from earned sources, very little from

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private donations and sponsorships, none from endowments, and the vast majority (76%) from the Oneida Nation. No government funds were received from other municipal, state or federal sources. In considering the experience of surveyed history museums compared to other museum types we find that the average history museum generated 35% of its operating income from earned sources (also 35% for all museums), 33% from private support (35% for all museums), 12% from endowments (11% for all museums), and 21% from government sources (19% for all museums). **A relocated and expanded ONM should seek to increase not only earned income but also private support.**

Sources of Operating Income by Museum Type	Oneida Nation Museum, 2019	Art Museums	Children's Museums	History Museum/ Historic House/Site	Natural History/ Anthropology	Science / Technology Centers/ Museums	Multi-Disciplinary	Arboretum/ Botanic Garden/ Nature Centers	Zoos/ Aquariums	Total Sample/ Weighted Average
Sample Size		209	36	408	31	31	100	27	15	857
Earned Income	23.6%	26%	52%	35%	42%	57%	33%	45%	59%	35.1%
Private Donations/ Sponsorships	0.1%	42%	33%	33%	28%	31%	35%	31%	25%	35.0%
Investment/Endowment Income	0.0%	16%	2%	12%	9%	2%	8%	10%	4%	11.4%
Government Income	76.3%	17%	13%	21%	22%	10%	24%	14%	12%	19.3%

Source: American Alliance of Museums, Museum Board Leadership 2017: A National Report

Sample Size		156	18	279	32	25	71	N/A	17	671
Reported Attendance	5,617	44,878	130,870	11,500	58,176	357,103	58,500	N/A	208,574	26,500

Source: Financial Survey of the American Alliance of Museums, 2009, that is not yet updated by AAM due to COVID-19

2.2 Data Regarding General Motivations of Museum/Cultural Visits and Revenue Generation

Two survey-based data sources are cited here to help inform the analyses, recommendations and projections for the relocated and expanded Oneida Nation Museum. These are as follows:

2.2.1 Impacts Research and Development

Impacts Research and Development tracks 224 visitor-serving organizations in the United States, including performing arts, museums and related institutions. The survey data are regularly updated from 124,000 participants but are largely from 2017 and updated annually.¹ Data from 2020 and 2021 are of course not very useful because of the impact of COVID-19 on museum closures and reduced openings and visitation. The data are skewed by which visitor-serving organizations are part of the 224 cited, which is not divulged. Since there is a membership payment involved to receive the detailed data, it is likely that they represent larger, wealthier organizations, which also skews the data

¹ *National Awareness, Attitudes and Usage Study* (Impacts Research and Development, Washington DC, 2017 and partially updated annually)

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somewhat. Similarly, it is unclear who in the general public was surveyed among the 124,000 respondents. For example, respondents need to have easy access to the Internet and be willing to take the time to be surveyed.

Colleen Dilenschneider in a weekly blog, *Know Your Own Bone*, reports on the highlights of the data and offers a variety of insights associated with them. This section considers some of her insights and offers our own comments associated with the data and its applicability to the future Oneida Nation Museum.

Among the survey data of particular interest to the issues of attendance and revenue generation for the ONM are the following points:

Attendance

- **Attributes of People Most Likely to Attend Cultural Organizations/Facilities:** The Impacts survey found that only 16% of the US population visited any cultural organization within the past two years. This is a reality that all museums need to take into account. The attributes associated with the 16% who attended differed for those born before 1980 and those during or after 1980 (millennials). For those in the older age category, the primary attributes for attendance are higher education and higher income and includes more of those who are white, non-Hispanic. For culturally active millennials, the characteristics and behaviors are similar, but there is less reference to white, non-Hispanic. ***The data point to the growth of a more diverse younger audience for culture that will increase over time, which is positive for the ONM, especially if it focuses even more on attracting younger visitors.***
- **Attributes of People Who Express Interest in Cultural Organizations/ Facilities but Do Not Attend:** The Impacts survey identified these persons as also representing only 16% of the U.S. population. Surprising is that they have higher levels of education and income than those who are active attenders, whether millennials or not. The main reason for not attending, despite these positive characteristics, is that their time is precious, and they simply prefer alternative leisure activities (sporting events, movies, etc.). The second ranked reason not to attend despite expressed interest in culture was access challenges and the third was “have already visited.” The latter reason not to attend, despite interest in culture, confirms the importance of change to motivate repeat visitation. ***This suggests that planning for change, including temporary exhibitions, will be important to building repeat visits to the Oneida Nation Museum.***
- **Factors for Non-Attendance:** The Impacts survey reported that cost is only 15th of 16 reasons cited. However, there is a tendency for people in surveys not to wish to appear “cheap.” The results are similar for millennials and non-millennials with the largest differences among millennials referring to scheduling and transportation issues, negative experiences, and attitude affinity perceptions (“it is not for people like me”). Non-millennials were more likely to refer to safety concerns.
- **Attributes of Unlikely and Non-Visitors:** The Impacts survey of 124,000 American adults reported that 38% of the U.S. market are unlikely visitors who require an incentive or direct motivation like accompanying a visiting friend or relative to attend while 30% will not attend under almost any circumstances. An important factor for non-attendance is a growing preference to stay at home. In 2011, about 21% of

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respondents expressed a preference to stay home during the week. By 2017 this figure had grown to nearly 25%. Among the culturally active, the stay at home preference on weekends grew from about 29% in 2011 to 36% in 2017. ***The internet, entertainment streaming services and other at home opportunities are an important and growing competitor to museum and other cultural attendance, which has been further threatened by COVID-19 lockdowns and fears.***

- **Greater Propensity to Stay Home on Weekends:** Impacts reported that the likelihood to stay at home on weekends among all Americans increased from about 38% in 2011 to 49% in 2019 (pre-COVID). Among those most likely to attend cultural institutions, the propensity to stay home increased from 29% to 39%. Not surprisingly, during 2020 and 2021 the percentages staying home were even higher. The data emphasize the increasing competition among cultural institutions when people do leave home and also the challenge of motivating visits.
- **Entertainment Value is the Primary Motivator of Attendance and the Primary Measure of Visitor Satisfaction:** Entertainment value is reported to be a four times greater measure of visitor satisfaction than educational value. The museum types that have higher perceptions of entertainment value than educational value also generally attract the most visitors. These include zoos, aquariums and science centers. The museum types in which the visit is perceived to be more educational than entertaining include art and history museums. The data emphasize the importance of an entertaining visitor experience to motivate first time and repeat visits. ***Noteworthy is that the survey finds entertainment value motivates visitation, but educational value justifies visitation, so both are important.***
- **Millennials are already the Most Frequent Attenders:** Millennials (born in 1980 to 1996) surpassed baby boomers (1946-1964) in numbers and account for the largest percentage of the population. Millennials, according to Impacts, also account for the highest percentage of cultural attenders, with the spread growing over time with the maturing of the millennial generation. In 2011, baby boomers accounted for about 24% of attenders but declined to 22% in 2017. Conversely, millennials as a percentage of total attenders grew from 29% in 2011 to 32%. However, baby boomers who are cultural attenders exceeds baby boomers as a percentage of the US population by 0.4% while attendance by millennials trails their percentage of the US population by 4.8%. The data indicate that for most types of cultural institutions attendance increases with age until mobility or health-related factors cause a decline in attendance. ***A key objective for the relocated, expanded and enhanced Oneida Nation Museum is to appeal to younger members of the Nation to elevate the pride they feel in their history, culture and language.***
- **Importance of Attending as Children to Adult Cultural Attendance and Other Benefits of Attracting Children:** The Impacts survey found that, on average, those who visited a cultural attraction as a child are 73% more likely to have visited a within the last two years than someone who did not or doesn't recall visiting as a child. The survey also found that about 75% of parents believed that taking a young child to visit gives the child an "edge" in their academic or intellectual development. ***Among museum types that have greater challenges attracting young children (art, history, public gardens) the data confirm the need to consider children's galleries, family days with special programming, or free or very low admission charges for children.*** This, however, needs to recognize that attracting children

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must not have a negative impact on attracting adults who do not wish to be in the same space at the same time as young children, whether in school groups or with families, and may point to the need to separate incompatible market segments in space or time. It must also be recognized that according to the U.S. Census, the percentage of households with children has declined from about 51% in 1970 to about 36% in 2017.

- **Racial Diversity by Type of Cultural Organization:** Data from the U.S. Census Bureau indicated that about 39% of people in the United States identified as “non-white alone.” However, the Impacts survey of 224 cultural organizations found that none of the cultural institutions met the 39% threshold. Most likely to include a diverse audience are zoos (37%), aquariums (31%), history museums (30%) and science museums (29%). Somewhat lower are art museums (27%), botanic gardens (16%), and orchestras (12%). ***While the future ONM will seek to maximize attendance from among the general public, its mission is very much also related to attendance by Nation members.***
- **Tourists are Motivated to Visit a Specific City Far More than to Attend a Specific Museum:** When surveyed about leisure activity motivations, nearly 69% referred to visiting a city, slightly less than visiting friends and relatives (70%), but substantially more than visiting historic locations (30%), a science center, aquarium or zoo (17%), or a museum (11%). In other words, people are most likely to be motivated to visit a city and friends and relatives, then consider visiting museums while already there. ***This is a clear weakness of the ONM, despite a better location, since not even Green Bay is a city that motivates substantial tourism as discussed in the following chapter of this report.***
- **Importance of Social Media:** Social media ranks higher than the web as the source of information about cultural institutions for both high-propensity and inactive likely visitors. Impacts found that social media plays an important role in motivating visitation and that followers are more likely to visit cultural organizations and report better experiences. ***This requires a staffing commitment to social media as part of the enhanced staffing plan for the Oneida Nation Museum.***

Revenue Generation

The Impacts Research and Development survey also leads to insights regarding revenue generation, including the following points and their applicability to the future Oneida Nation Museum:

- **Effect of Admission Prices on Attendance:** The Impacts survey data show that admission prices are not a primary barrier to visitation. However, this may reflect who is being surveyed and a propensity for people to seek to avoid appearing “cheap” in surveys. Data are cited where even free admission had limited impact on attendance but ignores many examples in which free admission had a major effect. The Impacts data indicate that those who receive free admission are 48% less likely to return within one year compared to those who paid the full admission price. (The experience of Lord Cultural Resources suggests that admission prices, and free admission, do have an important impact on attendance levels assuming a good quality visitor experience. We are not recommending free admission for the future ONM but rather prices that should be considered reasonable in the context of the local marketplace).

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- **Membership:** The ONM does not have a membership program but an issue to be considered is whether a membership program should be introduced as part of the expansion and relocation. Impacts found that the total cost of attracting a new member was five times greater than the cost of keeping an existing member. They also found that the revenue from renewed members over a 5-year period exceeded the revenues from a new member by close to 36%. This, of course, reflects a greater propensity for renewed members to move to upper categories and become donors. Balancing revenues vs. costs, Impacts found that the net value of a renewed member was 66% greater than a new member. We have not recommended introduction of a membership program for the future ONM as discussed further in Chapter 4.
- **Operating Costs are Exceeding Earned Revenues:** The data indicate that between 2010 and 2016 the operating expenses of the cultural organizations increased by 27% while earned income increased by 17%. More have cut costs than increased earned income, and cutting costs has in turn made it even more challenging to increase earned income. Many have sought to increase private and to a lesser extent governmental support. The ONM currently receives very little private support. ***A key issue is whether private support can be increased in the relocated and expanded facility in the context of perceptions in the region that the ONM is well taken care of by casino revenue.***
- **The Financial Importance of Highlighting Mission:** Impacts used data that indicate cultural organizations which offer strong “reputational equities” (visitor perceptions of trust, authority, credibility and satisfaction) had better financial performance (revenue efficiency) than cultural institutions marketed primarily as attractions. This is largely because mission-focused institutions are more likely to receive contributed income, which would help to pay for programming, marketing and other expenditures that in turn help to increase earned income. ***The data emphasize the importance of the mission of the ONM not only to the Oneida Nation but also to other potential private and government funders.***

2.2.2 Annual Surveys of Museum Goers

Like the surveys conducted by Impacts Research and Development in which specific data are proprietary to the cultural institutions, Wilkening Consulting charges participating museums (140 in 2021) to participate and thereby have access to specific data. It does provide “Data Stories” which are general summaries and insights, most of which have focused on the pandemic, but some of which are cited here to help plan for the future ONM. Among the data of particular relevance are the following points:

- In 2021 the survey focused on the issue of inclusivity and asked respondents about the extent to which they believed that museums should be more inclusive, including stories and perspectives of women, people of color, religious minorities, LGBTQ, etc. It found that 33% of respondents thought such inclusive content was very important and 37% somewhat important. This is an indicator of who core audiences for the Oneida Nation Museum might include among the general public.
- Attending a museum as children increases the likelihood of attending as adults and taking one’s own children to museums. The key issue for an Oneida Nation Museum

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is how to be more inviting for children because many parents or grandparents decide whether or not to attend based on the perceived interest to their children. Data from the Wilkening survey showed that it was parents of children 10 and younger who were most likely to have attended in the past two years.

- The racial gap among museum attenders is narrowing. The survey showed that 31% of white households had attended in the past two years compared to 25% for people of color but the gap has been narrowing and should continue to narrow in the future.

2.3 Overview of Native American or Tribal Museums

Considered here are data from the overall Native American or Tribal museums marketplace in the United States with a focus on selected museums in Wisconsin and Michigan.

2.3.1 Survey of Tribal Museums

The latest available data that helps to profile the market, operational and financial experience of Native American museums in general is from a 2002 study for the Association of State and Local History, *Tribal Museums in America*. Although very dated, the profile of Native American museums is unlikely to have changed substantially in more recent years, and we believe the data are still relevant for benchmarking purposes today.

The survey included responses from 106 Native American museums, but many did not respond to all questions. Among the data of interest for the Oneida Nation Museum are the following points, which are based on aggregated figures to maintain the confidentiality promised to respondents associated with their specific data:

- **Open Days:** Reflecting that many of the respondents were small, understaffed and underfunded, only 32% of respondents were open both during the week and on weekend days. The Oneida Nation Museum varies hours by season with open hours on Saturdays only during the summer months and no openings on Sundays at all. Our recommendations regarding the operating schedule of the expanded and relocated ONM are set out in Chapter 4.
- **Governance:** Some 34% were independent not-for-profit 501 (c) 3 organizations, with another 20% as 501 (c) 3 organizations under tribal law. About 30% of the museums were departments within tribal governments, with the remainder in other categories or unknown. The ONM is part of the Department Culture and History, and this governance arrangement has been assumed to continue during the period projected in this study. However, it limits the extent to which the Museum is able to generate private support if it cannot issue tax receipts for donations. Regarding the composition of Boards, some 63% had tribal-only members.
- **Admission Charges:** About 60% charged fixed admission prices and all offered free admission to tribal members. Some 21% charged admission to other Native Americans. The ONM offers free admission to only Oneida Nation members and not to other Native Americans.
- **Total Attendance:** The average was 32,470, which was skewed higher by a few major Native American museums. Respondents indicated that attracting tribal

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members was the priority target, followed by school groups, which are also the priorities for the Oneida Nation Museum. On average, school groups accounted for about 30% of total visitors. For the ONM, school groups represented 35% of the total attendance in 2019.

- **Staffing Levels:** The average among respondents was 5.8 full time and 1.1 part-time. For the ONM in 2019 it was 5 full-time supported by 3 part-time staff. There is no reference to volunteer support in either the survey or by the ONM.
- **Annual Operating Budgets:** There were only 36 respondents to this question. Among respondents, the average operating budget in 2002 was \$801,000. The operating budget of the ONM in 2019 was about \$455,000.
- **Sources of Operating Funds:** The average was 41% from tribal governments, 17% from other government sources, 12% from gaming, 11% from the gift shop, 5% from admissions and 5% from private donations and sponsorships. As shown in the previous section of this report, the ONM operates with a higher percentage of operating revenue from the Nation and very little from private and other government support in large part because of perceptions that with casino funding of the Museum other support is not needed. Recommendations to address this issue are set out in Chapter 4.
- **Membership:** About 34% of the reporting Tribal museums had membership programs and associated revenues.
- **Operating Cost Allocations:** As is common, the highest cost is for staffing (44%). For the ONM, staffing costs accounted for 64% of total operating expenditures in 2019. For collections-focused museums the norm is for staffing costs to be at 50-55% of total operating expenditures. As discussed in the following chapter, the 64% allocation to staffing costs at the ONM does not appear to reflect over-staffing but rather under-spending in other expense categories.

2.3.2 Data from Selected Comparable Native American Museums in Wisconsin and Michigan

Whereas the survey of Tribal Museums above included only aggregated data, the following table includes the often limited available published data from five selected Native American museums in Wisconsin and Michigan that were identified by ONM senior management as comparable or relevant for the purposes of this business plan. This is followed by more detailed information regarding two or the five identified to be the most comparable. Those selected, in alphabetical order, are:

- Arvid E. Miller Memorial Library/Museum of the Stockbridge Munsee Tribe, Bowler Wisconsin
- Forest County Potawatomi Cultural Center and Museum, Crandon, Wisconsin
- George W. Brown Ojibwe Museum and Cultural Center, Lac du Flambeau, Wisconsin
- Menominee Indian Tribe's Cultural Museum, Keshena, Wisconsin
- Ziiibwing Center of Anishinabe Culture & Lifeways, Mount Pleasant, Michigan

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Among the most relevant data for the Oneida Nation Museum are the following points:

- **Location and Site:** All five are on reserve lands in small communities. This helps to increase attendance by tribal members but limits attendance and associated revenues from the general public. The new site for the Oneida Nation Museum will offer much better visibility and access for the general public than the existing site.
- **Facilities:** It is common for museum spaces to be combined with library, archival and cultural center spaces. The two tribal museums of particular relevance to planning for the future ONM are the George W. Brown Ojibwe Museum and Cultural Center at 9,000 sq. ft. and the Ziibiwing Center of Anishinabe Culture & Lifeways at over 34,000 sq. ft. The others are smaller than the existing ONM and so less relevant.
- **Operating Schedule:** Of the five only the large Ziibiwing Center is open on a weekend day, Saturday. The Oneida Nation Museum opens on Saturdays only during the summer months. Our recommendations regarding the schedule for the relocated and expanded ONM are set out in Chapter 4.
- **Admission Charges:** Four of the five, including those that are very small, have fixed admission charges in place, although they are generally modest at \$3-5 for adults. The Ziibiwing Center of Anishinabe Culture & Lifeways has the highest adult charge at \$6.50. Discounts are offered for seniors, youth and children. Members of the specific tribes receive free admission in all cases and some offer free admission to all Native Americans. Recommendations for the future ONM are set out in Chapter 4.
- **Reported Attendance Levels:** In 2019, the last full year before the impact of the COVID pandemic, the ONM reported 5,619 total visitors, of which 4,249 were on-site. The highest reported attendance was at the Ziibiwing Center at about 15,600 visitors.
- **Staff:** Staffing costs generally account for about half the operating costs of most museums. Those with substantial collections care responsibilities generally allocate more to staffing costs and those with no collections care responsibilities such as children's museums and science centres are able to allocate less. In 2019, the Oneida Nation Museum allocated 64% to staffing costs for 5 full-time and 3 contract staff persons. Four of the five museums compared operate with smaller staff levels while the Ziibiwing Center operated in 2019 with 8 full-time and 2 part-time staff.
- **Operating Budgets and Sources:** Operating budgets are limited and tribal funds, generally from casino profits, are understood to be the primary source of operating revenues for all of the museums, including the ONM.

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Summary of Available Key Data from Selected Comparable Museums	Arvid E. Miller Memorial Library/Museum of the Stockbridge Munsee Tribe	Forest County Potawatomi Cultural Center and Museum	George W. Brown Ojibwe Museum and Cultural Center	Menominee Indian Tribe Cultural Museum	Ziibiwing Center of Anishinabe Culture & Lifeways
Location on Reserve Lands	Bowler, WI	Crandon, WI	Lac du Flambeau, WI	Keshena, WI	Mount Pleasant, MI
Facilities	Museum, library and archives	Cultural Center, Library and Museum	9,000 sq. ft. building of which 5,000 sq. ft. exhibition space	6,000 sq. ft. building featuring tribal artifacts and a gift shop, located next to a Tribal Logging Museum	34,349 sq. ft. museum and cultural center, meeting and conference facilities, large gift shop
When Founded/Opened	Founded 1976	Opened 2002	Opened 1989	Opened 2010, Logging Museum founded 1969	Opened 2004
Operating Schedule	Monday-Friday 8 a.m. to 4 p.m.	Monday - Thursday 7 a.m. to 5 p.m.	Monday-Friday 10-4, reduced in winter to Tuesday - Thursday	Monday-Friday 8-4:30	Monday - Saturday 10-6
Admission Charges	Free, but modest charge for private tours	Adults \$3, Children and Seniors \$1	Adults \$5, Children and Seniors \$3	Adults \$5, Youth (10-17) \$4, seniors and children \$3	Adults \$6.50, Seniors (60+)/ Military/Youth (5-17) \$3.75, Tribal members with ID free; group discounts 10-15%, school groups \$2.00 per student
Rounded Reported Total Attendance (pre-COVID)	700	N/A	7,000	N/A	15,600
Memberships	No	No	No	No	Yes, both general and corporate
FT Staff	2	N/A	1	N/A	8
PT Staff	0	N/A	2	N/A	2
Operating Budget	N/A	N/A	\$135,000	N/A	N/A

Sources: Published information and interview by Lord Cultural Resources

2.3.3 Focus on Two Selected Native American Museums Offering the Most Comparability

Among the five referenced above the Native American Museums offering the most comparability were the George W. Brown Ojibwe Museum and Cultural Center and the Ziibiwing Center of Anishinabe Culture and Lifeways because they offer larger spaces for exhibitions and programs. These were subject to additional research and interview requests.

The analyses are intended to help inform recommendations for the Oneida Nation Museum in Chapter 4 and to provide benchmarks for projections of attendance, operating revenues and expenses in the second phase of this feasibility study.

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George W. Brown Ojibwe Museum and Cultural Center

The mission of the George W. Brown Jr. Ojibwe Museum and Cultural Center is to “preserve, disseminate and advance the history and traditions of the Lac du Flambeau Band of Lake Superior Ojibwe, their reservation and environs.”

The Ojibwe Museum and Cultural Center opened in 1989 at a site in the downtown area of Lac du Flambeau in northern Wisconsin, whose population is less than 2,000. The Vilas County population in 2020 was only 21,923. The site is not on the main street and not easily visible. It occupies a building of about 9,000 square feet, of which exhibition space encompasses about 5,000 sq. ft. The Director believes that the exhibition space is too small and would have preferred 8,000 sq. ft. The building also includes a small gift shop and space for programs, offices and collections storage.

The museum “celebrates Ojibwe culture with a four season diorama and other exhibits including a 24-foot Ojibwe dug- out canoe, smaller birch bark canoes, Ojibwe arts and crafts, traditional clothing, a French fur trading post, and a world record speared sturgeon taken from one of Lac du Flambeau's many beautiful lakes. Year-round programs and classes are available to the public as well as special events.”

The Museum attracted about 7,000 visitors in 2019 (pre-COVID), of which about 2,000 arrived in school groups, very much in compliance with Wisconsin Act 31. They paid the guided tour rate of \$5.00 per person. Self-guided visit opportunities are available to all visitors at \$4.00 for adults and \$3.00 for seniors (65+) and children (6-17).

Open hours vary by season with winter openings limited to Tuesday – Thursday from 10 a.m. to 4 p.m. ***During the rest of the year the Museum opens only from Monday through Friday even though peak attendance at the casino is on weekends and the casino is only two blocks away from the Museum. The limited hours reflect the fact that the Museum operates with only one staff person supported by two volunteers.*** Until 2008 the Museum operated with a staff of five.

Tribe/band members are estimated to represent only about 300 of the 5,000 non-school visitors. This is partly because most have previously visited, and it is understood that the exhibitions have not changed substantially for many years. Of non-Tribe and non-school visitors, about 25% reside within a 50-mile radius while 75% are tourists, despite the lack of weekend openings.

The Museum operating budget in 2019 (pre-COVID) was a modest \$135,000, of which close to 90% is from the Tribe (casino and hotel revenues), about 10% from earned income (retail sales and admissions), with very little private support and no financial support from the state or other governments. Staffing costs account for over 60% of operating expenses.

Ziibiwing Center of Anishinabe Culture & Lifeways

The Ziibiwing Center was created in 2004 in Mount Pleasant Michigan with a population of 25,290. It is within Isabella County, whose population in 2020 was 70,363. The Center preceded the opening of a casino in 2008 and a hotel, RV park and waterpark in 2012. Its mission is to promote belief that the “culture, diversity and spirit of the Saginaw Chippewa Indian Tribe of Michigan and other Great Lakes Anishinabek must be

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recognized, perpetuated, communicated and supported.” It is marketed as the “Midwest’s Premier American Indian Museum².” Ziibiwing translates to place by the river.

The Center offers 34,349 sq. ft. of space including a museum, cultural center, conference facilities, cafe and a major gift shop. About 7,000 sq. ft. may be defined as exhibition space. The Center regularly opens on Monday through Saturday from 10 a.m. to 6 p.m. but days and hours were reduced during the pandemic.

The Ziibiwing Center is ranked highest among things to do in Mount Pleasant by TripAdvisor and has close to a 5-star rating.

The Center offers free admission not only to Saginaw Chippawa tribe members but also to members of all Native American tribes. ***This study has recommended free admission to all Native Americans for the future Oneida Nation Museum only if it is sponsored by a private organization or foundation.***

The Center offers two main venue rentals rooms of 900 sq. ft. each, or 1,800 sq. ft. when combined to serve up to 100 people banquet style and 150 theater style. The lobby and activity room offer additional rental opportunities only during evening hours while the changing exhibit hall is available only when temporary exhibitions are not in place. The data confirm opportunities for the future Oneida Nation Museum in a larger market area to also generate revenue from venue rentals especially given proximity to the Green Bay area compared to Mount Pleasant for Ziibiwing.

The Ziibiwing gift shop offers more than 150 Anishinabek artworks and crafts from around the Great Lakes. The Center also offers a media lounge which includes fee Wi-Fi and a large selection of North American Indian books, music and videos.

The Center is governed by a 12-person Board of Directors and a staff of 10, of which 8 are full-time, in the following positions:

- Interim Director/Curator
- Administrative Assistant
- Sales and Events Coordinator
- Visitor Services Representative (Cultural Resource Development)
- Research Center Coordinator
- Tribal Historic Preservation Officer
- 2 Facilities and Grounds Maintenance Housekeepers
- 2 Retail Clerks

Vacant positions include a Funding and Development Specialist and two youth workers.

The latest available pre-COVID annual report is from 2017/18 and indicated total attendance at 15,609. The Tribe and its casino are the primary funder of the Museum. In 2016/17 a total of \$206,105 was generated from external sources about 51% was from grants, 21% from corporate and other sponsorships and donations, 13% from admissions, and 4% each from venue rentals, memberships and programs. The data

² Despite numerous attempts, the Ziibiwing Interim Director/Curator declined to be interviewed to provide additional information or advice.

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indicate opportunities for the future ONM to also generate revenue from venue rentals in larger spaces.

E-commerce retail sales, primarily on-line as Zeebiwing Commercial Services, are additional and in FY2018 generated about \$1.4 million in sales. It is unknown how much of these revenues and the revenues from casino operations and the tribe are allocated to the Ziibiwing Center and its total operating budget.

2.4 Benchmarks from Selected Existing Museums in the Region

The museums and related institutions identified to offer particular relevance to the Oneida Nation Museum are:

- Neville Public Museum, Green Bay
- Heritage Hill State Historical Park, Green Bay
- Green Bay Children’s Museum, Green Bay
- Wisconsin Historical Museum, Madison

Each is considered below in the context of available data and interview feedback that help to inform the recommendations and projections in this business plan for the relocated and expanded Oneida Nation Museum.

2.4.1 Neville Public Museum

The Neville Public Museum of Brown County is located in downtown Green Bay and is “dedicated to the collection and preservation of significant objects relevant to Northeast Wisconsin and the Upper Peninsula of Michigan. The museum seeks to bridge these multi-generational regional communities through engaging exhibits and dynamic programming.” It occupies a space of about 60,000 sq. ft. of which 17,000 sq. ft. is exhibition space focused on history, science and art. This includes some reference to Native American history and culture, primarily as part of its 8,000 sq. ft. Generations Gallery, which encompasses the 13,000 year history of the region. But there is no dedicated Native American gallery.

The Neville Public Museum opened in 1927, based on a private donation of the building with the condition that the City of Green Bay fund its operating costs and retain the Neville name. In 1962 Brown County agreed to join the Board and contribute 50% of the operating costs and to offer free admission.

With a growth in collections and related responsibilities a new building was required and in 1980 the voters of Brown County agreed to fund the capital costs of a larger museum, which opened in 1983. The County then owned the building and its collections and agreed to be responsible for operating costs without the participation of the City of Green Bay. Admission charges were introduced in 2004 and renovation of its galleries took place in 2019. The Museum was closed to the public from May of 2019 to August of 2020 and experienced lockdowns and reduced open days and hours due to COVID as well.

The Museum is currently open Tuesday through Sunday from 9 a.m. to 5 p.m. with the exception of noon openings on Sundays. Hours are noon to 8 p.m. hours on Tuesdays

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and remaining open to 8 p.m. for free admission to Brown County residents during the first Wednesday of each month with proof of residency. This leads to higher attendance on that day.

Admission charges are as follows:

- Adult (16+): \$9.00 (no seniors discount is offered because of free admission to veterans)
- Child (3-15): \$6.00
- Infant, Military (active, reserve, veterans): \$0.00 (military spouses \$4.50, military children \$3.00)

Adult groups are charged \$7.00 per person and school groups at \$4.00 per pupil and chaperone. Tours are guided and require advanced registration. Similarly, behind the scenes tours are charged at \$25.00 per person with a minimum group of four. However, these tours are rarely booked.

In 2018, before the museum was closed for renovation, attendance was about 50,700, of which close to 9% arrived in school groups and over 8% were tourists from out of state.

In order to raise private funds and issue tax receipts to donors, the Neville Public Museum Foundation was established as a nonprofit 501(c)3 organization. It funds all exhibits and programs at the Museum. The Foundation has a staff of three (Director, Development and Events Coordinator, Office Manager). In 2019 the Foundation raised over \$1.9 million in support of the renovation of the Neville Public Museum.

The Museum staff in 2019 (pre-COVID) included 12 full-time personnel, of which 9 are County staff and three are Foundation staff. They are supported by about 100 volunteers.

In 2018 there were about 900 memberships in the Museum of which about 16% were in upper level categories (\$100 to \$2,500). This study has not recommended a traditional membership program for the future Oneida Nation Museum for reasons set out in Chapter 4.

In 2018, the Museum had an operating ***budget of about \$1.3 million, of which about 90% was County funds, with 3% raised from the Foundation, and 7% as earned income. The challenge for the Neville Public Museum is that even with a Foundation raising funds, private support is difficult to achieve given a perception that the Museum is well taken care of by County funds. The Oneida Nation Museum faces the same challenge of overcoming the perception that it is well taken care of by casino revenues.***

2.4.2 Heritage Hill State Historical Park

Heritage Hill State Historical Park is a 56-acre living history state park in Green Bay at a site in suburban Allouez. The site is owned by the Wisconsin Department of Natural Resources but managed by the Heritage Hill Corporation, a not-for-profit 501 (c) 3 organization.

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The Park opened in 1977. Its mission is to “enrich the lives of others by sharing Northeast Wisconsin’s diverse cultural and historic ties that bind our communities together.” It includes 26 historic buildings that were moved to the site over the years and a collection of over 9,000 artifacts dating from the 17th century to the present. In 2006 a modern Education Center was added, but it is essentially classroom and programming space that does not include the indoor exhibition space that will encourage attendance during inclement weather and on a year-round basis. The Park has therefore operated only seasonally from June through October from 9 a.m. to 4:30 p.m. on Tuesday through Saturday and on Sundays from noon to 4:30. Current plans are to extend the operating season to year-round and to add a Museum/Visitor Center building.

In 2019 (pre-COVID), total annual attendance was about 42,000, of which over 18,000 (45%) arrived in school groups. Regional non-school residents accounted for an additional 45%, including those attending wedding and other special events, with tourists at about 10%.

There has been relatively little collaboration between the State Historical Park and the Oneida Nation Museum even though the Park includes a focus on the fur trade and therefore the interaction between Native Americans and Europeans. The current Executive Director of the Park is open to much more substantial collaboration including admission ticket packaging.

The current adult admission charge is \$12.00, with seniors at \$10.00, children (5-17) at \$8.00. Children under 6 and active military are free. School tours are charged at \$6.00 per student with free admission for teachers and chaperones. The charge is essentially one dollar more than was in place in 2019 in most ticket categories.

The Park operates with a core staff of 8 full-time employees, supported by 15 seasonal part-timers and 10 volunteers. Its operating budget in 2019 was about \$800,000, of which only \$10,000 was from the State of Wisconsin. However, the state provides in-kind services and pays for some of the maintenance costs. The Park generates revenue from a \$6 million endowment, which earns about \$300,000 per year. About \$350,000 from the remaining \$500,000 was earned income, a large percentage of which was from weddings and other events, as well as from retail, admissions and public programs. The Foundation generates the rest from donations, sponsorships and fundraising. ***The data confirm opportunities for the future Oneida Nation Museum to also generate revenue from weddings and other venue rentals and to increase retail and other earned income in the context of the relocated, expanded and enhanced facilities.***

2.4.3 Children’s Museum of Green Bay

The Children’s Museum of Green Bay began as a traveling exhibit in 1986, had a small space in a downtown mall in 2001 and when required to leave opened in its own downtown space in 2012. It relocated to a new site in downtown Green Bay in 2018 adjacent to a wildlife sanctuary, mini-golf and go-cart track. The building is 15,000 sq. ft. of which about 12,000 sq. ft. is exhibition space. There are plans for a future expansion to grow to 25,000 with substantially more outdoor space. ***The planned expansion of the Children’s Museum of Green Bay is a good indicator of the demand for things to do for younger children in the region and why a children’s gallery has been recommended to be part of the exhibition space in the future ONM.***

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The importance to the ONM of learning about the experience of the Children's Museum of Green Bay is that many adults make decisions regarding which museums to visit based on the perceived interest to their children. Exhibits in the children's museum include the digestive system, farmer's market, under construction, the fire station, the diner, vet clinic, auto garage, water gallery and various early education opportunities. Its age focus is 0-8. There are no exhibits or programs that focus on Native American culture. A variety of scheduled programs are offered each week, none of which focus on Native American culture. The site also includes an outdoor Discovery Area and museum-owned parking for up to 50 vehicles.

Pre-COVID, the museum opened daily from 10-5 with noon openings on Sundays with peak attendance on Saturdays and peak birthday parties on Sunday afternoons. ***We have also recommended regular weekend openings for the future Oneida Nation Museum.***

Admission charges before COVID and now are \$8.00 for adults and children over 15 months, and \$7.00 for seniors. A privately sponsored Children of Promise program offers \$3.00 admission for all family members on Foodshare, Head Start, Foster Care and related programs. The charge for school groups is \$5.00 per student for a minimum of 10 students and requires pre-booking. One free admission chaperone/teacher is required for every four students. A variety of additional programs are available for pre-K up to grade 3 students at a cost of \$1.00 to \$2.00 per child depending on the specific 30-minute program selected. Outreach programs into the schools, either in person or virtually, are charged at \$150 per class of 25 for a period of 45-60 minutes. Summer camp, spring break and winter break camps are popular as are birthday parties. Corporate and other rental opportunities are available.

Available pre-COVID data indicates over 69,000 total annual visitors, of which about 45,000 were on-site and the rest outreach, especially to the schools. About 3,700 attended on school field trips, over 2,200 attended birthday parties and 2,000 attend on the sponsored Children of Promise substantially reduced admission charge programs. Pre-COVID, the children's museum had over 900 memberships.

Whereas no positive impact is achieved from Packer weekends, the Children's Museum does experience higher attendance during training camp from late July to early September as families attend and are looking for things to do.

Pre-COVID, the Children's Museum had a full-time staff of 7 supported by 10 part-timers and up to 200 volunteers. In 2019 the Children's Museum had an operating budget of over \$601,000, of which 41% was from admissions and programs, 34% was from fundraising events, 13% was from memberships, and 3% each from retail sales, private donations and other sources. No government support is received. Staffing costs accounted for close to 60% of operating expenses.

2.4.4 Wisconsin Historical Museum, Madison

The Museum is located in the heart of downtown Madison on Capitol Square and is operated by the Wisconsin Historical Society, which is also responsible for 10 other museums and historic sites throughout the state. In 2018 the Society introduced a full-

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time Wisconsin Native American Nations Liaison staff position to foster enhanced relations between the Historical Society and the state's 12 nations/tribes. A substantial part of the responsibility of the Liaison staff position is to help to ensure that the planning for a new 100,000 sq. ft., \$120 million Wisconsin Historical Museum better tells the story of the Native American nations/tribes.

The existing Historical Society Museum is an adaptively reused former hardware store. It is 42,000 sq. ft. over four floors and includes only 17,000 square feet of exhibition space in a building with 10 foot ceilings and no loading dock. About 4,250 sq. ft. of space on the second floor of the building is devoted to Native American history and culture. This includes People of the Woodlands, encompassing First Settlers, featuring a 1000 year old Azlalan house. The Busy Year focuses on the life of an Ojibwe family during the four seasons in the course of the year in the 1700s. The Era of Exchange is an exhibition focused on the Fur Trade while an exhibition on Native Nations and Tribes explores more recent history including boarding schools, culture and language.

There has long been discussion of the need for a new museum, which is currently planned to be replaced on its existing site and an adjacent property to encompass the four-storey, 100,000 sq. ft. facility. An exhibition plan and design by Ralph Appelbaum Associates is in process and specific details are not yet known regarding the size and nature of the future exhibitions, but it is understood that there will be an increased focus on Wisconsin Native American history and culture, encompassing all 12 tribes/nations, including the Oneida. ***A statewide community engagement process, including members of the tribes/nations, is being implemented and it is expected that the new Museum will not only attract substantially more visitors but that it would orient them to the tribal and other museums throughout the state. That is very positive for the Oneida Nation Museum.***

The existing Historical Museum in Madison has not had fixed admission charges as there have been suggested donations of \$5.00 for adults and \$3.00 for seniors and children. It is uncertain at this time whether fixed admission charges will be introduced with the opening of the new Museum.

Attendance in 2019 for all 11 museums and sites combined was 142,342, of which 17,153 (12%) attended in school groups. The highest attended was the Historical Museum in Madison. Projections are for the new museum in Madison alone to attract 200,000 visitors, of which 60,000 will be school groups.

The Wisconsin Historical Museum operating budget in 2019/20, which covered all 11 sites in the state, was about \$24.1 million. Of this total, about 77% came from the state of Wisconsin, with 10% as earned income and the remaining 13% from a combination of private support and endowment income.

3. Analysis of Existing Operation and Potential Markets

This chapter focuses on the existing markets, operations and finances of the Oneida Nation Museum in its current facilities and site as well as potential resident, school and tourist markets for a larger, enhanced and better located Museum.

3.1 Existing Oneida Nation Museum

The existing Oneida Nation Museum is on a site seven miles west of Green Bay in a very small building of only 4,530 sq. ft. of which 2,300 sq. ft. is useable space, including about 1,500 sq. ft. categorized as exhibition space. It includes a 200 sq. ft. retail store but no space to allow for venue rentals. The site offers 15 free parking spaces but is not easily accessible or visible. These and other deficiencies have long been known and caused the Nation to purchase a better located 11-acre site for a new, larger and enhanced Oneida Nation Museum.

Although the new ONM will be very different than the existing operation it is nonetheless important to understand the attendance, market, operational and financial experience of the existing Museum to provide a base level for considering the opportunities of the new Museum. To be as relevant as possible the following points focus primarily on the operational, market and financial experience of the Museum based on pre-COVID 2019 data.

- **Operating Schedule:** In 2019, the ONM opened from Tuesday through Saturday during the summer months from 9 a.m. to 4.m. During the other months hours were reduced to 1 p.m. on weekdays only. A better site, larger and enhanced facilities and visitor experience will allow for more hours and days available for public visits.
- **Admission Charges:** Oneida members received free admission and accounted for 36% of total visitors, while the charges for non-Oneida members were very modest at \$4 for adults and \$2 for seniors and children (5 and over) for self-guided visits. Non-school group tours were charged at \$8 per person with school groups charged at \$5 per pupil. Outreach to the schools were charged at \$100 per hour or \$60 for 30 minutes. Hands-on activities were surcharged at \$5 per person.
- **Total Attendance:** In 2019, the ONM reported 5,617 visitors, including 1,368 students served in the schools. On-site attendance was therefore 4,249. Total attendance levels were lower at 4,030 and 3,180 the previous two years.
- **Market Segments:** Oneida Nation members account for about 35% of total visitors with other Indigenous persons at 5%. School groups accounted for about 35% of visitors in 2019 (half in the schools), with tour groups at about 12%. About half of all visitors were estimated to reside within a 50-mile radius. In considering the

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- demographic of non-school visitors about 75% are estimated to be women often attending with children (80%). A very low percentage of non-school visitors are aged 55 or over, with 9% aged 17 and under. ***It will be important for the future ONM to appeal to more men, seniors and children to help maximize attendance levels.***
- **Patterns of Visitation:** Some 60% of visitors are estimated to be repeat, with only 1% of visitors attending on limited open weekend days. The average length of stay for school groups is a substantial two hours, very much reflecting program opportunities. For residents and repeat visitors the average length of stay is about 30 minutes, which extends to 60 minutes for first-time visitors and 90 minutes for tourists. ***Larger exhibition spaces will help lead to an increased length of stay, more repeat visitors, and opportunities for higher admission charges.***
 - **Staffing and Volunteers:** In 2019, the ONM operated with a full-time staff of five, supported by three contract workers and no volunteers. Our recommendations associated with staffing in the future Museum are set out in Chapter 4.
 - **Operating Budget and Sources of Costs:** In 2019, the total operating budget of the ONM was \$455,016. As is common, staffing represented the largest expense category at about 64% of the total. This is higher than the 50-60% norm not because of over-spending on staff but rather on under-spending in other expense categories.
 - **Sources of Operating Revenues:** The Oneida Nation is the primary source of operating revenues at about 76% of total revenues, with earned income, primarily retail sales, at close to 24% with very little income from private support, and no endowment funds. All sources of revenue should increase in the context of a relocated, larger and enhanced ONM.

3.2 Amelia Cornelius Culture Park

In addition to the Oneida Nation Museum, the Amelia Cornelius Culture Park is an important cultural opportunity on site. It features a longhouse, five reconstructed log homes, Veteran's Wall, medicinal garden and walking trails, and is often referred to as the Oneida Village. Big Bear Media/Tourism is the Oneida Nation operator of tours to the Culture Park/Village. The tours are seasonal, offered from April through October. In the past three tour options were offered - Experience Oneida, Reservation Oneida, and Garden Oneida. In 2019 (pre-COVID) about 1,600 people took the tours, which included 48 motor coach groups, half of which were school groups. Others not attending in groups were transported using the 12-seat van operated by Big Bear Media.

Charges for the tours were \$15 per person and \$12 for children 12, which included a tour guide. About 60% of the tour visitors also attended the existing Oneida Nation Museum and discounted combination admission charges were applied.

Enhancements to the Park scheduled to be completed in 2023 include paved parking, more accessible trails, improvements to the Veteran's Wall, and a new Visitor Center. ***The total capital project for all of the enhancements is \$2.6 million, of which \$1 million is allocated to the Visitor Center. It will provide a sheltered gathering space and public washrooms but will not include significant exhibition, program or retail space and will thus not be competitive with the new Oneida Nation Museum. In fact, given its better location, the Museum will be the ideal starting and end point for the tours of the Park, which is about three miles from the new site of the ONM,***

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compared to the current 10 miles. There are also opportunities for combination admission tickets.

Whereas the Park/Village will continue to be seasonal the Museum will operate on a year-round basis.

3.3 Planned Mulva Cultural Center

The Mulva Cultural Center is planned to open in downtown De Pere in the late summer of 2023. The specific site is at 601 3rd St, De Pere, which is about eight miles from the new site of the Oneida Nation Museum. The Mulva Cultural Center is to be a 60,000 net sq. ft. (73,800 gross sq. ft.) facility “where history, culture and the arts will meet to inspire, engage and transform”.

The capital project costs have risen to \$95 million from the previously estimated \$70 million, plus a \$10 million endowment to support operating costs. The project is funded by the Mulva Family Foundation and managed by the De Pere Cultural Foundation.

The Mulva Cultural Center “will host traveling exhibitions from leading institutions worldwide, diverse cultural programming, educational opportunities for people of all ages, and more.” The Center will operate on a daily basis year-round. It will include a 200-seat auditorium for films and lectures, 10,000 sq. ft. of exhibition space, a 300-person event space, classrooms, a café, gift shop, and outdoor terrace and indoor gathering spaces.

Exhibitions will be rented and brought to the center to include art, history, science and other exhibitions. Admission charges will vary depend on the cost to rent each exhibition. Adult prices are expected to range from \$12 to \$20.

Attendance levels have not been projected but the total annual operating budget is expected to be in the range of \$2.5 million to include museum staff of about 20 plus restaurant and venue rentals staff. No government operating funds are anticipated.

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3.4 Potential Markets

The focus here is on potential resident, school and tourist markets for the Oneida Nation Museum, including data on the Enrolled Oneida members.

3.4.1 Overall Resident Markets

The resident market is of primary importance to a relocated and expanded ONM for the following main reasons:

- Residents are readily accessible and available on a year-round basis.
- Residents can be made aware of the Museum and its exhibitions and programs more easily and more cost-effectively than tourists.
- Residents are most likely to be repeat visitors.
- Residents are more likely to become volunteers, members and donors.
- Residents often advise, and accompany, visiting friends and relatives to area attractions.

Set out here are data and interview feedback regarding the size and demographic/socioeconomic profile of potential resident markets for the Oneida Nation Museum.

Population Levels and Projections

While the Oneida Nation Museum will continue to attract national and international visitors its core market will be regional, including members of the Oneida Nation who account for an estimated 35% of current visitors, along with 5% of visitors as other Native Americans. The following table sets out local, regional, state and national figures. The data confirm a small but growing local population and a Green Bay MSA market that is projected to experience a greater level of growth over the period between 2020 and 2030 than state and national averages. This is positive for the future ONM.

Population Totals and Projections	Actual 2010	Actual 2019	Projected 2030	% Change Actual 2010/2020	% Change Projected 2020/2030
Hobart	5,993	9,053	N/A	51.1%	N/A
De Pere	23,225	24,903	N/A	7.2%	N/A
Green Bay MSA	307,100	322,906	381,180	5.1%	18.0%
Wisconsin	5,691,660	5,822,434	6,597,570	2.3%	13.3%
USA	309,339,220	328,239,523	373,751,030	6.1%	13.9%

Sources: US Census Bureau, American Community Survey Data (2019) and Woods and Poole MSA Profile

Race/Ethnicity

Since Oneida Nation and other Native American people will continue to be a core market for the Museum, it is important to understand the size of the “American Indian and Alaska Native” population. The following table shows that Native Americans account for 11% of the residents of Hobart, numbering about 1,000 persons. In the Green Bay MSA, the total is close to 7,800, or 2.4% of the population and in Wisconsin less than 1%.

The data confirm the need for the ONM to focus very much on Oneida Nation and other Native American residents to achieve mission-related objectives but also the need to attract the wider resident market if attendance is to be maximized.

Total Population- Race	Hobart		De Pere		Green Bay MSA		Wisconsin		USA	
	#	%	#	%	#	%	#	%	#	%
White	6,717	74.2%	22,700	91.2%	279,274	86.5%	4,963,354	85.2%	236,475,401	72.0%
American Indian and Alaska Native	1,001	11.1%	528	2.1%	7,769	2.4%	54,577	0.9%	2,847,336	0.9%
Black or African American	0	0.0%	157	0.6%	7,229	2.2%	374,747	6.4%	41,989,671	12.8%
Asian	617	6.8%	797	3.2%	9,454	2.9%	167,420	2.9%	18,636,984	5.7%
Native Hawaiian and Other Pacific Islander	0	0.0%	6	0.0%	21	0.0%	4,220	0.1%	628,683	0.2%
Some other race	77	0.9%	86	0.3%	9,699	3.0%	121,082	2.1%	16,352,553	5.0%
Two or more races	641	7.1%	629	2.5%	9,460	2.9%	137,034	2.4%	11,308,895	3.4%
Total	9,053	100%	24,903	100%	322,906	100%	5,822,434	100%	328,239,523	100%

Sources: US Census Bureau, American Community Survey Data (2019)

Gender and Age

Women represent slightly more than half of the regional population, but generally account for 55-65% of visitors to most museum types. It is estimated that about 75% of non-school visitors to the existing ONM are women. Of particular note is that women have a very important role in Oneida culture. On the other hand, increasing appeal to men will also be important, including even more emphasis on Oneida players in the NFL and other sports leagues and the military.

The following table compares the age profile of local residents (Hobart and De Pere) with regional residents (Green Bay MSA) and state and national averages. The data indicate a substantially younger median age for De Pere residents and a slightly older median age for Hobart residents compared to regional, state and national averages.

While the future ONM will need to seek to appeal to visitors in all age categories, this study recommends a stronger emphasis on appealing to children since many adults decide which museums to attend based on the perceived interest to their children.

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Total Population Age	Hobart		De Pere		Green Bay MSA		Wisconsin		USA	
	#	%	#	%	#	%	#	%	#	%
Under 5 years	347	3.8%	1,412	5.7%	19,449	6.0%	327,258	5.6%	19,404,835	5.9%
5 to 9 years	785	8.7%	1,741	7.0%	20,659	6.4%	344,543	5.9%	19,690,437	6.0%
10 to 14 years	684	7.6%	1,319	5.3%	21,266	6.6%	368,646	6.3%	21,423,479	6.5%
15 to 19 years	119	1.3%	2,623	10.5%	21,686	6.7%	380,127	6.5%	21,353,524	6.5%
20 to 24 years	341	3.8%	2,133	8.6%	19,960	6.2%	386,575	6.6%	21,468,680	6.5%
25 to 34 years	929	10.3%	3,651	14.7%	40,391	12.5%	737,315	12.7%	45,578,475	13.9%
35 to 44 years	1,749	19.3%	2,668	10.7%	40,085	12.4%	714,436	12.3%	41,914,845	12.8%
45 to 54 years	765	8.5%	3,080	12.4%	41,388	12.8%	719,293	12.4%	40,863,107	12.4%
55 to 59 years	1,235	13.6%	1,616	6.5%	23,124	7.2%	415,388	7.1%	21,484,060	6.5%
60 to 64 years	682	7.5%	1,353	5.4%	21,250	6.6%	408,957	7.0%	20,984,053	6.4%
65 to 74 years	911	10.1%	1,917	7.7%	32,007	9.9%	597,951	10.3%	31,575,561	9.6%
75 to 84 years	402	4.4%	871	3.5%	15,551	4.8%	295,832	5.1%	16,140,238	4.9%
85 years and over	104	1.1%	519	2.1%	6,090	1.9%	126,113	2.2%	6,358,229	1.9%
Total	9,053	100%	24,903	100%	322,906	100%	5,822,434	100%	328,239,523	100%
Median Age	40.7		34.0		39.0		39.9		38.5	

Sources: US Census Bureau American Community Survey Data (2019)

Educational Attainment

There is a well-known strong correlation between higher educational attainment and museum attendance or other cultural participation. As shown in the table below, there is a higher percentage of residents of Hobart and De Pere with at least a bachelor's degree than regional, state and national averages. However, there is also a need for the future ONM to seek to attract those with lower levels of educational attainment.

In general, persons with lower levels of educational attainment require more substantial entertainment value if they are to become first-time and repeat visitors. The visitor experience at a future Oneida Nation Museum should seek to both educate and entertain.

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Educational Attainment (Total Population 25 Years or Over)	Hobart		De Pere		Green Bay MSA		Wisconsin		USA	
	#	%	#	%	#	%	#	%	#	%
Less than high school diploma	242	3.5%	611	3.9%	17,233	7.9%	290,862	7.3%	25,618,541	11.4%
High school graduate (includes equivalency)	1,847	27.3%	3,648	23.3%	70,674	32.1%	1,223,392	30.5%	60,482,353	26.9%
Some college	1,125	16.6%	2,920	18.6%	43,833	19.9%	804,271	20.0%	44,914,086	20.0%
Associate's degree	880	13.0%	2,308	14.7%	26,920	12.2%	438,381	10.9%	19,381,937	8.6%
Bachelor's degree	1,359	20.1%	4,431	28.3%	43,789	19.9%	829,878	20.7%	45,730,479	20.3%
Graduate or Professional Degree	1,324	19.5%	1,757	11.2%	17,437	7.9%	428,501	10.7%	28,771,172	12.8%
Total	6,777	100%	15,675	100%	219,886	100%	4,015,285	100%	224,898,568	100%

Sources: US Census Bureau, American Community Survey Data (2019)

Income

Although level of education is the variable with the closest correlation to museum and other cultural attendance and participation, household income is an important indicator of potential attendance too. The table that follows compares household income and poverty levels.

The data indicate higher household incomes in Hobart than De Pere, with both higher than for the overall Green Bay MSA. Both municipalities also report lower percentages of residents who live in poverty. However, as with those with lower levels of educational attainment, it is important for the ONM to seek to also attract people in lower income categories or living in poverty. This is an important consideration for future admission charges. Our recommendations are set out in Chapter 4.

Household Income	Hobart	De Pere	Green Bay MSA	Wisconsin	USA
Average Income	\$119,521	\$82,207	\$80,945	\$82,899	\$92,324
Median Income	\$80,364	\$72,286	\$65,026	\$64,168	\$65,712
% Living in Poverty	7.4%	6.6%	9.6%	11.3%	13.4%

Sources: US Census Bureau, American Community Survey Data (2019)

3.4.2 Enrolled Oneida Market

The following table focuses exclusively on pre-COVID data for the enrolled Oneida population both on the Oneida reservation and also overall figures for Brown and Outagamie Counties, which includes the reservation. Among the data of particular interest to this business plan for a relocated and expanded Oneida Nation Museum are the following points:

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- The enrolled Oneida population is limited:** The population on the reservation in 2020 was 4,627. Including Brown and Outagamie Counties the total Oneida enrolled population was 7,903. This market is core to the mission of the ONM but is relatively modest in size, confirming the need for the ONM to continue to appeal to wider resident and tourist markets. Outside the area there are 2,333 Oneida elsewhere in Wisconsin. The total national Oneida population is reported to be 17,267.
- Children under 18 are a substantial market:** At 21-23% of the regional Oneida population the data confirm a demographic rationale for a stronger focus on exhibits and programs of particular appeal to children in the future ONM. This would be in addition to mission-related objectives to instill a greater sense of awareness and pride in Oneida history and culture among the youth.
- High levels of educational attainment are positive for potential attendance:** The 31-33% of enrolled Oneida with at least a bachelor's degree is higher than the averages for the Green Bay MSA, state and nation. This is positive since level of educational attainment is a main determinant influencing museum attendance.
- Median household income levels are relatively low while poverty levels are high:** This is a socioeconomic reason for continuing to offer Oneida Nation people with free admission to the Museum in addition to a mission-related objective to maximize attendance by all Oneida people to increase their awareness of and pride in Oneida history and culture.

Enrolled Oneida Demographics		
	Oneida Reservation	Brown & Outagamie Counties (includes Reservation)
Enrolled Oneida Population	4,627	7,903
Enrolled Oneidas Aged 18+	3,578	6,256
Children Under 18	1,049	1,647
Children as % of Total	22.7%	20.8%
Estimated Enrolled Oneida Households	1,893	2,993
Average Household Size (includes non-Oneidas living in household)	3.3	3.2
Home Ownership	61.4%	57.9%
Educational Attainment (25+)		
Less than high school diploma	4.7%	5.8%
High school graduate	18.1%	21.2%
Some college or associate's degree	44.5%	42.4%
Bachelor's degree or higher	32.8%	30.5%
Labor Force Participation (18+)*	71.5%	71.3%
Unemployment Rate*	8.6%	8.8%
Median Household Income*	\$42,521	\$ 40,999
Family Poverty Rate*	21.6%	23.8%
* 2018 QOL due to Pandemic in 2020		

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It is clear that the new Oneida Nation Museum will seek to serve both members of the Oneida Nation and the general public. Internal interview subjects were asked whether the new museum should seek to serve Oneida Nation members and the general public equally or skew in one direction over the other. Noteworthy is that most expressed a preference for seeking to increase awareness levels of Oneida history and culture for the general public.

3.4.3 School Markets

It will be important for the ONM to continue focus on the school market for the following main reasons:

- Education is part of the mission and mandate of all museums that seek opportunities to broaden and deepen participation from school groups.
- Children brought to museums as part of school field trips often convince their parents to take them again.
- For children in lower income/education families, attending on a field trip is often the only opportunity to attend.

Considered here are the size of the potential school market and the main factors that influence decisions whether or not to attend museums on field trips or for individual study. Those factors are curriculum links and field trip funding and policies.

Enrollment

About 35% of those served by the existing Oneida Nation Museum are school children, of which about half each attend on site or are reached through outreach programs to the schools. On-site school groups are primarily from schools relatively close to the Museum. A larger museum building and a better site should help to widen the potential school market, especially in the context of Wisconsin Act 31, discussed below.

The overall Green Bay Metropolitan Statistical Area (MSA) in 2019 included over 78,000 students. This includes college undergraduates and graduates who would not attend an Oneida Nation Museum on field trips but rather through individual study or social visits.

Although the potential for more on-site school attendance appears substantial, there will be an expectation fully post-COVID for continued outreach and also digital engagement for school groups.

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School Enrolment Levels	Hobart		De Pere		Green Bay MSA		Wisconsin		USA	
	#	%	#	%	#	%	#	%	#	%
Population 3+ Enrolled	2,019		8,117		78,036		1,384,039		80,465,620	
Nursery School	148	7.3%	323	4.0%	4,635	5.9%	73,575	5.3%	5,044,389	6.3%
Kindergarten	175	8.7%	342	4.2%	5,186	6.6%	81,739	5.9%	4,011,764	5.0%
Grade 1 to 4	592	29.3%	1,408	17.3%	16,350	21.0%	270,184	19.5%	15,728,625	19.5%
Grade 5 to 8	515	25.5%	1,112	13.7%	16,654	21.3%	294,851	21.3%	16,918,899	21.0%
High School	253	12.5%	1,357	16.7%	16,571	21.2%	297,978	21.5%	16,932,635	21.0%
College (Undergraduate)	291	14.4%	3,223	39.7%	15,526	19.9%	300,935	21.7%	17,507,427	21.8%
Graduate or professional school	45	2.2%	352	4.3%	3,114	4.0%	64,777	4.7%	4,321,881	5.4%
Total	2,019	100%	8,117	100%	78,036	100%	1,384,039	100%	80,465,620	100%

Sources: US Census Bureau, American Community Survey Data (2019)

Curriculum Links

Important to curriculum links is Wisconsin Act 31 (State Statutes for American Indian Studies). Introduced in 1989, it is a “requirement that all public school districts and pre-service education program provide instruction on the history, culture, and tribal sovereignty of Wisconsin’s eleven federally-recognized American Indian nations and tribal communities”. Instruction is required in three separate sessions: one in grade school, a second in middle school, and a third in high school.

The Wisconsin standards in social studies as related to Native American history and culture are implemented, in part, by means of Native American Liaison teachers who work with classroom teachers and go into the schools, especially those in school districts with substantial Indigenous populations. Common curricula covered by the De Pere West based Native American Liaison teacher in the K-5 grades are as follows:

- Kindergarten: Stories read to the children.
- Grade 1: Teacher shows videos and Liaison teacher goes into schools to make pinch pots and talk about long-houses with a local focus.
- Grade 2: Wider Native American stories including famous people such as Jim Thorpe and an emphasis on the existence of many Native American languages.
- Grade 3: A focus on Oneida foods, government, the making of cornhusk dolls and other activities.
- Grade 4: Treaties mostly taught by the classroom teacher
- Grade 5: Trail of Tears

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In middle and high school levels there is a greater focus on the tribes in Wisconsin, including Indigenous games and music.

Attending the Oneida Nation Museum is related primarily to the social studies and history curricula but there are attempts to be as multi-disciplinary as possible including science, art, music and Indigenous games.

Field Trip Policies and Cost

Each school has a budget for field trips and priorities are established by the teachers in collaboration with the Principals. Wisconsin Act 31 and a larger, enhanced ONM mean that the new Museum is likely to become even more of a priority. However, factors affecting decision-making include the cost of admissions and more importantly, the cost of bus transportation.

Supplementing the budget for field trips available to each school are requests for contributions by parents, recognizing that the schools will cover the costs for families that cannot afford admission. However, at present field trips are reduced not primarily because of COVID concerns but rather because there are fewer people interested in working as bus drivers.

3.4.4 Tourist Markets

Although the core market for the Oneida Nation Museum will be primarily local and regional residents and school groups, it will be important to build the tourist market too, which is reported to account for about 15% of visitors to the small, poorly located existing ONM.

Given the impact of COVID-19 on tourism since early 2020, the most relevant data regarding tourist and convention markets for Green Bay and Wisconsin are from 2019 or earlier. Brown County attracted about 5.99 million tourists in 2019, of which 66% arrived on day trips and 34% stayed overnight. The latest available data that profiles the tourist market is the *Green Bay Visitor Profile, 2016* (D. K. Shifflet, 2017) with comparisons to overall U.S. data. Among the available data most helpful data regarding the size, profile, preferences, and activity patterns of potential tourists are as follows.

In comparison to U.S. averages, the tourist market for Green Bay is:

- in lower income and educational attainment categories
- more likely to be married but less likely to travel with children
- more likely to be visiting friends and relatives and staying in their homes
- **more likely to be attending sporting events and to gamble.**
- spends less time in Green Bay
- more likely to visit during summer and fall
- most likely to reside elsewhere in Wisconsin, Michigan and Illinois
- travel primarily by automobile

The data indicate the advantages of the new Woodland Worship Centre site and its Highway 172 location and proximity to the Oneida casino, airport and Lambeau Field. With many in Green Bay to visit friends and relatives the more successful the Museum is

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in attracting regional residents, the more successful it can be in attracting a substantial part of the tourist market. This is because it is residents who advise on things to do and often accompany their visitors. For those in lower educational and income categories, reasonable admission charges and substantial entertainment value offered by the new exhibits will be very important.

Packer weekends and training camp are important tourism draws for Green Bay. Some 87% of those attending Packer games do not reside in Brown County. While many spend time in the Titledown Entertainment District there is an opportunity to seek to attract some visitors to a better located, larger and enhanced Oneida Nation Museum, especially if it was open on weekends.

Noteworthy is that a new Green Bay Visitor Center at the corner of Highway 41 and Lombardi Street is scheduled to open in July of 2023. It is to offer more than racks of brochures and a person responding to questions by including audio-visual and other contemporary technologies. The expectation is that the new Oneida Nation Museum will be among the attractions highlighted when it opens.

4. Recommendations and Assumptions

This chapter builds upon the analyses in the previous chapters to provide the basis for recommendations and assumptions for the operation of the relocated and expanded future Oneida Nation Museum (ONM). Once recommendations are approved, deleted or modified, the finalized assumptions will provide the basis for attendance, operating revenue and expense projections in the next phase of this business planning study.

The recommendations/assumptions that follow build upon the contextual, comparables and market analyses conducted in this study as well as the input and feedback from the vision/assumptions workshop, internal and external interview process, the community engagement session and the survey of community members.

A summary of the polling in both the community engagement session and the community survey is as follows, with detailed results set out in Appendix B.

4.1 Summary of Community Engagement Session and Survey Polling

To help guide the planning of the relocated, expanded and enhanced Oneida Nation Museum a community engagement session was conducted during the evening of April 14, 2022. It was facilitated by the Oneida Nation Museum Director and Lord Cultural Resources and included eight participants. Please see Appendix A for a list of the community engagement participants along with participants of an earlier vision/assumptions workshop. Various ideas and options were discussed, leading to the polling of participants regarding priorities for the future ONM.

In addition to the participants in the community engagement session there was an opportunity for other members of the Oneida Nation and the general public to have input into the establishment of priorities for the future Museum. There were a total of 288 email and social media survey respondents over the period from April 25 to May 2, 2022.

The polling/survey questions were in three separate categories, the first focused on the site and facilities, the second on exhibitions and programs, and the third on operations. Within each category were a variety of ideas and options. Respondents were asked to rate each on a scale of 1 to 5, with 1 as low priority and 5 as high priority. Detailed and segmented responses are set out in Appendix B with highlights set out here.

Overall

It is noteworthy that there was not a single idea or option that averaged less than a 3 out of 5, confirming the need to consider all of them in the future Oneida Nation Museum. In other words, the deficiencies of the existing site and building were recognized in

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establishing a wide range of needs for the relocated and expanded ONM. However, there were priorities that rated higher and lower and are discussed below.

4.1.1 Site and Building

- The highest priority, ranking 4.3 out of 5, is **larger space for exhibitions**, whether permanent, temporary or traveling exhibitions brought into the new ONM and 53% of all respondents rated it as the highest 5 priority. This is not surprising given the fact that the existing Oneida Nation Museum includes only 1,500 sq. ft. of exhibition space. It was the highest ranked among all gender, age and frequency of previous visits categories, and was particularly high among those who had visited at least six times in the past (4.5) and community leaders in the community engagement workshop (4.9). ***This study has recommended at least 6,000 sq. ft. of exhibition space.***
- Second ranked was the need to have all ONM collections on site (4.1). It was rated highest among workshop participants (4.4) and 44%. The lowest ratings were among the youth (3.7) and those who have visited the Museum two times or less (3.9). ***This study has recommended that all collections be on site if possible.***
- Traditional Oneida gardens ranked third (3.9) with higher support among women than men and surprisingly among the youth aged 25 or under. The large site available to the new ONM creates opportunities for traditional Oneida gardens and nature trails with outside exhibits, also rated very highly as discussed below.
- Three options tied in a 3.8 rating. These were a larger retail store, a multi-purpose auditorium and nature trails with outside exhibits. This study has recommended all three. A larger retail store creates opportunities for more earned income and has been recommended. It was seen to be of high priority among workshop participants (4.6) and of lesser priority by the youth (3.4). The lowest support for a multi-purpose auditorium was reported by men (3.6), seniors and infrequent visitors to the existing ONM (3.7).
- A children's gallery and the ONM as a potential starting and end point for tours of the Oneida Village rated lower at 3.3. Both received their strongest support among the youth and women. The lowest ranked at a still substantial 3.1 was a lacrosse field, which had its strongest support among seniors (3.5). Among these this study most strongly supports the addition of a children's gallery as part of the exhibition space of the new ONM but endorses the others as well.

4.1.2 Exhibitions and Programs

- Tied for highest priority at 4.4 among the exhibitions and programs options considered were virtual/digital Oneida history and culture and cultural teachings workshops. They were rated at the highest 5 priority by 53% and 56% of respondents, respectively. Surprisingly, it was the youth that had the lowest rating for digital/virtual opportunities.
- Next ranked at 4.1 were more interactive/immersive exhibition experiences, rated highest at 4.6 by workshop participants, and language circles or courses, rated highest at 4.6 by youth 25 and under.

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- Enhanced web site and social media was rated at 4.0 with the lowest score at 3.8 among the youth.
- More change in the exhibitions offered was lowest at a still substantial 3.7, but perhaps ***suggesting that bringing in often high cost traveling exhibitions from external sources might not be a high priority relative to internally developed exhibitions that would focus on the Oneida.***

4.1.3 Operations

- Tied for highest among operations and revenue generation options at 4.0 were continued free admission for Oneida Nation members and to open on most Saturdays and Sundays. Both are recommended in this study. Continued free admission for Oneida Nation members was particularly important to seniors (4.4) and was rated a 5 in priority among 50% of all respondents.
- Rebranding from the current Oneida Nation Museum name was also rated highly. An average of 3.8 emerged for those preferring Oneida Nation Museum and Cultural Center, while the rating was 3.7 for rebranding to an Oneida word that would “describe who we are and where we are from.” In Chapter 2 we have an example of each among other Native American museums – the George W. Brown Ojibwe Museum and Cultural Center and the Zeebiwing Center of Anishinaabe Culture and Lifeways. Ziibiwing translates to “place by the river.” We have no recommendation regarding which rebranding option should be implemented.
- A modest increase in admission prices as opposed to a more substantial increase in the context of the new ONM facility rated a 3.5, with the highest support among workshop participants (4.0) and the lowest among male respondents (3.2).
- Rental of spaces in the new Museum, both to Nation members and the general public rated a 3.4, and rated highest among women, youth and infrequent visitors to the existing ONM. Although rental spaces rated highly, it must be emphasized that actual utilization of other available spaces is minimal. For this reason, the assumption is for multi-purpose space for both programs and venue rentals of a limited size that is connected to the lobby to create a larger space when needed.
- The lowest rated, but still substantial at 3.0, was the idea of offering free admission to the Museum to guests of the Oneida-owned Radisson Hotel and some casino players. The rationale is that it is the commercial operations of the Oneida Nation that will continue to be the primary funder of the ONM and seeking to add value to these offerings will be far more important than some potentially lost admissions revenue. Higher attendance will also expose more visitors to retail and other revenue centers. This idea is among the recommendations later in this chapter.

4.1.4 Other Ideas and Options

The community engagement session was designated to be the forum for introduction of other ideas and options for the future ONM. Although the community survey was intended to be short and focused on rating the numerous ideas and options set out,

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there were some persons not in the community engagement session who emailed in suggestions. These are also included here and are summarized as follows:

- The new Museum needs to focus on the present and future of the Oneida Nation as well as its past.
- Both the positive and negative should be part of the Oneida story told, with the positive including success stories and the negative including boarding schools, alcohol and drug addiction.
- Focus on the importance of women, including clan mothers, in Oneida history and culture.
- Very important are interactive exhibitions, hands-on displays and digital tools, especially for the youth.
- Emphasize the unique aspects of early Oneida dress, dance and art and the survival of the language.
- Emphasize contemporary Oneida art alongside historical/traditional objects.
- Include reference to lacrosse as an Indigenous sport.
- Emphasize how the Confederacy of Indigenous Nations became a model for the United States of America
- There needs to be adequate space to allow for collections growth, including repatriated artifacts.
- A coat check should not be overlooked in the space planning.
- The enlarged gift shop should include opportunities for Oneida Elders to sell their items.
- Establish an opportunity for arts groups to use classroom areas on a rotating schedule to include access to locked cubbies for supplies and materials.
- Seek to increase partnership and collaboration opportunities with other museums and cultural institutions in Green Bay.

4.2 Site

The assumed site for the relocated and expanded Oneida Nation Museum is the former Woodland Worship Center on Highway 172 in Oneida Wisconsin. From a market and financial perspective, the new site offers substantial advantages in comparison to the existing ONM site. These include the following points:

- Visibility from Highway 172, which connects to Interstate 41, with easy links to the main Oneida Casino and Radisson hotel, which are less than two miles away. Existing casino shuttles could easily include the new, better located Museum.
- Proximity to the Green Bay Airport and other hotels, Bay Park Square Mall and other commercial establishments and movie theaters.
- Lambeau Field is only 5 miles away.

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- Much closer to residential areas.
- Substantial on-site parking.
- Outdoor space that could be used for a traditional garden, outdoor exhibits and a lacrosse field.

All of these advantages create opportunities to attract more of the general public in addition to Oneida Nation members and will therefore contribute to higher levels of attendance and earned income.

It is also important to emphasize the cultural/historical importance of outdoor opportunities and their relationships to the history and culture of the Oneida. In particular, “Haudenosaunee knowledge is acquired from the relationships that are witnessed within our Creation. In our Thanksgiving address, everything in the natural world is our family. Vital to this belief is that all elements of creation have a spirit and are all worthy of respect.” It is therefore “our Nation’s inherent duty and responsibility to protect preserve, maintain and respect the preservation of our artifact collections, most of which are created using materials from the natural world. Thus, our obligation as an entire community is to take care of this responsibility now and for future generations to come.”

4.3 Building

The space and facility assumptions that represent the work of Continuum Architects and Planners, which took into account direction from the Oneida Nation architectural and engineering team and the recommendations from Lord Cultural Resources.

Key assumptions are as follows:

- The future Oneida Nation Museum will encompass 15,393 net sq. ft. (NSF) of useable space and 22,060 gross sq. ft. (GSF), which takes mechanical, electrical and circulation space into account as well as wall thicknesses.
- The ONM will include 6,400 NSF of exhibition space plus 2,600 NSF of visible storage of important or compelling artifacts in the collection. It is assumed that the 6,400 NSF of exhibition space will be flexible to accommodate changing permanent and temporary exhibitions as specific opportunities arise. Temporary exhibitions could either be developed internally focused on Oneida history, culture and language, or externally developed and traveled from other museums to focus on wider comparative Native American history and culture.
- The exhibition space will include an increased emphasis on art as developed by Woodland Indian Inc. and other Native American art, with opportunities for sales of works of art in the Museum retail store. The Museum currently has over 500 pieces of two-dimensional art in its permanent collection.
- An 800 sq. ft. Oneida-themed children’s gallery will be part of the permanent exhibition space of the ONM to reflect Oneida culture, including birthday party opportunities and the making of corn husk dolls and baskets. It will be oriented to 3-8 year olds and thereby attract young families that would otherwise not consider attending a museum focused on Oneida history and culture.

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- A 1,000 sq. ft. multi-purpose auditorium will be available for lectures, films, performances and other public and educational programs with a flat floor and movable seats to accommodate up to 50 persons seated in the same space for banquets or up to 100 persons for receptions. A variety of smaller spaces available for rental opportunities will include the lobby and classroom. It is assumed that ceiling and other design will seek to be circular in shape to reflect Native American traditions. A catering kitchen will not be required given limited expectations for rentals business and the fact that many catering companies cater from their own trucks.
- A retail space with 400 square feet of public space will be in place plus 120 sq. ft. of storage space for on-line sales and 100 sq. ft. for office space. The public retail space will be integrated with the admissions area to enable the same staff to handle admissions, information and retail sales. The retail store will include a cooler for limited pre-packaged food items and beverages and a Keurig or similar machine for hot beverages because a restaurant or café is not recommended in the Museum.
- All collections storage will be in the building, eliminating the need to potentially pay for off-site storage, and/or to eliminate the cost and inefficiency of moving collections back and forth. The Oneida Nation's collections and archives "serve as a representation that solidifies our sovereignty and self-determination as a Nation. In addition, they serve as a reminder that we are unique and also what sets us apart from other Nations."
- 2,460 NSF of space will be allocated for work rooms associated with exhibition development and collections as well as adequate other back-of-house space provided to facilitate shipping of traveling exhibitions from or to other Native American museums.
- Offices will be limited to Museum personnel as Cultural Heritage staff will continue to work from separate facilities. The staffing recommendations set out below indicate 9 full-time equivalent (FTE) staff, of whom up to seven would require offices or workstations. However, with hybrid work in the office and home the size of the office space and workstations will be limited.
- A summary of the assumed space program is as follows.

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ONEIDA NATION MUSEUM SPACE TABULATION				
Net Square Footage (NSF)				
Space	Qty	NSF	Total NSF	Notes
MUSEUM				
Public Spaces				
Lobby/ Exhibit	1 @	1,000sf	1,000	Lobby only - gift shop retail sf separated. Acceptable size. Multi-functional space(s) - pre-event space, gathering for school and bus groups, and exhibit display, reconfigurable visitor seating for 6.
Gallery - Permanent, Travelling and Children's	1 @	6,400sf	6,400	Increased. Combined all gallery spaces. Some fixed displays and installation but mostly flexible space(s) that can swing between permanent and travelling exhibitions as desired. Includes 220 sf experiential/reconfigurable auditorium area for projecting interpretive cultural films / presentations for visitors. Max 20 seats. Includes an 800 sf Oneida-themed children's gallery that will be part of the permanent exhibition space of the ONM to reflect Oneida culture, including birthday party opportunities and the making of corn husk dolls and baskets. It will be oriented to 3-8 year olds and thereby attract young families that would otherwise not consider attending a museum focused on Oneida history and culture.
Gift Shop Retail Area	1 @	400sf	400	SF separated from Lobby / Exhibit space. Securable gift retail area embedded within lobby, adjacent to retail office and storage.
Multipurpose Room	1 @	1,000sf	1,000	Acceptable size. Multi-function room - Wall monitor(s), magnetic whiteboards, flexible tables and chairs to reconfigure for events Casework, some lockable cubbies for project supplies, sink, near exhibits - seats up to 50.
Coat Room	1 @	80sf	80	Acceptable size. Space for 40 visitor coats - shelf /rod, near lobby.
Group Storage	1 @	150sf	150	Acceptable size. School class groups and bus groups, example: 4 5th grade class groups of 30 students at a time, shelf /rod, near lobby.
			9,030	
Collections Spaces				
Collections Storage	1 @	3,030sf	3,030	Acceptable size. Mix of storage strategies, some open, some closed, viewing windows to public spaces, near other collections storage
Collections Cold Storage	1 @	100sf	100	Acceptable size. Equipment - large plug-and-play refrigeration and freezers, near other collections storage
Sacred/ Ceremonial Object Care/ Storage	1 @	100sf	100	Acceptable size. A way from light, securable, some casework / cabinets
Collections Workroom	1 @	500sf	500	Acceptable size. Collection preservation / conservation area. Casework, work tables, good technical lighting, viewing windows to public spaces, near archivist / specialist office area
Exhibit Prep Workroom	1 @	300sf	300	Acceptable size. Exhibition prep - building and assembling display infrastructure, equipment requirements TBD, good technical lighting, viewing windows to public spaces, near archivist / specialist office area
Dirty Workshop	1 @	100sf	100	Acceptable size. Small room for artifact cleaning, sink, floor drain, mobile stainless steel tables - near collections workroom and collections storage
Shipping / Receiving	1 @	800sf	800	Acceptable size. Accommodates travelling exhibits, storage of crates for an exhibition's duration, arriving supplies, pallets, breaking down wood and cardboard for recycling as need, space to move items around, floor drain, overhead or double doors to exterior, at service entrance.
			4,930	
Staff Spaces				
Reception Desk / Administrative Assistant	1 @	100sf	100	Acceptable size. Reception desk welcome/ admission/ information area. Seats 1-2 people, typically admin assistant and occasionally others, i.e., volunteers as needed
Director Office	1 @	180sf	180	Acceptable size. 10 x 18 office - systems furniture, 1 L-shaped desk with 1 sit/stand leg, file credenza and storage, 1 office chair, separate small meeting table with 4 chairs, wall monitor, near Reception
Archivist/ Registrar and Specialist Office - shared	1 @	160sf	160	Acceptable size. 10 x 16 office - systems furniture, 2 L-shaped desks each with 1 sit/stand leg, storage, 2 office chairs, 2 visitor chairs, adjacent to collections areas
Educator Office	1 @	100sf	100	Acceptable size. 10 x 10 office - systems furniture, 1 L-shaped desk with 1 sit/stand leg, storage, 1 office chair, 1 visitor chair, near multipurpose classroom
Swing Workspace	1 @	40sf	40	Bench-style workstations with 2 'x4' workspaces, office chairs in staff area for use by visiting Clan Manager (Turtle), volunteers and others
Volunteer Touch-Down Area	1 @	80sf	80	Acceptable size. Securable lockers for 8, a couple of seats for changes footwear, near reception
Gift Shop Staff Office - Manager plus 2 - shared	1 @	100sf	100	10 x 10 office with 3 touchdown workstations/ desk chairs for 3 staff, near lobby
			760	
Museum / Staff Support Spaces				
Gift Shop Inventory Storage	1 @	220sf	220	Reduced at BPMtg. Accommodates more than current, including growing web sales, shelving types TBD, near lobby
Library Area	1 @	20sf	20	Acceptable size. Bookshelves for reference books and binders - near staff
Conference Room	1 @	200sf	200	Wall monitor(s), magnetic whiteboards, flexible tables and chairs, seats 10, near staff
Copy/ Print/ Work Area	1 @	50sf	50	Acceptable size. Project assembly can happen in conference room or workrooms. Floor standing multifunction device, base and wall cabinets for office supply storage, work counter, near staff
Staff Lounge	1 @	180sf	180	Acceptable size. Wall and base cabinets with counter, sink, microwave, refrigerator, tables and chairs for 10, computer area for volunteers and custodial staff. Full event kitchen is not needed. Breakroom may be able to serve as warming kitchen for events. Convenient to staff areas, multipurpose classroom and gathering spaces
			670	
MUSEUM PROGRAM			Total NSF	15,390
			Space Factor	1.43
<i>(Gross SF includes NASF spaces noted below)</i>			Gross SF	22,060
EXISTING BUILDING			Gross SF	19,400
Program Deficit Difference SF			Difference	-2,660
TOTAL PROJECT				
Existing Building			Gross SF	19,400
ME/Air Lock			Gross SF	1,600
Front Area Lobby / Vestibule			Gross SF	1,060
			Total Project Gross SF	22,060

4.4 Visitor Experience

Subsequent to the completion of the facility planning and business planning, the ONM will require a detailed plan for exhibition content and methods of interpretation. At this point in the planning process, the assumptions associated with the visitor experience, both exhibitions and programs, are general in nature, and reflect preferences and priorities that emerge from the workshop, interview, community engagement and community survey process, and the judgment and experience of the consultants.

- More engaging interactive and immersive exhibits associated with Oneida history, culture and language will be offered to visitors while existing content will be modernized & digitized to offer even more compelling, interactive and technology focused experiences.
- Themes associated with exhibitions to be offered will focus both on the positive athletic, military, cultural and other accomplishment of Oneida as well as the negative aspects of what Oneida had to endure including relocation from their historic lands in what is now New York State as well as boarding schools.
- The Museum will include a strong focus on the important role of women in Oneida history and culture and on the confederacy of Indigenous nations as a model for the United States of America.
- The multi-purpose auditorium will include opportunities to see the 15-minute Seneca film version of the Creation Story, or another version created for or available to the ONM, as well as other scheduled films, lectures, performances and programming opportunities.
- Temporary exhibitions will be primarily developed in house but there will also be periodic temporary exhibitions rented from other museums.
- Public and educational programming opportunities will seek to appeal to all ages, especially the youth.
- A map, touch screen or other orientation experience will be offered to increase awareness levels of all of the tribes in Wisconsin and to encourage visitors to also attend the other Native American museums and cultural centers in the state.
- The Museum will serve as a starting point and end point for some of the tours of the Amelia Cornelius Culture Park/Oneida Village, which is about three miles from the new Museum site. The tours could either be independent or on large tour buses, or as part of guided tours utilizing the 12-seat van offered by the Big Bear Tourism.

4.5 Revenue Generation and Operations

- **Admission Charges:** Key recommendations/assumptions are as follows:
 - Admission charges are assumed to increase only moderately despite larger and enhanced exhibitions. The primary objective is higher attendance is to expose more people to the retail store and other revenue generators and, more importantly, to help make more people aware of the history and culture of the Oneidas, which is part of the mission of why the Museum exists.
 - Discounts for seniors and youth are assumed to be introduced.

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- Donation boxes will also be in place that emphasize the donations help to preserve the history and culture of the Oneida and support free admission to those who cannot afford it.
- The definition of an adult is recommended to change to age 25-54 in order to provide a price break and help increase attendance by youth, whether or not they are students. A new youth ticket rate is assumed to apply to ages 13-24.
- School groups will continue to be charged admission both on-site and through outreach programs to include staff or volunteer-led programs, very much reflecting the requirements for education associated with Native Americans in Wisconsin Act 31. The
- Free admission is recommended to continue to be provided to all Oneida Nation members but with a children’s gallery, free admission for other children will be for under two rather than under the current four years of age.
- Free admission is recommended to be provided to all members of other Native American nations/tribes assuming that the program is sponsored by a private foundation or company. Based on interviews conducted in this study, an attempt at achieving sponsorship for this program will likely be successful.
- Free admission is assumed to be provided to all guests staying at the Oneida owned Radisson hotel, golfers at Thornberry Creek, and selected Oneida casinos patrons. Again, the core objective is higher attendance as well as recognition that the Nation, and the revenue its generates from the casinos and other commercial ventures will continue to be the source of much of the operating revenue to support the ONM.
- Ticket packaging opportunities will continue to be offered with the Amelia Cornelius Culture Park.
- Ideally sponsored free admission tickets are recommended to provide access to those who cannot afford admission through social service agencies, religious institutions and schools.
- Current and recommended admission categories and charges are as follows:

Admission Charges (2019/Current	Recommended
General (18-54)	\$4.00	
Adult (25-54)		\$6.00
Senior (55+)	\$2.00	\$4.00
Youth (13-24)		\$4.00
Child (4-18)	\$2.00	
Child (2-12)		\$3.00
Guided School Groups (per person)	Mostly in-school at \$100 per hour or \$60 for 30 minutes. \$5.00 on site plus another \$5.00 if activity included	\$5.00 guided plus \$5.00 for activity with no change to charges for outreach to schools
Guided Non-School Groups (per person)	\$7.00 avg.	\$8.50 avg.

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- **Retail:** More space for on-site sales and higher attendance will help lead to more on-site retail sales. Equally as important will be increased online retail sales opportunities that will be aided by being part of the Nation's fiber network. The experience of the Zeebiwing Center in Michigan is that online retail sales have been substantial. The product line is assumed to widen with more items for children and also more works of art sold on consignment. There will also be an increased focus on online sales.
- **Food Service:** It is assumed that there will be no café or restaurant in the ONM, but that snacks and beverages will be available on a grab and go basis in the retail store.
- **Venue Rentals:** There is an opportunity for the better located, larger and enhanced ONM to generate revenues from venue rentals, especially during evening hours. The main heritage/cultural spaces in Green Bay used for venue rentals include Heritage Hill, especially for weddings in its historic church, the Botanical Garden, and the National Railroad Museum. Even the Children's Museum is successful in generating revenue from venue rentals beyond the birthday parties for which it is known. Interview subjects believed that the new ONM could also be successful in venue rentals.
- **Membership:** We have not recommended introduction of a membership program for the ONM during the period projected for several main reasons:
 - Oneida Nation members will already receive free admission and attendance and repeat visitation levels by non-Oneida visitors will not be substantial enough to warrant the value of membership even with discounts on retail sales, venue rentals and charged public programs.
 - Very little revenue is generated by Native American museums that offer membership programs.
 - There are staffing and other costs associated with a membership program that could likely not be offset by the modest membership revenues that may be earned.
 - Membership is sometimes a lower cost substitute to private donations, which offer the potential for revenues that do not have the costs associated with a membership program or the lost revenues associated with member discounts.
 - Membership is often a measure of support for a museum that is important to private and government funders. The Oneida Nation, as the primary funder of the ONM, should not require their support to be in any way dependent on membership levels.
- **Branding and Marketing:** The key recommendation/assumptions are as follows:
 - It is recommended that the brand/name of the Museum be modified from Oneida Nation Museum to *Oneida Nation Museum and Cultural Center*. This reflects an increased focus on cultural programming and an emphasis on the present as well as the past. The modified name also emphasizes that the new museum is different than the former one.

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- More joint marketing, ticket packaging and other forms of collaboration will take place with other museums and related attractions in Green Bay and with other Native American Museums in Wisconsin and Michigan.
- Although Black History Month in February is widely known, Native American History Month in November is far less known. It is recommended that the Oneida Nation Museum collaborate with other Native American museums and cultural centers throughout the country to seek funding for television and radio commercials to help increase awareness levels and to offer special programming in each institution during that month.
- The marketing budget will be increased somewhat.
- **Operating Schedule:** With larger, better located and more easily accessible facilities it is recommended that open days be extended to include most Saturdays and Sundays on a year-round basis. This reflects the weekend popularity of the casinos on weekends and requirements that most hotels in Green Bay have for minimum two night stays on Packers weekends. In addition to Packer weekends, there are opportunities More weekend hours also reflects that most residents are likely to have more time to attend on weekends.
 - Regular open hours are recommended to be from 10 a.m. to 4 p.m. on Monday through Saturday and from noon to 4 p.m. on Sundays. Closing at 4 p.m. offers ample time to set up for periodic evening venue rentals and because that last hour is a commonly low attendance period.
- **Private Support:** One of the reasons that the ONM generates very little income from private support is because it is perceived to be well taken care of by the Nation on the basis of substantial casino revenues. Rather than requests for funds to support the Museum in general, we recommend a menu that will have a variety of priced options be promoted to potential sponsors and donors.
- **Endowment:** It would be ideal to have an endowment started as part of the capital campaign for the future museum, but it has not been assumed. An endowment to support operating costs is *not* assumed to be in place during the period projected in this study.
- **Governance:** It is assumed that the governance of the Oneida Nation Museum will remain unchanged. The Museum will be part of the Cultural Heritage Department, which is within the Government Services Division of the Oneida Nation. However, it is assumed that a not-for-profit Oneida Nation Museum Foundation will be established to raise funds and issue tax receipts for donations. The Foundation will also function as an Advisory Board.
- **Staffing:** The existing staff and the recommended/assumed staff of the future ONM are as follows, as full-time equivalent (FTE) positions. The main changes are upgrading the Giftshop Coordinator position to a Business Manager/Volunteer Coordinator responsible for a larger retail store, modest venue rentals, as well as an increased expectation for volunteers:

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Existing Positions	FTE	Assumed Positions	FTE
Director	1.0	Director	1.0
Giftshop Coordinator	1.0	Business Manager/Volunteer Coordinator	1.0
Educator	1.0	Educator	1.0
Museum Specialist	1.0	Museum Specialist	1.0
Registrar	1.0	Registrar	1.0
Administrative Assistant	1.0	Administrative Assistant	1.0
Part-Time/Weekend Staff	1.0	Increased Part-Time/ Weekend Staff, Adding Gift Shop and Cultural Interpreters for Tours	3.0
Total FTE	7.0	Total FTE	9.0

- Oneida Nation Department of Cultural Heritage:** Support for the Museum from the Department is assumed to continue. The Department has a current staff of seven, two of which have generally allocated regular time in support of the ONM.
- Volunteers:** Although Oneida Nation Risk Management has been opposed to the presence of volunteers because of liability concerns, this study recommends a reconsideration of that policy to encourage the participation of volunteers in support of Museum staff because volunteers are integral to the operations of almost all museums. The recommended staff list above includes an allocation of time to volunteer coordination by the recommended Business Manager.

5. Attendance, Revenue and Expense Projections

This chapter sets out our projections of attendance, operating revenues and expenses for the opening three years of operation of the relocated and expanded Oneida Nation Museum (ONM), with Year 3 as a stabilized year representative of subsequent years of operation.

The projections build on a base level of pre-COVID 2019 attendance, income and expenditure figures for the ONM, with the exception of more recent staffing figures and some other adjustments that lead to a “base level” that is not precisely the same as 2019. Given the uncertainty regarding exactly when the relocated and expanded Museum will open, we have not referred to specific years but rather to Year 1, Year 2 and Year 3.

The bulk of the operating funds to support the ONM have been, and will continue to be, from the Oneida Nation. For the purposes of these projections, the 2019 amount from the Nation and modest existing private support is assumed to remain constant for each year projected. This allows the ***bottom line of the projections to be as follows: Operating expenses minus earned income and existing amounts from the Oneida Nation and private support to leave a revenue gap that will need to be filled by additional Nation, other government and private support each year.***

The projections are based on the contextual, comparables and market analyses in Chapters 2 and 3 and the assumptions in Chapter 4, as well as the judgment and experience of the consultants. The figures are also rounded, where possible, to reflect the order of magnitude nature of projecting the future.

Just as there is no attempt to predict the opening date of the new Museum, there is no attempt to predict the rate of inflation until then. Rather, the financial projections are in 2022 constant dollars. Figures are assumed to change at whatever the prevailing rate of inflation is, with the exception of staffing costs, which are assumed to increase at a rate of 0.5% per year above the annual inflation rate.

5.1 On-Site Attendance Projections

To prepare attendance projections first requires a reasonable definition of who would or would not be defined as a visitor. For the purposes of this analysis a visitor is someone who attends an exhibition, event or program in the Oneida Nation Museum. This includes those attending rentals or events. Not included are staff and volunteers, service and delivery people or those on site but who do not enter the building. While outreach and access through a web site are important, the attendance projections do not include

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potential outreach programs or web site hits/visits. The projections are for on-site and in museum attendance.

It is important to emphasize that there is no simple computer formula that leads to accurate attendance projections. While there are ratios and formulas that may be used based on the experience of comparable or similar institutions, all methods have weaknesses. It is also important to note, in utilizing data from other museums, that there are a variety of definitions of what constitutes a visitor and no complete certainty that the comparative attendance figures reported are accurate. The ratios and benchmarks nonetheless help to inform our judgment in preparing the attendance projections for the relocated and expanded ONM.

5.1.1 Benchmarks for On-Site Attendance Projections

Four quantitative methodologies have been used to establish benchmarks for attendance at the Oneida Nation Museum in its first three years of operation after relocating and expanding. The benchmarks used in this study to help inform attendance projections for a stabilized year of operation (Year 3) are as follows:

Based on Growth of Exhibition Space in ONM

The Oneida Nation Museum currently offers only 1,500 sq. ft. of exhibition space. With on-site attendance in 2019 at 4,249, this translates to 2.83 visitors per square foot. Applied to the assumed 6,400 sq. ft. of exhibition space in the future Oneida Nation Museum, it suggests attendance of about **18,100**.

Based on Attendance at Other Native American Museums

Chapter 2.3 sets out data from a 2002 survey of Tribal Museums, which remain the latest comprehensive survey data, and four Native American Museums in Wisconsin or Michigan that were identified to offer comparability to the ONM. Of the four, the most relevant from the perspective of attendance benchmarks are the George W. Brown Jr. Ojibwe Museum and Cultural Center in Lac de Flambeau and the Ziiibwing Center of Anishinabe Culture & Lifeways in Mount Pleasant, Michigan. Both charge admission but have access to regional resident markets much smaller than the Green Bay regional market available to the ONM.

Pre-COVID, the Ojibwe Museum and Cultural Center reported about 7,000 annual visitors, while the Ziiibwing Center reported 15,600 visitors. Two methods are used to help project attendance levels based on the size of the exhibition space and the size of the regional population. The ratios that emerge from the average of the two best comparables are then applied to the assumed size of the future exhibition space at the ONM and the regional population it serves. These are shown on the following table.

- **Visitors per Sq. Ft. Exhibition Space:** The average ratio that emerges is 1.81 visitors per sq. ft. of exhibition space. Applied to the 6,400 net square feet of exhibition space at the future ONM suggests a stabilized attendance of about **11,600**.
- **Visitors per 1,000 County Population:** Both of the selected comparable Native American Museums are in areas with smaller resident population levels than

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available to the ONM. The average ratio that emerges is 270.5 visitors per thousand County population. The Oneida Nation Museum has access to the larger Green Bay Metropolitan Statistical Area. In considering the population of only Outagamie County at 190,705 in 2020 that leads to an attendance estimate of a rounded **51,600**.

Benchmarks from Most Comparable Native American Museums					
Name of Museum	Reported Pre-COVID Attendance	Exhibition Space (sf)	Visitors per Sq. Ft. Exhibition Space	County Population	Visitors per 1,000 County Population
George W. Brown Jr. Ojibwe Museum and Cultural Center, Lac de Flambeau WI	7,000	5,000	1.40	21,923	319.30
Ziibiwing Center of Anishinabe Culture & Lifeways, Mount Pleasant, MI	15,600	7,000	2.23	70,363	221.71
Average	11,300	6,000	1.81	46,143	270.50

Based on Attendance at Other Museums in Green Bay

Data regarding other selected museums in Green Bay and elsewhere in Wisconsin are set out in Chapter 2.4. The most relevant to provide benchmarks to help inform our attendance projections for the relocated and expanded ONM are the Neville Public Museum, the Heritage Hill State Historical Park, and the Children’s Museum of Green Bay. Since they are in the same population center as the ONM, the only useful ratios are visitors per sq. ft. exhibition space, with consideration of overall reported attendance levels. Heritage Hill is an historic site with numerous buildings so there is no ratio opportunity.

The visitors per square foot exhibition space that emerges from the Neville Museum and the Children’s Museum is 4.37. Applied to the 6,400 sq. ft. of exhibition space assumed for the future ONM indicates an attendance estimate of 28,000. Given the high repeat visitation levels of children’s museums, we have used only the 2.98 ratio from the Neville Museum, leading to a stabilized attendance estimate of **19,100**, which appears more likely.

Benchmarks from Selected Museums in Green Bay			
Name of Museum	Reported Pre-COVID Attendance	Exhibition Space (sf)	Visitors per Sq. Ft. Exhibition Space
Green Bay Children’s Museum	69,000	12,000	5.75
Heritage Hill State Historical Park	52,000	N/A	N/A
Neville Museum	50,700	17,000	2.98
Average	57,233	14,500	4.37

Averaging the Quantitative Methods

As stated, all of the methods used have weaknesses but are nonetheless helpful in establishing benchmarks. *Averaging all of these methods leads to a rounded attendance figure of about 25,000 visitors in the stabilized Year 3.*

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Attendance Projections Based on ...	Attendance Estimate
Growth of exhibition space at Oneida Nation Museum	18,100
Exhibition Space at Selected Comparables	11,600
County Population at Selected Comparables	51,600
Attendance at Other Museums in Green Bay	19,100
Stabilized Year 3 (rounded) Average	25,000

This estimate has been modified to take into account our judgment regarding the following largely qualitative factors.

Judgment Regarding Impact of Various Qualitative Factors

The methods above suggest stabilized (Year 3) attendance of about 25,000. Other, largely qualitative, factors summarized below help to inform our judgment to lead to refinement of that estimate. Most factors are positive:

Positive Factors:

- **A Visible and Accessible Site:** In contrast to the existing site of the ONM, the former Woodland Worship Center site offers good access for the general public, especially tourists, in addition to Nation members.
- **An Enhanced Visitor Experience:** The assumption is for more contemporary, interactive and immersive experiences, with the added appeal of a high repeat visit children's gallery.
- **Increased Operating Hours:** The assumption of weekend openings for more of the year will lead to higher attendance.
- **Modified Admission Charges:** A relatively modest increase in the adult admission charge and discounts for seniors and youth, as well as free admission for some hotel patrons and casino players should be positive for attendance levels.
- **Increased Expenditures on Marketing:** A modest increase in marketing expenditures will help to boost attendance levels.

Negative Factors:

- **Uncertainty Regarding the Long-Term Impacts of COVID-19:** Although a return to largely pre-COVID normalcy may be assumed before the new facility opens, the potential for continued negative impacts on school field trips and tourism cannot be completely discounted.

Based on the foregoing points, it is our judgment that on-site attendance levels will be somewhat more than suggested by the ratios above to lead to a projection of 26,000 visitors in the stabilized Year 3. Year 1 attendance will be higher at about 30,000 because of curiosity and media attention at opening with Year 2 closer to Year 3. For context, as shown in Chapter 2 of this report, the average attendance at Tribal Museums surveyed in 2002 was 32,000, recognizing that this figure is skewed higher by a few major Native American Museums.

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In summary the final projected attendance levels for the relocated, expanded and enhanced Oneida Nation Museum are as follows.

Year	Final Projected Attendance (rounded)
Year 1	30,000
Year 2	27,000
Year 3	26,000

5.1.2 Projected Attendance Patterns and Levels

Attendance levels may be segmented in a variety of ways. The following table segments visitors by the main resident and tourist markets, and by admission ticket category. Explanations for the estimates are as follows:

- Attendance by Main Resident and Tourist Market Segment:** The existing Oneida Nation Museum reported that about half of all visitors in 2019 were regional residents from within a 50-mile radius. Residents include almost all school groups and rentals visitors. The new facility will result in a higher percentage attendance by regional residents in the opening years because it will be larger, include a children's gallery, and offer more change. However, tourist attendance will increase over time as a percentage of a much larger number of projected visitors.
- Attendance by Ticket Category:** Adults will account for the highest percentage of paid visitors, followed by seniors, who are defined to be 55 and older. Children will represent a substantial percentage of visitors in part because of the children's gallery which should have a substantial number of repeat visits. A larger ONM should also benefit from more on-site field trips seeking to adhere to the requirements of Wisconsin Act 31. Free visitors, including all Oneida members, potentially other Native Americans, Radisson hotel and selected casino guests and others, as well as indirect paid visitors (programs and rentals) are estimated to account for a combined 40% of total visitors.

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Attendance Projections (rounded)	Base Level	Year 1%	Year 2 %	Year 3%	Year 1	Year 2	Year 3
Projected Total On-Site Attendance	4,249				30,000	27,000	26,000
Attendance by Main Segment							
Residents (50-mile radius)	50%	55%	53%	50%	16,500	14,310	13,000
Tourists	50%	45%	47%	50%	13,500	12,690	13,000
Total	100%	100%	100%	100%	30,000	27,000	26,000
Attendance by Ticket Category							
Adult (25-54)		20%	20%	20%	6,000	5,400	5,200
Senior (55+)		12%	12%	12%	3,600	3,240	3,120
Youth (13-24)		3%	3%	3%	900	810	780
Child (2-12)		11%	12%	12%	3,300	3,240	3,120
Non-School Groups		2%	2%	2%	600	540	520
School Groups		12%	11%	11%	3,600	2,970	2,860
Free (including Oneida) and Indirect Paid (Programs and Rentals)		40%	40%	40%	12,000	10,800	10,400
Total Annual Attendance		100%	100%	100%	30,000	27,000	26,000

5.2 Projected Operating Revenues

Operating revenue projections for the future Oneida Nation Museum are set out in the following categories and build largely upon a base level of pre-COVID 2019 data:

- Admissions
- Retail Sales
- Venue Rentals
- Public and Educational Programs
- Existing Private Support
- Oneida Nation Financial Support

5.2.1 Admissions

Admissions revenue in pre-COVID 2019 from admissions totaled \$7,481, which at 4,249 on-site visitors translates to \$1.76 per visitor. The following table sets out admissions revenue projections for visitors to the relocated and expanded Oneida Nation Museum during the three years projected.

The projected admissions revenue emerges from attendance projections by ticket category multiplied by the assumed admission charges. Revenues from school groups and others who take guided tours and hands-on programs is included with the public and education programs revenue not with admissions.

Discounts offered in collaboration with the Amelia Cornelius Culture Park, other museums, attractions, hotels, AAA and other potential partners, will help to increase attendance levels but will lower admissions revenue by an estimated 7% per year. This leads to the following projections.

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Admissions Revenue Ticket Categories	Base Level	Admission Charge	Year 1 Attendance	Year 1 Revenue	Year 2 Attendance	Year 2 Revenue	Year 3 Attendance	Year 3 Revenue
Adult (25-54)		\$6.00	6,000	\$36,000	5,400	\$32,400	5,200	\$31,200
Senior (55+)		\$4.00	3,600	\$14,400	3,240	\$12,960	3,120	\$12,480
Youth (13-24)		\$4.00	900	\$3,600	810	\$3,240	780	\$3,120
Child (2-12)		\$3.00	3,300	\$9,900	3,240	\$9,720	3,120	\$9,360
Non-School Groups (avg. per person)		\$5.00	600	\$3,000	540	\$2,700	520	\$2,600
School Groups (avg. per person)		\$5.00	3,600	\$18,000	2,970	\$14,850	2,860	\$14,300
Other Free and Indirect Paid		\$0.00	12,000	\$0	10,800	\$0	10,400	\$0
Total Admissions Revenue (before discounts)	4,249		30,000	\$84,900	27,000	\$75,870	26,000	\$73,060
Total Admissions Revenue (after discounts)	\$7,481			\$78,957		\$70,559		\$67,946
Revenue per Visitor	\$1.76			\$2.63		\$2.61		\$2.61

5.2.2 Retail Sales

In 2019, the ONM reported retail sales of \$95,915. This reflects both on-site sales in only 200 sq. ft. of space, including works of art sold on consignment, and translates to \$22.57 per visitor because of the consignment sales and also online sales. Increased retail sales will be based on higher attendance with weekend openings, a larger retail store, and increased online sales.

With substantially more visitors, some of whom will have a lesser interest in Oneida retail products, the sales per visitor ratio will decline. We estimate it at \$10 with a slight growth each year to reflect better market and product knowledge over time. Based on the foregoing, we estimate retail sales, including increased consignment and online sales, as follows. The costs of goods sold are accounted for in the expense projections later in this chapter.

Retail Store (400 sf)	Base Level	Year 1	Year 2	Year 3
Total Attendance	4,249	30,000	27,000	26,000
Average Sales per Visitor	\$22.57	\$10.00	\$10.05	\$10.10
Total Net Revenue	\$95,915	\$300,000	\$271,350	\$262,600
Sales per Square Foot	\$480	\$750	\$678	\$657

5.2.3 Venue Rentals

Venue rentals have not generated any revenue at the existing Oneida Nation Museum given the inadequacy of the existing spaces for this purpose. Although multi-purpose space will be available in the new facility, the limited use of other existing facilities of the Nation available for venue rentals suggests the need for limited expectations for substantial revenue from venue rentals in the new ONM facility. However, a better site and facilities and a revenue focused Business Manager means that some revenue will be generated.

Relatively modest venue rental revenues are projected. Since it will take time for the venue rentals business to develop, we have projected that it will be highest in Year 3, as shown on the following table.

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Venue Rentals	Base Level	Year 1	Year 2	Year 3
Total Revenue	\$0	\$10,000	\$12,000	\$15,000

5.2.4 Public and Educational Programs

Public and educational programs offered by the ONM in 2019 totaled \$2,830. The introduction of the 1,000 sq. ft. multipurpose auditorium will increase the number of programs offered, some of which will be free or free with admission, and other charged. This includes school and other visitors who wish to add a hands-on program to their experience at the ONM.

Increased attendance levels should also expose more visitors to opportunities for public and educational programs while a modestly increased marketing budget should also have a positive impact on awareness levels and thus programming revenues.

Although revenues may vary widely, we estimate that rounded revenues from public and educational programs will grow over time as follows.

Public and Educational Programs	Base Level	Year 1	Year 2	Year 3
Total Revenue	\$2,830	\$12,000	\$14,000	\$15,000

5.2.5 Existing Private Donations and Sponsorships

The Oneida Nation Museum received a very modest **\$589** in private support in 2019. For the purposes of these projections, this amount is assumed to be maintained for each year projected in order to allow the bottom line to be the *additional* amount of Oneida Nation, private and other government support needed to break even each year.

5.2.6 Support from Oneida Nation

The primary funder of the Oneida Nation Museum, as is the case with other Native American or Tribal Museums, is the Oneida Nation. In 2019, this totaled **\$343,321**. No funds were received to support operations from municipal, state or federal government sources.

For the purposes of these projections, the 2019 Nation contribution amount is assumed to continue for each year projected to allow the bottom line to be the *additional* amount of Nation, other government and private support required to break even each year.

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5.3 Projected Operating Expenses

The categories of projected operating expenses for the Oneida Nation Museum over the three years projected are as follows:

- Salaries, Wages and Benefits
- Occupancy Costs
- Collections Care
- Exhibitions
- Public and Educational Programs
- Marketing
- Retail Cost of Goods Sold
- General and Administrative

The projections build upon a base level of pre-COVID 2019 figures. The bottom line of the projections is operating expenses minus earned income and existing private and Nation support to lead to the *additional* amount needed from Nation, other government and private sources to break on operations each year.

5.3.1 Salaries, Wages and Benefits

Although we have used the FY2019 figures as the base level in most cases, we have used FY2022 figures for staffing costs at \$467,044 including benefits. With a strong core existing staff, the staffing levels associated with the relocation and expansion are assumed to add only 2.0 FTE largely part-time weekend staff, increasing the total staff from 7.0 full-time equivalent (FTE) positions to 9.0 FTE.

All financial projections are in 2022 constant dollars, which does not attempt to predict future inflation rates. Nevertheless, we have assumed that, on average, salaries, wages and benefits will increase at an average rate of 0.5% over and above the prevailing rate of inflation each year. A 2% increment is applied above the FY2022 base level to opening. This leads to the following projections.

Staffing Costs (2022 dollars, rounded)	Base Level	FTE	Cost per TFE	Year 1	Year 2	Year 3
Existing Salaries, Wages and Benefits	\$467,044	7.0		\$476,385	\$478,767	\$481,161
Additional Staff						
Additional Allocation for weekend and other part-time staff		2.0	\$35,000	\$70,000	\$70,350	\$70,702
Total Additional Salaries, Wages and Benefits				\$70,000	\$70,350	\$70,702
Total Staff Costs	\$467,044	9.0		\$546,385	\$549,117	\$551,862

5.3.2 Occupancy Costs

These costs are generally defined to include all costs, excluding salaries, associated with building repairs and maintenance, utilities, janitorial supplies, security systems and non-employee related insurance costs, but can vary by institution. In the case of the ONM in 2019, the allocation was \$11,381, which translates to only \$4.95 per gross

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square foot for the 2,300 gross square feet allocated to the Museum. That is lower than the common \$6-8 per gross square foot range likely because of deferred maintenance, limited open hours and that some costs are absorbed by the Nation. **For the purposes of these projections all occupancy costs will be estimated with no absorption of costs by the Nation.**

The expanded building space is assumed to encompass 22,060 gross square feet, to include a modest expansion. With planned enhancements to the building, it will be more energy efficient and with limited repair and maintenance requirements in the opening years projected. On the other hand, there will be somewhat more use of electricity in the new exhibitions and the impact of higher levels of attendance. We have therefore estimated the building occupancy costs on the basis of \$5.75 per gross square foot in Year 1, when warranties will be in place, with a growth in occupancy costs in subsequent years of operation, as shown in the following table.

Occupancy	Base Level	Year 1	Year 2	Year 3
Total Gross Sq. Ft.	2,300	22,060	22,060	22,060
Cost per Gross Sq. Ft.	\$4.95	\$5.75	\$6.00	\$6.10
Total Occupancy Costs	\$11,381	\$126,845	\$132,360	\$134,566

5.3.3 Collections Care/Acquisitions

In 2019/20, the Oneida Nation Museum allocated \$6,500 to non-staff collections care and acquisitions costs. Although it will be an objective to acquire additional collections by donation rather than purchase, there will likely be a need to allocate some funds for purchases. Similarly, with more space allocated to collections and greater expectations for conservation and other collections care, the needed amounts will increase.

Costs will be highest in the opening year, both for acquisitions and supplies associated with collections care. Our projections are as follows.

Collections Care/Acquisitions	Base Level	Year 1	Year 2	Year 3
Total Costs	\$6,500	\$18,000	\$12,000	\$12,000

5.3.4 Exhibition Costs

The Oneida Nation Museum spent \$50,000 in 2019 on non-staff costs associated with exhibitions including grant funded exhibitions and routine exhibition maintenance. Periodic temporary exhibitions and introduction of a children's gallery will require higher expenditures each year. Higher expenditures will also be required in a larger space for temporary exhibitions that will both be developed internally and also rented from other institutions. A lesser expenditure on temporary exhibitions will be required in Year 1 given the newness of the expansion.

In addition, we have assumed implementation of a reserve fund as part of this expense category that will be introduced in Year 1 to pay for changing the "permanent" exhibitions over time. The fund will be introduced at opening but not implemented for 4-5 years.

These assumptions and estimates lead to the following projections of exhibition costs.

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Exhibition Costs	Base Level	Year 1	Year 2	Year 3
Routine Maintenance/Enhancements		\$15,000	\$18,000	\$20,000
Temporary Exhibitions		\$30,000	\$60,000	\$60,000
Reserve for Changing Exhibitions		\$30,000	\$30,000	\$30,000
Total Costs	\$50,000	\$75,000	\$108,000	\$110,000

5.3.5 Public and Educational Programs

The Oneida Nation Museum spent only \$1,800 on non-staff costs on public and educational programs in 2019. This is about 64% of the \$2,830 generated in revenues from such programs that year.

For the purposes of these projections, we estimate that public and education programs costs will continue to be 64% of the projected revenues for Years 2 and 3, and 90% in Year 1 associated with higher opening costs. This leads to the following projections.

Public and Educational Programs	Base Level	Year 1	Year 2	Year 3
Total Costs	\$1,800	\$10,800	\$8,960	\$9,600

5.3.6 Marketing

Marketing includes non-staff costs associated with advertising and promotion, social media and the web. The ONM allocated \$3,000 in 2019 to such expenditures. That translated to about \$0.71 per on-site visitor and less than 1% of operating expenditures. The norm for most museums is 3-4%.

It has been assumed that there will be a relatively modest increase in marketing expenditures to help promote the new museum and its temporary and other exhibitions and thereby contribute to higher attendance and earned income. It is estimated that marketing expenditures per visitor will increase in Year 1 to \$0.95 and then \$0.75 per visitor in subsequent years. Year 1 would include additional costs associated with a grand opening celebration. This leads to the following projections.

Marketing	Base Level	Year 1	Year 2	Year 3
Actual/Projected Attendance	4,249	30,000	27,000	26,000
Expenditures per Visitor	\$0.71	\$0.95	\$0.75	\$0.75
Total Costs	\$3,000	\$28,500	\$20,250	\$19,500

5.3.7 Retail Cost of Goods Sold

The cost of goods sold in 2019 was \$49,893. This was about 52% of retail revenues of \$95,915 and within the common 50-60% range. For the purposes of these projections, we estimate cost of goods sold will continue to be 52% each year. This leads to the following projections.

Retail Cost of Goods Sold	Base Level	Year 1	Year 2	Year 3
Total Costs	\$49,893	\$137,280	\$131,586	\$125,840

5.3.8 General and Administrative

General and administrative costs vary by institution and generally include office and related supplies, information technology, equipment, mailing, printing, telephone, travel, conferences, volunteer perquisites, professional services, dues and subscriptions, and any other costs not in the other categories. The Oneida Nation Museum did not report any costs in this category in 2019 because costs were allocated to other expense categories.

It is common for general and administrative costs to be in the range of 10-15% of staffing costs. Taking into account that some general and administrative costs are included within the various expense categories above we have estimated such costs at 10% of staffing costs. This leads to the following projections.

General and Administrative	Base Level	Year 1	Year 2	Year 3
Total Costs	\$0	\$54,638	\$54,912	\$55,186

5.4 Summary of Attendance and Financial Projections

The table that follows summarizes our projections of attendance, operating revenues and expenses for the relocated, expanded and enhanced Oneida Nation Museum. The projections are for the opening three years of operation, assuming Year 3 is a stabilized year that is representative of subsequent years.

Based on the analyses and assumptions in this report, we project that on-site attendance levels will increase from the 2019 pre-COVID base level of 4,249 visitors in the existing very small and poorly located museum and stabilize at about 26,000 visitors. This includes substantially more tourist visitors and substantially more repeat visitation from among Nation members.

In addition to higher attendance, the ONM should be able to increase its earned income performance, especially admissions revenue and retail sales.

The total operating budget for the Oneida Nation Museum is projected to increase from the base level of about \$589,600 to just over one million dollars each year. This allocates all operating costs to the ONM as opposed to assuming the Nation will continue to absorb some of the building occupancy and general and administrative costs.

If base level revenues from Oneida Nation and private support are maintained at 2019 levels, the projections are that the Museum will need to generate an additional \$271,300 in Year 1, \$314,900 in Year 2 and \$324,800 in Year 3 from a combination of Nation, other government and private sources. It is likely that the future gap will need to be filled primarily from the Nation, but efforts to increase private funding support should be pursued as well.

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Summary of Attendance, Operating Revenue and Expense Projections	Base Level	Year 1	Year 2	Year 3	Base Level %	Year 1 %	Year 2 %	Year 3 %
Annual Attendance	4,249	30,000	27,000	26,000				
Projected Operating Revenues								
Admissions	\$7,481	\$78,957	\$70,559	\$67,946	1.3%	7.8%	6.9%	6.6%
Retail Sales	\$95,915	\$300,000	\$271,350	\$262,600	16.3%	29.5%	26.4%	25.5%
Facility Rentals	\$0	\$10,000	\$12,000	\$15,000	0.0%	1.0%	1.2%	1.5%
Educational and Public Programs	\$2,830	\$12,000	\$14,000	\$15,000	0.5%	1.2%	1.4%	1.5%
Existing Private Support	\$589	\$589	\$589	\$589	0.1%	0.1%	0.1%	0.1%
Existing Oneida Nation Support	\$343,321	\$343,321	\$343,321	\$343,321	58.2%	33.8%	33.4%	33.4%
Total Revenue Projected	\$450,136	\$744,867	\$711,819	\$704,456	76.3%	73.3%	69.3%	68.4%
Projected Operating Expenses								
Salaries, Wages, Benefits	\$467,044	\$546,385	\$549,117	\$551,862	79.2%	53.8%	53.5%	53.6%
Occupancy	\$11,381	\$126,845	\$132,360	\$134,566	1.9%	12.5%	12.9%	13.1%
Collections Care	\$6,500	\$18,000	\$12,000	\$12,000	1.1%	1.8%	1.2%	1.2%
Exhibitions	\$50,000	\$75,000	\$108,000	\$110,000	8.5%	7.4%	10.5%	10.7%
Public and Educational Programs	\$1,800	\$10,800	\$8,960	\$9,600	0.3%	1.1%	0.9%	0.9%
General and Administrative	\$0	\$54,638	\$54,912	\$55,186	0.0%	5.4%	5.3%	5.4%
Marketing	\$3,000	\$28,500	\$20,250	\$19,500	0.5%	2.8%	2.0%	1.9%
Retail Cost of Goods Sold	\$49,893	\$156,000	\$141,102	\$136,552	8.5%	15.4%	13.7%	13.3%
Total Expenses	\$589,618	\$1,016,168	\$1,026,700	\$1,029,267	100.0%	100.0%	100.0%	100.0%
Amount Required from <i>Additional Nation, Private and Other Government Support to Break Even on Operations</i>	(\$139,482)	(\$271,301)	(\$314,881)	(\$324,811)		-26.7%	-30.7%	-31.6%

Appendix A: Acknowledgements

We would like to acknowledge the participation of all those who took part in the vision/assumptions workshop and who have been interviewed to date. Special thanks to Stacy Coon for identifying and arranging the interviews conducted and for her leadership in this planning process. Those listed are in alphabetical order.

Vision/Assumptions Workshop and Community Engagement Session Participants

- Sherrole Benton, Oneida Nation Arts Program
- Craig Clausen, Director of Facilities, Oneida Nation
- Stacy Coon, Director, Oneida Nation Museum
- Tina Danforth, Oneida Nation Treasurer
- Tsyoshaat Delgado, Interim Area Manager, Cultural Heritage, Oneida Nation
- Darlene Denny, Owner, Turtle Island Gifts
- Courtney Gerzetich, Museum Registrar
- Josh Gerzetich, Oneida Nation Y.E.S (Youth Enrichment Services)
- Troy Parr, Community Development Manager, Oneida Nation
- Nic Reynolds, Oneida Nation HRD Training & Development
- Rae Skenandore, Oneida Nation Budget Analyst and Oneida Nation Artist
- Amy Spears – Oneida Nation Strategic Planner
- Paul Witek, Engineering Director/Senior Architect, Oneida Nation

Other Interviews

- Robert Brown, Cultural Advisor, Oneida Nation
- Toni Burnett, Executive Director, Children’s Museum of Green Bay
- Rebecca Holly Comfort, Native American Nations Liaison, Wisconsin Historical Society
- Michelle Danforth, Director, Big Bear Media and Tourism
- Eric Doxtator, Graphic Designer, Big Bear Media and Tourism
- Julie Gerczak, Vice President, Tourism, Green Bay Convention and Visitors Bureau
- Teresa Mitchell, George Brown Jr. Ojibwe Museum and Cultural Center
- Brandon Stevens, Vice Chairman, Oneida Nation
- Brad Toll, President, Green Bay Convention and Visitors Bureau
- Michael Telzrow, Executive Director, Heritage Hill State Historical Park
- Cameron Teske, Vice President, Visitor Experience, Green Bay Convention and Visitors Bureau
- Mike Van Asten, CEO, Mulva Cultural Center, De Pere
- Christine Yungwirth, Native American Liaison, School District of West De Pere

Lord Cultural Resources Consultant Team

- Natalie Maclean, Digital Specialist and Research
- Ted Silberberg, Senior Principal, Market and Financial Planning

Appendix B: Detailed Polling/Survey Results

Two forms of community engagement were undertaken in order to gain community feedback on possible plans for the new Oneida Nation Museum. The first form of engagement was a public workshop, which took place on Thursday April 14th and included nine participants. The second was a public survey, open from April 25th to May 2nd. The survey received 288 responses. Details of respondents are included below followed by the polling/survey results.

Profile of Survey Respondents

Survey Response Source	
Email	91%
Social Media	9%

Are you an Oneida Nation Member?	
Yes	92%
No	8%

What is your age?	
Under 25	4%
25-64	73%
65+	23%

What gender do you identify as?	
Male	18%
Female	81%
Other	1%

How many times have you been to the existing Oneida Nation Museum?	
2 times or less	24%
3-5 times	24%
6 times or more	51%

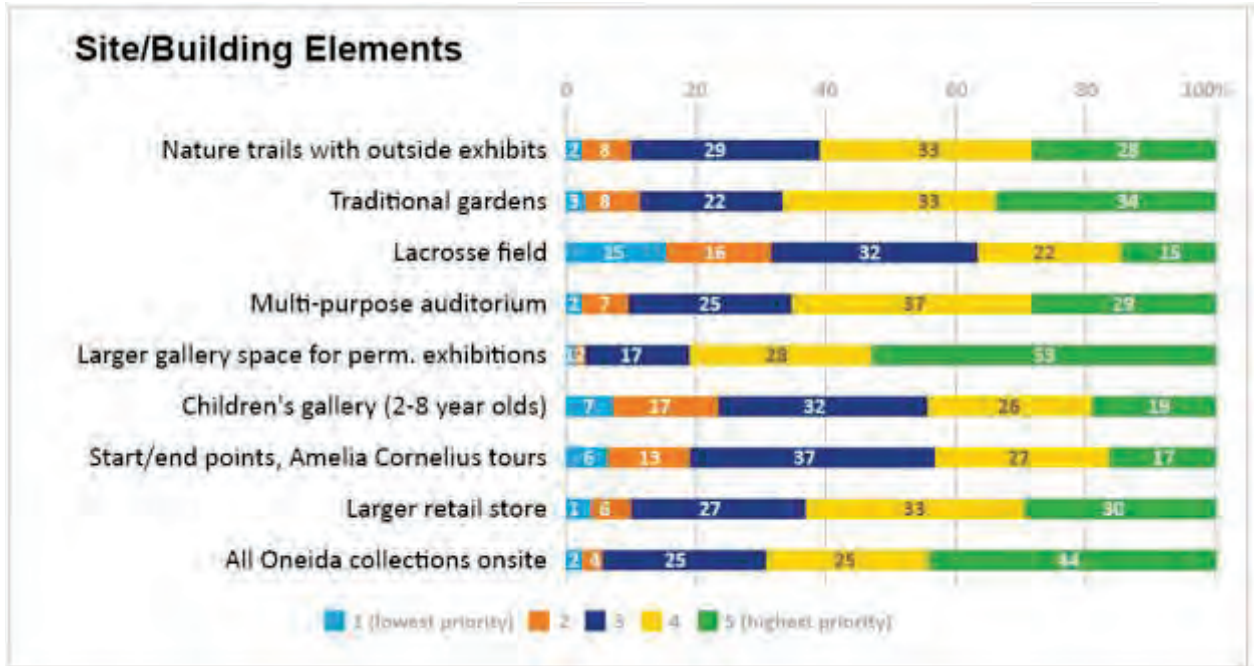
Oneida Nation Museum: Relocation and Expansion Business Plan:
Final Report

Priorities of Survey Respondents

As part of both the survey and the community engagement session, participants were asked to rate on a scale from 1 to 5 (with 1 being the lowest and 5 being the highest) how important different potential elements of the future Oneida Nation Museum were to them. The results of that prioritization exercise are included below.

Site/ Building Elements

Overall Survey Responses:



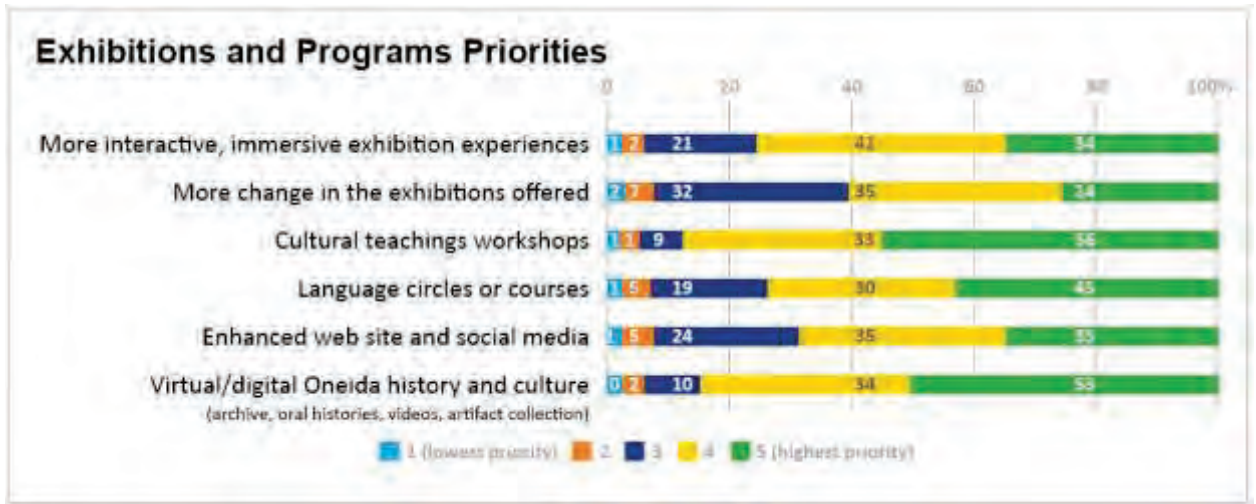
Average Ratings:

	All Survey Participants	Workshop Participants	Gender		Age			Visitation		
			Male	Female	Under 25	25-64	65 and Over	2 times or less	3-5 times	6 or more times
Larger gallery space for permanent exhibitions, temporary art exhibitions, and traveling exhibitions	4.3	4.9	4.1	4.3	4.3	4.3	4.3	4.1	4.2	4.5
All Oneida collections on-site	4.1	4.4	4.1	4.1	3.7	4.1	4.1	3.9	4.1	4.1
Traditional gardens	3.9	3.2	3.6	3.9	4.2	3.9	3.8	3.9	3.9	3.8
Larger retail store	3.8	4.6	3.4	3.9	3.4	3.9	3.6	3.7	3.7	3.9
Multi-purpose auditorium for performances, lectures, venue rentals	3.8	4.1	3.6	3.9	3.8	3.9	3.7	3.7	3.9	3.9
Nature trails with outside exhibits	3.8	4.0	3.7	3.8	3.7	3.8	3.7	4.0	3.5	3.8
Children's gallery focused on 2-8-year-olds, including birthday parties, based around traditional Oneida themes	3.3	2.9	3.0	3.4	3.5	3.3	3.3	3.3	3.3	3.3
Starting and end point for tours of Amelia Cornelius Culture Park (Oneida Village)	3.3	3.2	3.2	3.4	3.7	3.3	3.4	3.3	3.2	3.4
Lacrosse field	3.1	2.3	2.9	3.1	3.0	3.0	3.3	3.0	3.0	3.1

Oneida Nation Museum: Relocation and Expansion Business Plan:
Final Report

Exhibitions and Programs Priorities

Overall Survey Responses:



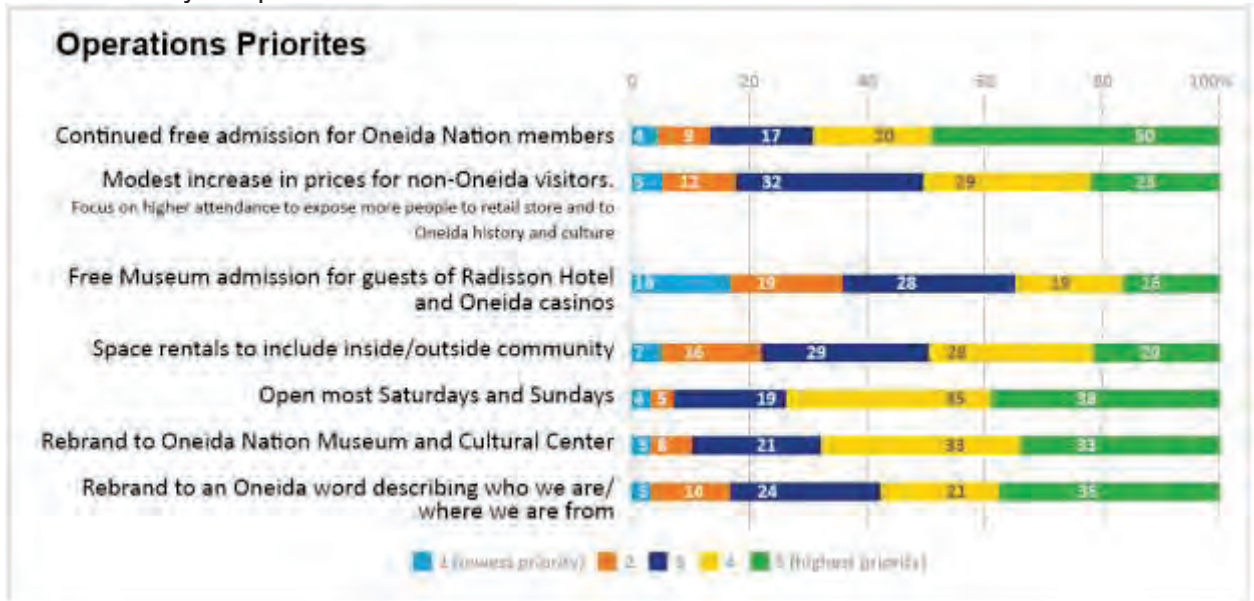
Average ratings:

	All Survey Participants	Workshop Participants	Gender		Age			Visitation		
			Male	Female	Under 25	25-64	65 and Over	2 times or less	3-5 times	6 or more times
Virtual/digital Oneida history and culture (archive, oral histories, videos, artifact collection)	4.4	4.6	4.4	4.4	3.9	4.4	4.4	4.4	4.4	4.4
Cultural teachings workshops	4.4	4.1	4.2	4.5	4.5	4.5	4.3	4.3	4.4	4.5
More interactive, immersive exhibition experiences	4.1	4.6	3.8	4.1	3.9	4.2	3.7	3.9	4.1	4.1
Language circles or courses	4.1	3.7	4.0	4.2	4.6	4.1	4.0	4.1	4.2	4.1
Enhanced web site and social media	4.0	4.4	4.0	4.0	3.8	4.0	3.9	3.9	4.0	4.0
More change in the exhibitions offered	3.7	4.0	3.7	3.7	3.5	3.8	3.6	3.8	3.7	3.7

Oneida Nation Museum: Relocation and Expansion Business Plan:
Final Report

Operations Priorities

Overall Survey Responses:



Average rating:

	All Survey Participants	Workshop Participants	Gender		Age			Visitation		
			Male	Female	Under 25	25-64	Over	less	3-5 times	times
Continued free admission for Oneida Nation members	4.0	3.7	4.0	4.0	3.9	3.9	4.4	3.9	3.9	4.2
Open most Saturdays and Sundays	4.0	3.7	3.9	4.0	4.1	4.0	3.7	3.8	3.9	4.1
Rebrand to Oneida Nation Museum and Cultural Center	3.8	3.6	3.7	3.8	4.0	3.8	3.7	3.8	4.1	3.7
Rebrand to an Oneida word describing who we are/where we are from	3.7	3.7	3.5	3.7	3.6	3.8	3.5	3.5	3.7	3.8
Modest increase in prices for non-Oneida visitors. Focus on higher attendance to expose more people to retail store and to Oneida history and culture	3.5	4.0	3.2	3.6	3.8	3.6	3.4	3.4	3.4	3.6
Space rentals to include inside/outside community	3.4	3.7	2.9	3.5	3.6	3.4	3.3	3.6	3.5	3.3
Free Museum admission for guests of Radisson Hotel and Oneida casinos	3.0	3.2	3.0	2.9	3.5	2.9	2.9	3.1	3.1	2.8



General Tribal Council

Special Meeting

6:00 p.m., Monday, May 8, 2023

Three Clans Ballroom, Radisson Hotel & Conference Center

Minutes

The General Tribal Council of the Oneida Nation met Monday, May 8, 2023, at a duly called special meeting with 2,381 registered tribal members in attendance.

ONEIDA BUSINESS COMMITTEE ATTENDANCE:

Present: Chairman Tehassi Hill, Vice-Chairman Brandon Stevens, Secretary Lisa Liggins, Council members: Marie Cornelius, Daniel Guzman King, David P. Jordan, Kirby Metoxen, Jennifer Webster;
Not Present: Treasurer Tina Danforth

I. WELCOME (00:00:01)

John Breuninger brought in the colors. The colors were retired. Dellora Cornelius and John Breuninger made an announcement regarding exiting. Stephanie Muscavitch introduced 2nd grade students from the Oneida Nation Elementary School, and they provided the opening.

II. ANNOUNCEMENTS & CALL MEETING TO ORDER (00:00:01)

Chairman Tehassi Hill called the meeting to order at 6:00 p.m.

III. ADOPT THE AGENDA (00:12:41)

Motion by Jonas Hill to adopt the agenda as presented. Seconded by Kathy Mauritz. **Motion carried by show of hands**

Amendment #1 to the main motion by Linda Dallas to add two (2) topics [1) under the New Business section, add item entitled Set the date for a General Tribal Council meeting for General Tribal Council petitions: 1) Term limits for 2023 General election; 2) Emergency amendments to the Election Law for the 2023 General Election; 3) FY-2023 budget and any laws that apply to and/or impact General Tribal Councils rights; and 2) under the New Business section, add item entitled Candidate Forum to allow the ten (10) candidates for the Primary Election on Saturday, that each candidate would provide their platform for three (3) minutes for the last thirty (30) minutes of the meeting]. **Amendment ruled out of order by Chairman Tehassi Hill; in accordance with the Ten Day Notice Policy**

Amendment #1 to the main motion by Lori Elm to defer items A.1. and A.2. to the July 24, 2023, semi-annual General Tribal Council meeting. Seconded by Nancy Dallas. **Motion failed by show of hands**

Amendment #2 to the main motion by Carole Liggins to deny both petitions. **Amendment ruled out of order by Chairman Tehassi Hill; the amendment contradicts the previous amendment**

Amendment #2 to the main motion by Carole Liggins to delete the petitions from the agenda. Seconded by Kathy Mauritz. **Amendment ruled out of order by Chairman Tehassi Hill; the amendment contradicts the previous amendment**

Amendment #1 to the main motion by Lori Elm to delete items A.1. and A.2. from the agenda. Seconded by Linda Dallas. **Motion failed by show of hands**

IV. OLD BUSINESS

A. Petitioner Nancy Dallas (00:44:50)

1. Put a hold on the Woodland Worship Center
2. Make a funeral home

Verbal presentation provided by Nancy Dallas, Petitioner.

PowerPoint presentation provided by Stacy Coon, Museum Director and Nicholas Metoxen, Turtle Clan Manager.

Motion by RaLinda Ninham-Lamberies to deny the petitioners request and to defer the museum Capital Improvement Project to the FY-24 budget for General Tribal Council input. Seconded by Shawn Skenandore. **Motion carried by show of hands**

V. NEW BUSINESS**A. Determine next steps regarding General Tribal Council meeting capacity limitations (01:43:04)**

PowerPoint presented by Secretary Lisa Liggins.

Motion by Janice Decorah to deny the proposal and to keep General Tribal Council meetings as is. Seconded by Shawn Skenandore. **Motion carried by show of hands**

Amendment to the main motion by Nancy Barton to pay those General Tribal Council members who came, signed in with their tribal ID, and were turned away, the \$200 General Tribal Council meeting stipend. Seconded by Michael Debraska. **Motion failed by a show of hands.**

Motion by Megan Polar to table item VI.A. Seconded by Kathy Mauritz. **Motion failed by a show of hands.**

VI. ADJOURN (02:49:20)

Motion by Bob Smith to adjourn at 8:49 p.m. Seconded by Lisa Liggins. **Motion carried by voice vote**

MEETING TRANSCRIPT

I. WELCOME (00:00:01)

TEHASSI HILL: All right, everyone. It is 6:00 p.m. We had 2,120 people signed in as of 6:00 p.m. I'd like to call Mr. John Breuninger up to the podium to announce the color guard.

JOHN BREUNINGER: Good evening, ladies and gentlemen. Please don't rise yet. We'll be announcing the color guard this evening. They are comprised of the ONVAC Committee, which is an appointed committee by the OBC. We'll be bringing in the colors. I want to introduce each one of them first, but before we begin, I would like to ask all of the female veterans in attendance to please stand and be recognized. Now I'd like to ask all veterans to please stand and be recognized, all veterans. We sincerely appreciate all of you, and thank you all for your service. Our color guard consists of five people this evening. Carrying the Eagle staff will be Deke Suri of the United States Army. The Oneida Nation flag will be carried by Jerry Cornelius, United States Army. The United States flag will be carried by Floyd Hill, United States Army. The Wisconsin State flag will be carried by Art Cornelius, United States Air Force, and the POW flag will be carried by Connor Kestell, United States Navy. Okay, if I could have you all please stand and rise, if you can. Color guard, ten hut. Right face. Forward march. Color guard, halt. Left face. Present colors. [National Anthem] Order colors. Right face. Forward march. Thank you, color guard.

II. ANNOUNCEMENTS & CALL MEETING TO ORDER (00:00:01)

TEHASSI HILL: We've got a couple of announcements before we get to the prayer, so if I could get Dellora Cornelius and John Breuninger to the podium.

DELLORA CORNELIUS: This is a gathering of our family. When we finish with the business of today's agenda, remember that. Make room for your mothers and fathers, grandmas and grandpas, aunts and uncles, your elders. Allow the disabled or those who need more help. Take the time to step aside to make room for your family members to exit this room safely. Perhaps take the time to talk to your family members while you are waiting for them to exit. Most of all, respect each other and encourage each other to slow down and look out for those who may need assistance. Remember your manners.

JOHN BREUNINGER: As a veteran, we have responsibilities to the Oneida Nation. Each of us took that responsibility when we entered the armed services, as we continue to uphold the responsibility when we left. As a veteran, I am reminding you to be respectful to others when you are leaving this meeting. Allow elders and others needing additional assistance to exit safely. We all have a responsibility to others when we gather together, even when the meeting is over. Please do your part. Allow elders and those needing assistance time to exit. Be aware of who is around you and ask to help if you see someone who might need your help. Most of all, take your time. You don't have to get out of this room first. Everyone will be able to exit. Let's make exiting safer and less stressful for everyone. Thank you.

TEHASSI HILL: All right, thank you for those announcements, and I'd like to call up Stephanie Muscavitch to the podium.

STEPHANIE MUSCAVITCH: [Introduction in the Oneida language] My name is Stephanie Muscavitch, and I teach Kindergarten, first and second grade. When I was asked if I knew anybody that would want to say the thanksgiving opening to give thanks and open up this meeting, I knew a great bunch of kids. Here we have a group of first, second, and one third grader who stepped forward and would like to give the thanksgiving opening just for you.

CHILDREN: [Thanksgiving address recited in the Oneida language].

TEHASSI HILL: We've got one more announcement from John Breuninger.

JOHN BREUNINGER: The reason we had introduced the female veterans this evening first, we'd like to ask them for the July 24th GTC meeting, we'd like to have an all-female color guard bring in the colors, so we'd like to ask all of the female veterans that would like to take place or participate in this to please check in with Kerry Metoxen at the Veteran's Service Office on Riverdale, and do that before July 1st if possible. Thank you very much.

III. ADOPT THE AGENDA (00:12:41)

TEHASSI HILL: All right, Yawalkó everyone. Yawalkó to all the children for the prayer. All right. The meeting has been called to order. The first order of business is the adoption of the agenda. We'll go to microphone A. Please state your name for the record, and you have three minutes. Thank you.

JONAS HILL: Jonas Hill. I make a motion to adopt the agenda as is.

TEHASSI HILL: Motion by Jonas, second by who? Kathy Mauritz seconds the motion. Open for discussion. We'll go to microphone B. Please state your name for the record, discussion, and you have three minutes. Thank you.

LINDA DALLAS: Good evening. My name is Linda Dallas. Good evening, General Tribal Council. I'd like to make an amendment to the agenda. I would like to add two topics, topic 3 being to set the dates for GTC meetings regarding the GTC meeting petition submitted to the General Tribal Council Office which is one; term limits for 2023 election; emergency amendments to the Election Law for 2023 election; the 2023 budget and any laws that apply to and/or impact the budget process and GT's rights, will all the GT meetings, reserving GT's rights to take any action deemed appropriate regarding the matters at the meeting; and topic number 4, a Candidate Forum the last 30 minutes, 45-30 minutes, to allow the ten candidates for the primary election on Saturday to have three minutes each to do a presentation on their platform to the General Tribal Council. There has been no Candidates Forum provided to the membership or to the candidates by the Oneida Nation or the Business Committee. It's very important for the membership to know who the candidates are and receive some information from them, and even though three minutes is very limited, it's generally what the membership has allowed for, and I, myself, have submitted 28 petitions to the Business Committee as a means to give the General Tribal Council back their voice and authority, and according to the information I received and that has been in the Oneida Business Committee meeting packets, they are not planning on calling any of those petitions -- calling any GTC meetings for those petitions until August, and the petitions for the term limits for the 2023 election and the emergency amendments to the election law for the 2023 election are time-sensitive and the emergency amendments ask for an emergency meeting, and I think it's way beyond time for the General Tribal Council to have access to the 2023 budget and to be able to review it and discuss it and take action on it and direct the Business Committee.

TEHASSI HILL: Does that conclude your remarks?

LINDA DALLAS: Yes. I did the research on the 10 day notice, and I also took a look at Robert's Rules of Order, and I asked for a couple of different legal opinions outside of JoAnne House, and each of those individuals indicated that those motions are in order, or the amendment is in order.

TEHASSI HILL: All right, thank you, Linda. Your time has expired, and you did make an amendment to the main motion. At this point, relying on the 10 day notice policy which is, again, notice to General Tribal Council for any type of actions before General Tribal Council, needs to be noticed to the GTC members 10 days prior to the meeting, and your amendment to the motion did not comply with the 10 day notice policy as all of the candidates may not have been notified timely that they may have an opportunity to speak at General Tribal Council tonight, but at this point, your amendment is out of order.

LINDA DALLAS: I appeal the decision of the Chair.

TEHASSI HILL: As we went through this at the last meeting, as well, the 10 day notice is a law, and I do not have discretion on this type of area. I'm here as Chairman to rule on these types of things when they are called upon, and the 10 day notice policy is clear that GTC demands that they have the information at least 10 days before a GTC meeting, so adding anything to the agenda on the floor from GTC meeting is not allowed. Thank you.

LINDA DALLAS: I still appeal the decision of the Chair based upon the fact that the 10 day notice, what you're saying, in part, is true, however, I have a right to appeal the decision of the Chair and give my reason why. You're not following the law because the law does allow -- as long as it doesn't impact the budget. These don't impact the budget.

TEHASSI HILL: Please cut microphone B off, please. Thank you. And, again, as I ruled previously, this area is not a gray area where I have discretion. The law requires me to rule this motion out of order, so there is no appeal of the decision of the Chair for this ruling. All right, we'll go to microphone C in the overflow room. Please state your name for the record, and you have three minutes. Thank you. I need the mics turned back on .

_____[@0:18:26]: I don't think my name's really important right now, but I got a concern about what I just seen out in the registration. Something pretty, or not bad, but I think you guys should do something about what's going on out there. I see a lot of people standing out there. There's people that travel. I come from Keshena. You know, it's a hour, half hour drive, and then I just seen an elder get turned away for a bracelet which I didn't think was right, and on top of that, he was a veteran. That's just, in my eyes, that was kind of wrong. I know it ain't got nothin' to do with the agenda, but I don't know. I got my bracelet, but I seen a veteran get turned away, and that was an elder, and I don't think that was right.

TEHASSI HILL: Okay, thank you for raising that to our attention. All right, we're going to microphone D in the overflow room. Please state your name for the record, and you have three minutes. Thank you.

LORI ELM: Hi, I'm Lori Elm. One of the things that I'd like to talk about is about spending any more money in the tribe and not us actually seeing the budget, and also all the questions and concerns I've heard that a department literally got shut down and employees got laid off, and rumor has it to be anywhere from \$3 million to \$9 million that is missing, so I would like to table the petition by Nancy Dallas to put a hold on Woodland Worship Center and Funeral Home. As far as that goes, I really think that we should be having our checks and balances in place before we spend any more money. So, before we

start moving forward with this, we should really clean up the messes we already in. Hello? Did you hear that?

TEHASSI HILL: Yeah, yeah, we heard you. Just conferring that we do not have an adopted agenda yet, so we can't table anything.

LORI ELM: Well, how about if we just make a motion to move it to the next meeting? So an amendment to it.

TEHASSI HILL: Yes, you can make that amendment to the main motion to defer this item to the next General Tribal Council meeting where the agendas have yet to be set. It would be the July 24th GTC meeting if you're okay with that as the motioner, to table till or to defer this item till the July 24th meeting?

LORI ELM: Yes.

TEHASSI HILL: Does that conclude your remarks, Lori?

LORI ELM: Yes, and call for the question.

TEHASSI HILL: We've got just a couple of people in line we're going to get to before we go to the call for the question. I'll go to Councilwoman Jennifer Webster.

LINDA DALLAS: The question has been called for.

TEHASSI HILL: And I did not recognize it, and you are not the Chair, so please let me do my job. Thank you.

JENNIFER WEBSTER: There was a motion to adopt the agenda. We're here. This is costing us more than \$300,000 for this meeting tonight. This has been -- we've had three years to look at the packet that was brought forth for this item. Let's take care of it. You know, whether we deny it or not, let's address it. We can't continue to be putting things off when this is costing us so much money, so I would encourage you to not approve the amendment to this, and let's get on with the agenda. Thank you.

TEHASSI HILL: All right, thank you. Mark Powless.

MARK POWLESS: Good evening, GTC. As always, it's an honor to speak before our Oneida Nation, welcome everybody. Just a quick response to that motion. The Woodland Church building was purchased in January of 2018. The original submission date for the petition about the Woodland Church was December 31st of 2019. So this petitioner has had more than three years to put together their information and submit that to the Oneida Business Committee, the Treasurer, for this meeting. We recently met on this topic on January 16th of this year, and this topic was deferred from that date until today. These meetings have a cost of more than \$400,000. There has been significant work by the Oneida Nation Museum in an effort to move to a better location for the Oneida Nation and for the people of the Oneida Nation. This motion is based on a rumor, a speculation, about what's happening in the community, and that is not justification for deferring this topic once again, so I do ask the GTC to deny this motion. Thank you.

TEHASSI HILL: All right, we'll go to microphone A. Please state your name for the record. You have three minutes.

CAROLE LIGGINS: Good evening. My name is Carole Liggins. My roll number is 1142. I would like to make a motion, as soon as I get it up here, I have it all written out, so I don't need three minutes, I hope. Okay, based on the information provided in the packet for this meeting, and because of the petitioner's failure to present additional information to support her petition to stop the Nation from relocating the Oneida Museum to the former Woodland Worship Center, and additionally failing to provide more information to support her petition to have the Oneida Nation open a funeral home at the former Woodland Worship Center, I make a motion to deny both petitions. Thank you.

TEHASSI HILL: All right, I'm going to have to ask for a parliamentary ruling on this particular amendment to the main motion, as I'm not clear whether this amendment is allowable or not. JoAnne?

JO ANNE HOUSE: Thank you. The question is whether the motion is in order to deny both petitions. This is an amendment to the main motion, which is a motion to adopt the agenda, which has an amendment, I believe, by Lori Elm. I didn't get a second on that, a motion to defer the item to the next available General Tribal Council meeting, July 24th. Under Robert's Rules of Order, it is possible to amend the main motion in this manner, but this violates the Rules of Order by contradicting an amendment that's already in place. This motion would be out of order at this time.

TEHASSI HILL: All right, thank you, JoAnne.

LORI ELM: Excuse me, JoAnne. I would concur with what Carole Liggins is going --

TEHASSI HILL: Hang on, Lori. You've not been called upon. You have about 20 seconds left, Carole.

CAROLE LIGGINS: Yes. I would like to amend my -- amend -- make a second amendment to the lead petitioner's -- the petitions from the agenda. I would like to amend my amendment, make a second amendment to the lead petitioner's -- the petitions from the agenda that -- so, that's my motion.

TEHASSI HILL: All right, Carole, your time is up. I did rule your -- I will rule your first amendment to the main motion out of order as clarified by the parliamentarian, and your second amendment to the main motion, to delete the petitions from the agenda, again, I think is very similar. Who's the seconder? Carol -- Kathy Mauritz. I think this is also similarly related to the previous ruling by the parliamentarian that it conflicts with the first amendment to defer and would be out of order at this time. All right, a call for the question has been recognized. We're back to the first amendment to the main motion. I still need a second for the Lori Elm amendment. Looking for a second. I need a name. Nancy Dallas seconds the motion, the amendment to the motion. All right, discussion is now open for the amendment to the main motion to defer item A, 1 and 2, to the July 24th semi-annual GTC meeting. All right, question has been called for. Yeah, and I did recognize -- sorry, I did recognize the call for the question, and there is a few people at the mic, so we'll try to get through this as quickly as possible to get to discussion on the main motion which is the adoption of the agenda. All right, so we'll go by a show of hands. All those in support of the amendment to the main motion, to defer items A, 1 and 2, to the July 24th semi-annual GTC meeting, please raise your hand. All right, thank you. Those opposed to the amendment to the main motion, please raise your hand, those opposed. Thank you. Those abstaining from the vote, please raise your hand. Those abstaining. All right, amendment to the main motion fails. We are now back at the adoption of the agenda. Discussion is open for adoption of the agenda. We'll go to microphone B. State your name, and you have three minutes.

GINA BUENROSTRO: Good evening, General Tribal Council. My name is Gina Powless Buenrostro. I have a couple of comments, and regarding these motions on the agenda now. I do think that with

whatever Linda Dallas is adding, I still think we need to discuss the funeral home and the, what is it? The funeral home and the museum. GTC's been sitting on this for how long? You have to trust, you have to trust right now that GTC can make a decision about these two issues. It's not that difficult. Do we need a museum? Were we noticed? You guys tell us the spending, and do we need a funeral? It's just ridiculous that we're talking about a funeral, in my opinion, when we keep burying people, but how are we trying to keep these people alive? They're out there doing drugs, and we're burying -- families are out there at the cemetery, and we're talking about another funeral home, but how about you guys? You guys been noticed. I know you're looking at me, Kirby. You've been up there for several years. How about we start talking about saving our people? The detox and treatments for them. We haven't been doing that. You guys need to bring those kind of topics to the table. It's getting very frustrating. It's getting very disheartening, and I'm -- you know what? You can't -- not everyone in here can be on their knees. Someone has to be standing and fighting for our youth and our people and the needs of our people, homing -- housing issues, I'm sorry, housing issues and this drug addiction. My heart goes out to the Danforth family tonight. They buried their daughter today. Let's talk about how we can help our people overcome these addictions and be -- have a healthy environment. You have Shannon here, who's working with the youth, prevention, and he fills that civic every Friday. I've never seen you guys there helping him. I've never seen you there supporting him. We need to reach our children so that they won't fall into those patterns. Let's get discussing the issues we need to discuss. Period.

TEHASSI HILL: Kirby?

KIRBY METOXEN: Yes, I'd just like to respond in regards to treatment and detox for people who have an addiction. I believe everybody who's been in that -- having issues with that, there is a waiting line in treatment centers detoxes throughout the country, not just here. Not just the Oneida Nation. Great Lakes is in the process and they have been trying to open up an adolescent treatment center, but you're working with the eleven tribes, and I understand the tribe wants to open up an adult treatment center, but it takes time and it takes money. There's a lot of criteria that is needed for that. But there is a waiting line to get into detox and treatment.

TEHASSI HILL: All right. Thank you for your response, Kirby. We'll go to microphone C in the overflow room. Please state your name for the record. You have three minutes.

MIKE DEBRASKA: Thank you. Mike Debraska. I just have a few comments based on what I've seen taking place so far already. You know, Mark came out and told us about the cost of these meetings, as well as Jenny, and both of them were off by about \$100,000, so I start questioning things right away when numbers are way off. You know, you want GTC to make sound financial decisions, and you say "we're here, let's talk about these issues", but the problem is we don't have a budget. We haven't been presented a budget for three years. That's all been you guys. You're spending our money. You're telling us what programs you're going to initiate and GTC does not go along with that for many of them. Now I see that on the CPC, you've got a \$40 million potential high school. You've already spent and allocated \$300,000 for a feasibility study. For what? I look at that and say that we don't need a new high school. We don't need a lot of the things that are taking place, and yet you want us to stand here and make sound financial decisions on less than all the information. We don't even have a budget. I look at it and say, you know, you tell us that these meetings cost way too much money --

TEHASSI HILL: Point of order has been called, Mike. We are supposed to be talking about the adoption of the agenda, and the budget is not on the agenda.

MIKE DEBRASKA: I said I had comments to make. I had comments to make.

TEHASSI HILL: Your comments need to be germane to the agenda.

MIKE DEBRASKA: This is precisely why none of you people should ever be elected up there again. Thank you.

TEHASSI HILL: All right, going to microphone D in the overflow room. Please state your name for the record. You have three minutes. Thank you, and as a reminder, please keep your comments germane to the motion that's on the floor which is the adoption of the agenda.

RALINDA NINHAM-LAMBERIES: Ralinda Ninham-Lamberies, 16967, call for the question.

TEHASSI HILL: Hang on. I called on microphone D first before I recognize the call for the question.

LORI ELM: Can I make a motion just to delete this item off the agenda. From what I understand, somebody saw this that came from a very good resource that we spent quite a bit of money to develop a museum on our cultural heritage property by DeCaster, so if we already spent that money for a CIP project for that, why aren't we moving forward in that area, and that had to be done before COVID because -- so why would we turn around and use the Woodland Center, and then also, all the improvements that had to be done in there. So I make a motion to delete this item off the agenda.

TEHASSI HILL: You're making an amendment to the main motion to delete this item off the agenda?

LORI ELM: Yes. Indefinitely for both, for the museum and the Woodland Center. It would be nice to see if they really have a CIP project for the cultural heritage center. You would think that is where the building would go in the first place because we have all the -- everything there as it is.

TEHASSI HILL: All right, so I'll have to talk this one out loud a little bit. So, the reason the other deletions from the agenda were ruled out of order was because they were in conflict with the first amendment to the main motion, and so I think I'll have to ask the parliamentarian again as to whether this particular one is in order or not because this is an essential first amendment to the main motion.

JO ANNE HOUSE: The question is whether or not this amendment is in order. It is in order. In the prior circumstance, you had two amendments on the floor which would have been contradictory. That's not the case in this scenario, so deleting items A(1) and (2) from the agenda would be appropriate.

TEHASSI HILL: All right. Thank you for that clarification. I need a second for that motion. A name? Kim Powless. Kim Powless seconds the motion, and I am recognizing the call for the question, so there is a motion --

KIM POWLESS: She said "indefinitely", right? Can you put that into --

LORI ELM: Yes, I said indefinitely.

KIM POWLESS: I heard that.

LORI ELM: There we go.

TEHASSI HILL: All right, the motion has been made and seconded. The question has been called for. Privileged question. Please state your privileged question.

LINDA DALLAS: Out of all due fairness to everybody here today and going forward into the future, if you do that, that is not fair, and that is not consistent with the practices of the Oneida Nation and in the General Tribal Council meetings. You can't take something out indefinitely. That's stripping a person of their right to present information to General Tribal Council. Maybe they'll do it differently. Maybe they'll, you know, maybe they'll get the information from the Tribal organization that they need to put the information together. Maybe the museum wants to meet somewhere else --

TEHASSI HILL: What's your privileged question?

LINDA DALLAS: That "indefinitely" is inappropriate to be on that motion.

TEHASSI HILL: All right, thank you for your privileged question.

KIM POWLESS: I till second that indefinitely wording.

LORI ELM: Oh, privileged question, Tehassi. Chairman Hill.

TEHASSI HILL: Privileged question at microphone D. Please state your privileged question.

LORI ELM: Could I say "for that site", so like the whole thing of it is is for that site right there, for, you know, this has been, what, a dead horse for how many years going back and forth they were going to do it. You had all this ARPA funds. If you wanted a museum, you could have built -- did something during that time. Everybody was sitting at home.

TEHASSI HILL: Sorry, Lori, but at this time, the -- your amendment to the main motion has been recorded.

LORI ELM: Okay.

TEHASSI HILL: And your time has expired, so we are unable to change the amendment to the main motion, and the question has been called for, as well. All right, there's a particularly odd privileged question, and I'll have to definitely go to the parliamentarian for a ruling on whether it is appropriate to include the word "indefinitely".

JO ANNE HOUSE: When the original motion was presented, the word "indefinitely" was not included, and I had ruled the motion would have been in order. With the inclusion of the term "indefinitely", because I think that it would [indiscernible]. It would be out of order because it applies to something into the future regarding this subject, regardless of who brought it forward, and I don't believe the General Tribal Council can do that regarding a subject matter that -- especially if it hasn't been noticed to the members that this action was going to be taken, so it would be my opinion that this adding the word "indefinitely" to the end of this motion would make it out of order.

TEHASSI HILL: All right. Thank you. I'll go back to Lori Elm.

KIM POWLESS: I'm questioning seconding that if we can't use the word "indefinitely" because I'm not in support of either one of those ideas. I feel we could be using our money more wisely for a wellness center. Exactly what Gina said. AODA, AANA, drug court, we need a coach that could be a coach recovery station, outreach center for teens and adults affected, a family recovery. We could be having

groups in that space. There's no time or money right now. We're at our epidemic that we shouldn't even be considering a museum.

TEHASSI HILL: Point of order is being called. There's a point of order being called, and again, I'm just asking Lori Elm to withdraw her suggestion that this agenda item, the word "indefinitely" not be included.

LORI ELM: That is fine if they take it out, but you know, I'm 100 percent, you know, they need to do something to help our community. Do that in that building instead, I mean, make it a treatment center. It could be recovery coaches going into it the way it is right now.

TEHASSI HILL: All right, thank you, Lori. Kim Powless, do you agree?

KIM POWLESS: No, I still like the word "indefinitely" because now with this wording --

TEHASSI HILL: Okay, I'm going to recognize Linda Dallas as the seconder for the amendment to the main motion, and the question has been called for. We're going to go to a vote on the amendment to the main motion to delete items A(1) and (2) from the agenda by show of hands. If you are in support of this amendment, please raise your hand, if you are in support of this amendment. All right, thank you. Those opposed to the amendment, please raise your hand, those opposed. Thank you. Those abstaining, please raise your hands, those abstaining. All right, amendment to the main motion fails. We're back to discussion on the main motion which is to adopt the agenda. Question has been called for, so we're going to vote on the main motion to adopt the agenda as presented. All those in favor, please raise your hand. Those opposed, please raise your hand, those opposed to the main motion. Those abstaining from the vote, please raise your hand. Those abstaining. All right, motion carries. We now have an adopted agenda.

IV. OLD BUSINESS

A. Petitioner Nancy Dallas (00:44:50)

- 1. Put a hold on the Woodland Worship Center**
- 2. Make a funeral home**

TEHASSI HILL: All right, first up under Old Business is petitioner Nancy Dallas, put a hold on the Woodland Worship Center, and (b) make a funeral home. All right, can we get Nancy Dallas up to the podium or to a mic to make her presentation? Privileged question? Well, state your privileged question.

CAROLE LIGGINS: The petitioner, Ms. Dallas, has not presented information to General Tribal Council with a 10 day notice. Can she present now? There's nothing in the packet that gives a rebuttal to anything that was presented by the Business Committee and all the entities that did their due diligence and researching the petitions.

TEHASSI HILL: All right. I'll go to the parliamentarian for a ruling on this particular item, privileged question as to the presentation of materials.

JO ANNE HOUSE: So the question is whether or not the petitioner may provide a presentation to the General Tribal Council if no information has been presented within the 10 day notice policy. The petitioner is limited to the materials within the packet that has been presented to the General Tribal

Council. There is no Power Point that can be shown because the membership did not receive it in a timely manner. But yes.

TEHASSI HILL: All right. Thank you for answering that privileged question. Thank you. Now, Nancy Dallas, I will turn the microphone over to you. You have 15 minutes to make your presentation. Thank you.

NANCY DALLAS: Good evening, everyone. I would like to take this opportunity to thank our membership for giving me additional time to try and gather information within the Oneida organization to present the membership regarding a funeral home on the Oneida Reservation. At the last meeting regarding this matter, the GTC directed the Business Committee and other departments to work properly with me and to give me the information I requested within three business days. Unfortunately, this did not happen. I had difficulties with Land Management, Nicole Rommel, and Enrollments Department, Kelly Danforth. Requested blueprints and specs from Nicole Rommel, and she sent me blueprints that were 11 x 22 and had the Oneida Museum logo on all the sheets, and the Oneida logo was printed on all the corners of each page of the printout. The font size of the measurements of the rooms was so small that they were not readable. It was difficult trying to contact Nicole Rommel to request information and to get information, ask questions about the information that was provided. I tried contacting Nicole to set up a meeting with an engineer to answer my questions. Nicole stated that engineers would be too busy for a couple of weeks and stated that I should meet with her and Kurt Jordan, and this did not happen. Kurt Jordan is a Tribal employee who opened the doors at the Woodland Worship Center and allowed me to access the building in March of 2023. It was very friendly and provided as much information as he had knowledge of.

When I went into the Woodland Worship Center building, I could not access a vast majority of the doors in the outer perimeter of the inside of the building. The doors were locked, and signs on them that stated that I needed access to this room, call the Oneida Nation Museum at (920) 869-6531 or (920) 606-9719. I informed Kurt that day that I needed to get exact measurements for certain areas of these rooms. Kurt stated I needed to meet with an engineer to get the correct measurements. Kelly Danforth that works for enrollments and as the Payment Enrollment Supervisor was requested to have an updated death statistics said that she was busy and didn't know when she would be able to give me a copy. I received an email to me in about one week. I have not received communications from the Tribal Secretary or the Oneida Business Committee that allege that they mailed me information. However, I am yet to receive anything from them. I was not informed that my presentation was scheduled for this meeting until I received my meeting packet in the mail.

I had major surgery on December 20, 2022. From December 24-28th of 2022 to present, I have had a limited movement. During this timeframe, I have also experienced serious complications with the surgery and other unforeseen and extenuating medical circumstances that have required me to be hospitalized, and on two separate occasions, required additional surgeries and resulted in having me to take very strong prescribed medications to help me heal properly and to address the pain. Also, I wrote a letter to the Oneida General Tribal Council on March 22, 2023 request for extension of time to give funeral home presentation due to unforeseen and medical circumstances and submitted it to the Secretary's office on March 22, 2023. I have never received a response from the Tribal Secretary or for the Oneida -- or the Oneida Business Committee. Therefore, in light of my unforeseen enduring and extended medical circumstances, the lack of communication and failure to provide the information requested in a proper and readable format in a timely manner. I respectfully request that the GTC to allow me to come back in 60 calendar days with the proper information needed by our membership to make a proper decision regarding this matter.

I also need General Tribal Council to address the lack of cooperation, timeliness, and proper notice of the new GTC meeting date and request a minimum of 10 business days' notice regarding the deadline to submit my information and for the Oneida Tribal Secretary's office and to be included in the mailout that the GTC for the meeting and presentation. Now, when I had filed this back in 2019, in your packets, if you all have it here, this is the part of your packets that was mailed out. If you would have read these, you would have this proper information. When I had requested this, I asked to put a hold onto this building which is the Woodland Center located at the Airport Drive in Oneida and to make this into a funeral home. The second part was to make this into a funeral home on the property of the Woodland Center and on the property -- and to make this into a property, make it to be used as an enterprise division for the Oneida Nation.

Now, when I did this, I didn't know when I went to go and take a second viewing of the meeting in the Woodland Center that there is so many things that I thought that when the Oneida Tribe purchased this building, I thought that they were going to fix it, and I don't know what their game plan was, but when I went in there, there were six rooms that, I don't know if it's with your Christmas employee give-away, there's rooms as high as my kneecap that got bags scattered all over these rooms. I wasn't even able to walk into these rooms to get measurements due to the fact that all these bags are there, and I couldn't walk into the -- the museum has at least six rooms there, and they have tons and tons of boxes that are all there and other things, and if you're going to have a museum, I would think that if you're going to have a museum in a building like that, you would have some kind of control over your air because right there, you're ruining our papers and if you have any type of artifacts in there, they're shot, and so I need to get the proper measurements, I need to go from the ceiling down to the floor, and I -- like I said, I tried contacting the land management, and they can't get no engineers to meet with me. How can I give you guys a breakdown? When I'm sitting there making a breakdown for every single cost of equipment, nails, paint--everything that's going to go into this funeral home--how can I give you a copy of the price printout of this if I can't even get an engineer that works for the Oneida Nation to come in to help me to get this information so that I can submit it to our people?

So I would like to know from -- starting right down from the end from Daniel all the way down to Jennifer -- I'd like to know when was it on your game plan that, between all of you guys, since you all had full knowledge of this, that instead of wasting my time that you didn't want a funeral home onto this property and that you guys are all so worried about having the museum on there, what -- explain to me, you all knew it, and then plus you put it on Facebook that you guys are renting out spaces for people to come in there and have vendors in there. So, you're doing that. You've got a museum in there, and then you've got the Oneida Health Center in there doing COVID testing. So, explain to me, if you all knew that this was going on, explain to me, instead of wasting my time and I could do something else with my time, so right there, Daniel. Work your way up.

TEHASSI HILL: Nancy, we've got a couple of point of orders being called again. Well, we called point of order so I'm just reminding Nancy Dallas to stick to her presentation on the funeral home proposal that's before General Tribal Council, and then to also make sure your information is accurate that you are stating here.

NANCY DALLAS: Oh, you don't think that my information is accurate?

LORI ELM: Procedural question is, if I'm correct, there is a Business Committee resolution that states you are not supposed to talk about anybody unless they're at a meeting. Some of the names she is stating, are they in the meeting? So, I mean, she can say they're position or etc., but she should not be directing accusations that name.

TEHASSI HILL: All right, thank you, Lori, for the notification.

NANCY DALLAS: Well, I don't have no problem with that, so if the Land Management Director is here or the other director is here for Enrollments, come on up. Explain yourselves.

TEHASSI HILL: That's not the role for this presentation. You're here to present why we should have a funeral home.

NANCY DALLAS: Well, so I am requesting an extended 60 day notice so that I can get proper -- well, I would like 60 days --

TEHASSI HILL: Crowd, let's keep order in the room. Let her make her presentation.

NANCY DALLAS: I am asking for a 60 day extended notice due to my health issues that I had. When I submitted this, I didn't get no response at all from Lisa Liggins whatsoever, so she had dual time and she had no response. I've been told that I've been sent letters from the Business Committee. I have not received nothing. You all know where I live. I receive other mails from -- other mail from the rest of the Tribe, so if I'm receiving that, I should be receiving mail from yours. All I'm asking is for a 60 day notice or 60 extended days' notice. I have everything done. I can submit it, have my Power Point. I got everything done, so it's a choice that we need. I think it's something that we need on our reservation instead of sending all of our money elsewhere. This is an opportunity for our Tribe is not to just do business with our Tribe, but I think that we can also do business with our different Tribes that we have in the state of Wisconsin, and it's also can be diversity for not just our Tribal people, it can be a diversity for other ethnic groups out there to bring business to our reservation that's out there. We're -- the location is right now, there is nothing around the surrounding area whatsoever, so the furthest you're going to have to go is Seymour, Black Creek. I don't think there's one in Freedom, but DePere, Green Bay, Appleton -- I just thought that this would be something instead of going outside and having a Tribal member here that knows our own heritage, that it would be something that we would all want to keep in-house here instead of going outside and spending it as a suggestion at Ryan's or whatever funeral home that you choose. It doesn't mean that you have to do that. I'm just saying it's an option that is given for our Tribe. It is -- I believe that I can make just as much money -- this is a multibillion dollar business, and I know that I can make as much money within 3-4 years where I could have that money paid back for what they're offering for the Tribal -- for the building of the building and all means of it. Within 3-4 years, I can have all the money back and it would be a clear profit for all enterprise and our people would be making a profit from it, and hopefully a higher per cap. So, I'll take your questions. Bring it on.

TEHASSI HILL: All right. Does that conclude your presentation?

NANCY DALLAS: Yes.

TEHASSI HILL: All right. Next up, we have a presentation from the museum, as well. Could I get Stacy Coon up to the podium for her presentation? I'll first go to Secretary Liggins for a response.

LISA LIGGINS: Thank you, Chairman Hill. I'd just like to make a clarification. At the January 16th General Tribal Council meeting, this petition, these two petitions were deferred for 120 days. On February 8th, the Business Committee took action to add these petitions to this agenda scheduled for May 8th. On February 10th, correspondence was mailed and emailed to Ms. Dallas. The correspondence provided the action taken by GTC on January 16th, notice of the action that the Business Committee took to schedule it for today, a date that the Business Committee would be considering the

meeting materials that were mailed out, and a date by which Ms. Dallas needed to submit any additional materials. We sent that out with delivery confirmation, yeah, February 10th, and in accordance with the information that we received from the UPS, it was delivered on February 11th. Thank you.

TEHASSI HILL: Thank you, Lisa. Next we'll go to Stacy Coon and General Manager, Mark Powless, for the presentation.

MARK W. POWLESS: Again, good evening. If you would peruse your packet, you will see that the packet does indicate that this funeral home is not feasible for the Oneida Nation. I'm here tonight to introduce Stacy Coon. Stacy Coon is the Director of the Oneida Nation Museum. She attended the University of Oklahoma and received her undergraduate degree in Native American Studies. Her Master's degree is in Museum Studies. She has 19 years of experience in the museum field, and she has 8 years of experience here with the Oneida Nation. Please welcome Stacy Coon.

STACY COON: *Shekóli Swakwek*. [Introduction in the Oneida language]. My name is Stacy Coon. I am the Director of the Oneida Nation Museum, and as soon as my Power Point loads, I guess I can start talking here. Okay. *Shekóli* everyone. My name is Stacy Coon. I'm the Director of the Oneida Nation Museum, and I want to thank you for allowing me the opportunity to speak about the Oneida Nation Museum and our plans moving forward toward a new Oneida Nation Museum. My clan manager, Nick, and I will be giving you a brief history of the Oneida Nation Museum, why relocation and expansion is needed and necessary, advantages of a new site and building, and what has been done so far. I want to start off, first of all, by mentioning the slide that you see on the screen. In 2008, the Oneida Nation Museum was awarded the Guardians of Culture and Lifeways Outstanding Project Award for our Tehuttsihkwa'eks Exhibit from the Association of Tribal Archives Libraries and Museums. This award could not have been won without the community's involvement and is an example of future opportunities of active participation within our own Oneida community on a National platform such as ATALM. So, just to give you a brief summary about the number and existence of Tribal museums and cultural centers throughout the year, in the 1940s only three Tribal museums existed in the United States. During the period of the 1970s, only 45 Tribal museums were in existence, the Oneida Nation Museum being one of them, which was built in 1979. Today, there are more than 300 Tribal museums and cultural centers that dot all corners of the United States, Canada, and Mexico. To reiterate, these were small Tribal museums in the 1970s, including ours, that took the control and the narrative out of the hands of Eurocentric ideals of what a Native American should be portrayed as. We said no. We are going to tell you who we are, and I believe that a similar statement is echoed within the mission and vision of the Oneida Nation *Tsi?niyukwalihota*, This is Who We Are.

In essence, and from a more contemporary perspective, having Tribal museums and cultural centers can be thought of as efforts to remember our ways of knowing and live them and to carry our knowledge with new knowledge to create a better future while preserving and sharing our past. An important example of keeping collections in the community are these corn husk dolls which were gifted to the Oneida Nation Museum by Rose Kerstetter, renowned Oneida pottery artist. The corn husk dolls were made by Esther Denney in 1936, who was 103 years old at the time, and gave these to Rose upon her graduation from high school. The interesting thing about these corn husk dolls is that they all have fingers, which you don't typically see in corn husk dolls currently. These are one of a kind, and their value is immeasurable. In Rose's words, "They need to stay in our community."

From a cultural perspective, we also have a responsibility as Oneida people that goes back to our creation that can be interpreted to help give us a deeper sense of purpose in protecting these artifacts

which can also be further seen as extensions of our sovereignty, and that is that we have a responsibility as Oneida, as Haudenosaunee knowledge is acquired from the relationships that are witnessed within our creation, the natural world. All elements of creation in our teachings have a spirit. Coincidentally, artifacts in our permanent collection are created using materials from the natural world. We also have a responsibility as a community that goes back further than that to protect and preserve these collections for future generations to come.

The Oneida Nation Museum was built with funding from the American Bicentennial Commission in 1976. It was a community museum with a small collection whose purpose was to educate our Tribal members. There was also an initiative put in place during the time of a cultural resurgence in the period of the 1970s, not only in our Oneida community, but in Indian communities across North America. To date, we have outgrown our purpose of being a small community museum with a small collection. This photo from the ONM archives represents the seed that was planted over 40 years ago in 1979 and all of the hard work and dedication that went into growing our small museum -- our small community museum, enhancing our collection of valuable artifacts which were donated by community members over the years who saw the need to protect and preserve their culture in history through the museum that they helped build.

Since opening in 1979, ONM continues to be used as an instrument to education visitors and promote our Oneida artists while fostering community involvement and bridging gaps between past and present, traditional and contemporary art forms, thus perpetuating our cultural identity and empowering our community. In addition, years of hard work and resources have went into plans to expand and enhance the ONM's mission to continue to foster and grow the cultural awareness and pride of the Oneida people.

For the first time in ONM's history, we have three core staff, all with close to 50 years of museum experience combined and for a core staff with undergraduate, graduate, and doctoral degrees in museum studies or related fields. As Oneidas, this is our way of paying the Nation back for allowing us, as Tribal members, the opportunity to pursue a higher education and come back to work for our Nation doing what we love.

NICHOLAS METOXEN: Shekóli Swakwek.[Introduction in the Oneida language] I'm the Turtle Clan Manager of Cultural Heritage, and I'm going to talk a little bit about why relocation expansion is needed and what those implications are for the exhibits, the collections, the community, and what those impacts are going to be on education. So, part of the problem is that the building has been in a state of continual deterioration for a really long time with different instances of pests and flooding. A lot of these things which are obviously really not conducive to a museum setting. Additionally, it's out of ADA standards, and for the quality of life survey that went out, many of the community members described it as out of the way, and we would agree that location is really not conducive for visibility and sales.

Currently, the exhibit floor takes up roughly 1,500 square feet, which is about half of one tennis court, and that's just current usable exhibit space which is allowing for no more than 20 people on the floor at a time, so we've greatly outgrown the need for that building's original intent. Part of expanding resources -- since that seed was planted in 1979 with the grand opening of the Oneida Nation Museum, that collection has blossomed into over 6,000 artifacts, 80,000 photographs, and averages 5,000-7,000 visitors annually, and on this slide, you can also see some of the different relationships that have grown since the beginning of the Oneida Nation Museum, and more recently, we've continued to be approached by other professionals from organizations such as the National Geographic and other high profile artists, and we

would really love to have the opportunity to expand and explore these relationships on a much bigger platform in the Woodland building.

Some of the opportunities and funding sources that we have with the museum expansion is that we plan to offer facility rentals, both on the exterior and interior spaces for different events and classes such as traditional game exhibits and things of that sort, and all of these different events are expected to increase the foot traffic at the Woodland location, and with this expansion, we definitely anticipate drawing in larger crowds which is naturally going to increase the revenue from admissions and tour fees and things like that, but with this expanded space, we're also going to be able to offer a wide range of revolving displays which is not only going to allow for us to promote special events, but it's going to allow us to bring in more reoccurring patrons. We're going to continue to give them more reasons to come back with our exhibits continually changing, and with this space, we're also going to be able to put more of a focus on art. As you saw in some of those pictures, there's a lot of art collections in there that we'd love to put on display, but we're currently limited by that space.

Additionally, we hope to grow the gift shop. Right now, we're currently operating in a gift shop that is about 200 square feet. We're hoping to get 600-700 square feet of a gift shop in the new location which is projected in our business plan to put us at over \$300,000 in sales, and that does not include our efforts to open up an online storefront which would really, not just expand our reach of the gift shop across Turtle Island, but across the whole world.

So some of the other advantages is that it is really more than just a building. Like I said earlier, it is suitable for visibility in commerce which is why these plans were developed with the intention of the Woodland being the home from the beginning, so like I said earlier, we have about 1,500 square feet. We are projected at having roughly 5,000 square feet at the new location which also brings our projections up to roughly 18,000 visitors annually and just keep in mind that 5,000 is just exhibit space that is completely separate from the collection storage and gift shop and things like that.

Some of the community advantages that -- the community perspectives that we have, we really want to have that community sense of pride and that expansion of the Oneida Museum. We have various other community projects and collaborations that we always keep as a priority in cultural heritage. One particular school project right now is on the past, present, and future voices of the Oneida Nation School System at Norbert Hill. We are working with the students at the Oneida Nation School System to conduct oral histories and putting that all together in a professional display that we hope to have on display in not only the bicentennial ceremony, but we hope to have the students display in the grand opening of this museum, and we hope that that fosters that vision for the future for our youth to say, hey, I see myself in this museum, in this beautiful building, and I can see myself having a future there. So we want to really foster that vision for the future and create that sense of pride of accomplishment of what they've done.

On top of that, with that expanded gift shop, we're also going to be able to have a lot more community artists. I know there's a lot of community artists that we have here making beadwork, ribbon skirts, and dresses, silver work, you know, just all different kinds of artwork, and we're going to be able to bring on more of those community members as vendors, as well as getting their items into that online storefront, so not only are they just selling at parish hall or different art shows around here, that is going to put their artwork on a platform that goes across Turtle Island. We've also been approached by vendors from across the confederacy, out east primarily, who are looking to sell their goods in our community as well, so we'd have those opportunities to bring the art together from really across the confederacy.

So what has been done so far is that this concept was written and presented to the BC to move into the pre-design phase. Several community meetings were hosted to try to get the feedback. Most recently, one that Mark had hosted where he was kind enough to work with the cannery to get us some corn soup and chili and things like that, to feed the community and really get that feedback from you all to understand like what do you guys want out of this museum, and that's just one example. There's been community meetings dating back -- I mean, the first expansion ideas were coming up since 2007, so really, this presentation we're giving today is a culmination of all of the Oneida Nation Museum staff that have put their work into this throughout the years.

So, I did want to end out with some renderings of what the building could potentially look like if we are to move forward, and when I look at this, this is truly a building that I could feel proud of. It increases that sense of pride and I have that vision of all of the possibilities and things that we can provide the community with this building, and as we move on to the interior rendering of what we could potentially have in just a short time here, you know, I guess I just want to close out by saying our story needs more than 1,500 square feet to be told, and it deserves more. It deserves this Woodland building. *Yawalkó*.

TEHASSI HILL: All right. *Yawalkó* to the team. We'll now open it up for discussion. We'll go to microphone A. Please state your name, and you have three minutes. Thank you.

RALINDA NINHAM-LAMBERIES: Good evening, General Tribal Council. Ralinda Ninham-Lamberies, enrollment number 16967. In regards to the petitioner's request for a funeral home, I bring your attention to page 68 in the packet that indicates if we remodel the building, the annual loss is \$2.7 million. Over ten years, that is a total loss of \$9.5 million, so the endeavor is not profitable. In addition, I would like to point out that these numbers are pre-COVID, so there's about a 25 percent increase on these numbers which means the loss would be greater. We also need to look at the number of deaths that we have in the community. According to page 67, the projection in 2030 is that there will be 21 cremations and 56 funerals, 21 cremations and 56 funerals, and we want to spend over \$2.7 million for that. I also want to speak to the museum request. The total request for the museum is \$13 million. That CIP project has not been brought to General Tribal Council for input. It's in the fiscal year '23 budget. Given the magnitude of that decision and the fact that these are based on projections, projections are only as good as the information that goes into it. \$300,000 gift revenue sounds great. What are the expenses? What's the net profit off of that? What's the total operating cost for this new museum? What is that going to be annually? What is that going to be five years? What is that going to be ten years? So I make a motion to deny the petitioner's request, and also to defer the museum CIP project to the fiscal year '24 budget to allow General Tribal Council to have input into that CIP.

TEHASSI HILL: All right, there's a motion being recorded by Ralinda Ninham-Lamberies, seconded by Shawn King. Does your motion look like it's recorded properly?

RALINDA NINHAM-LAMBERIES: That is correct. Can we please add "for GTC input, to the fiscal year '24 budget for General Tribal Council input". We should all have a voice in what that museum looks like, and as far as the Woodland Church goes, trying to retrofit a museum into a church is an inappropriate decision, and the cost to try to address the HVAC issues in the building makes the project more expensive than it needs to, and I think we all recall when we spent approximately \$1 million --

TEHASSI HILL: Your time's up, Ralinda. Sorry.

RALINDA NINHAM-LAMBERIES: Thank you.

TEHASSI HILL: All right, the discussion is now on the motion. Motion to deny the petitioner's request and to defer the museum capital improvement project to the fiscal year '24 budget for General Tribal Council input, so, again, keep your comments germane to the subject that's on the table. I'll go to microphone B. Please state your name for the record, and you have three minutes. Thank you.

BECKY WEBSTER: Shekóli Swakwek. [Introduction in the Oneida language] Becky Webster. I think what we have here is a situation where an individual tribal member had an idea, got a bunch of other tribal members to agree with that idea and submitted it according to our tribal process. The problem is GTC also takes actions to adopt tribal laws, elect Land Commissioners, elect Business Committee officers, and that has already happened, too. I think it's frustrating when we come here to a crowd of, what do we have, almost 2,200 people, it took us a half hour to adopt a budget. I can't imagine if you think that we should bring all of our decisions to this body. It would be absolutely crazy, so what I'm trying to say is we've already gone through that process. We have looked at this information and internally we've made decisions. So, I would encourage you to vote in favor of that motion. I am a little concerned with the concept of having GTC input in the CIP because you already do have that as part of the budget process, so you already have that, say, as a process. So, again, I would encourage you to support the motion that's on the floor.

TEHASSI HILL: All right. Thank you. We'll go to microphone, I believe C, in the overflow room. Please state your name for the record, and you've got three minutes. Thank you.

MARY GRAVES: Mary Graves. I'm also in support of the motion on the floor. On page 58 of the packet, it's noted that under the state's combo law for funerals, an entity cannot own both funeral home and a cemetery, and since we own a cemetery, we would have to go into litigation with the state in order to open a funeral home within our boundaries. So, based on that, I think we need to deny the request. Also, I want to know who's going to run it? Are we going to have a tribal member run it because there's only one that I know of that has a funeral director's license, and I don't know that that person would want to be on call 365 days a year. Lastly, the Oneida burial fund pays for our burial expenses, and in the absence of a business plan in the packet, are we going to charge retail or are we going to charge wholesale? Wholesale would put more money in beneficiaries' pockets, retail would not, so those are questions that I have, but I'm in support of Ralinda's motion. Thank you.

TEHASSI HILL: All right, thank you. Next, we'll go to -- well, I don't have answers to the questions, so I'll go to the next speaker, microphone D. Please state your name for the record, and you have three minutes. Thank you.

LORI ELM: I'm Lori Elm, and I agree with the motion, as well. I just wanted clarification. She's not saying to put them as DMs there, though, right, on that property? I just -- the way she made it sound for them to renovate that building would be too expensive. That's one of the clarifications I wanted to know and call for the question.

TEHASSI HILL: All right, Lori, I guess my interpretation of the motion is that the TIP budget for the museum expansion will be put into the '24 budget for General Tribal Council tribal members' input so, again, that's kind of essentially tabling this item for a future discussion and decision by General Tribal Council. Ultimately, a decision will be made at a budget meeting for the 2024 budget for this particular item. Ralinda, did you have clarification?

RALINDA NINHAM-LAMBERIES: I did. I do, yes. The intent of bringing it back to the fiscal year '24 budget is to present the project because the building is not an appropriate place for it, and the General Tribal Council should know that, and that should be presented.

TEHASSI HILL: All right. Thank you for the clarification, and Lori, I did hear that you're calling for the question, but we have at least four more people, five more people in line, so we'll get through those, and then I'll go to the vote. It shouldn't take long.

LORI ELM: Excuse me, Chairman Hill. I got like --

TEHASSI HILL: Oh, yeah, you got a minute and a half. Yeah.

LORI ELM: All right, so what are we going to do with that building? Are we like going to do fundraising there? Have Lacrosse tournaments outside? Try to use that building to at least one part of it instead of it collecting dust and sitting there if we don't use it? You know, if it's depreciating, then what happens to it if you depreciate value of the building, as well, because that is our assets as tribal members that belongs to us, so is there another plan for that that you guys have up your sleeves somewhere?

TEHASSI HILL: Yes, I would like to call on Nicole Rommel, the Director of Land Management, to I guess give an update as to what the current uses of the building and what its current status is.

NICOLE ROMMEL: Shekóli. I'm Nichole Rommel. I'm the Director of Environmental Health Safety Land and Agriculture, and Woodland -- try not to call it Woodland -- 760 Airport Drive is currently leased to the Oneida Health Center till December 31, 2023. So at this point, Health Center is using it. We haven't had discussions yet of whether they would like to extend that while waiting for the museum project to get up and running.

LORI ELM: I got one more question. How much money are they paying for that, then, and is that money that's just moving back and forth or is it coming from a grant, and what about the rest of the building because there's several rooms in there.

NICOLE ROMMEL: The Health Center is not paying any fee for the use of that building. They have had it since COVID when they started with the testing, the COVID testing, and they are continuing to use it without a fee for the tribal member health uses that they're using it for, and the other rooms, there are--I'm not sure of the number of rooms, but they are holding the collection from the museum that was at the Hudson Road location, which they were removed so that location could be made into the homeless -- the Safe Shelter that it is right now.

LORI ELM: All right, thank you.

NICOLE ROMMEL: Thank you.

LORI ELM: All right, and just one, real quick --

TEHASSI HILL: I'm sorry, your time's up. Your time has been up for a while. Sorry. All right. Thank you, Nicole. Next we'll go to microphone A. Please state your name for the record, and you've got three minutes. Thank you.

KEN STEVENS: Hi, my name is Ken Stevens, tribal number 5672. There's not much more that I can add to what everybody else has said, so I don't want to be a broken record, so thank you.

TEHASSI HILL: All right. Thank you for your comments. We'll go to microphone B. Please state your name for the record, and you've got three minutes.

BRENDA KINDNESS: *Shekóli Swakwek*. [Introduction in the Oneida language] I just want to make a few comments. For 30 plus years, I have been gifted honorably to take care of our loved ones when they've passed, and during that time, I've learned a lot of things, the honor of it when somebody looks at you to take care of their loved ones, but there's a whole procedure to take care of ourselves when you take care of our loved ones, and over the years, I've seen the need in our community that we should have a funeral home, but in our language, we would have a different name for it, but we are having a people here--people that are willing to take care of our loved ones in the proper way. In other communities I've been to, they do have places set aside where they have their wakes and we should be able to do the same here. We should have a building -- it doesn't have to be elaborate. You know, that's the thing that gets us in trouble is we always go way overboard. We dig in ourselves too deep, and then the people, the Nation, have to suffer because of that, and that's not good. I do support that we do need a funeral home facility, a community building where all nations, all people can come--whether they're able to pay or not pay, and we don't have to be elaborate on buying things to take care of our loved ones because that is not what it's about. What it is about is to take care of them in a good, compassionate, loving, caring way so they can make their journey with our relatives, with their relatives. That's the important part, and then we who have taken care of them, there's things and responsibilities that we do to take care of ourselves so our feet can stay on this earth, so there is that need, and I would really like to see that we can have a funeral home here. We have people that are willing to learn, people that have been educated and are educated to help out. We have seamstresses here that can help make moccasins, make their various kinds of clothing. We have the burial grounds here, so the main problem, you know, why does it have to be a financial burden to stop it. The other thing is I want to talk about we do need a museum here. We need both entities here, and that, too, doesn't always have to be elaborate. We can downsize on it. It doesn't have to be millions and millions of dollars, and the other thing is I want to know, I do not -- I need clarification when Ralinda says that -- isn't that appropriate --

TEHASSI HILL: Brenda, your time is up.

BRENDA KINDNESS: -- to have funeral home where the church is?

TEHASSI HILL: All right, thank you, Brenda, for your comments. We'll go to overflow room, microphone C. Please state your name for the record, and you have three minutes.

KIM POWLESS: Kim Powless. I'm -- I definitely do not support either one of those ideas. I think right now with the Nation we have more pressing matters at hand and that we should really get something going. Yes, I understand that, you know, the Health Center has until December of the end of the year, but in addition, I think that we should get -- it should be a wellness center, you know, where everybody can go to. We do need a drug court. Those are our current issues that we need to be dealing with right now is the epidemic that's going on that is killing our mothers, our fathers, you know, our sisters, our cousins--all of the people. We're not going to be able to worry about a funeral home, you know, if people are dying, and we need to really focus on the issues at hand right now. Also, they could be doing -- you know, that could be a coach recovery station like people that just want to go in there and talk, an outreach center, teens -- you know, teens and adults are affected. What about the kids, too, that are affected?

You know? They go through trauma without their mamas and their daddies and stuff. I mean, they need to have some type of outlet to go to, too, besides just, you know, little types of counseling, somewhere where they can go and talk about their issues, and then also for the funeral home thing, I heard a lot of excuses from Nancy Dallas. Those were all excuses. There's no slide show. I don't believe we should be giving her an extra 60 days that she wants. We need to make an informed decision today, and we also need to remember that our people are dying out here. That should be our main priority right now versus even talking about a funeral home or a museum because that's what's happening. We are sorry to hear about your medical issues, Nancy, but that was the majority of your 15 minutes was all your excuses about your medical things and things of that sort going on, so we really need to stick to the things that are important. It may be important to me. That may not be important to you, but I'm saying people open your eyes. Open your eyes up, because people are dying out here, and we need to get something going on with this epidemic that we currently have. I think that's all I have for right now.

TEHASSI HILL: All right, thank you for your comments. I believe before I recognize the call for the question, we just have two speakers left. I'm sorry, microphone A, but I'm just going to recognize microphone B at this point because they were in line when I did recognize the call for the question after the last five speakers. Microphone B, please state your name for the record, and you have three minutes.

ED DELGADO: My name is Ed Delgado. I just wanted to comment. I've been to a lot of reservations in my younger life. None of those tribes didn't have a lot of money, but boy did they respect and did they ever take care of their elders when they passed. The lady who just spoke reminded me of that, and I thank her. Tonight, and for the last few meetings in the last few years, this body, this General Tribal Council is the ruling, governing body of the Oneida Nation. Every one of us. But for the last few years, I've heard them referred to as attendees, referred to as "the peanut gallery", and tonight I've heard the General Tribal Council be referred to as a "crowd". We are not a crowd. We are the governing body of the Oneida Nation. So I would hope those who would refer to us as the crowd could maybe change their mind and call us the "in-crowd". That would be better. I could accept that, but we are not attendees. We are not "the peanut gallery" and we are not a "crowd". We are the governing body of the Oneida Nation, a Nation that has existed for hundreds and hundreds of years. Thank you.

TEHASSI HILL: All right, thank you for your comments. We're going back to microphone B as our last speaker on this item before the call for the question. Please state your name for the record, and you have three minutes. Thank you.

NICHOLAS METOXEN: I just wanted to address a couple of other things that I heard mentioned, one of them primarily being about the new building versus retrofitting the Woodland Building. That is one of the things that we did take into consideration that is in the business plan is looking at what that cost would be and a new building from scratch is double. So some of those pictures, there was a lot of pictures that are in your packet and that were in our presentation about that room, those different rooms in the collections. Those are at the Woodland Building, so I also wanted to mention that because I heard someone mention that they don't think that we're taking care of the collection properly. That is of utmost importance to us and which is why this is important. If we table this another year and we have to figure out another use for that Woodland Building, what are we going to do with our collections? You know, it's in our integrity of our collections is what we're talking about here, and if you look at the pictures in the slides, we have a team of professionals, like Stacy said, 50 plus years of museum studies of making sure that our collections are taken care of properly, and to Ralinda's comment, is it a money-maker? No. It's not. We have -- we did do some -- add some things to our presentation that talk about how we can try to offset some of those costs, but we're under no illusion that it's a money-maker, but some of these things don't have to be money-makers. This is about representing who we are, and I know a lot of our Nation is sick,

and I agree with every -- just about everything I heard up here, you know? Everyone here has been touched by that sickness, but one of the major main departments that we collaborate with in Cultural Heritage is the Tribal Action Plan because we believe that culture is prevention. Part of this building is showing our people who we are. Tsi?niyukwalihotł that's what the means, that's who we are, not just as a people, but politically. Everything that Brenda was talking about, that's what we're talking about, too. I don't want us to chase ourselves around that argument, that culture is prevention and we're trying to guide people towards that sense of identity that we talked about. So I just wanted to make those comments. I'm not against a funeral home, but I -- but I'm for the museum going into this Woodland building for those reasons. Thank you.

AMY STEVENS: Chairman? As a mother that just lost her daughter, I would like to just have a couple of minutes if that's possible.

TEHASSI HILL: I'm sorry, but I recognized that the speakers that were at the mics at the time that the question was called for, that I would call on them. There's yourself and there's another person at microphone D in the overflow room, as well, and I don't know if the --

AMY STEVENS: It's just that I just experienced the loss, and so you've got funeral and then you've got saving -- potentially saving -- with the museum and culture center, our youth being proud. You have the schools, you have the schools involved in taking pride and helping this cultural center. You've got the ability for adults that would like to learn our ways and our beading and to make our moccasins and regalia, you have the opportunity to help the youth and help the general membership, and as a person that just lost my daughter in February, I understand wanting to take care of our own and having our own funeral home and I respect that. However, Bryant's did an amazing job, and they care and work with us. I would like to save other mothers and other families from losing theirs. Yawłkó.

TEHASSI HILL: All right, with that concluding comment, question has been called for, so we will go to the vote. The motion by Ralinda Ninham-Lamberies, seconded by Shawn King. Motion to deny the petitioner's request and to defer the museum capital improvement project to the fiscal year '24 budget for General Tribal Council input. That is what we are voting on. So, if you are in favor of this motion, please raise your hand. If you are in favor of this motion, please raise your hand. Thank you. If you're opposed to the motion, please raise to your hand. If you are opposed to the motion, please raise your hand. Those abstaining from the motion, please raise your hand, those abstaining. All right, motion carries by a show of hands. Thank you everyone for the discussion. Very good discussion tonight.

V. NEW BUSINESS

A. Determine next steps regarding General Tribal Council meeting capacity limitations (01:43:04)

TEHASSI HILL: All right, that brings us to new business, Item A, Determine next steps regarding General Tribal Council meeting capacity limitations, and for that, I believe there is a presentation, a prepared presentation. I'll turn it over to Secretary Liggins.

LISA LIGGINS: Thank you, Mr. Chairman. Tonight's item regarding determining next steps regarding General Tribal Council capacity limitations is very timely. Tonight we did reach capacity, as the gentleman noted at the start of the meeting during the adoption of the agenda, and about 106 people signed so that we could keep track of those that are being turned away because we met capacity. So this

presentation is about ten minutes long, and it goes over pages 92 to 96 of the meeting packet. Thank you.

[PRESENTATION]

Good evening, General Tribal Council. This presentation is regarding [indiscernible] regarding General Tribal Council meeting capacity limitations. The information included in this presentation can be found on pages 92 through page 96 of the GTC meeting packet.

First, let's talk about where have we held GTC meetings in the past. Meetings were once held at the Norbert Hill Center on the second floor in the BC Conference Room. Then, when more space was needed, the meetings were moved to the Turtle School Gym. After the implementation of the GTC stipend payment and the consistent attendance increases, GTC recognized this issue and restricted GTC meetings to eligible GTC members only. That meant that parents could no longer bring their children to GTC meetings. We then moved to the Radisson Hotel and Conference Center and have reserved all available meeting space. Our current capacity limitation is 2,280 members.

Why do we need to consider this issue? A GTC petition was presented and supported which limits GTC meetings to on-reservation facilities only. This means the only viable facility option is the Radisson Hotel and Conference Center. In January 2023, action was taken to increase the GTC meeting stipend payment from \$100 to \$200. In response, we have seen an increase in GTC meeting attendance. With our current capacity limitation of 2,280 tribal members, there is a chance that tribal members could be turned away.

What are the possible solutions? The Business Committee believes it is time to bring this matter back before General Tribal Council to discuss and identify options. We will next go over options that have been researched over the past several years. There are pros and cons to each, along with an estimated cost.

1. *Accept the restriction of on-reservation and capacity limits for GTC meetings currently in place.
Pros: Consistent with current practice; we know the total cost based on available space; and we know the number of employees and volunteers needed to conduct the meetings.
Cons: If capacity is reached, some members will be turned away; personal food and drink are prohibited per our vendor contract with the Radisson; the estimated cost is about \$500,000 based on a maximum capacity of 2,280 attendees.*
2. *Allow off-reservation meetings to be held.
Pros: We'd be able to host more people. General seating at the Resch Center can hold approximately 3,300 to 4,000 tribal members; all the members would be in the same room; there is potential for on-site food sales through the facility; fewer employees and volunteers would be needed, although transporting of equipment may offset the savings; parking is available, but may be subject to surrounding on-street parking limitations.
Cons: There could be jurisdictional issues, as security and OPD would not be available; possible non-member employees of the facility would need to be in attendance; for those living on the reservation, receiving a stipend for an off-reservation GTC meeting would be a state taxable event; there would be some work in transporting and setting up our sign-in and sign-out registration; in order to rescind prior GTC restriction, a two-thirds vote would be required; the estimated cost is between \$643,000 and \$843,000, and this is based on a capacity of 3,000 to 4,000 members.*
3. *Outdoor meetings.*

Pros: All members would be in the same area with no satellite rooms; after the location is developed, there would be no rental costs; the open-air environment would avoid health issues associated with large groups in flu and cold seasons; families would be able to attend and begin understanding government and their responsibilities at a younger age.

Cons: An outdoor meeting space would not be available year-round; there is no existing locations large enough to host an outdoor meeting; there could be safety concerns with the exiting and entering of elders and disabled tribal members; if the Pow-Wow grounds to be considered, there are parking limitations, as there are no parking ramps, so in the end, we will still end up with limited capacity; lastly, networking and media transportation and installation costs increase with an outdoor setting; the estimated cost is \$630,000 calculated with 2,300 members attending, plus the cost of developing an outdoor area for the initial meeting.

4. Build a new facility.

Pros: All members would be in the same room; technology could be installed for GTC meeting specifically to improve hearing, seeing, speaking, and voting by tribal members; food and drink would be possible; reduced numbers of employees and volunteers; the facility could be used for other activities such as conferences, tournaments, or Pow-Wows.

Cons: A new facility would not be available until it's constructed; a single-use facility are subject to GTC meetings being scheduled could disrupt any other use of the building being pre-empted for meetings; cost of the building and a parking ramp to reduce space needed for a paved parking lot; additional costs depending on mixed use options, and again, if attendance continues to increase, whatever we build may not be sufficient; the estimated cost for a new facility is between \$30-40 million to build, that does not include the regular maintenance and use cost that would accrue thereafter.

5. Hybrid meetings.

Pros: Hybrid meetings allow all members wishing to attend to participate in person or virtually; we would have improved technology to allow for fully electronic voting; a physical room would be set up to allow for 1,200 people to attend in person; we could see a reduced number of employees and volunteers needed; and there would be a greater opportunity for members living off the reservation to attend and learn about the Nation and its government.

Cons: A virtual GTC meeting was held in November 2022, and we did have some technical issues that have to be addressed; all members are not in the same room with some attending virtually, and there is a learning curve to ensure that everybody can fully participate in a virtual environment; the estimated cost would be \$460,000 for 2,300 members attending, but that cost may increase if virtual attendance increases.

6. Lower the GTC stipend payment. Please note, this would not relieve the capacity concerns because we would still be at the Radisson and still have satellite rooms.

Pros: We might return to the general average of about 1,800 members which is within the current maximum capacity of the facility; we know the cost based on the total space available.

Cons: Members continue to be attending in separate rooms; we would still have a maximum capacity and a two-third vote would be required in order to rescind prior GTC action; the estimated cost per meeting would be \$280,000.

Again, these are brief explanations of the different types of options available. Essentially, we are asking GTC to consider one of three actions: accept the capacity limits of our current facility; authorize the use of hybrid and virtual meeting technology; build a facility to host GTC meetings. Once General Tribal Council has given its direction today, the Business Committee will begin putting together any necessary budgets and reviews in order to move forward with any decisions made.

The Business Committee recognizes that having a dedicated facility for the purpose of holding GTC meetings on the reservation would be the ideal situation, and we also recognize that funding for such a building would be difficult to identify. That being said, the Business Committee recommends a motion to approve utilizing the hybrid option as an immediate response and a motion to approve virtual GTC meetings for the annual and semi-annual meetings beginning with the July 2023 semi-annual meeting. This concludes the presentation. On behalf of the Oneida Business Committee, I'd like to thank you for your time and attention.

TEHASSI HILL: All right, those are the presentations. We are now open for discussion. Again, please present yourself at the mic. State your name, and you'll have three minutes to speak. I see one person, microphone B. Please state your name for the record, and you have three minutes. Thank you.

ED DELGADO: Ed Delgado. We have a constitution. In our constitution, General Tribal Council requires a quorum. A quorum means you're there, attendance, personal presence. I don't know how the Oneida Law Office came up with the idea that you can twist words around and make quorum mean something else. I would like to find out from the law office. How in the world can you say we are abiding by our constitution by allowing meetings where there are not -- I take that back. I'm talking about where they have -- are we going to count -- if -- still use the word "quorum" properly if we adopt this program? If we don't have 75 people in attendance at the meeting, are you going to count people who are almost there because that is what "virtual" means. It means "almost". Unless you're going to twist words around, it cannot mean anything else. So I would like to know if we don't -- do not have 75 people in actual attendance, will we have a quorum, will we have a meeting, and I'm asking the law office. I'm asking you to ask the law office.

TEHASSI HILL: All right, thank you for your question, Ed. I'll --

ED DELGADO: Because I don't know how we held that one meeting except maybe it was an emergency meeting. Maybe under an emergency meeting you could do that, but if we're going to have a regular General Tribal Council meeting, we should not be able to count people who are not there. They are not part of the quorum. Thank you.

TEHASSI HILL: All right, thank you Ed. I'll turn to JoAnne House to give an explanation on the quorum question as it pertains to the virtual meeting. Thank you.

JO ANNE HOUSE: Thank you very much. The question was asked how the law office will interpret the constitution. As a personal legal interpretation, I'm not necessarily a strict constructionist, meaning the words of the constitution are absolute. I believe that that's an organic document. I believe that that document should be read in light of what's going on today. When that constitution was written, there was no such thing as virtual meetings. There was no technology to do that unless you wanted to contact Western Union and telegraph some money. We have that opportunity today. We have that technology today, and so long as the Business Committee's directives are met, that is that every member is in attendance, they're audited to make sure that they're in attendance on a random basis throughout the entire meeting, and they have the opportunity to speak and ask questions in accordance with the rules. I believe that the Constitution has been met. On the other hand, the November 15th meeting was scheduled during COVID. It was a pandemic. We couldn't bring people safely together in a room. We're still wearing masks this very day, just for safety purposes, and to that extent, the Business Committee utilized its emergency powers in order to try to bring the members together. Those powers will no longer exist. The public health state of emergency is not extended past this week, and as a result, coming to the

General Tribal Council and requesting approval to move forward in that direction is an appropriate action by the General Tribal Council. I believe it will be appropriate under the Constitution. Thank you.

TEHASSI HILL: All right, thank you. Next, we'll go to microphone C in the overflow room. Please state your name for the record, and you have three minutes. Thank you. Can you point the mic up? Speak into the mic, please.

SEREEN FRION: My name is Sereen Frion. I just kind of wonder if doing virtual, it's going to open to non-tribal members and how you're going to be able to control that, and I also feel like maybe we should start drug testing everybody. There was a lady up here that was crying because she lost her daughter, and there's people in the community that are dealing drugs to people, but yet you guys laugh. What are we doing to clean it up? We're worried about the people that are already sick.

TEHASSI HILL: All right, thank you for your questions and your comments, Doreen. I guess through the process of going -- identifying a vendor that could potentially host and do the virtual meetings, we would use our own platform which is the Oneida Portal, again, to verify that those that have registered through the portal are who they say they are through their enrollment verification before they get the email link for their particular participation in the meeting, so that's one way that that issue has been identified to go forward. Thank you. All right, that was microphone C. I see one person at microphone D. Please state your name for the record, and you have three minutes. Thank you.

LORI ELM: Hi, I'm Lori Elm. One of the questions I have is like what is the schedule would look if we would have it at the Resch Center? Was there research on the dates and times? Are we going to like combine some of these? I think there's like 20 -- somebody submitted like 28 petitions. Are they going to come in all one weekend or how is that going to be? And the other question is is like so you're going to have the whole virtual and no regular meeting at all at the Radisson? You know, like how many people did you really turn away today? And then -- and if -- what happens if the virtual meeting goes bad like the last one we had? How many people did we have to pay \$100 stipend to that weren't even able to get on? You know, what are the checks and balance and all that information, as well? It would be nice to see virtual and in, you know, here, like, for example, there's different buildings throughout the tribe, there's a library, you know, there's the school people could go to and get on for the extra ones. At least give them the time, you know, they're here. Give them 15 minutes to go log in. I don't know if it's necessary to spend that money to rent the Resch Center just for like I don't know how many people you turned away today. Like 200 people, 100 people? You know, something on them lines. Just clarification on that. If they could do both.

TEHASSI HILL: All right, Lisa can answer some of those questions.

LISA LIGGINS: Thank you, Lori, for your questions. Regarding the Resch Center, there hasn't been any action to do any planning for any future meetings at that location until we've had this discussion today. We're looking to the General Tribal Council to give us the direction as what you would like to do to solve this issue. Today there were 106 individuals that were not able to attend because we met the capacity in this room.

LORI ELM: Okay. It would just be nice to know how much it is to rent the Resch Center to begin with.

LISA LIGGINS: The information in the meeting packet, it does have that preliminary information. There has been some work through COVID when we were looking to try to find a place where we could hold

meetings in person. We did work with the Resch Center to do some preliminary planning. That information is in the meeting packet. The cost is about -- anywhere between \$643,000 and \$843,000.

LORI ELM: Each time?

LISA LIGGINS: Each meeting.

LORI ELM: Okay.

LISA LIGGINS: And that would be dependent upon the number of attendees.

LORI ELM: The problem was I was trying to rely on my phone and my iPad to look at the virtual packet, and I couldn't get in, so I mean, so like there is an issue right there that we got to clear up, then, because we kind of need to be in person or at least the majority of us should be, so at least some of us could see what's going on in case something does go bad, but that's just a suggestion. To me, I don't know why we don't use some of the buildings we have and put the people there and have them pre-sign up.

TEHASSI HILL: All right, thank you, Lori. Your time has expired. We're going to microphone A. Please state your name for the record, and you have three minutes. Thank you.

JUANITA POWLESS: Hi, I'm Juanita Powless, and I have some comments on the presentation. Number one is I don't know why we're talking about reducing the GTC stipend. GTC just voted that in, so I feel like that's a little bit of a waste of our time. Also, GTC voted to have our meetings on the reservation, so I don't know why we're looking at the Resch Center at all. Okay? We have -- I know we're trying to build a new casino, so I don't know what's going to happen over here. I know there was like the master plan where that's supposed to be like an amphitheater or space over there where the actual casino is right now. I don't know what you guys are doing with that, but if we had that over there, then we'd have plenty of room, especially when you're trying to build a brand new casino, as well, so I mean, we have the Turtle School. Set them up virtually. Put them in the gym. Put the TV -- give them a mic, there you go, you've got the Turtle School right over there, 106 people. Go over there. You know what I mean? Like if you're not here in time, I feel like 106 people that we turned away, I know it could be more because we've had more here when we had like a per cap meeting. I think there was like 2,500 or something here, and I remember that. It was a lot, when we had a big per cap meeting. It was a lot of people here. So I mean, there's other options, but our meetings should definitely be on the reservation. We shouldn't be looking at the Resch Center at all. That's a waste of GTC's time because the directive is they're on the reservation. So the presentation was a little frustrating just because things that don't belong in there were in there, you know what I mean? We need to stay on point here, so we got the Turtle School. We got the Norbert Hill Center. We got rooms. We can make it happen. Virtually, I really feel like people -- like, I mean, I understand some people want to do virtual, but I don't think that if you're not showing up here and being a part of the process and helping make those decisions, I mean it's opening a door that we probably don't even need to open. So, I really think we need to look within what we have now. The Woodland Center, the whole church -- empty church sitting over there. You know what I mean? Like we got a lot of space. There's no need for that, so that's all.

TEHASSI HILL: Lisa?

LISA LIGGINS: Yeah, I'd just like to reiterate again, the options that were presented today are just that-- starting the conversation to see what General Tribal Council wants to do. There's been no decision

made. These are just ideas, and I mean, if we want to stay here and accept the capacity limitations, that's totally okay, so that's what we're here to talk about --

JUANITA POWLESS: General Tribal Council already made a decision that we don't want to have it at the Resch Center.

TEHASSI HILL: Juanita, your time has expired.

LISA LIGGINS: -- to hear everybody's voice because of the capacity limitations that we are seeing. Thank you.

TEHASSI HILL: All right, now we're going to microphone B. Please state your name for the record, and you have three minutes. Thank you.

JANICE DECORAH: My name is Janice Decorah, and my comments are we're not ready for this, what you're proposing, and again, we do -- we have made a directive that we want it here. There is a comfort level here, and that comfort level here is that we gather in person. It's a checks and balance to you to see us here. Not virtually. We're not ready. The last meeting was a fiasco. You're presenting this for our approval to go virtual, etc., and not really be in person, so it's kind of an elimination of this body here, and we're here 2,000 something strong. Whether you could not understand it or not, I know that everyone, the majority here does. We are here before you as a presence, as a force. Anything else eliminates that. Yeah, it's modern times and all that, but you already proved that it didn't work, can't handle it yet. Maybe somewhere down the line, but what you're proposing tonight, I would say someone should make a motion to deny that, because we're just not ready for it. We're here, and it's a checks and balance, again, to you and to us because we are the force. We are the power. We are the voice. We lose that going virtual. I make a motion to deny your proposal and keep everything as is.

TEHASSI HILL: All right, Janice made the motion. I need a name for the second. Gina Buenrostro Powless seconds. Just hang on, we've got several people in line, and I'm going in the order of the mics. All right, Juanita [sic], does your motion look like it's recorded properly? I don't know where she sat. Janice, I'm sorry. Janice. Janice Decorah, is the motion recorded properly? Okay, I got you. All right, there's a motion and a second. We've got a point of order. Please state your point of order.

NANCY DALLAS: What is the proposal that we're denying?

TEHASSI HILL: The BC's --

NANCY DALLAS: The whole thing that she mailed out to us or -- what are we denying?

TEHASSI HILL: Well, the presentation was the Business Committee's recommendation to hold hybrid meetings and that the annual and semi-annual meeting be 100 percent virtual. That was the Business Committee's recommendation, so, to me, that's what is being denied, and then the second part of the motion is that we keep things as is here at the Radisson with the three rooms and we'll just have to turn people away when we reach room capacity. All right, this is the motion that's up for discussion, so that was at microphone B, so I'm going to microphone C in the overflow room. Please state your name for the record, and you have three minutes. Thank you.

NANCY BARTON: My name is Nancy Barton and I'd like to make an amendment to the main motion that those people that came here tonight to participate in the meeting and were turned away, that they be

paid, and I also support denying the Business Committee's from page 92 to 98, and to deny the virtual. We spent a lot of money and maybe that amount can come out from the CFO or Assistant CFO. The amount of money that we spent in November on that meeting, and to me, it was a complete and total disaster, and so when the Business Committee accuses us of spending too much money, you weren't ready for that meeting, and you know, where in here does it say that you would be ready in the future, you know, and I'm also, I guess, insulted that you would consider on page 101 lower the stipend. That was a General Tribal Council directive with a petition, and we're here, and it is what it is, and I agree with Janice Decorah to keep it the same, everything the way that it should be. I'd like to have GTC vote on the people who were turned away tonight to be paid, and then I'm also going to call for the question.

TEHASSI HILL: All right, Nancy, at this time, we did record your amendment to the main motion, to pay those people who were turned away, and Mike Debraska seconds that motion, but at this point, there are several people at the mic, so I'm not going to recognize the call for the question at this point. We're going to have some discussion on the motion.

MIKE DEBRASKA: May I ask a privileged question, please?

TEHASSI HILL: What's your privileged question, Mike?

MIKE DEBRASKA: Is the BC already authorizing people who are turned away to be paid or is that something that GTC has to do?

TEHASSI HILL: That's something that GTC has to do.

MIKE DEBRASKA: Okay, thank you.

TEHASSI HILL: And sorry. I did answer a non-privileged question. That was a question of the general type, but -- all right, so that was microphone C. We'll go to microphone D in the overflow room. Please state your name for the record, and you have three minutes.

LORI ELM: Can you call for the question or no?

TEHASSI HILL: Well, hang on just a second, Lori. I need to confirm with Nancy that her motion is recorded properly. Nancy Barton, do you confirm that your motion is recorded properly?

NANCY BARTON: The \$200 stipend, I guess, I want to be accurate. I want to be clear and to also insert "those General Tribal Council members who came, signed in with a tribal ID, and were turned away." So if you could add that in there.

TEHASSI HILL: All right, I heard a privileged question being called for. If you could make your way to the mic and state your privileged question while we're making sure this motion is being recorded properly.

BARBARA WEBSTER: Does the amendment take two-thirds majority because of our stipend policy?

TEHASSI HILL: All right, thank you for that privileged question, but first I'll go to Nancy. Is that recorded correctly?

NANCY BARTON: Yes, thank you.

TEHASSI HILL: We have a motioner and seconder concurs. All right, then for the original privileged question about whether this would need a two-thirds vote, as it is in conflict with the stipend payment policy, I'll have to go to the parliamentarian for a ruling.

JO ANNE HOUSE: So the question is whether or not the amendment authorizing payment to the -- of \$200 GTC meeting stipend to those who were unable to attend because of maximum capacity having been met, the amendment would be a simple majority vote. The main motion, on the other hand, would then be turned into a two-thirds vote because General Tribal Council's motion said that you had to be present at the beginning, stay throughout the entire meeting, and sign out at the end, and that's not occurring, so it would -- if the amendment were adopted by a majority vote, the main motion would require a two-thirds vote.

TEHASSI HILL: All right, thank you for that clarification, and I believe I heard another privileged question. Please state your name and your privileged question.

LORI ELM: Lori Elm. Apparently I'm the spokeswoman for this room over here. They want clarification on one thing. Is it just for this meeting that would happen, and what about time restrictions? Like right now, we tell them they have to be here like 6:15. If we're going to do something like this, it should have to actually be 6:00 p.m. you have to be here.

TEHASSI HILL: All right, Lori. I'll just stop you there. That's not a privileged question, that's a question of the general type. You're going to have to wait your turn at the mic. We're going to keep going around. A privileged question at microphone A. Please state your name and your privileged question.

CAROLE LIGGINS: My name is Carole Liggins, and my question is is it possible to show what we're actually talking about? The last two recommendations that were made by the Business Committee, can we see that again because that's what we're talking about. We're not talking about the Resch Center. We're not talking about anything else. We're talking -- I'm under the assumption that we are talking about the last recommendations made in the presentation given by the Secretary.

TEHASSI HILL: That's not a privileged question. Again, that's a question of a more general type, so you'll have to wait your turn in line as I go around. We just finished at microphone C. I'll be going to microphone D next, so please state your name, and you have three minutes. Thank you.

DANI BOYEA: Dani Boyea. We're still talking about paying these people \$200, right, for the ones that got turned away? So I guess my only question on that would be how many people do you think are going to show up just to go home? They're going to show up at 6:00 to turn around and go home and say, hey, I tried, and then get \$200. That seems really goofy. I mean, I guess, that's not a question, but -- my question is how many people do you think would do that? I think a lot of people would try and do that. There's -- you won't have to worry about capacity because there's going to be nobody here. Everybody's going to be at home waiting for their \$200 because they said, oh, I showed up, but I got turned away. You know, because of a time restriction -- that, I guess, I just don't see how that would work in any way, shape, or form.

TEHASSI HILL: All right, does that conclude your comments?

DANI BOYEA: My question, though.

TEHASSI HILL: Well, I guess that's a question for General Tribal Council is -- that's --

DANI BOYEA: I mean, a lot of people laughed, so I feel like there's -- I mean, there's substance to that question. You know what I mean? I mean, it might not be -- it might sound a little funny. It might not be - - but like it's something to consider, I guess, is just how many people do you really think are going to try and actually show up and actually participate in the General Tribal Council meeting if they're going to get paid if they're not here on time. They're going to get paid anyway. You know what I mean? It's too general. It's too broad, I think. It's just not going to work like that. I mean, I know it's supposed to be question or whatever, but it's still relevant, I feel. A lot of people do. But she said "ridiculous". I think that word works, too. But --

TEHASSI HILL: All right. Thank you for raising the question and again, that's for consideration for General Tribal Council. That's what the amendment is talking about right now, so with that, we'll go to microphone A, and then please state your name for the record, and you have three minutes. Thank you.

DARREN SMITH: Shekóli. My name is Darren Smith. I got here at 5:59 p.m. I'm part of the 106. You might have to change those numbers from 105 because I happened to be here at 5:59 p.m., I had a spot over here waiting for me. I'm already signed in, but yet I'm attending this meeting, casting votes, all without a bracelet. So -- thank you.

TEHASSI HILL: All right, thank you. Next, we'll go to Councilman Webster.

JENNIFER WEBSTER: I'd like to just recommend that we don't approve this amendment because we'll all just show up late at the next meeting like the gal said in the overflow room. That's just going to make everybody show up late at the next meeting, so I would recommend that we don't approve this. Yes, I feel for them that they showed, they came, but they were turned away, but we all got here on time, and we all made efforts to get here, so I would say deny this.

TEHASSI HILL: All right, thank you for your comments. We'll go to Secretary Liggins.

LISA LIGGINS: Thank you. I -- looking at the motion, I don't know if the stipend should be the impetus of a decision. If we're talking about things that are getting taken away because you can't attend, the stipend shouldn't be part of the discussion. It's those peoples' inability to participate in their government. That's the issue. So although I'm hearing we need -- and the main motioner talk about wanting to hold the meetings as we currently have with the restrictions, that is one of the options that are listed in the packet, accepting the capacity limitations. I implore GTC to consider the longer term implications of those individuals who aren't able to participate in government and consider an amendment that would direct the Business Committee to bring back a plan for a larger facility to be built--whether that be as part of the casino or not, and what that would look like. I think it would need to be part of a CIP process. I believe there has been a petition submitted to that same effect, as well, so maybe that action doesn't need to be taken today because it will come up as that petition's being processed, but again, I think we really need to talk about the restriction that those individuals are facing because they aren't able to participate in their government as opposed to the stipend. Thank you.

TEHASSI HILL: All right, thank you. Next we'll go to microphone B. Please state your name for the record, and you have three minutes. Thank you.

TINA LOPEZ WEBSTER: Hi. My name is Tina Lopez Webster, and I believe that we should build bigger. Yeah. Okay, I get it. You don't agree with me, but we need a museum. We need -- we have -- we could

have Lacrosse games. We could have a bigger Pow-Wow. We can rent it out. This can still be rented out, and we can still not -- we can still make more money and then still be on the reservation with a bigger building. It just makes -- it's common sense. We're a business. You know, we're people, but we're also a huge business, and we have to make it work. We have kids that can learn. They can go work at 14 at this big place. You know, we can do things. We're always worried about the, you know, the disabled. They come in that door. Nobody else. They come in that door. You know, I mean, it's just common sense. I think that needs to like be a real thing, really, but I mean, that's my opinion, of course. But I think that would make a lot of sense, and we could have gathering north Nations maybe up here? There's all types of things you can do. I mean, we're not just Oneida; we're a lot more than that, and so I hope everyone has a bigger picture and has a bigger mind. Thank you.

TEHASSI HILL: All right, thank you. We're going to go to microphone C. Please state your name for the record, and you have three minutes. Thank you.

MIKE DEBRASKA: Thank you. Mike Debraska. I seconded that motion for several reasons. First, I look at it and I say, "Yeah, 106 people were denied," but are you telling me 106 people all showed up at 6:00 p.m. because that I would find really hard to believe. How do we know those 106 people weren't standing in line for 10-15 minutes, 20 minutes, waiting to be checked in, and they get turned away anyway or get denied to come in because of capacity issues. That's the key. It's not about time and about anything else. It's about capacity issue. Several things were raised and we were told, what you were presenting was why not the Resch Center? Why not some of these other places? Well, because a previous motion was made by a former BC member that said that all meetings had to take place on the reservation. Do I think we need a new huge facility to do that and accommodate the people? No. I think that would truly be a waste of money, and as far as a new casino, from what I'm hearing, that expenditure could exceed \$200 million. Is that what our people want? To go back into debt after we gave up our stipends or not our stipends but gave up certain monies on our GWA payments in the past. They were per capita payments, but we gave those up willingly to get ourselves out of debt, and now we're going to run ourselves back in? And for how long and how many generations? We keep talking about taking care of the seven generations, but we are not even addressing the people that are here now that need the help. So I look at this and I say no. I think it's only fair to pay them if they were turned away. They weren't turned away because of something they did wrong. They were simply turned away because it's a capacity issue, and technically, that is almost a denial of constitutional rights because people have a right to redress their government under the constitution, and if they're being turned away, that means that right has been stripped from them. So I look at it and say the least we can do is pay them the \$200 and maybe make a bigger effort to tell people, well, if you're so worried about the time, then come a little bit earlier, but to flat out tell people, 106 people, no, we can't accommodate you, to me, that's dangerous. That's real dangerous precedence right there. Thank you.

TEHASSI HILL: All right, thank you for your comments, Mike. That was microphone C so we're going to microphone D. Please state your name for the record, and you have three minutes. Thank you.

MEGAN POLAR: My name is Megan Polar [phonetic] and I just want to table -- make an amendment to table this item right now. Okay, never mind.

TEHASSI HILL: All right, Megan Polar made a motion to table this item. Is there a second to that? I need a name. Kathy Mauritz seconds the tabling, and again, just for reiteration to everyone in attendance, there is no discussion on a table. It's just going to a vote whether we decide to table this particular item or not. It is 8:30 so we still have the usual amount of time to finish this discussion, but a motion has been made to table. Lisa?

LISA LIGGINS: Mr. Chairman, can you just explain what the motion to table means when it comes to an item on a special General Tribal Council meeting agenda so that's very clear? Thank you.

TEHASSI HILL: All right, thank you. Yes, and also as a reminder, if the motion as it stands, as recorded, is passed without a particular come-back date, to come back to General Tribal Council, to take it off the table, as this is a special meeting, this particular item would die, so there would be no further action taken on this particular item if this motion passes as it is stated. Privileged question. Please state your privileged question.

LINDA DALLAS: So then is the correct process for her to follow is to put a timeframe on there when to bring it back?

TEHASSI HILL: It would have been, but she took off before that could be addressed.

LINDA DALLAS: She must be over there, right? Put her back on the screen.

TEHASSI HILL: There's a privileged question at microphone D. Please state your privileged question.

LORI ELM: I think we're just arguing back and forth on here. I think there needs to be more options brought back, so I mean, couldn't they just put this on the semi-annual or whatever's coming up next as an item because this does --

TEHASSI HILL: Lori, you're not raising a privileged question. Sorry, I have to cut you off. Again, this motion has been made, and we've had -- we're having pretty good discussion on the topics, and it's up to General Tribal Council now to vote on whether to essentially end this discussion because it's being asked to be tabled, and all the previous action goes away, so it's just an unfinished item before General Tribal Council if this motion to table as recorded stands.

LINDA DALLAS: Privileged question.

TEHASSI HILL: Privileged question microphone D.

LINDA DALLAS: So does this motion have any impact on the petition that was turned in by the General Tribal Council requesting a special GTC meeting for a facility large enough to seat 5,000 tribal members?

TEHASSI HILL: No, it does not.

LINDA DALLAS: And adequate parking?

TEHASSI HILL: It does not.

LINDA DALLAS: Okay.

TEHASSI HILL: Privileged question at microphone A.

LORI ELM: I forgot it. No, I did. Oh, may we have a hand -- can I request a hand count for the cote on this item rather than a show of hands?

TEHASSI HILL: Yes, you can request that, but I think at this point, I've only been going to a hand count if the show of hands vote is too close to call. So, if it's too close to call -- again, this is a motion to table, so it essentially puts this item off of General Tribal Council for this particular discussion, so again, the question has been called for. Motion to table, there's no discussion on the motion to table. I explained the ramifications of if this motion is to pass to table, that it goes off General Tribal Council agendas because it is a special meeting. All right, with that, all those in favor of the motion to table, please raise your hand, all those in favor of the motion to table. All right, thank you. All those opposed to the motion to table, please raise your hand, all those opposed to the motion. All those abstaining from the motion, please raise your hand. All those abstentions. All right, motion fails via show of hands. So we are back to discussion on the amendment to the main motion, to pay those General Tribal Council members who came, signed in with their tribal ID and were turned away the \$200 General Tribal Council meeting stipend. That's where we're at for discussion, and I believe I left off at microphone D, so I'll go to microphone A. Please state your name for the record, and you have three minutes.

KEN STEVENS: Ken Stevens, 5672. The presentation we just saw, it didn't really touch too much upon the casino revenues that the casino is losing during these meetings, either. Okay? Has anyone looked into the worship center as changing that into a facility? It has -- I think it has an auditorium, tennis courts inside, which you could easily put two or even three thousand person seating inside of there, okay? Number one, number two, you could turn it into a hybrid center where these meetings are from 6:00 until 10:00. During the day, it could be a state of the art daycare center. All of those people that are living in low income housing because there's no one -- they can't afford to have someone take care of their children, they can get their dignity back by knowing that --

TEHASSI HILL: A point of order is being called, and I believe the point of order is because your statements have to be germane to the amendment that's on the floor for discussion which is the discussions is to be paying the \$200 stipend to those who are turned away at this point.

KEN STEVENS: Okay. Thank you.

TEHASSI HILL: All right, thank you, Mr. Stevens. We'll go to microphone B. Please state your name for the record, and you have three minutes. Thank you.

GINA BUENROSTRO: Gina Powless Buenrostro. So I think we already have a Constitution that describes a quorum. So you have to stay, come to the meeting on time, stay till the end, and then you get paid. That's very clear, so no disrespect to the people that came and couldn't get paid, but we have rules in place. If we're going to start breaking the rules, then you know, then why have the rule to begin with? Number one, so no disrespect, they were late, we don't have the size, the capacity, etc., etc. Then we got to do the right thing. The right thing is follow the rules. What applies to me applies to you, applies to them. I feel bad about it, but that's the way it is. I didn't know that the law office is now interpreting quorum and that kind of bothered me a little bit because our Constitution has been in place for many, many, many years, and now we're going to start interpreting what a quorum is. A quorum is when people are here. That's what a quorum is. Not on high bred virtual, what is it, Zoom and all that. They're here, so I think that with the pandemic, unfortunately, this is what has happened. We had that meeting and it flopped. Flopped. I don't know what we paid for the flop, 200 and some thousand, that's what we paid. I'm not looking forward to that. However, what I want to say is --

TEHASSI HILL: Point of order has been called as well. The topic for discussion is the stipend.

GINA BUENROSTRO: Okay, I'll try to get back on topic. I'll try to get back on topic. So, those individuals that came late because we're having a big turnout, I'm kind of against this \$200 payment. However, with the pandemic, we have been, as General Tribal Council, disconnected with you guys up there, we have been disenfranchised and our voice and authority has been removed, so I am against the virtual Zoom, but I am for a new facility on the reservation within the boundaries. If we can lose \$26 million to the LPGA, we can spend \$30 million on a new building.

TEHASSI HILL: Point of order.

GINA BUENROSTRO: Thank you.

TEHASSI HILL: All right, that was microphone B, so we're going to microphone C in the overflow room. Please state your name for the record, and you have three minutes. Thank you.

FORREST HILL: Forrest Hill. I just wanted to say that I agree with what the people were saying earlier that they showed up a little bit later. That's not really our fault. You know, show up on time because -- my question is how often do we hit the capacity for each meeting, and if it's not that often, there's no reason to change what we're doing now, and if you want to do virtual, it's only adding a few hundred people, but is it really worth finding the resources to help the tribe with making sure that the virtual meetings don't flop. So I just want to say that I disagree with paying the people the \$200. It sucks that they missed it, but show up on time. Thanks.

TEHASSI HILL: All right. I'm going to recognize the call for the question on this particular topic. Again, this is the amendment to the main motion. We still have discussion on the main motion, as well. So, with that, we're going to go to the vote on the amendment to the main motion by Nancy Barton, seconded by Mike Debraska to amend the main motion to pay those General Tribal Council members who came, signed in with their tribal ID, and were turned away the \$200 General Tribal Council meeting stipend. If you are in favor of this, please raise your hand. All right, thank you. Those opposed to this amendment, please raise your hand, those opposed. All right, thank you. Those abstaining from the vote, please raise your hand, those abstaining. All right, thank you. Motion or amendment fails by a show of hands. All right, so that brings us back to a discussion of the main motion which was motion to deny the proposal and to keep General Tribal Council meetings as is, and so with that, I'm going to microphone A.

RAY SKENANDORE: Hi, my name is Ray Skenandore. I'm speaking as the ultimate unit of sovereignty, the individual, on my own behalf. First question, I was wondering if we could get some more data on that 106. When did that first person start to get turned away, so I'm kind of thinking what everyone's thinking here, which is if you're late, you don't get in. I had a motion to the motion where you could maybe make a compromise and say if you're signed in by 5:00 p.m. and it's still over capacity, you would still get paid or maybe even half paid. Something like that? Meet in the middle.

TEHASSI HILL: A point of order is being called, Ray. The topic is the General Tribal Council meeting as is, so --

RAY SKENANDORE: Yep. I'm online. I'm on it. I'm talking about proposal number 5 that you guys were going for. Thank you. I don't want to make an amendment. This is a discussion, right? I can discuss? Okay. I'm getting -- I don't know what's going on here. My second thing was -- that was it, would the virtual get paid? Would the virtual people get paid because they want to attend but we didn't address that, and I'm assuming the answer is no, but I could be surprised there. My third thing is -- and last, final, thank you -- I'm with Ed. I encourage everyone to pull up their Smartphone right now, take a look at what

“quorum” means. Define “quorum”. I’ll read it. “Minimum number of members of an organization who must be present for valid transaction of business”. I’m with Ed on that. I am against JoAnne, and she spoke on the -- sorry, it’s not personal, but you did open up -- you said “I’m not a constructionist”, and then you went on to construct, rewrite the law. The -- and it doesn’t matter if the internet wasn’t created yet when that law was made. You have to go through the process that we all have to go through to make law. You have to make a petition or something. All right? And so that’s it. I’m working on a petition right now. It’s not easy to do. You can’t just do it through re-interpreting a word that’s very clearly defined-- quorum. Thank you. Thank you for your time.

TEHASSI HILL: All right. Thank you, Ray, for your comments, and I did hear a call for the question being called for, but I did recognize Ray at the mic, so we’re going to go to the vote on the motion by Janice Decorah, seconded by Gina Powless Buenrostro, motion to deny the proposal and to keep General Tribal Council meetings as is. There’s a privileged question. Please state your privileged question.

LINDA DALLAS: Does this motion violate individuals’ constitutional rights to participate in General Tribal Council meetings when you limit them? When the Business Committee has the full capability to open up the Turtle School or another site and have them come in just like the other rooms do next door? So, we’re talking about peoples’ constitutional rights. We’re trying to give the voice back to the people. We’re trying to give the authority back to the people, and at the same time, you’re trying to strip people of their constitutional rights. This is a basic, fundamental constitutional right.

TEHASSI HILL: All right, I just want to make a correction to your question which I believe is a privileged question, but that you kind of misstated a little bit of information that we’re trying to strip people of their individual rights. We, as a committee, are not doing that. This is a decision of General Tribal Council, so that information is here before you all to make that decision of where and how we want to treat these meetings and those tribal members that are attending General Tribal Council and being GTC members and how we want to handle that. So I’ll turn it over to the parliamentarian on the discussion about the rights of the individual redress the Government.

JO ANNE HOUSE: Thank you. The privileged question is whether or not this motion is in violation of the Constitution of the Oneida Nation. The General Tribal Council back in 2008 accepted that the Nation has facilities with limited capacity, that putting or allowing more people into the room than the maximum capacity allowed is a danger to their health and safety should something untoward occur during that meeting. They accepted that in 2008. They were notified of that in 2008, and that motion was made. After the discussion it was adopted by the General Tribal Council. The General Tribal Council adopted the second motion that further required that not only do you have to sign in, but now you also have to sign out. You have to stay for the entire meeting. The General Tribal Council, knowing the limitations on the facilities that were available, adopted that motion. The General Tribal Council then were presented with a question of whether or not a meeting could be held off the reservation or should it stay within the reservation boundaries, knowing the limitation on maximum capacity in the facilities available to it. The General Tribal Council adopted that motion. I do not find that this motion is in violation of the Constitution. The General Tribal Council may make that decision.

TEHASSI HILL: All right, thank you. We’re not going to get into this privileged question battle. The question has been called for. The motion to deny the proposal and to keep General Tribal Council meetings as is, as I stated and as JoAnne has stated, it is the decision of General Tribal Council and it was presented that way. We presented several options for your consideration, and this is one of them, and so, again, we’ve had extensive discussion for quite some time now on this particular topic, and so it’s up to General Tribal Council to make your decision on how you feel is the most appropriate way to handle

our capacity issues and through this motion it is that once we reach capacity, that is, tribal members are turned away and cannot participate in General Tribal Council meetings. That’s where we stand right now, so we’re going to go to a vote on the motion to deny the proposal and keep General Tribal Council meetings as is. All those in favor, please raise your hand. All those opposed, please raise your hand, all those opposed. Those abstaining, please raise your hand. Those abstaining, please raise your hand. All right, motion carries by a show of hands, and I do believe this concludes our meeting -- our agenda for the day. Please remain seated as we just had presentations at the beginning of the meeting to allow our elders and those with disabilities to exit the room safely, and please be seated. We still have to make the motion, second, and vote on it.

VI. ADJOURN

TEHASSI HILL: Name? Bob Smith, motion to adjourn. Seconded by Lisa Liggins. All those in favor, say bye. Those opposed, abstentions. Motion carries. Again, please take your time and allow those elders and those with disabilities to exit the room safely. Please do not push, do not rush. Everybody is going to get out of the room tonight. Hopefully we can do it safely. There is a fog advisory, as well, so again, please drive safely on your way home or to wherever your next destination is.

Costs associated with this meeting						
Printing	Mailing	Security	Room Rental & A/V	Stipends/ Gift Cards	Transcription Services	TOTAL
\$45,646	\$6,656	\$4,350	\$21,583	\$429,400	\$170	\$507,805

Minutes prepared by Secretary Lisa Liggins, Oneida Business Committee
 Meeting Transcript prepared by Paulette Binion, The Binion Group LLC
 Minutes approved as presented to GTC on July 24, 2023.


 Lisa Liggins, Secretary
 ONEIDA BUSINESS COMMITTEE



Oneida Nation
 Oneida Business Committee
 Legislative Operating Committee
 PO Box 365 • Oneida, WI 54155-0365
Oneida-nsn.gov



Statement of Effect

Authorization of three (3) unbudgeted positions: Business Unit 4225032

Summary

This resolution authorizes the creation of three (3) new unbudgeted positions for Business Unit 4225032.

Submitted by: Carolyn Salutz, Staff Attorney, Legislative Reference Office

Date: April 6, 2026

Analysis by the Legislative Reference Office

The Budget and Finances Law (“the Law”) establishes requirements for the preparation, adoption, and management of the Nation’s annual budget by the Oneida Business Committee and Oneida fund units. It also sets forth financial policies and procedures designed to:

- institutionalize best practices in financial management to guide decision makers in making informed decisions regarding the provision of services, implementation of business plans for enterprises, investments, and capital assets;
- provide a long term financial prospective and strategic intent, linking budget allocations to organizational goals, as well as providing fiscal controls and accountability for results and outcomes;
- identify and communicate to the membership of the Nation spending decisions for the government function, grant obligations, enterprises, membership mandates, capital expenditures, technology projects, and capital improvement projects;
- establish a framework for effective financial risk management; and
- encourage participation by the Nation’s membership. [1 O.C. 121.1-1].

The Nation is required to develop, adopt, and manage an annual balanced budget. [1 O.C. 121.5-1]. All revenues and expenditures must comply with the adopted budget, and the budget may not propose expenditures exceeding reasonably anticipated revenues for the fiscal year. *Id.* The Law prescribes the process and procedures for budget development and adoption. [1 O.C. 121.5-4].

The Law requires the Treasurer and Chief Financial Officer (“CFO”) to identify a maximum number of full-time equivalent (“FTE”) positions, in an employment cap, for the Nation. [1 O.C. 121.9-1]. The Oneida Business Committee is delegated the authority to approve this employment cap, and any amendments, by resolution and must review the cap annually. *Id.* The Nation shall not exceed the number of FTE positions in the approved employment cap. [1 O.C. 121.9-1(b)].

The Budget and Finances law authorizes the Oneida Business Committee to approve unbudgeted positions by resolution, if the Chief Financial Officer provides a written fiscal analysis and any input. [1 O.C. 121.9-3(a)]. On September 10, 2025, the Oneida Business Committee adopted Resolution BC-09-10-25-C *Continuing to Operate Fiscal Year 2026*. This resolution set the Nation’s employment cap at 1,860 FTE positions.

Through the adoption of the proposed resolution, the Oneida Business Committee would authorize three (3) unbudgeted positions in Business Unit 4225032. The addition of three unbudgeted positions to Business Unit 4225032 would not exceed the approved employment cap. The three (3) positions identified in the resolution are unbudgeted; therefore, the CFO must provide a written fiscal analysis and input on the potential unbudgeted positions before the Oneida Business Committee may authorize them by resolution. [1 O.C. 121.9-3(a)].

Conclusion

Adoption of this resolution would not conflict with any of the Nation's laws.

Oneida Nation

Post Office Box 365

Phone: (920) 869-2214



Oneida, WI 54155

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BC Resolution # _____
Authorization of three (3) Unbudgeted Positions in Business Unit 4225032

- 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 Budget and Finances law governs the development, adoption and implementation of the fiscal year budget [1 O.C. 121]; and
- WHEREAS,** the Fiscal Year 2026 budget approved by General Tribal Council resolution, 12-08-25-A established an employment cap of 1,860 FTE's, which will not be exceeded by this action and
- WHEREAS,** the Budget and Finances law and the *Employment Cap and Labor Allocations Level Standard Operating Procedure*, adopted by resolution # BC-09-28-22-D, authorize the Oneida Business Committee to approve unbudgeted positions by resolution, provided the employment cap is maintained and the Chief Financial Officer provides a fiscal analysis and any written input [1 O.C. 121.9-3(a)]; and
- WHEREAS,** on March 30, 2026, the Chief Financial Officer provided a fiscal analysis confirming that the addition of three (3) unbudgeted FTEs in Business Unit 4225032 can be funded without exceeding the employment cap; and

31 **NOW THEREFORE BE IT RESOLVED**, the Oneida Business Committee authorizes three (3)
 32 unbudgeted FTEs in Business Unit 4225032 funded within existing financial boundaries, without
 33 exceeding the approved employment cap. This action does not amend the FY 2026 budget and will be
 34 tracked in accordance with the Budget and Finances law and the *Employment Cap and Labor Allocations*
 35 *SOP*.
 36

Business Unit #	Job #	Grade/Mid-Point Wage	Annual Cost	Funding Source
4225032	03582 Cultural Center Operations Manager (1)	Grade 16/\$67,496	\$112,138	Tribal Contribution
4225032	03537 Museum Assistant (1)	Grade 10/\$52,810	\$87,739	Tribal Contribution
4225032	03561 Gift Shop Associate (1)	Grade 3/\$40,914	\$67,975	Tribal Contribution

37

Approve the travel request - Councilman Kirby Metoxen - 8th Annual DCCC Tribal Engagement & Active.

Business Committee Agenda Request

1. Meeting Date Requested: 04/13/26

2. General Information:

Session: Open Executive – must qualify under §107.4-1.
Justification: DRAFT materials/discussion

3. Supporting Documents:

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

4. Budget Information:

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

5. Submission:

Authorized Sponsor: Kirby Metoxen, Councilman

Primary Requestor:

Additional Requestor: (Name, Title/Entity)

Additional Requestor: (Name, Title/Entity)

Submitted By: BPIGMAN



Memorandum

To: Oneida Business Committee

From: Councilman Kirby Metoxen

Date: April 09, 2026

Re: Request to Add Item to April 13, 2026, Special Business Committee Agenda for Reconsideration.

Purpose:

The purpose of this memorandum is to formally request that the matter previously decided through an electronic poll (E-poll) be added to the April 13, 2026, Special Business Committee agenda for reconsideration, pursuant to Section 5.1.a of the Oneida Business Committee Standard Operating Procedure (SOP), "Conducting Electronic Voting (E-polls)."

Background:

The e-poll to Approve travel request – Councilman Kirby Metoxen – 8th Annual DCCC Tribal Engagement and Active Member Issues Conference – Cabazon, CA – April 30-May 4, 2026, failed.

Section 5.1.a of the OBC SOP "Conducting Electronic Voting (E-Polls)" which result in a denied request may be reconsidered by the Oneida Business Committee at the next available meeting as provided for in Robert's Rules of Order, Rule 37

Request:

Approve travel request – Councilman Kirby Metoxen – 8th Annual DCCC Tribal Engagement and Active Member Issues Conference – Cabazon, CA – April 30-May 4, 2026,

In accordance with the above-referenced SOP, I respectfully request that the item be placed on April 13, 2026, Special Business Committee agenda for reconsideration and discussion by the full Committee.

Placing this item on the agenda will allow for deliberation in an open meeting setting and ensure compliance with established Committee procedures.

Thank you for your consideration of this request.

From: [Secretary](#)
To: [Tehassi Tasi Hill](#); [Lawrence E. Barton](#); [Lisa A. Liggins](#); [Jameson J. Wilson](#); [Jennifer A. Webster](#); [Jonas G. Hill](#); [Kirby W. Metoxen](#); [Marlon G. Skenandore](#); [Secretary](#)
Cc: [Danelle A. Wilson](#); [Janice M. Decorah](#); [David P. Jordan](#); [Fawn L. Cottrell](#); [Rhiannon R. Metoxen](#); [Kristal E. Hill](#); [Fawn J. Billie](#); [BC Agenda Requests](#)
Subject: E-POLL RESULTS: Approve travel request – Councilman Kirby Metoxen – 8th Annual DCCC Tribal Engagement and Active Member Issues Conference – Cabazon, CA – April 30-May 4, 2026.
Date: Thursday, April 9, 2026 9:50:39 AM
Attachments: [image001.png](#)
[EPOLL REQUEST Approve the travel reques - Councilman Kirby Metoxen - 8th Annual DCCC Tribal Engagement & Active Members Issues Conference - Cabazon, CA - April 30-May 6, 2026.pdf](#)

E-POLL RESULTS

The e-poll to Approve travel request – Councilman Kirby Metoxen – 8th Annual DCCC Tribal Engagement and Active Member Issues Conference – Cabazon, CA – April 30-May 4, 2026, **has failed**. Below are the results:

Support: Jonas Hill, Lisa Liggins, Kirby Metoxen, Jennifer Webster

Per Section 5.1 of the OBC SOP “[Conducting Electronic Voting \(E-polls\)](#)”, five (5) affirmative responses in support of the question in order to be approved.

Yawáko,

Brooke Doxtator
Boards, Committees, and Commissions Supervisor
Government Administrative Office (GAO)

office 920.869.4452

From: Secretary <TribalSecretary@oneidanation.org>
Sent: Tuesday, April 7, 2026 10:25 AM
To: Tehassi Tasi Hill <thill7@oneidanation.org>; Lawrence E. Barton <lbarton2@oneidanation.org>; Lisa A. Liggins <lliggins@oneidanation.org>; Jameson J. Wilson <jwilson@oneidanation.org>; Jennifer A. Webster <JWEBSTE1@oneidanation.org>; Jonas G. Hill <jhill1@oneidanation.org>; Kirby W. Metoxen <KMETOX@oneidanation.org>; Marlon G. Skenandore <mskenan1@oneidanation.org>; Secretary <TribalSecretary@oneidanation.org>
Cc: Danelle A. Wilson <DWILSON1@ONEIDANATION.org>; Janice M. Decorah <jdecora2@oneidanation.org>; David P. Jordan <djordan1@oneidanation.org>; Fawn L. Cottrell <fcottrel@oneidanation.org>; Rhiannon R. Metoxen <rmetoxe2@oneidanation.org>; Kristal E. Hill <khill@oneidanation.org>; Fawn J. Billie <fbillie@oneidanation.org>
Subject: E-POLL REQUEST: Approve travel request – Councilman Kirby Metoxen – 8th Annual DCCC Tribal Engagement and Active Member Issues Conference – Cabazon, CA – April 30-May 4, 2026.

E-POLL REQUEST

-

Summary:

8th Annual DCCC Tribal Engagement and Active Member Issues Conference. The conference brings together Tribal leaders, elected tribal officials, and representatives from Tribal Nations with Democratic Members of the U.S. House of Representatives, congressional staff, and policy leaders to engage in direct dialogue on critical issues affecting Indian Country.

Purpose of the Conference

The primary aim of the TEAM Conference is to:

- Strengthen government-to-government relationships between Tribal Nations and members of Congress
- Elevate tribal priorities within the federal legislative process
- Provide Tribal leaders with direct access to federal decision-makers
- Inform Members of Congress about how federal policy decisions impact Tribal sovereignty, governance, and communities

The conference is structured to be a space where Tribal leaders can speak directly about their Nation's needs, challenges, and policy goals, ensuring Indigenous voices are present in congressional strategy conversations.

Justification for E-Poll:

Councilman Metoxen received a request from IGA department to attend. The next Business Committee meeting is scheduled for April 22, 2026, conference deadline in April 10, 2026.

Requested Action:

Approve travel request – Councilman Kirby Metoxen – 8th Annual DCCC Tribal Engagement and Active Member Issues Conference – Cabazon, CA – April 30-May 4, 2026.

Deadline for response:

Responses are due no later than **4:30 p.m. Wednesday, April 8, 2026.**

-

Voting:

Use the voting button above, if available; OR
Reply with “Support” or “Oppose”.

Yawáko,

Brooke Doxtator

Boards, Committees, and Commissions Supervisor
Government Administrative Office (GAO)

office 920.869.4452



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: 04/22/26

2. Session:

Open Executive – must qualify under §107.4-1.

Justification: *Choose or type justification.*

3. Requested Motion:

Accept as information; OR

Approve travel request – Councilman Kirby Metoxen – 8th Annual DCCC Tribal Engagement and Active Member Issues Conference- Cabazon, CA – April 30-May 4, 2026,

4. Areas potentially impacted or affected by this request:

Finance

Programs/Services

Law Office

DTS

Gaming/Retail

Boards, Committees, or Commissions

Other: BC

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: | | |

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: Kirby Metoxen, Councilman

Primary Requestor: (Name, Title/Entity)

Oneida Business Committee Travel Request

1. OBC Meeting Date Requested: 4 / 22 / 25 e-poll requested

2. General Information:

Event Name: 8th Annual DCCC Tribal Engagement and Active Member Issues Conference.

Event Location: Cabazon, CA Attendee(s): Kirby Metoxen

Departure Date: 04/30/2026 Attendee(s):

Return Date: 05/04/2026 Attendee(s):

3. Budget Information:

- Funds available in individual travel budget(s)
- Unbudgeted
- Grant Funded or Reimbursed

Cost Estimate: 2400

4. Justification:

Describe the justification of this Travel Request:

8th Annual DCCC Tribal Engagement and Active Member Issues Conference. The conference brings together Tribal leaders, elected tribal officials, and representatives from Tribal Nations with Democratic Members of the U.S. House of Representatives, congressional staff, and policy leaders to engage in direct dialogue on critical issues affecting Indian Country.

Purpose of the Conference
 The primary aim of the TEAM Conference is to:
 Strengthen government-to-government relationships between Tribal Nations and members of Congress
 Elevate tribal priorities within the federal legislative process
 Provide Tribal leaders with direct access to federal decision-makers
 Inform Members of Congress about how federal policy decisions impact Tribal sovereignty, governance, and communities
 The conference is structured to be a space where Tribal leaders can speak directly about their Nation’s needs, challenges, and policy goals, ensuring Indigenous voices are present in congressional strategy conversations.

Requested Action:
 Approve travel request - Councilman Kirby Metoxen - 8th Annual DCCC Tribal Engagement and Active Member Issues Conferenc- Cabazon, CA - April 30-May 4, 2026

5. Submission

Sponsor: Kirby Metoxen, Councilman

- 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@oneidation.org

From: [Cheryl-Aliskwet J. Ellis](#)
To: [Melinda J. Danforth](#); [Kristal E. Hill](#)
Subject: FW: DCCC TEAM Palm Springs Issues Conference May 1 - May 2
Date: Friday, April 3, 2026 10:25:35 AM
Attachments: [2026 Palm Springs Registration Form.pdf](#)

Shekoli Melinda and Kristal,

Kirby indicated he would be able to go.

Kristal – could you process? Let me know if you would need any sort of assistance.

Sawehnisliyóhak,
(You have a good day)

Aliskwet Ellis
Intergovernmental Affairs Specialist
Intergovernmental Affairs
O: 920.869.4455 • C: 920.309.2438 • E: cellis1@oneidanation.org
P.O. Box 365 • Oneida, WI • 54155



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

From: Kirby W. Metoxen <KMETOX@oneidanation.org>
Sent: Thursday, April 2, 2026 3:25 PM
To: Jennifer A. Webster <JWEBSTE1@oneidanation.org>; Cheryl-Aliskwet J. Ellis <cellis1@oneidanation.org>; Lisa A. Liggins <lliggins@oneidanation.org>; Lawrence E. Barton <lbarton2@oneidanation.org>; Jonas G. Hill <jhill1@oneidanation.org>; Jameson J. Wilson <jwilson@oneidanation.org>
Cc: David P. Jordan <djordan1@oneidanation.org>; Janice M. Decorah <jdecora2@oneidanation.org>; Kristal E. Hill <khill@oneidanation.org>; Rhiannon R. Metoxen <rmetoxe2@oneidanation.org>; Fawn L. Cottrell <fcottrel@oneidanation.org>
Subject: Re: DCCC TEAM Palm Springs Issues Conference May 1 - May 2

I'm available to go.

Get [Outlook for iOS](#)

From: Jennifer A. Webster <JWEBSTE1@oneidanation.org>
Sent: Thursday, April 2, 2026 1:45:44 PM
To: Cheryl-Aliskwet J. Ellis <cellis1@oneidanation.org>; Lisa A. Liggins <lliggins@oneidanation.org>; Lawrence E. Barton <lbarton2@oneidanation.org>; Kirby W. Metoxen <KMETOX@oneidanation.org>; Jonas G. Hill <jhill1@oneidanation.org>; Jameson J. Wilson

<jwilson@oneidanation.org>

Cc: David P. Jordan <djordan1@oneidanation.org>; Janice M. Decorah <jdecora2@oneidanation.org>; Kristal E. Hill <khill@oneidanation.org>; Rhiannon R. Metoxen <rmetoxe2@oneidanation.org>; Fawn L. Cottrell <fcottrel@oneidanation.org>

Subject: RE: DCCC TEAM Palm Springs Issues Conference May 1 - May 2

I will already be in DC July 27-29, for Self-Gov TAC and could the PACE events.

Thanks,

Jenny

Sent from my Galaxy

----- Original message -----

From: "Cheryl-Aliskwet J. Ellis" <cellis1@oneidanation.org>

Date: 4/2/26 10:34 AM (GMT-08:00)

To: "Lisa A. Liggins" <lliggins@oneidanation.org>, "Lawrence E. Barton" <lbarton2@oneidanation.org>, "Kirby W. Metoxen" <KMETOX@oneidanation.org>, "Jonas G. Hill" <jhill1@oneidanation.org>, "Jameson J. Wilson" <jwilson@oneidanation.org>, "Jennifer A. Webster" <JWEBSTE1@oneidanation.org>

Cc: "David P. Jordan" <djordan1@oneidanation.org>, "Janice M. Decorah" <jdecora2@oneidanation.org>, "Kristal E. Hill" <khill@oneidanation.org>, "Rhiannon R. Metoxen" <rmetoxe2@oneidanation.org>, "Fawn L. Cottrell" <fcottrel@oneidanation.org>

Subject: FW: DCCC TEAM Palm Springs Issues Conference May 1 - May 2

Good afternoon,

Forwarding invitation for the DCCC TEAM Conference May1-2, 2026. Registration ends April 10, 2026.

Please let me know.

Sawechnisliyóhak,
(You have a good day)

Aliskwet Ellis

Intergovernmental Affairs Specialist
Intergovernmental Affairs

O: 920.869.4455 • C: 920.309.2438 • E: cellis1@oneidanation.org

P.O. Box 365 • Oneida, WI • 54155



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

From: Devin Rhinerson <drhinerson@pacellp.com>
Sent: Tuesday, March 17, 2026 10:53 AM
To: Melinda J. Danforth <MDANFORJ@oneidanation.org>; Ross (Ash) Arnett <rarnett@pacellp.com>
Subject: Fwd: DCCC TEAM Palm Springs Issues Conference May 1 - May 2

In past years I think Oneida staff and leadership have found this valuable. Would you be willing to circulate and see who may be interested in joining?

In addition, can you look at the last week of July for a possible DC visit for democratic fundraisers hosted by pace? Fly in on the 27th, out on the 29th.

Thanks,
Devin

----- Forwarded message -----

From: Steve Fitzer <sfitzer139@gmail.com>
Date: Fri, Mar 6, 2026 at 11:45 AM
Subject: DCCC TEAM Palm Springs Issues Conference May 1 - May 2
To: James Walling <walling@dccc.org>, Maya Anderson <anderson@dccc.org>

Friends,

We hope that you will join Leader Jeffries and Chairmanwoman DelBene, among many other members, in Palm Springs for the 8th Annual DCCC Tribal Engagement and Active Member Issues Conference.

DATES: Friday, May 1st to Saturday, May 2nd, 2026

LOCATION: Morongo Casino Resort & Spa near Palm Springs, CA (49500 Seminole Dr, Cabazon, CA 92230)

A copy of the registration form with all of the details is attached.

This event is open to any tribe or related PAC that has contributed at least \$2,500 to the DCCC in 2026.

If you have any questions or would like more information, please email me back or give me a call at (505) 270-4079.

We hope to see you there!

Steve Fitzer

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Devin Rhinerson

Drhinerson@pacellp.com

(858) 527-2052 (cell)

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Devin Rhinerson

Drhinerson@pacellp.com

(858) 527-2052 (cell)