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## TRIBAL NEEDS ASSESSMENT

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

Title: \_\_\_\_\_

In performing a needs assessment of our community, a wide range of responses and perspectives can be generated and is encouraged. Describe the community you want in the future.

1. GENERAL ISSUES (Please describe the existing needs, conditions or trends facing our community. Include ideas or suggestions for desired outcomes.)
  
2. ISSUES SPECIFIC TO YOUR ROLE (List all issues or needs specific to your primary role and function. Please include cost elements as necessary, using the Breakout Model attached)
  
3. SOCIO / ECONOMIC NEEDS (Please list the economic needs or opportunities within our community. Also, what activities would effectively address them.)
  
4. BUSINESS AND DEVELOPMENT NEEDS (Please list the economic needs or opportunities of our community, also, what values are important when we define economic improvements.)
  
5. COMMUNITY NEEDS ( What kind of community do we want to become in the future.)
  
6. COMMENTS

## GOAL STATEMENTS (VISIONS FOR THE FUTURE)

**Community Development-** Integrated and comprehensive community planning to encourage a more holistic approach to reservation development.

**Business & Economic Development-** “ Green Business” development and sustainable economic development strategies that promote better balance between environmental protection, jobs and wealth distribution.

**Community Housing Development-** To provide community members with the financial and technical resources to obtain environmentally safe and affordable housing now and in future generations.

**Cultural Heritage-** To encourage, support and continue the rich cultural traditions of the Anishinabe people and to provide future generations opportunities to teach and learn with others.

**Education & Training -** To provide, maintain and support staff and community with the academic opportunities to gain the knowledge, skills and abilities necessary or desired in the tribal nations present and future workforce and environment.

**Natural Resources-** To protect the environment and natural resources, within the exterior boundaries of the Bad River Reservation, to ensure that present and future generations will have the air, water and land resources necessary to sustain high quality of life standards.

**Family & Social Services-** To preserve and strengthen the tribal family unit in maintaining its strong core values, through the promotion of culture and tradition, providing community opportunities for positive change and greater interdependency within the nation.

**Comprehensive Health Care -** To fully address present and future health concerns to assure our tribal members will receive timely, quality health care, and to promote and participate in health maintenance and prevention activities.

**Human Resource Development-** To establish a tribal organizational system that encourages community participation, that provides future leadership and employment opportunities, and that is easily accessible and responsive to the expansion and enhancement of tribal government operations and services.

**Infrastructure-** To provide an organizational environment that promotes the use of design techniques to improve environmental quality, human health and quality of life, and resource efficiency related to housing, community services, governmental facilities and business enterprises on the reservation. Also, to improve the well

being of the community members and invest in facilities which support the future goals of the tribe.

Transportation- To enhance and subsidize existing transportation systems, expanding the extent of services for community residents and improving their access to necessary resources which increase or improve their quality of life.

Public Safety & Emergency Response- To maintain a community organizational framework, which provides its elders, families and children with a safe and healthy environment, providing protection to all of its members living on the Bad River Reservation.

Technology Development- To promote, integrate and utilize appropriate technology and application in all aspects of tribal and community enterprises and future developments.

#### GOAL / COST SUMMARY ESTIMATES

Business & Economic Development

Community Development

Community Housing Development

Cultural Heritage

Education & Training

Natural Resources

Family & Social Services

Comprehensive Health Care

Human Resource Development

Infrastructure

Public Safety & Emergency Services

Technology Development

Transportation Services

Total

DEPARTMENT	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
ACCOUNTING	315,000	142,000	213,000	196,000	198,500	1,064,500
BACKGROUND INVESTIGATION	605,000	1,067,000	237,000	144,000	249,000	2,302,000
ENROLLMENT	33,000	28,000	32,500	37,500	37,500	168,500
FACILITIES MANAGEMENT	464,000	3,295,000	725,000	805,000	735,000	6,024,000
GRANTS	142,000	119,000	129,000	133,000	141,000	664,000
HUMAN RESOURCES	782,500	670,000	671,000	687,000	697,000	3,507,500
PUBLIC SAFETY	199,000	151,000	138,000	148,000	148,000	784,000
LEGAL	640,000	445,000	461,000	487,000	512,000	2,545,000
REALTY	1,110,000	1,076,000	3,080,000	3,082,000	1,084,000	9,432,000
TRIBAL COURT	173,000	173,000	173,000	203,500	209,000	931,500
HEALTH DEPARTMENT	2,270,000	6,735,000	7,560,000	15,756,000	13,649,000	45,970,000
HEALTH CLINIC	132,000	1,807,000	1,038,000	1,038,500	1,084,000	5,099,500
MATERNAL CHILD HEALTH	84,100	42,250	45,250	45,750	46,250	263,600
NATURAL RESOURCES	1,850,000	1,476,000	12,042,000	2,304,000	2,841,000	20,513,000
HOUSING	1,406,000	10,110,000	8,461,000	8,463,000	6,965,000	35,405,000
NEWSPAPER	20,300	27,000	20,250	16,300	16,400	100,250
LODGE	127,000	1,588,000	249,500	214,500	208,500	2,387,500
CASINO	900,000	1,000,000	2,790,000	416,000	420,000	5,526,000
EDUCATION	411,100	671,100	2,621,100	1,096,100	1,096,100	5,895,500
HEAD START						
TRIBAL SCHOOL	6,124,500	434,500	466,500	445,500	463,500	7,934,500
WISCONSIN INDIAN CONSORTIUM	35,000	123,000	142,000	151,000	184,000	635,000
OJIBWE LANGUAGE	335,000	70,000	75,000	85,000	80,000	645,000
LIBRARY	31,000	166,000	16,000	6,000	6,000	225,000

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DEPARTMENT	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
SOCIAL SERVICES	1,145,000	2,767,000	1,864,000	1,276,000	1,313,000	8,365,000
DAY CARE	366,000	56,500	61,500	61,500	66,500	612,000
INDIAN CHILD WELFARE	75,000	86,000	99,000	100,000	102,000	462,000
DOMESTIC ABUSE	336,000	175,300	182,800	185,500	190,300	1,069,900
COMMODITY FOODS	57,700	33,125	42,675	30,525	31,175	195,200
ROADS	480,000	135,000	480,000	245,000	135,000	1,475,000
RECYCLING	80,000	580,000	108,500	111,500	111,500	991,500
WATER & SEWER	366,000	661,000	772,000	633,000	358,000	2,790,000
<b>TOTAL</b>	<b>21,095,200</b>	<b>35,909,775</b>	<b>44,996,575</b>	<b>38,603,675</b>	<b>33,378,225</b>	<b>173,983,450</b>

**SOCIAL SERVICES**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
<b>A. 1. CRISIS LINE</b>	30,000	30,000	30,000	30,000	30,000	150,000
<b>2. HOME BOUND SERVICE PROGRAM</b>	45,000	45,000	50,000	50,000	50,000	240,000
<b>B. 1. ELDERLY CENTER</b>		600,000	25,000	25,000	25,000	675,000
<b>2. DAY CARE CENTER #1</b>		25,000	200,000	25,000	25,000	275,000
<b>3. DAY CARE CENTER #1</b>		25,000	200,000	25,000	25,000	275,000
<b>4. SOCIAL SERVICES BUILDING</b>	50,000	1,000,000	30,000	30,000	30,000	1,140,000
<b>5. WOMENS SHELTER</b>		50,000	300,000	25,000	25,000	400,000
<b>C. 1. STAFF WAGE INCREASES</b>	70,000	75,000	80,000	85,000	90,000	400,000
<b>2. TRIBAL WAGE INCREASES</b>	400,000	425,000	450,000	475,000	500,000	2,250,000
<b>3. TRUANCY WORKER</b>	25,000	26,000	27,000	28,000	29,000	135,000
<b>4. ICW CASEWORKER</b>	25,000	26,000	27,000	28,000	29,000	135,000
<b>5. ASSISTANT CHILD CARE COOR.</b>	25,000	26,000	27,000	28,000	29,000	135,000
<b>6. MENS FACILITATOR</b>	25,000	26,000	27,000	28,000	29,000	135,000
<b>7. HIP COORDINATOR</b>	25,000	26,000	27,000	28,000	29,000	135,000
<b>8. ELDERLY OUTREACH COORDINATOR</b>	25,000	26,000	27,000	28,000	29,000	135,000
<b>9. GRANT WRITER</b>	25,000	26,000	27,000	28,000	29,000	135,000
<b>D. 1. EQUIPMENT</b>	25,000	5,000	5,000	5,000	5,000	45,000
<b>2. SKILLS/COMMUNITY SERVICES</b>	60,000	100,000	100,000	100,000	100,000	460,000
<b>3. FAMILY/PARENT MENTORS</b>	60,000	75,000	75,000	75,000	75,000	360,000
<b>4. HIP PROJECT FUND</b>	50,000	50,000	50,000	50,000	50,000	250,000
<b>E. 1. ELDERLY TRANSPORT</b>	35,000	2,500	2,500	2,500	2,500	45,000
<b>2. DAY CARE TRANSPORT</b>	35,000	2,500	2,500	2,500	2,500	45,000
<b>3. COMMODITIES TRANSPORT</b>	30,000	2,500	2,500	2,500	2,500	40,000
<b>4. DOMESTIC ABUSE TRANSPORT</b>	30,000	2,500	2,500	2,500	2,500	40,000
<b>F. 1. LATCH KEY PROGRAM</b>	40,000	50,000	50,000	50,000	50,000	240,000
<b>2. UTILITY BILLS FUND</b>	10,000	20,000	20,000	20,000	20,000	90,000
<b>TOTAL</b>	<b>1,145,000</b>	<b>2,767,000</b>	<b>1,864,000</b>	<b>1,276,000</b>	<b>1,313,000</b>	<b>8,365,000</b>

**DAY CARE CENTER**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
<b>A. 1. PLAYGROUND &amp; EQUIPMENT</b>	35,000					35,000
<b>B. 1. DAY CARE CENTER</b>	200,000	25,000	25,000	25,000	25,000	300,000
<b>2. BUILDING FURNITURE</b>	75,000	2,000	2,000	2,000	2,000	83,000
<b>C. 1. WAGE INCREASE</b>	20,000	25,000	30,000	30,000	35,000	140,000
<b>D.</b>						
<b>E. 1. MINI-VAN</b>	25,000	4,000	4,000	4,000	4,000	41,000
<b>2. COPIER</b>	5,000	250	250	250	250	6,000
<b>3. COMPUTER</b>	5,000					5,000
<b>4. BEDS/BEDDING</b>	1,000	250	250	250	250	2,000
<b>TOTAL</b>	<b>366,000</b>	<b>56,500</b>	<b>61,500</b>	<b>61,500</b>	<b>66,500</b>	<b>612,000</b>

**DOMESTIC ABUSE**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. CRISIS LINE	3,000	300	300	500	300	4,400
B. 1. "SAFE HOUSE"	120,000	2,500	2,500	2,500	2,500	130,000
2. SITE PREPARATION	30,000					30,000
3. FURNISHINGS	10,000		2,500			12,500
C. 1. ADDITIONAL STAFF (6)	120,000	125,000	130,000	135,000	140,000	650,000
2. FRINGE & BENEFITS	24,000	25,000	25,000	25,000	25,000	124,000
D. 1. ADULT DROP-IN CENTER	5,000	5,000	5,000	5,000	5,000	25,000
2. SUPPLIES	6,000	6,000	6,000	6,000	6,000	30,000
3. MEN'S GROUP SUPPLIES	4,000	4,000	4,000	4,000	4,000	20,000
E. 1. PROGRAM VEHICLE	8,000	1,500	1,500	1,500	1,500	14,000
F. 1. CONTINUOUS EDUCATION	6,000	6,000	6,000	6,000	6,000	30,000
<b>TOTAL</b>	<b>336,000</b>	<b>175,300</b>	<b>182,800</b>	<b>185,500</b>	<b>190,300</b>	<b>1,069,900</b>

**FOOD DISTRIBUTION**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. COMPUTER		2,000				2,000
B. 1. PAVE PARKING LOT	5,200					5,200
2. NEW LOADING DOCK	5,000					5,000
3. NEW FLOOR TILES		1,000				1,000
C. 1. CLERK/JANITOR	20,000	21,000	22,000	23,000	24,000	110,000
2. BENEFITS	5,000	5,000	5,000	5,000	5,000	25,000
D. 1. FORK LIFT	20,000	250	250	250	250	21,000
2. DELIVERY VAN			15,000	1,500	1,500	18,000
E. 1. EMERGENCY GENERATOR	2,500	25	25	25	25	2,600
2. APPLIANCES		350		350		700
F. 1. SNOW BLOWER		1,500	400	400	400	2,700
2. NEW CARPET		2,000				2,000
<b>TOTAL</b>	<b>57,700</b>	<b>33,125</b>	<b>42,675</b>	<b>30,525</b>	<b>31,175</b>	<b>195,200</b>

**INDIAN CHILD WELFARE**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. PARENT AID/MENTOR	20,000	40,000	42,000	43,000	45,000	190,000
B.						
C. 1. SUBSTITUTE CARE COORDINATOR	35,000	36,000	37,000	37,000	37,000	182,000
D.						
E. 1. FAMILY SUPPORT FUND	20,000	20,000	20,000	20,000	20,000	100,000
<b>TOTAL</b>	<b>75,000</b>	<b>96,000</b>	<b>99,000</b>	<b>100,000</b>	<b>102,000</b>	<b>472,000</b>

## **Social Services**

Sis Plucinski, Gwen Arbuckle, Brian Thorbjornsen, Cynthia Guinn, Sandra Kolodziejski, Kathy Ashmun, Lori Gregoire, Autumn Bell, Sherry Lasko, John Denomie, Jody Bigboy, LeeAnn Rosin, Patrick Mayotte, Pat Blanchard, Ron DePerry, Bill Roundwind, Donna Maday, Mert Niven

January 17, 2001

## **Current**

The Social Services Department provides an array of services to tribal members and their families through its various programs. The Social Services department has 51 employees. The SS administration is housed in one wing of the Community Center using 13 offices total.

The following is a list of its programs:

The Bad River Distribution Program (Commodities) provides a monthly allowance of food from the U.S. Department of Agriculture to needy people in the community. It employs three people, one coordinator, one warehouseman, and one assistant warehouseman. It is located in a portion of a warehouse in New Odanah. It is funded through the U.S.D.A. and serves about 210 households/month, with approximately 400 individuals being served monthly.

The General Assistance Program provides direct benefit payments to members on the reservation to help them meet their basic needs. It employs one person who works out of the community center. It is funded through the Bureau of Indian Affairs and serves about 37 people per month.

The Day Care Center is a licensed facility for caring for children 1 month to 10 years of age. The Center is capable of watching up to 18 children. It has 5 employees and has its own building. It is funded by the state, the tribe and through parent co-payments.

Indian Child Welfare (ICW) provides intake, investigation for child sexual and physical abuse and neglect, and family support/client advocacy. ICW also administers the Kinship Care program, licenses and maintains tribal foster homes, adoption, conducts parenting classes, monitors and intervenes as necessary in Indian child welfare cases of tribal members who live outside of the surrounding community. It is funded by the state and federal governments. It employs 4 people. The program currently handles about 30 cases per month and this workload is increasing every year.

The Elderly/Aging Program offers several services for elders in the community. It provides a daily lunch program and help with transportation. It also oversees the foster grandparent employees who work in the community. The aging program also is involved in outreach, advocacy and assistance for elders who need information about elderly services. The program also provides recreation for elders with movie night, bingo night and outings. The program employs 10 people including a director, secretary, cook, assistants, maintenance, drivers and Title V employees. It serves about 100 elders in the community for lunch and 15 elders for outings. It is estimated that these figures will increase over the next five years. It is currently housed in the elderly housing unit but operates separately from the residents. This program is funded by state, federal and tribal monies.

The Domestic Abuse program provides crisis intervention, restraining order assistance, counseling, community education, support groups, and a drop-in center. It employs 2 people and currently has no men's facilitator. The program is housed within the community center. The adult drop-in center is on Birch Hill. Currently, domestic abuse in our community is on the rise. Right now, any emergency placement is done at the Lodge, since there is no shelter on the reservation. It is funded by state grants and tribal money.

The Bad River Crises Program provides Tribal members with financial help up to \$300 for medical emergencies and natural disasters. This is funded by tribal monies. Bad River Emergency Shelter Board provides up to \$50 food vouchers to Tribal members in need. Federal money funds this program. There is also a food shelf that is available for community members.

This is stocked using donations and tribal funding. The Bad River Emergency Shelter Program provides emergency lodging and food for homeless Tribal members, up to seven days. This is funded using tribal dollars. Wisconsin Judicare provides legal assistance to lower income participants with specific legal problems. It is funded by the State.

Applications are available for the Rural Housing low-cost mobile home program. This is a non-profit agency with funding from a variety of federal, state and local sources, including Farmers Home Administration, Wisconsin Housing and Economic Development Authority, the State of Wisconsin, and the Office of Community Services.

The Wisconsin Works (W-2) program is designed to help families reduce dependency on government assistance and create more self-sufficiency through employment. If people are unable to secure employment on their own, this program will help them develop an employment plan and place them in an appropriate work-training job. It serves about 9 Tribal members every month.

Housed within this program is the Child Care component, which has one employee. It helps to find adequate day care and provides some funding for childcare costs while the parent is in this program. The Child Care Program serves an average of 64 families with 118 children a month. This enables these parents to work, attend training, keep medical appointments, and meet other crisis respite needs.

Job Access Loans are available for participants, who need some money to get started in a position to buy proper work clothes, to have vehicles repaired, etc. Approximately 4 Tribal members utilize this program per year due to funding of \$800/year. Transportation costs such as bus passes and gas vouchers may also be covered. About 9 Tribal members utilize these vouchers and passes per month. The Employment Skills Advanced Program, which can help participants continue with their education by providing funds for tuition and books, is not currently utilized. The Workforce Attachment and Advancement program can help people keep their current job through education or training, or help them advance to a better job. About 3 Tribal members utilize this program every year.

The Food Stamps program helps families to buy food at the grocery store. About 40 Tribal members use this program every month. Medicaid, Badger Care and Healthy Start help defray the high costs of health care for low-income participants. The social services staff administers these health care programs. Approximately, 60 Tribal members are on Medicaid yearly, 20 members use Badger Care yearly, and 163 use Healthy Start every year.

The Family Resource Management program provides budget counseling, debt management and utility mediation services. One person administers this program. She consults with about 15-20 Tribal members every month. The federal government through the Bureau of Indian Affairs funds this program.

The FEV(Front End Verification)/Fraud Investigation Unit works to identify fraud or error in the administration of the social programs or the actions of the participants. If someone is suspected of committing fraud on the department, they can be turned over the District Attorney's office for prosecution. This unit also does fraud repayment collections. It has one employee who also works for the Family Resource Management program and is funded by the State.

The Low-Income Home Energy Assistance Program (L.I.H.E.A.P.) is comprised of several important components, which are designed to help people meet their needs from high-energy costs. All of these programs are funded by the state. Heating assistance offers a one-time benefit payment each heating season (October 1 through May 15). Energy assistance serves about 200 households in Bad River each year (with up to several additional family members per house.) Crisis/Proactive assistance helps people with heating emergencies, (after initial heating benefit), such as disconnection notices or refusal to service based on past payment problems and provides further benefits for those found eligible for the program. Crisis/Proactive assistance serves, on average, about 100 households per year. Under the furnace repair/replacement program, eligible applicants can receive a new furnace or have repairs done to their existing unit.

On average, about 9 tribal households receive new furnaces per year and about 3 households per year receive subsidized repair work. The weatherization portion of the program assists eligible people in weatherizing their homes against cold weather. About 25 households are referred yearly, but limited funds only allow for approximately 12-14 referrals to be completed, which we subcontract out, also because of this shortage of weatherization monies. The Energy Assistance program and other components are administered by one person due to lack of funding for additional staff.

The Bad River ROSS Program is a newly funded project made possible from Housing Urban & Development (HUD) for Indian housing. ROSS is an acronym for "Residential Opportunity Self Sufficiency." It is a pool of money that was made available through HUD to provide empowerment activities for HUD residence. This was designed to improve residence living skills as well as another means to assist W-2 clientele. The main objectives are to: 1) provide empowerment-training activities for tribal HUD residence, 2) provide family counseling on an as needed basis and 3) develop and implement a transportation program. The ROSS Training Program has two main components: fundamental life skills and career oriented skills. This life skills component will contain budgeting, credit counseling, banking, investment/savings; food purchasing, storing and preparing on the go; and family recreation/stress relief. The second component, career orientation track will address empowerment exercises to increase self-awareness, goal setting, etc. It will also provide training on interview techniques, preparing for an interview, job search, and keeping a job. Each participant will be eligible to receive a \$75 stipend once they complete all three days of training.

**Needs:**

(Ranked from most to lesser important.)

1. Department Wage Increases

\$70,000

All of the employees are in need of a higher salary. The current salaries are not adequate, being below comparable wages in the area. The unfortunate part is that to get a raise, it must come out of an already tight budget. Therefore, to get the raise everyone deserves yearly, it hurts the program.

2. Tribal Wage Increases

\$397,000 (for 5% increase on  
Year 2000 gross wages)

Wages need to increase in all tribal enterprises and for government employees. Right now, many people with jobs need to access the services of at least one of the Social Services programs. These are the working poor, who still are unable to make ends meet with their current paycheck. If overall wages increased, they would not need as many social programs. This reservation still has many poor, elderly or disabled people that truly need these programs. There is a constant drain on the social service programs and makes it difficult to completely serve those in most need.

3. Elderly Center

\$600,000

The elders really want and need an elderly center for their meals, socializing and exercising. They currently have designs drawn up which includes a kitchen, dining area, recreation room and exercise room. The previous elderly director spent \$5,000 on the blueprint designs. However, there is no money to begin construction. They are also working on a site selection.

4. New Day Care Building \$200,000  
They are in dire need of new building. The current facility is too small and not up to code. The new building would need to be built for the purpose of a day care and appropriately equipped not just a house.
5. Day Care on Birch Hill \$200,000  
There are many children on Birch Hill from working families. It would be ideal to have a day care in this housing site to help parents. The hours would be extended to accommodate working hours.
6. Health and Human Services Building \$1,000,000  
The social services department needs a new building. The current building is not adequate, since it was never designed to be an office building. The heat does not work properly, there is no storage, it is not handicapped accessible, there are not enough outlets to support necessary computers, and the walls are too thin to guarantee privacy. This past winter, they had to close eight working days because the heat went out. Privacy seems to be the most critical issue. For most of these programs to work, they must use discretion and guard people's privacy. But in the current office space, this is an impossibility. Therefore, if this could be remedied, it would improve services and client satisfaction. Now, clients have to register and give personal information in the hallway where any other waiting clients can overhear the conversation.
7. Women's Shelter \$300,000  
Currently, Bad River does not have a battered women's shelter. If a woman feels she is in danger and needs a safe place, she has to go to the Ashland shelter. Usually, the shelter refuses to admit women from Bad River unless they meet strict requirements. The Bad River Lodge provides some emergency shelter but it does not provide the emotional support battered women need.
8. Equipment \$25,000  
The department is in need of conference tables, new file cabinets where all of the drawers work and new computers.
9. Transportation \$130,000 for all
- a. Elderly Van – The current van is seven years old and needs to be replaced for the safety of the elderly patrons.
  - b. Day Care Van – Right now, they have no transportation. They have no way to transport the children for field trips or to home. It would need to be handicapped accessible.
  - c. Commodities Van – The current van is ten years old and needs to be replaced. They use this for delivering goods to people and other errands.
  - d. Domestic Abuse – Now, they have an old GSA vehicle but they are in need of a new one. It would help transport victims to safe locations and to necessary appointments.
10. Home Health Agency \$45,000  
We need a program at Bad River that would help the homebound with chores, bathing, shoveling snow, washing hair and cutting grass. This program could have a couple of home care providers. Right now, we have nothing like this but there is a tremendous need.
11. More HIP money \$50,000  
Right now, this program can only help with one or two homes every year, but there is a "flood of applications". Some need major repairs while others require moderate renovations.

12. Utility Bills \$10,000  
 Many of our community members are unable to pay their utility bills, creating a large problem for them as they go without lights or heat. Winter is the worst time, causing the most hardship. Every month several people approach the Energy Assistance Program for help with paying their bills.
13. Skill Teaching Community Assistance \$60,000  
 We should have a program like the old WCC. It would teach our people skills while at the same time contributing to our community. These could be paid positions or scholarship money for school.
14. Crisis Line \$30,000  
 We need to have a domestic abuse crisis line set up here to help our own people. This line would be culturally sensitive for Indian people and would try to help them through difficult times.
15. Mentoring/Family Programs/Parenting \$60,000  
 Single-parent families need mentors in this community, often due to a judge's order and there are not enough mentors here to accommodate that. There is not enough money for training or to compensate them for their time. They would also like to change the focus from a predominately crisis reaction and make mentoring a preventative measure. More and better parenting classes need to be taught. Often parents have poor communication skills and need their family ties strengthened. These classes would help people learn how to create a better family environment.
16. Latch Key Program \$40,000  
 We need a program to help working parents who need a small amount of day care for after school hours until they get home.

**Needs for Staffing:**

1. Truancy Worker \$25,000  
 A truancy ordinance was passed by Tribal Council, increasing the workload but not increasing the funding to act upon it. They need a truancy worker to respond to this so far unfunded mandate.
2. ICW Caseworker \$25,000  
 They need a person who could work half-time in kinship care and half-time in foster care. There is a dire need to repair our families. Kinship care is an informal arrangement within the family to care for a child. Foster care is a formal placement of a child through the court system with a long range of terminating parental rights or reuniting the family. Kinship care can be long or short-term with no fixed goals other than providing a safe environment for the child.
3. Assistant Child Care Coordinator \$25,000  
 An additional person is needed in this understaffed department to help maintain child care payments, enter statistical data on the computer, assist with developing and maintaining a resource pool of regulated child care providers to increase parental options for day care services. Hold group meetings and increase the number of home visits to providers to ensure the health and safety of children in care. Maintain brochures and other printed materials.

4. Men's Facilitator (Domestic Abuse) \$25,000  
 Currently, this position is defunct. The grant money ran out and the department was unable to continue funding it although there is a tremendous need in this community. The facilitator would assist men with battered/perpetrator treatment, planning and support, men's group, one-on-one counseling and community education.
5. HIP Coordinator \$25,000  
 Currently, this position is defunct. The entire program would need more funding to be up and running. This entire program is needed in this community. The coordinator would oversee funding home improvement projects.
6. Elderly Outreach Coordinator \$25,000  
 This person would run a new program that would reach out to assist the elders. They would assist with reducing elder abuse, serve as recreation coordinator, find workers for home chores, and be a social planner for movie night, bingo, shopping night.
7. Grant Writer \$25,000  
 The department would like to have a grant writer on staff to help secure more funding for their programs.

**Community Needs:**

- Transit system – We need a public bus that will go to Ashland to do shopping, or help get kids home in the evening.
- Burial Insurance/Fund – Funerals are extremely expensive. People need more financial assistance to pay for these costs.
- People's Attorney – Unless a person is low-income and can access Judicare or eligible for a Public Defender, the cost of obtaining legal advice is prohibitive or completely unattainable. We need a lawyer on the legal staff that would assist tribal members with their legal problems.
- Youth Recreation/ Sports Center
- Sound System – We're going to need a better sound system for our gym if it is going to continue to be used for public events.
- More Youth Workers – They need more so that more hours are staffed to accommodate a student's schedule.
- Computer Labs
- Funding for Resource People – They would like to bring in resource people or instructors for the community but there is no funding. For example, they would like to bring in Red Cross swimming instructors but lack funding.
- Doctor
- Dentist
- Pediatric Dentist
- Podiatrist – We need a foot doctor to come out weekly to check on the many people in our community who have diabetes.
- Audiologist – They should come out monthly to check on our children and elders.
- Psychiatrist – There is a desperate need for this for both the clients and the staff. One day a week is not making a dent into our problems.
- Community Center Furniture – They really need more tables and chairs in the community center if they want to continue holding functions there.

- Sidewalk – The trail from the casino to New Odanah is heavily used and unsafe. Once the grocery store goes in, traffic on this path will increase.
- Credit Union
- Boys and Girls Club
- Car Repair Shop
- Bait Shop
- Dog Pound
- Youth Group
- Retirement funds for workers
- More housing for single people and couples.
- Newspaper should do more. Need more reporters out covering stories.
- Police force – We now have a police force but we need more communication in this area about how we can access this very beneficial resource.
- Cultural Center – We need to have a language program for our young people after Head Start. We could set up an after-school program that teaches the language and these credits should count in the Ashland school system.
- Immersion School/Camp – Students would study here and only talk Ojibwe in all of their subject areas.
- Tribal School – Raise the academic standards. Get certified teachers and follow state guidelines. Students graduate from there but it doesn't count because it is not accredited.
- Better Wages – Raise the wages so we have a livable salary.
- Bring college educated home – We need to have a program set up that would encourage our college educated tribal members to come home and work for the tribe or its enterprises. Wages and benefits would need to increase and we would have to have good programs for them to work in.

### **Government**

- Full-time Council - We need more full-time Council People so we can get more done.
- Feedback from Council – We need more follow-up and communication. We would like feedback on the reports we submit.
- Council Liaison – Every Council person should be appointed to be a liaison with a department. Then they would have a working knowledge of that area and could discuss issues more thoroughly. Some members are on Boards now, but it needs to be more formalized. They should come to the staff meetings.
- Enforcement – Judges issue orders but there is no system in place to enforce compliance.
- Council Accountability – Tribal members would like to know what the Council is doing when they go on trips. They should share that information with us.
- Money Accountability – We want to know where our money is going.
- Chairman's Corner – The Chairman should put a monthly article in News from the Sloughs to keep us updated. He should also do a state of the tribe address every year.
- Adoption List – We need to do something about this. We should do something to help our kids here and those that still have ties to this community. Just because they miss a deadline doesn't make them any less Indian.

### **Negative Side Effects**

No one in Social Services can foresee any negative side effects from off-reservation gaming.

## Day Care Center

December 7<sup>th</sup>, 2000

Gwen Arbuckle

### Current

The Day Care is housed in one building with three rooms, a small kitchen, bathroom, office and small playground area. There are four employees, three full-time and one as needed. There are several foster grandparents that help out, who are paid by GLITC.

The Day Care has a washer/dryer, refrigerator, stove, freezer, TV, VCR, two stationery cribs, 3 collapsible cribs, several mats for beds, 5 high chairs, 1 dining table, 3 small tables, 9 medium sized chairs, 6 small chairs, 3 rockers, 2 computers with printers, 2 old shelving units, 2 filing cabinets and a copier that doesn't work.

The job duties are provide a safe environment for children, enabling parents to go to work. They operate from 7:30 AM until 5:00 PM every day. They care for children up to 8 or 9 years old, after school hours. The Center operates on a co-pay system. A sliding scale is in place that allows families to pay for day care costs based on their income. The co-pay varies anywhere from \$5/week to \$100/week. The Center Director has had an enormously difficult time getting some people to pay their overdue co-pays. The Center is funded largely by state programs, secondly by the tribal government and thirdly by the co-payments.

The Center is fully licensed and regulated by the state, which puts stringent controls on the operation. To maintain the state license, workers must acquire additional educational hours every year.

The most crucial goal for this program is to get a day care building, since the current one is unsuitable. The current structure is a house that is not adequate for a licensed day care facility. It continually gets fined from state officials because of its size, yard space and structure. The current facility can hold up to 18 children at one time, at an absolute maximum. The new structure would have to allow for 25 children.

### Needs: (Ranked from most urgent to lesser important)

1. Increase in Wages \$20,000  
The staff and director are currently underpaid. Starting salary there is \$5.50/hour. It goes up to \$11.11/hour. They are requesting an increase in salary to at least match the wages of Ashland day cares, which provide comparable service.
2. New Building \$200,000  
The current space is not sufficient for the demand nor is it up to state codes. A new facility will need to be built to accommodate these two demands.
3. Furnishings for new facility \$75,000  
The new facility would need some new furnishings like a bigger fridge. Many of these purchases would be made to meet the state standards for a licensed day care.
4. New Beds and Bedding \$1,000  
The old beds and bedding are wearing out so they need new ones. Also, they would like to buy some more than they already have to meet the current and expanding needs.
5. New Playground Equipment \$35,000  
The current equipment is not adequate for state licensing or kid standards. They are going to need new equipment to help aid they children in healthy physical development.

6. Computer Upgrade/More Software \$5,000

The current computers need to be upgraded to keep up with today's needs. They also need new educational software for the children.

7. Copier \$5,000

The copier they have does not work and it is very old. They use a copier for children's projects, to make notes for parents and their own educational purpose in meeting state guidelines.

8. Mini-van \$25,000

They do not have any transportation right now, so they can't go on any field trips to the beach or a playground. They are requesting a handicapped accessible van to accommodate their staff and all students.

### **Community**

Gwen thinks we have got to stress the Ojibwe language in the tribal school and throughout the community. Keeping the classes going is important. She also thinks more funding should be put into adult education for evening classes. She requests that more money be put into bringing instructors and consultants into the community for preschoolers. As for health, more money needs to be put into our health care system. Everyone should have the right to health care, not just some. More large single-family homes need to be built to accommodate big families. There should also be an apartment complex for single people, probably near the casino. Definitely a new Elderly Center needs to be built, but it must have a large kitchen. For the youth, they should have more outings and additional staff for TRAILS. Parenting classes should be expanded. Bad River has many recreation needs. They could use nice baseball diamonds and a baseball/softball league possibly with the other reservations. It would be nice if they could use the old HeadStart playground for the community.

### **Businesses/Government**

Credit Union – The tribe should have a credit union in Odanah. That way we could cash our checks right here and keep the money in our community. It would also help finance our cars and houses.

At least the Vice-Chairperson should be a paid part-time position.

### **Negative Side Effects:**

Gwen does not foresee any impact for her center if the off-reservation casino opens. She also does not see any real negative impact for the tribe or the people, as long as we have a good money management plan in place.

**Domestic Abuse**  
Heidi-Beth Burns  
February 5, 2000

**Current:**

The Bad River Domestic Abuse Program is committed to assisting Bad River families heal from intergenerational violence and abuse against women, children and Elders. Their mission statement includes: "We acknowledge that incest, rape, domestic violence, child abuse, Elder abuse and substance abuse harm our whole tribe. We understand the importance of our culture and our spirituality as we proceed in our healing process of our community. We believe that change is possible."

The Program currently has two employees and no Men's Facilitator. They address all aspects of domestic abuse. Their clientele is approximately 10% of the on-reservation population. They serve about 10 members per month.

Victims, families and the community are suffering due to a lack of adequate trained staff, an on-reservation shelter, educated law enforcement, and volunteers. Part of the problem in serving these clients is a feeling of mistrust of the criminal justice system or a lack of information about the services offered.

The staff feels they are only scratching the surface of what needs to be done in the community regarding preventing and responding to domestic abuse. They would like to greatly expand their services.

The offices are housed in the Community Center and lack optimal privacy for their clients. There are also no counselors available after normal work hours.

**Needs:**

Year 1-5

1. Safe House/Shelter

\$150,000/ Total costs

a. Land/Major Utilities

\$30,000

This would be the first phase of creating a safe house/shelter. It would include clearing the site, building access roads and installing septic, water, electrical and natural gas.

b. Building

\$120,000

A 4 to 5 bedroom house with storage space and office space is needed to provide a safe, secure environment for clients. It would also be large enough to provide all of the necessary services. Anything smaller would not be adequate.

c. Interior Furnishings

\$10,000

The house would need basic appliances and furniture so that it is functioning for immediate occupancy. They would need a heating unit, water heater, washer, dryer, stove, refrigerator, sinks, tub/showers, toilets, smoke alarms, fire extinguishers, cupboards, beds, dressers, office equipment, sheets, towels, etc.

2. Children's Advocate

\$20,000

The "Forgotten Victims" are the children. We need to provide support and teaching to all our children that abuse is learned behavior. They can break the cycle of violence and create future generations that are free from violence and its negative effects. This person would work

with children in abusive homes, providing support and compassion as things get worked out. He/She would also work to educate the community.

3. Sexual Abuse Victims Advocate \$20,000

An advocate needs to be hired that will help adults and children who have been sexually abused. This is a growing concern in our community. We need someone to provide compassion, develop support groups and do one-on-one counseling for victims of sexual abuse or incest.

4. Men's Facilitator \$20,000

The Men's Facilitator will be responsible for assisting perpetrators to explore methods and lifestyle change options. The facilitator will work in conjunction with the domestic abuse advocates (for Women) to develop and facilitate a weekly scheduled Men's Perpetrator's group separate from women's services. He will be responsible for continuing to develop a close working relationship with local, state and/or other Tribal personnel who administer Probation & Parole, Law Enforcement and other services that focus on men. Weekly group sessions that meet state standards for facilitating services so the perpetrators are held accountable for preventing any further victimization of women will be held.

5. Community Educator \$20,000

We need a person who will educate law enforcement, legal, service providers, health department, volunteers, community members, schools, youth, Elders and surrounding agencies that violence by any means will not be tolerated. He/She would set up outreach trainings and programs on all aspects of domestic abuse.

6. Cultural/Spiritual Advisor – Male \$20,000

It is important to bring cultural and spiritual activities to men touched by abuse. This person would assist men in talking circles, sweats, powwows, traditional teachings and sessions.

7. Cultural/Spiritual Advisor – Female \$20,000

It is important to bring cultural and spiritual activities to women touched by abuse. She would assist women in talking circles, sweats, Grandmother Moon ceremonies, powwows, traditional teachings and sessions.

8. 24-hour Crisis Line \$3,000

Knowing that someone is there to talk with can help people heal faster. This resource would be used to aid victims with support, awareness and referrals while they are in a crisis state. The above cost includes installation of phone lines, purchase of phones, first year monthly phone fees, and advertisement.

9. Adult Drop-In Center \$5,000

To continue to provide this existing off-site for adults interested in making positive changes in their lives. Space costs, telephone expenses, supplies, advertising, printing, copying, written audio and video resources are needed to ensure the activities offered meet the needs of all adults using this resource.

10. Supplies \$6,000

The office supplies are needed to keep the day-to-day operations running smoothly. The cultural supplies would provide alternatives to violence and inspiration for the completion of a project. They would be used in group sessions, talking circles, sweats and other cultural/traditional activities.

11. Continuous Education \$6,000

The program would like to bring in guest speakers to address particular concerns about domestic violence and sexual abuse. It would be a community education project. Also, they would like to use some of this money for their own training sessions, manuals and resource materials.

12. Program Vehicle \$8,000

The program would like to obtain a vehicle that would be used by program staff to provide direct services to victims of domestic violence and sexual abuse. It would be used for travel training and teachings for staff, clients and volunteers to attend educational, cultural and mandatory meetings.

13. Additional Men's Facilitator Expenses \$4,000

Space costs for separate location to provide privacy for clients. Phone, office supplies and group session materials needed to provide this service.

## Food Distribution Program

Patrick Mayotte

December 11, 2000

The Food Distribution Program (Commodities) helps people in need by directly providing food to families monthly. This program is funded by the United States Department of Agriculture and is needs based. The Program is housed in a warehouse on the eastern side of Odanah. It employs three people, a director, a warehouseman and an assistant warehouseman.

The program feeds about 350-400 people per month on the reservation but this number varies. There are about 200 families certified to receive commodities but not all of them come in every month. They average that about 150-160 households come in every month for food. Some of the participants often switch between commodities and food stamps to make ends meet. To be receive commodities, you must meet income eligibility set by the U.S.D.A., and this varies by family size. For example, for a single person living alone, his or her net income can be no higher than \$830/month, and for a family of four income can be no higher than \$1,555/month (net). Distribution time is flexible. Participants can pick up their food anytime except the last working day of the month, which is reserved for inventory.

**Needs:** (Ranked from most urgent to lesser important.)

### Year 1

#### 1. Pave Parking Lot

\$5,200

They are in serious need of a paved parking area. It would ease the wear and tear on the indoor carpeting since people are currently tracking in gravel every time they come into the building. Also, young people are using the gravel parking lot during the nights and weekends to spin wheelies and thereby dig ruts. This enticing four-wheeler destination has led to other problems such as the destruction trees planted as landscape enhancement. The above figure is based on an estimate from Northwoods Paving in Ashland and calls for a 2-inch cover of asphalt.

#### 2. Loading Dock

\$5,000

This would be very helpful for the employees. Then they could drive right onto the truck with the forklift to unload the truck.

#### 3. Forklift

\$15,000 – 25,000

A new or used forklift is needed in the warehouse to move commodities around and to help unload shipments.

#### 4. Emergency Power Generator

\$750-3000

The Program stores all of the food on site. The perishables are kept in large freezers and refrigerators. These are hooked up to the main electrical power source. However, if there was ever a power outage, the fridges and freezers would shut off leaving the food to spoil. This would then cause hardship for families who depend on this food. Therefore, the program needs a small power generator for these emergencies. The Tribe would be liable for any food loss.

#### 5. Clerical Staff Person/Janitorial

\$20,000/yearly

Right now, there is no clerical person to process the paperwork and maintain the records. The director does this but he is already swamped with his own duties. With the large number of participants in the program, maintaining records is an important job that needs a full-time person. Right now, the staff performs their own janitorial cleaning themselves.

### Year 2

#### 6. New Computer

\$2,000

There are three computers in the office and two are okay right now. One needs to be replaced. It is a 1995 PC that is very slow and outdated with Windows 95.

7. Appliances

\$350

There is a full kitchen in the office that is used for nutritional education courses. One of the employees prepares different dishes with commodities to demonstrate nutritional meals that can be made for families using only commodity food. Currently they need a mixer, toaster, new microwave and breadmaker.

8. Carpet Replacement

\$1500-2000

The existing carpet in offices and hallways needs to be replaced. As before mentioned, it has been ruined by the constant wear of gravel being tracked in.

9. New Tiles

\$1000

Currently, the tiles in the warehouse kitchen and restrooms are dilapidated. They need to be replaced for health reasons as well as appearance.

10. Snow Blower

\$1,500

The program needs a snow blower for clearing sidewalks and pathways where tribal equipment plows cannot access. They have to do their own shoveling every time it snows. Over this past winter, this has occurred 2-3 times/week. They don't see other program staff out shoveling!

Year 3

9. Delivery Van

\$15,000

The current delivery van is no longer adequate. It is a 1990 Dodge Caravan with about 200,000 miles on it. The delivery van is an important piece of equipment because it ensures the commodities are delivered to homes where it is needed.

**Community Needs:**

- Manufacturing – We need some manufacturing businesses that will create job opportunities here.
- Tour excursion – We should have boat tours in the Sloughs to Lake Superior and then up Bad River.
- Signs – We need signs on all roads going to the reservation announcing that people are entering or leaving the reservation.
- Wild Rice Cooperative – We should have a place where you could process it there, then you don't have to sell it off just to get your rice done.

**Government:**

- Division of Powers – The Executive, Judicial, and Legislative need to be separate. It should be formally structured so there isn't the power overlap that now exists.
- Fix enrollment system – We have members that should be on the rolls. This adoption stigmatism needs to end. If you can prove lineage that should be enough. Do you stop being Indian on your 61<sup>st</sup> day of life if you don't have a piece of paper that says you are?

**Negative Side Effects:**

None

## **Indian Child Welfare**

Pat Blanchard, Brian Thorbjornsen, Ron DePerry  
February 12, 2001

Indian Child Welfare (ICW) provides intake, investigation for child sexual and physical abuse and neglect, and family support/client advocacy. ICW also administers the Kinship Care program, licenses and maintains tribal foster homes, adoption, conducts parenting classes, monitors and intervenes as necessary in Indian child welfare cases of tribal members who live outside of the surrounding community. It is funded by the state and the federal governments. It employs 4 people. For on-reservation services, the program currently handles about 10 old cases per month and gets about 2-3 new neglect and abuse cases per month. With the new truancy referral system, it is currently getting about 5-10 new cases each month for that. For the off-reservation cases, the staff is currently monitoring about 10 cases per month. The workload for on and off-reservation intervention is increasing every year. ICW is housed within the Community Center in the wing of the Social Services Department.

**Needs:** (Ranked from most to lesser important.)

Year 1

1. Substitute Care Worker \$30,000  
This person would enhance services to tribal foster homes. It would allow case managers to focus exclusively on child welfare. This person would work with both the Foster Care and Kinship Care Programs.
  
2. Parent Aid/Mentor \$20,000  
This would be a part-time position. Adding this position would significantly add to ICW's in-home services and prevention of out-of-home placements. It would provide direct assistance in parenting skills and family support.
  
3. Discretionary Fund \$20,000  
The program needs some money set aside in a discretionary fund for youth and family support. It would help to send at-risk children to summer camps, culture camps and other structured settings for support. This would improve children's life skills and decision-making skills, prevent juvenile delinquency, and enhance cultural education and participation. This fund would assist in preventing truancy by incentive awards. It would help to intervene in truancy cases and to encourage school attendance and passing grades with incentive awards.

### **Community Needs:**

- Increase wages of casino and tribal employees
- Tribal financial aid for college students
- Incentives for tribal members completing their high school education
- Housing improvement for tribal members – with special consideration for elders
- Tribal Credit Union
- RV park near casino

**EDUCATION DEPARTMENT**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
<b>A.</b>						
<b>B. 1. EDUCATION COMPLEX</b>						
2. MUSEUM			1,000,000	40,000	40,000	1,080,000
3. HEAD START			300,000	15,000	15,000	330,000
			300,000	20,000	20,000	340,000
<b>C. 1. WAGE INCREASES</b>						
2. ADDITIONAL STAFF (HEAD START)	140,000	140,000	140,000	140,000	140,000	700,000
3. TRAINING	50,000	50,000	350,000	350,000	350,000	1,050,000
4. STAFF - OTHER		320,000	50,000	50,000	50,000	250,000
			320,000	320,000	320,000	1,280,000
<b>D. 1. POST SECONDARY</b>						
	71,100	71,100	71,100	71,100	71,100	355,500
<b>E. 1. TEACHER TRAINING</b>						
2. INCENTIVES	40,000	40,000	40,000	40,000	40,000	200,000
3. BUS	10,000	10,000	10,000	10,000	10,000	50,000
	100,000	40,000	40,000	40,000	40,000	260,000
<b>TOTAL</b>	<b>411,100</b>	<b>671,100</b>	<b>2,621,100</b>	<b>1,096,100</b>	<b>1,096,100</b>	<b>5,895,500</b>

**WISCONSIN INDIAN CONSORTIUM**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. WORK ETHICS	2,500	5,000	5,000	5,000	5,000	22,500
B.						
C. 1. TRIBAL JOB PROGRAM		55,000	55,000	55,000	75,000	240,000
2. PARTICIPANT INSURANCE	5,000	10,000	12,000	10,000	12,000	49,000
3. NEW STAFF	20,000	23,000	25,000	26,000	27,000	121,000
D. 1. WORK CLOTHES			10,000	10,000	10,000	30,000
E. 1. TRANSPORTATION	2,500	5,000	5,000	5,000	5,000	22,500
F. 1. EDUCATION COMPENSATION	5,000	25,000	30,000	40,000	50,000	150,000
<b>TOTAL</b>	<b>35,000</b>	<b>123,000</b>	<b>142,000</b>	<b>151,000</b>	<b>184,000</b>	<b>635,000</b>

**TRIBAL SCHOOL**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
<b>A. 1. ACREDITATION-SCHOOL, CURRICULUM</b>	15,000	25,000	25,000	30,000	30,000	125,000
<b>2. COMPUTERS &amp; TRAINING</b>	40,000	45,000	50,000	50,000	50,000	235,000
<b>B. 1. EDUCATION COMPLEX</b>	6,000,000	25,000	25,000	25,000	25,000	6,100,000
<b>C. 1. STAFF WAGE INCREASES</b>	20,000	22,000	24,000	26,000	29,000	121,000
<b>2. NEW STAFF (FT/PT)</b>		260,000	270,000	275,000	290,000	1,095,000
<b>3. STAFF TRAINING</b>						
<b>D. 1. CLASSROOM SUPPLIES</b>	30,000	30,000	50,000	20,000	20,000	150,000
<b>2. PHYSICAL EDUCATION EQUIPMENT</b>	2,500	2,500	2,500	2,500	2,500	12,500
<b>E. 1. SCIENCE LABS (4)</b>	1,000	5,000	5,000	2,000	2,000	15,000
<b>2. DISTANCE LEARNING</b>	1,000	10,000	5,000	5,000	5,000	26,000
<b>F. 1. COMPREHENSIVE EDUCATION PLAN K-12 CONTINUING</b>	5,000	10,000	10,000	10,000	10,000	45,000
<b>TOTAL</b>	<b>6,114,500</b>	<b>434,500</b>	<b>466,500</b>	<b>445,500</b>	<b>463,500</b>	<b>7,924,500</b>

OJIBWA LANGUAGE

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. EQUIPMENT & MATERIALS	15,000	5,000	5,000	10,000	5,000	40,000
B. 1. CULTURAL CENTER	300,000	40,000	40,000	40,000	40,000	460,000
C. 1. STAFF PERSON - (ASSISTANT) P.T.	20,000	25,000	30,000	35,000	35,000	145,000
TOTAL	335,000	70,000	75,000	85,000	80,000	645,000

**BAD RIVER LIBRARY**

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
<b>A. 1. SECURITY SYSTEM</b>	20,000	35,000				<b>55,000</b>
<b>B. 1. NEW LIBRARY FACILITY</b>		120,000	5,000	5,000	5,000	<b>135,000</b>
<b>2. STORAGE</b>	10,000					<b>10,000</b>
<b>C.</b>						
<b>D. 1. BOOK SHELVES</b>		10,000	10,000			<b>20,000</b>
<b>E. 1. BADGERLINE/INTERNET FEES</b>	1,000	1,000	1,000	1,000	1,000	<b>5,000</b>
<b>TOTAL</b>	<b>30,000</b>	<b>130,000</b>	<b>15,000</b>	<b>5,000</b>	<b>5,000</b>	<b>220,000</b>

## Education

Dana Jackson

December 18, 2000

## Current

~~Education clients vary for the tribe from pre-schoolers just starting out to elderly~~  
returning to complete their degrees. Existing education programs address: Pre-schoolers in Headstart; K-12 students utilizing Johnson O'Malley; 8-12 alternative education students at Mashkisibi Tribal School; Post-Secondary students using Consolidated Education Programs A (Higher Education Grant Program), B (Adult Vocational Training) and D (Other Education). Employment programs for ages 14 and up include: Wisconsin Indian Consortium JTPA Title IV-a and Title II-b, Consolidated Education Program C (Direct Employment Assistance). Special Services include: Ojibwe language and culture, public library services, and ABE/GED.

The Education Department employs 43 people. This includes the Tribal School with 8 employees, Johnson O'Malley (JOM) program with 2 employees, Wisconsin Indian Consortium JTPA with 4 employees, Ojibwe Language with 2 employees, Headstart with 25 employees and the education administration/post-secondary with 2 employees.

The education administration is housed in the Chief Blackbird Center with three adjoining offices. The Tribal School and the Headstart each have their own buildings, both in New Odanah. The JTPA program has a separate office in the Chief Blackbird Center. The JOM workers have offices in the Ashland High School and Lake Shore Elementary School.

The Tribal School currently has 33 students and serves grades 8-12 as an alternative school. Right now, the school is serving as a safety net for students who would otherwise drop out of the Ashland school system. A goal is to make this a full-fledged accredited total school system, not necessarily what would be considered only an alternative school. This would also include adding grades 1-7.

Headstart currently has 65 students serving ages 3 and 4.

The JOM Program provides home/school coordinators for the K-5 elementary school and the 9-12 high school, both in Ashland, reaching about 500 students total. It also offers incentive and tutoring programs. Money is also used for administration and library services for these age groups.

In the post-secondary program, the tribe currently receives federal funds for about 55 students at \$1,800 per student. In the 1999-2000 academic year, about 130 students qualified for assistance and about 5 did not meet the need qualifications for college funding. There are 6-7 full time graduate students who receive funding at \$1,800/per student. The tribe is unable to fund part-time graduate students, but there is a definite need for these funds. They have about 40 Vocational Training applicants, but have funding for 20 at \$1,800 per student. With the introduction of Lac Courte Oreilles Community College courses taught on the reservation, students have more access to higher education than before.

The standard financial aid package for a Tribal Member college student is: \$1800 from Tribal grant; \$1,100 Bad River supplement; \$1,100 Wisconsin Indian Grant; \$4,000 Pell Grant, \$1,500 – 2,000 from Wisconsin Higher Education Grant for those attending state schools, or \$2,000 + from the Wisconsin Tuition Grant for those attending private schools. The students attending public schools seem to be getting by okay financially but could use some additional money to ease the burden. Those in private schools are in desperate need of additional funding and are often forced to take out large student loans.

**Needs:** (Ranked from most urgent to lesser important within each program)

1. Tribal School Expansion \$1,390,000

They would like to expand the current school to include teaching grades 1-7. Therefore, they would need a very large new building, or possibly a complex.

a. Increase staff salaries \$40,000

Currently, staff salaries are below those in the surrounding school districts. A goal is to make them at least comparable.

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b. New Building and furnishings \$1,000,000

The existing building is already at capacity. It would not be able to sustain adding more grades, additional staff or resources. Once the new facility is in place, it will need more equipment, books and other teaching supplies.

c. Additional staff \$250,000

Once the new building is in place, the school will need additional staff members for teaching, counseling and administration.

d. Bus \$100,000

Right now the school uses a van to transport students from home to school and back. With an expansion, it will need a larger bus for transportation.

2. Post-Secondary Funding Increase \$141,000

There will need to be an increase in this funding because more tribal members are going to college, especially with the presence of LCO community college on the reservation. Also, the cost of college expenses keeps going up and we need to adjust for that.

a. Increase Undergraduate Funding \$91,000

Currently, undergraduates are receiving \$1,800/year. The education department would like to see that increased to \$2,200/year per student. The above increase only accounts for the number of students who are currently receiving funding. If the tribe would like to expand the program to offer money to more eligible students, they would need to factor in an additional \$2,200 per student into the above projected number. For example, if they would like money set aside for another 20 students, they would need to add another \$44,000 into the budget.

b. Fund Part-Time Graduate Students \$18,000

Currently, the education department does not provide any assistance to part-time graduate students though there is a tremendous need. We have many people here who would like to finish or begin a graduate program but can only go part-time because of work or family commitments. Unfortunately, they have to fund this education themselves.

c. Increase Vocational Tech Funding \$54,000

Right now the education department is able to fund 20 Voc/Tech students every year but the need is far greater. They would like to expand to be able to fund 50 students per year. They currently receive \$1,800/ student/ year. The above number reflects the increase in clients only, not an increase in funding per student. That would be additional.

d. Increase Graduate Funding \$32,000

Right now, qualified graduate students receive \$1,800 per year. This is not adequate considering graduate school is more expensive than undergraduate. Also, their options for schooling are more limited than college. Many have to leave the area or the state to attend a school that offers their program of study. The education department would like to see the funding

increased to \$5,000 per student per year. The above number is based on a \$3,200 increase to the existing \$1,800 funding for ten students.

3. Special Services \$380,000 total costs

a. Full-Time Instructors (2) \$35,000/each

Currently, there are two language instructors but they are funded by a limited grant. These are vital positions for preserving our language in the tribe and should be a high priority.

b. Museum/Culture Center \$300,000

Right now, we do not have anything of this kind on the reservation. It is an important component to preserving our culture and teaching our young people. This center would also include the library. The entire center would include offices; classrooms for tutoring, Ojibwe language, college, ABE/GED and other trainings; expanded facilities for books, video, audio; and a museum.

c. Training/Supplies \$10,000

The department is requesting funding for travel to conferences and other training sessions. This money would also be used for office supplies and support.

4. Headstart \$740,000 (Total estimated cost)

Looking at the next five years, the existing facilities will no longer be adequate, especially since the program may expand to include birth to three ages. The teaching, transportation and administration staff will need additional training.

a. Teacher Training \$40,000

By 2003, at least 50% of the teaching staff must have their associate degrees in early childhood education. There are currently 8 teachers, all require some additional level of training.

b. Comparable Wages \$40,000/year

The current salary is not comparable to Headstart teachers in Ashland. They would like to see the wages equal to those paid in surrounding communities.

c. New Building \$300,000

The current building is already pushing capacity. They will need a larger a facility to meet the needs of the growing community. Also, there is some discussion about expanding to include Early Start, a birth to age three program. Since this could possibly double the current enrollment, a new building will need to be secured.

d. Additional Staff \$350,000

When the Early Start program begins, it will need its own teachers and support staff. They would need to hire 8-12 people to meet these growing needs.

5. Johnson O'Malley \$70,000 (total cost)

a. Salaries and Fringe \$60,000

This project provides Home/School Coordinators for K-5 and 9-12, incentive and tutoring programs, and library services for this age group. The current funding is not adequate to fairly compensate the employees for their work.

b. Incentives for high achievers \$10,000

Our good students need services too. This incentives component encourages them to continue their efforts. This money is used to reward Honor Roll students and other high achievers. The rewards vary from a pizza party to a museum trip.

~~6. Direct Employment Program \$4,500/year~~

This program currently assists 25 people at an average of \$300/person. Every year about 15 qualified people are turned down due to lack of funds. To help these people, the program would need about \$4,500/year.

### **Community Needs**

- Auditorium, at least 500 seat capacity, for large community events – The existing Community Center Gym is used for youth athletics, weddings, funerals, feasts, and tribal parties. It has poor acoustics.
- More meeting rooms
- Athletic facilities and swimming pool for tribal school which could double as community facilities
- Office space for elders
- Training and small business incubators
- Grants and loans – This would be for tribal members who would like to start their own businesses.
- Internship program – We have many vocational and college graduates who would appreciate an internship program in different departments at the tribe. It would help them get experience and it would help the tribe by hiring these good employees.
- Assist local non-profit groups – The tribe should assist groups like the American Legion and various religious and civic groups.
- Local people should be trained in: business/management, engineering/construction, education/teaching, Ojibwe language/culture, health/medical, natural resources/science, law, computers, auto/truck/small engine repair, appliance repair, heating/air conditioning sales and service, social work, law enforcement, tourism, accounting/bookkeeping, plumbing, electrical, and other construction trades.

### **Government**

- Court system needs autonomy from the Council and the Executive Director
- All of the judges should be from the reservation
- We need a Supreme Court
- Need to separate powers – Council members should not be allowed to direct staff and program directors unless hired to do that.
- Need to separate powers – The Executive Director and the Chairman should be two separate positions held by two different people. One is hired to administrate, the other is elected to lead the tribe.
- Voting process needs to change – We should not have a mail-in vote. All voting should be done here. Sometimes the election can be controlled by off-reservation votes. If they want to vote, they can drive up here.

### **Negative side effects**

Dana does not foresee any negative impact if the off-reservation casino project happens. He does caution that the higher paid and better-trained people from the reservation may relocate for better wages. But he thinks the lower paid people will not relocate. He fears this may drain our employment pool of educated people.

## **Wisconsin Indian Consortium**

Mary Deragon

December 11, 2000

### **Current**

The Wisconsin Indian Consortium program is run out of an office in the Chief Blackbird Center on the Bad River reservation. Dana Jackson is the part-time director of the program and Mary Deragon serves as Program Advisor. There are intake officers at Red Cliff, Mole Lake and Forest County Potawatomi.

The job duties include all bookkeeping and running of the program. Job training serves Bad River, Red Cliff, Mole Lake, and Potawatomis. Funding comes from the Department of Labor, and is not supplemented by the Tribe. It is run purely on grant. Job training is set up at the Tribal level. It is separate from the Tribe, yet still falls under it.

There are anywhere from 8-30 adults in the program at any given time. They fund 25 summer youth positions. This program pays for on-the-job training. Positions covered in the past are secretary, park attendant, maintenance worker, teacher's aide, cook and bus driver. Whatever positions are needed at the tribal level can be covered by WIC. This program pays wages during the training period, which usually lasts 10-12 weeks. It does not set up its own training sessions or workshops.

They spend on average \$3,000/participant. However, that is sometimes not enough to complete training properly. The retention rate in this program is 90-95%.

### **Goals**

The most important goals for this program are to expand areas of training; to increase job dependability; and more placements for Tribal employees. Money is limited, and the numbers need to be played with in order to stretch them.

**Needs:** (Ranks from most urgent to lesser important)

#### **Year 1**

1. Personnel \$20,000

They need an additional staff member to conduct evaluations and provide career-counseling services.

2. Moratorium \$ Free

The issue here is getting people to want to work. We need a panel discussion or workshop to discuss how we can buttress a sagging work ethic. We need to instill self-pride in our positions and working. Some ideas might include raising the wage incentive system; bonuses for perfect attendance or putting into place a systematic evaluation process.

#### **Year 2**

3. Tribal monetary contribution \$55,000

The Tribe could help all members regardless of income. Right now help through this program is only given to those with low incomes.

4. Insurance for participants \$10,000

Right now, the participants are not covered by insurance. They have workman's compensation but not medical or dental insurance.

### **Year 3**

5. Work clothes \$10,000

Many people do not have proper work attire. Allow \$200-250 per person to buy the attire necessary to be properly clad for their job.

6. Transportation \$5,000

There is currently a lack of transportation that, in some circumstances, hampers the ability of people to maintain jobs or work on projects. If the Tribe had a bus or other type of transportation system, this program could offer bus passes to help them get to work.

### **Year 4**

7. Expand to education compensation \$50,000

They should be able to send persons to trade school, with a bonus for the successful completion, maybe a contract with the Tribe to hire the person after completion of schooling. The persons should live and work on the reservation to benefit. The problem with most people lies in a bad work history. The solution lies in finding how to get people to want to work. (Refer to Moratorium section)

### **Community**

- Education – There should be unlimited funding for adult education. If people want to go to school to better themselves, the tribe should help them. Also, we need to get more kids to go to school and to enjoy it. Perhaps we could do more with sports to get them involved.
- Transportation – We need a bus or van system to get people around and to work. It should also go into Ashland for shopping.
- Walking Trail – There is a trail that is heavily used between the casino and Odanah that follows along the highway. It is very dangerous because of the traffic. They should make a real trail that is blacktopped and kept far enough away from the highway traffic.
- Elders – We need a nursing home on the reservation.
- Construction Company – This could be tribally or privately owned but we definitely need our own people doing the work around here.
- Health – We need a fully operational clinic with a doctor and a dentist. Then we will be able to keep our money here instead of Ashland.
- Credit Union – This is another way to keep our money here and it would help us get loans for houses and cars.
- Recreation Activities – Too many of our kids have drug and alcohol problems already and they're still kids. We need to give them an alternative with more recreational activities such as movie night. We've got to rid our reservation of drugs.
- Drug Testing – We must have mandatory drug testing on every tribal employee and Tribal Council member. If they are found to be using, they should go to treatment or risk losing their jobs.
- Halfway House – When people come back to the reservation after treatment, it's hard to fit in again. People do well at treatment, then fall off the wagon when they get back around their family and old friends. A halfway house might be the help they need to readjust.
- Expand Police Force – We need more officers and our own jail.
- Child Care – We need a bigger day care center that is staffed 24 hours a day, 7 days a week. This would help casino workers and others who work odd or long hours.

- **Expand Summer Youth Potential** – The summer youth should be involved in some sort of money making projects, such as making picnic tables. They would learn different components that could help them in life like the skill itself and how to run a business.
- **Youth Council** – The tribe should develop a youth council for young people to express their ideas and concerns for the tribe. They need to know they are listened to.

### **Government Programs**

- **Elder Care Program** – There needs to a person to help elders through the obstacles. Elders face many decisions and they're not even sure what all of their options are. It would be great if they had a program that helped elders select a nursing home so they don't get ripped off or to help them invest/save what little money they have to stretch it farther.
- **DARE** – We need some kind of drug prevention program that is promoted by the police. They need to know the repercussions of their actions.

### **Tribal Government**

Council positions should be paid. The Court should be expanded to have a bigger jurisdiction. We also need a committee of ordinary people to comprise the gaming commission. Having the Council serve as the gaming commission is just too much.

### **Negative Side Effects**

Mary does not foresee any impact for her program if the off-reservation casino should open.

She is concerned about the community though. She feels that drugs are on the rise in Indian communities, especially per cap communities. She wants to make sure that doesn't happen here. She is against per caps being doled out to members. Instead, that money should be put into economic development.

## **Tribal School**

Angela White and Angela Ashmun  
December 5, 2000

### **Current**

They just acquired a new building for their school but it is already too small. They teach grades 8-12 in the new school. There are three classrooms and one small administration office. There are no conference rooms. They share space with Lac Courte Oreilles Community College, which teaches some evening adult education courses there. Storage space is limited. There is one storage room but it is not temperature controlled. There is a fully equipped kitchen that is in the process of being set up. They have tables and chairs for the lunchroom but they are in very bad condition and need to be replaced. The school does not own any computers. They borrow LCOCC's computers but only six have Internet access. They have old desks, an overhead projector, and 2 TV/VCR units.

There are 7 full-time permanent employees and 1 limited employee who only works 25 weeks. Of that number, 3 are teachers, 2 administration, 1 cook and 1 secretary. They have 33 students enrolled.

The goal of this school is to provide for the educational needs of our student population so they are able to compete in the job market or advance beyond high school to further their educations.

The entire tribal school budget is \$125,000, which averages to spending \$3,800/student. In the Ashland School District, they spend about \$125,000/student for their education. The tribal school receives funding from the Tribe, Title IX, and DPI. It has no courses or teachers for students with special needs. It has no guidance counselor or substitute teachers.

Angela says the current school is merely a band-aid for the problem. In 1-2 years, they will have completely outgrown the school. Therefore, they need to start construction on a new education complex.

### **Construction Needs:**

#### **Education Complex**

**\$6 – 10 Million**

They envision an entire education complex that would house the tribal school, education department, HeadStart, library, job training, cultural center, and computer lab. They think this would be a good idea because it would promote a traditional style of learning, keeping the children together from kindergarten through high school graduation. They also think it would be a good way to consolidate resources and share program dollars. Then some of these dollars could be freed up to put in academic courses.

The new school would have classrooms for K-12 with a maximum capacity of 500 students. The life span of this new school would be about 15 years, before they would need to think of expansion.

The new school would like to have (in order of importance):

- a) Classrooms for K-12
- b) Administration offices
- c) Lunchroom/Commons
- d) Teacher/Staff Lounge
- e) Gym
- f) Specialized Classes – home economics room, garage and wood shop, biology lab, computer lab, business education room, language lab, and cultural center
- g) Ojibwe Village – Elders and students could work together on projects
- h) Auditorium

- i) Athletic Field
- j) Amphitheater

**Staff/Services Needs:** (Ranked from most urgent to lesser important. All must be acquired within 5 years.)

1. Accreditation \$15,000  
 The school is currently working on getting accredited. There are many building requirements that must be met and those are currently being done. They also need to develop a curriculum, which the staff is currently working on. The administration also needs to upgrade itself, with the principal finishing her Masters Degree. All teachers must be certified. Right now, Charlotte, Mavis and Deanna are certified and Esie is very close. There is the possibility that the school could satellite with LCO to help it toward gaining accreditation. That is being explored.
  
2. Salary Increases \$20,000  
 This is actually a two-fold problem. First, the teachers are only paid 35 hours/week, which is essentially the time spent in the classroom. Therefore, all the planning and grading must be done on their own time. They are working and not getting compensated for it. Second, they are underpaid for the work they do. Right now, teachers make \$10.30-10.50/hour, while the principal makes \$7.65/hour. They would like to make comparable salaries to those paid at the tribal schools in Oneida, LCO and Potawatomi, which starts at \$13.00/hour.
  
3. Additional Staff  
 The following staff are all necessary and ranked in order of urgency.
  - a) Guidance Counselor \$35,000
  - b) Grants Writer \$30,000
  - c) Special Needs Teacher \$35,000
  - d) Physical Education Teacher \$30,000
  - e) More teachers for K-12 \$30,000/each
  - f) Tutors \$10,000/each
  
4. Furniture (ranked in order of urgency)
  - a) Office furniture \$18,000
  - b) Classroom/Lunch room \$40,000
  - c) Storage/Lockers \$10,000
  
5. Computers and Internet \$40,000  
 Computers and the Internet are essential teaching tools in today's schools. If students are not computer literate, they are going to have an enormously hard time finding a job.
  
6. Training for Staff \$3,000/person  
 Staff members need routine training and educational courses to maintain their teaching credentials.
  
7. Copier \$5,000-6,000  
 A copier is needed for both administrative use and teacher use.
  
8. Classroom Supplies \$30,000  
 These supplies would include encyclopedias, chalkboards, maps, new books with teachers editions, library resource books, language tape recorders, tapes, cultural supplies such as beads, leather, sticks, yarn, materials, fringe, needles, threads and overhead projector.

9. Satellite System/TVs \$8,000  
 This would allow the students to take classes that are taught at different schools over the satellite system. It would open the potential for a greater learning.
10. Physical Education Equipment \$2,500  
 Physical Education is an important component for a healthy student development. They would need some equipment such as balls, bats, and nets.
11. Science Lab (portable units) \$1,200/each Total = \$4,800  
 The school would like to buy portable science lab units that could be moved from classroom to classroom. Each unit would seat four students at a time. Therefore, with 4 units, they could adequately teach 16 students at a time.
12. Develop a Comprehensive Educational Plan \$5,000  
 They would like to put together a comprehensive plan for students. This would help students develop a course path from kindergarten through college. That way, they will be more prepared for college and their careers.

**Community Needs:**

1. AODA Youth Support Services – This would have programs and meetings in place to give students a place to go instead of going to a party. Alcohol and drugs are a large problem for young people in Bad River.
2. Tribal Crisis Program – People are always living paycheck to paycheck around here. It would be nice if there were a fund set up that could help people in case of an emergency like a blown up engine or family health problems.
3. Halfway House – Since alcohol and drugs are a problem in this community, many people go to treatment. When they get out, it's hard to readjust to Bad River again. If they go somewhere else to a halfway house, then they readjust to society but not our own community. If they skip the house and just come back to Bad River, they can fall right back into the old habits with their old drinking buddies. A house on the reservation would help our people see Bad River in a new light. They could make friends here that are sober and learn to do other things here that don't involve drinking.
4. Youth Group Home – Many of our children go through the Tribal Court system and need to be placed outside their homes for a while. There is limited placement for foster care here since there are no homes currently available. This home would be a place kids could go when they can't go home.
5. Scholarship Fund/ Family Memorial Scholarship – The tribe should set up scholarships for students who excel in certain academic, athletic, musical and leadership areas.
6. Emergency Shelter Home – Currently, Bad River does not have a safe place for families, women, or children to go in time of need. We need a place where someone can go if they are afraid to go home or temporarily don't have a home.
7. Elderly Facility – The elders need their own recreation center. Right now, they utilize the elders living facility, but that is not adequate for functions and hanging out.
8. Database and Reporting System for all Tribal Programs – There should be end of the year reports with financials and statistics on their programs. This would help other departments with grant writing. It would also help tribal members have more access to their government.

**Businesses**

1. Tribal Construction Company/ Training
2. Housing Finance Corporation
3. Bank/Credit Union
4. More Housing
5. Law Enforcement Center
6. Tourism/Park and Recreation System

**Tribal Government**

They need to expand the Court system since we have a new police force here.

**Negative Side Effects**

They did not foresee any negative impacts for the school nor for the community if the off-reservation casino opens.

## **Ojibwe Language**

Bob Powless

1/12/01

### **Current**

The Ojibwe language program offers language classes at the Tribal School, Head Start, and evening classes at the Chief Blackbird Center. The goal is to teach more of our tribal members the language. It is housed within the Education Department. It has two employees - Bob Powless and Mavis Kingbird. Mavis has a desk in the education office. Bob has an office near the Tribal Courtroom. He has an old computer, old desk and new printer.

The program is funded by an ANA grant, which expires October 1, 2001. The duties include fulfilling the grant requirements, drawing up lesson plans, implementing them in the classroom, make videos and audios, and teach teachers who aren't fluent but learn as they go along. They currently have a good supply of teaching materials and resource books. There are a lot of stories that could be translated.

**Needs:** (Ranked from most important to lesser important. Preserving the language is time-sensitive. All of these needs must be met within 1-2 years.)

1. Cultural Center \$300,000  
The current facilities are not adequate. To serve the language program properly, it would need classrooms, a resource section, audio room for listening to tapes on headphones, computers to preserve the language, library and a kitchen for teaching the preparation of native foods.
2. Assistant \$20,000  
Bob needs an assistant to help preserve the documents and to help with teaching.
3. New Computer \$1,500  
The current computer is very old and not adequate. A better hard drive and software are essential to this program.
4. Furnishings \$5,000  
The new staff person would need a desk, chair, computer, etc.
5. Scanner \$500  
The program has many old pictures that it would like to scan into the computer to preserve.
6. Books \$3,000/year  
The program is always looking for new books and teaching materials.
7. Teaching Aids \$5,000  
The program needs an overhead projector and a TV/VCR for teaching purposes.

## **Community Needs:**

- Headstart – They are mandated to learn the language and they need new teaching materials for the language.
- Immersion School – We really need this on the reservation. Children would learn all of their academics in Ojibwe. Evidence shows that students who go through this type of program do better in school, score higher on standardized tests, and more go on to college. It would also help to resurrect the Bad River dialect.
- Leisure facility – It should be a full-service facility with baseball, swimming, football, gym, weights, treadmills and other activities to get people healthy. It should be combined with a Social Club, a place where people can meet and do crafts, have a cup of coffee, tanning hides, beading, quilting and other activities. This would be great because people would be doing positive things and learning a skill which could be a trade or hobby.
- Credit Union
- Incubator Building/ Entrepreneurship Program – The tribe should set up a building where members could rent space to start up their small business.
- Education – If we help fund a college education for someone, they should have a contract set up that they have to come home and work for a while. Otherwise, we may suffer a terrible drain
- Community Center – It should go back to what it was originally designed for – to be a community center. They need to move the offices out.

## **Government**

- Separation of powers between the Chairman and the Executive Director. They should be two different people, one elected to lead while the other is hired to run the organization.
- Business Committee –
- Gaming Commission – We need to set up an independent gaming commission to comply with federal regulations.
- Council should be full-time paid positions if they oversee programs.
- We should have Indian people in all upper level positions.
- Mandatory Training for Council - They should have to go to a workshop to learn how to run the government most efficiently.

## **Negative Side Effects**

Bob does not foresee any negative impacts on his program.

**Library**  
Norma Soulier  
January 23, 2001

**Current**

The Bad River Library is housed within the Chief Blackbird Center. There is one large room that accommodates all of the materials and office space. There is one employee, the librarian Norma. There are two assistants that are paid by Greenthumb. The entire budget for the library is \$30,072. Funding is derived from the Tribe, Johnson O'Malley, a state grant (L180162-98), and a some years a small amount from Ashland County. For equipment, it has four computers (one for staff, three for the public), a TV/VCR, boombox, lamenating machine, overhead projector, reel-to-reel movie projector, dubbing machine and video camera.

The library has 11,909 books in many different subject areas including fiction, non-fiction and Native American genre. It has 642 videos, 10 magazine subscriptions, and 3 newspapers. There is an array of resource materials including three sets of encyclopedias, Chilton auto books, science books for school reports and books on how to write term papers or search for college funding. It carries about 40-50 books-on-tape on a rotating loan with the Northern Waters Library Service.

The duties of the librarian include: rotating collection of interlibrary loan, check out books and videos, order new materials, teach people how to use the internet, help kids by tutoring at night or finding tutors for them, assigning work to and supervising Greenthumb employees, catalogue book in computer for WISCAT, and monitor kids during their detentions which they serve at the library instead of in Ashland.

**Goals:**

Norma has recently achieved one of her long-term goals. She had been striving to build the largest Native American Literature/Genre collection in Wisconsin and she has succeeded. She has over 2,000 Native American themed books in areas such as fiction, religion, social services, AODA, drum, history, government, etc. She said she got a boost when a tribal member from UW-Milwaukee donated his collection of 800-900 books.

Her next goal is to secure a better building for the library.

**Needs:** (Ranked in importance from most to least.)

Year 1

1. Storage/Kitchen \$10,000

Since the library is limited in usable space lacking any closets or offices, there is absolutely no storage space. This is a big problem when storing newspapers and magazines, which should be kept for research needs. Also, the workers would like to have a kitchen available to them since they are often there at night.

Year 2

2. New Building \$120,000

The current library is already out of room. They need more space for historic documents and maps, posters and other museum items in their collection. These items are currently in storage. The former library in the old log building was a good size for the needs of the library. The current site is considerably smaller. The new building should contain offices, storage, bathrooms, a reading room, main floor for loan materials – separate sections for adult and children.

3. Security Gates \$55,000

Almost all library systems have a security system in place to cut down on stealing but the Bad River library is currently lacking any security. They would need two gates for each door at \$20,000/door. They would detect the magnetic strip in the library book and a beeper would go off when violated. The supplies for marking the books and a scanner for magnetizing/demagnetizing would cost about \$15,000.

Year 3

4. Shelves \$10,000

The library is always in need of additional shelving for its expanding collection. But it would need more space first.

5. BadgerLink \$ Yet to be determined

BadgerLink is an internet service that has 300-400 magazines and 300-400 newspapers on its database. It is an important research tool. Currently, the library can access this site for free but it will soon start charging a subscription fee. This fee has not yet been determined by the server.

**Community Needs:**

- Recreational Youth Building – The kids should have a hand in designing and building it. This might help them appreciate it more and take better care of it. It should have all the necessary equipment and activities to education, amuse and encourage our youth to succeed in life.
- Cultural Outreach Programs – They need to do more hands-on activities with our culture. For example, they could take the kids to the sugar bush or out ricing.
- Life Challenge Weeks – We should take our youth on life challenge weeks like mountain climbing, river rafting, and hiking. During that week they would spend one day completely alone. This whole experience might wake them up to the world around them, their responsibilities, and their opportunities.
- Exercise Trail – We need an exercise trail in New Odanah made of dirt or wood chips so it does not hurt your legs and feet. Along the way, they could have a places to stop to do chin-ups, sit-ups, leg lifts, etc.
- Veteran's Association Center – We have many veterans in this community yet we have no facilities for them. They need a place to hold meetings and exchange information.

- Community Crafts Co-op – We need to have a crafts store where people who have a cottage business could sell their wares. If the tribe could provide a site, the crafters could take turns minding the store and selling everyone's wares. The tribe could even collect small rent fees from the artisans. There is a big demand from tourists for Indian crafts so it would be lucrative for everyone.
- Garage – There should be place on the reservation where you can get your car fixed. It should also have another bay you could rent, borrow the tools and fix your own car.
- Credit Union

### **Government**

There should be a system in place that if you submit an idea to Council, they have to respond to your request by form or letter. Otherwise, you never know if they read your request or why they were not able to honor it. This would help establish accountability.

If the Council is going to pursue an active role in tribal administration, it should be more involved in watching salaries. Often supervisors forget to give the COLA raise or a merit raise, the Council should monitor to make sure these things are done. This would be a more equitable process than lobbying a Council member for a raise. Some people are unable to utilize this avenue. Also, you should get good raises in the job you're doing currently, you should not have to switch jobs all the time just to get a better salary.

### **Negative Side Effects**

Norma does not foresee any negative side effects for her department nor the community.