NATURAL RESOURCES DEPARTMENT

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. TECHNICAL UPGRADE	30,000	25,000	20,000	20,000	20,000	**115,000**
	2. ALTERNATIVE ENERGY					500,000	**500,000**
	3. ENVIRONMENTAL ASSESSMENT					120,000	**120,000**
B.	1. ADDITIONAL SPACE			440,000	30,000	30,000	**500,000**
	2. FISHERIES/HATCHERIES	75,000	75,000	7,530,000	420,000	320,000	**8,420,000**
	3. WATER LAB	350,000	110,000	110,000	110,000	110,000	**790,000**
C.	1. WAGE INCREASES	164,000	170,000	176,000	183,000	190,000	**883,000**
	2. ADDITIONAL STAFF			90,000	95,000	100,000	**285,000**
	3. CONSERVATION STAFF	160,000	100,000	100,000	105,000	110,000	**575,000**
	4. STAFF TRAINING				100,000	100,000	**200,000**
D.	1. WETLANDS (IRMP)	400,000	400,000	400,000	400,000	400,000	**2,000,000**
	2. WILDLIFE	100,000	100,000	2,520,000	260,000	260,000	**3,240,000**
	3. FORESTRY	50,000	50,000	210,000	135,000	135,000	**580,000**
	4. TEMS	50,000	50,000	50,000	50,000	50,000	**250,000**
E.	1. WATERSHED PUBLIC RELATIONS	96,000	96,000	96,000	96,000	96,000	**480,000**
	2. AIR QUALITY	125,000	50,000	50,000	50,000	50,000	**325,000**
F.	1. ENVIRONMENTAL ENFORCEMENT	100,000	100,000	100,000	100,000	100,000	**500,000**
	2. SEPTIC SYSTEM	150,000	150,000	150,000	150,000	150,000	**750,000**
	TOTAL	**1,850,000**	**1,476,000**	**12,042,000**	**2,304,000**	**2,841,000**	**20,513,000**

Natural Resources
Erv Soulier, Tom Doolittle, Rick Huber, Doug Tutor, Annie Maday, Ralph Dashner, Alissa Dickerson, Matt Eitrem, Mike DeMarr, Michelle Conners, Shannon Swanstrom
December 12, 2000

Current

The main responsibilities of the Natural Resources Department are the conservation and management of wildlife, tribal lands and other tribal natural resources. The facilities include offices centralized in a wing in the Chief Blackbird Center and the Fish Hatchery. They are running out of space for work and storage. They are currently doubling up in offices and at desk areas because office space is so limited. They currently employ 12 full time people, and another 20 people for seasonal work as necessary.

Needs: (The needs are broken up into two groups. The first ranks the administrative infrastructure needs. The second ranks the program needs. Both lists are ranked from most urgent to lesser important.)

Administrative Infrastructure Needs:

Year 1

1. Salary Adjustments $164,000/year

Currently, many of the staff's salaries are suppressed because of limited funding. These salaries must increase in order to retain high quality staff members. They should at least be comparable to other resource agency's salary levels, such as BIA, USFWS, GLIFWC, and WDNR.

2. Technology Upgrades/ Expand Network $30,000/initial costs
$25,000/yearly costs

As we work in the informational age, there is a constant need to invest in new information technology such as computers, GIS, Internet and intranet in order to process the increase of information flow. There is also a need to keep pace with the advances in collecting natural resources data like flow meters, and GPS units; measuring the data; and monitoring the resources.

Year 2-3

3. More Space $220,000/additions to current site
Or $440,000/new building

They need to double their current space size for existing office space, water laboratory, storage space, wildlife laboratory and a creation of their own film-processing laboratory.

Year 4-5

4. Training for existing staff $100,000

The Natural Resources fields are constantly facing new challenges and coming up with new solutions for old problems. The current staff needs to continue its educational training so that it can learn of these developments and implement them at Bad River.

5. Additional Staff $30,000/each

The department would like to hire more staff people as the department grows. Hiring is contingent on getting more programs within the department going.

Year 6-7

6. Natural Resources Lawyer — $60,000/year
$25,000/first year set up costs

Currently, they have an attorney that can only work part-time at the tribe. And then she can only devote some of that time to natural resources. They would like to have a full-time attorney who specializes and works solely in natural resources.

7. Technical Position for GIS — $30,000/year
$25,000/first year set up costs

Currently the GIS program has one staff person, which has been sufficient in the past. Although as the Tribe and it's Natural Resources Department grows, technology and geo-spatial applications are expected to increase. As a result a technician position is needed for the GIS program mainly for data development, program support and system maintenance.

Program Needs:

Year 1-2

1. Water Resources – Water Laboratory — $350,000/First year costs
$110,000/yearly thereafter

Currently the Department is able to analyze water samples for seven basic parameters. If analyses for other substances in the samples are required, they have to send the samples out to a different laboratory. Too often this analysis is expensive and takes a long time. To reduce cost and time lag, some of the analysis would be better served by being done by our own lab. If the space needs of the Department are addressed, which includes expanding the water lab. the Department would be able to increase the Tribes testing capacity with the purchase of more testing equipment and an increase in support staff.

2. Air Quality Monitoring Program
-Mercury and acid deposition monitor — $125,000/ First year costs
$50,000/ yearly thereafter

With the development of the Air Quality office there is a need to gather efficient data on mercury and acid deposition as concerns grow in the region. Mercury and acidic compounds in the atmosphere cam come from natural sources such as forest fires of anthropogenic sources such as incinerators or industrial emissions. They are then deposited into the soil and water through precipitation. Mercury is a known toxic element declared a primary pollutant by the USEPA and exhibits varying toxicity depending on its chemical form in the environment. Here in the Great Lakes region there are fish consumption advisories about the dangers of eating fish contaminated with mercury that pose the greatest threat to pregnant mothers and infants. Overall, the impact of the pollutant on wild rice, wildlife, and fish pose a threat to the quality of the Tribes subsistence. Presently, little is know about the mercury and acid deposition in our local environment and a link needs to be made to understand the effects and thus solutions to the problem. The goal would be to purchase necessary wet deposition monitoring equipment, pay for sample analysis. and begin analyzing data to understand the state of our air quality and thus protect and preserve it.

3. Wetlands Protection Program $400,000/year

From 1995 to 1996, during the development of the IRMP, the Band conducted a preliminary/rudimentary assessment of Reservation wetland areas. The issues identified by this assessment included:

1. **Wetland habitat loss** Reservation wetlands have been lost or impaired due to draining, dredging, filling, excavating, building, polluting, and logging. The cumulative loss of wetlands has placed a greater demand on the functional capacity of our remaining wetlands. Just how much wetland area is threatened or has been lost is not known, as we have not conducted a more refined inventory.
2. **Ecological threats Community** growth within the basin has lead to: increased sediment loads; increased recreational activity (primarily small watercraft) which can be disruptive to both delicate wetland communities and to wild rice be productivity; and the introduction of exotic plant and animal species. The spread of invasive species, particularly purple loosestrife, degrades the quality of our native wetland communities.

The protection, conservation and restoration of existing wetlands are high priorities of the Band. Our efforts in this area are greatly supported by the USEPA and rely upon the continual work of a Tribal Wetlands Specialist. Natural resource management via the use of our IRMP requires an accurate wetlands inventory. To date the Tribe relies upon the less than accurate State of Wisconsin inventory. Refinement of the IRMP will also require a better picture of the wetlands we are attempting to protect. The Department cannot manage or protect a resource that is not accurately defined. The Wetlands Specialist will plan an integral role in both the development of a Bad River wetland protection strategy and the refinement/implementation of the IRMP.

4. Watershed Protection Public Outreach $96,000/year

There is a need to obtain the cooperation of the other major stakeholders in the Bad River Watershed in order to preserve and protect the reservation water quality. The process of obtaining this cooperation would require a period of public education and negotiations before an agreement is reached among all stakeholders. Although there is a chance that the costs of the process will be provided for by the state and federal government, the Tribe needs to commit to this process regardless if funds are provided and start with effort as soon as possible. To initiate this effort, it would require the Tribe to establish a Watershed public information office and provide the funds necessary to sufficiently staff the office.

5. Environmental Enforcement Program $100,000

The Tribe's expansion plans include economic development projects, sanitation and public health development, road building and housing construction. All of these can adversely affect the reservation environment. Therefore, a process needs to be created that will allow the Tribe to monitor these activities to make sure they stay within an approved standard with the establishment of the process. There is a need to provide the staff and materials necessary to implement this program.

6. Septic System Repair and Upgrade $5,000/unit Total = ~~$600,000~~ 750,000

In the 1970's and 1980's, HIS installed many single dwelling septic systems on the reservation (about 150). These systems were of the classic Wisconsin mound variety and have since the time of installation, begun to fail. The exact number of mound failures is unknown, but the current evaluation, in progress, puts estimates at roughly 70% failure rate. Failing septic

systems have the potential to both endanger public health and adversely affect the environment. To address the problem of failing systems the Tribe should begin a septic system repair project.

This repair project would entail contracting a septic installer for pumping of the tanks of failed systems, so as to further diagnose system repair requirements. This installer could further be contracted for repair work. This work could include, but not limited to any of the following: pump replacement, electrical panel and wiring work, replacement pressure line from tank to mound, and complete mound replacement.

Year 3-4

(The following three projects all tied for seventh place ranking.)

7. Fisheries Management $7,410,000 (one time cost)
$320,000/year thereafter

Cost break down:

a. Lake Superior Fisheries Boat $100,000
Crew and Assessment Activities $60,000/year

There is a need for the Tribe to become more involved in assessing the impact that commercial fishing is having on the resources, especially in the area set aside for the tribal small boat fisherman. Currently, we are relying on the state for assessing the impact. With the State of Wisconsin's goal of eliminating commercial fishing form the lake and allocating it strictly for recreational (tourism) use, the Tribe needs to be in a position to confirm the State's findings. Therefore, they would need a bigger assessment boat and support a boat crew.

b. Hatchery Construction $750,000
Operational costs $60,000/year

The existing hatchery facility has got to be over 25 years old. It was old when the Tribe got it from Lac du Flambeau. Subsequently, there is a need to replace this facility with a new state of the art facility to improve the Tribe's ability to enhance the on-reservation walleye population. There is also a need to address the population decline of the yellow perch and lake sturgeon. Both species provide sustenance to tribal members. The best way to address the decline is for the Tribe to be able to restock the respective water bodies with fry or fingerlings to build up these populations. Because these species spawning seasons overlap and each species require different water conditions to hatch, it is necessary to have a separate facility for each species. In addition to satisfying the need to maintain or replenish the population of the three species, the construction of these facilities could provide a foundation for the Tribe in the event it wants to invest in the aquaculture industry.

c. Perch Hatchery $750,000
Operational costs $100,000/year
d. Lake Sturgeon Hatchery $5,000,000
Operational costs $100,000/year
e. Rearing Ponds (6) $135,000/each; $810,000/six

It has been proven that the bigger the fish you use in your restocking efforts, the better chance of fish surviving to add to the population. The Department has two rearing ponds for use to raise 2 to 3 inch walleye fingerlings, which are being stocked mostly in the Kakagon Sloughs. Unfortunately, two rearing ponds do not provide an adequate number of fingerlings for the Bad River system. Therefore, there is a need to construct additional rearing ponds for raising walleye fingerlings. The Department feels the Tribe should construct another six rearing ponds to meet its restocking needs for walleye.

7. Wildlife Management $760,000 (one time cost)

Cost breakdown:

a. Deer Management and Moose Restoration

Plan Development	$1.5 million
Plan Implementation	$50,000

One of the goals of the Department is to maintain the reservation as its own deer management unit. This allows the Tribe to better manage the deer population for tribal member use. There is a need to conduct a comprehensive deer survey to determine the migratory trends of deer at the watershed level and develop a management plan for deer. In addition, moose were once the dominant native ungulate on the reservation. A small remnant population remains. This program works to restore a culturally important species back into the reservation.

b. Fish and Game Work Vehicles $110,000

The Fish and Game program currently uses six Tribal vehicles, a number of snowmobiles, ATV's fishing boats and one aircraft. Most of them have exceeded their expected useful years and are beginning to burden the Department with increased repair costs. There is a need to develop a replacement schedule for each vehicle as they exceed their productive use.

c. Motor Pool $75,000

With the number of vehicles the Department operates, there is a need for the Tribe to construct a centralized motor pool. With a motor pool, the Tribe could extend the life of its Tribal vehicles by providing security and maintenance services.

d. Biomonitoring Program $25,000

In 1998, the Department developed a nationally recognized biomonitoring plan. Biomonitoring is critical for detecting any change in the health of the environment. Unfortunately, many of the State and Federal funding sources do not fund biomonitoring projects but rather focus their monies on research projects. There is a need to maintain the biomonitoring effort in order to address any environmental impact at the earliest opportunity.

7. Forestry Management 210,000 ~~$160,000 (one-time cost)~~
135,000 ~~$100,000 yearly~~

Cost breakdown:

a. Tribal Forester $50,000/year

Currently, management of the Tribal Forestry resource rests in the hands of the BIA. The Bureau's management approach has always been an issue with the Department. The narrow focus of the Bureau site assessment for each timber sale project constantly violates the principles of ecosystem management, which the Department follows. In order to assure the forestry resource is managed the way the Tribe wants, there is a need to retain the services of a certified Forester at the reservation level.

b. Forest Development $160,000/first year costs
$85,000/yearly thereafter

As a result of the extensive clear cutting at the beginning of the 1900's aspen makes up 70% of the on-reservation forestry resource. This dominance exposes the Tribe to the risk of changes in the wood industry and prevents the increase in biodiversity of the environment. To increase the biological diversity on the landscape and provide the opportunity to take advantage of fluctuation in the market, the Tribe needs to start a reforestation program that focuses on planting other species of trees in areas suitable for their growth. This would require the Tribe to establish a forestry crew, outfit the crew with the tools necessary to perform the development projects, and purchase tree seedlings for planting.

Year 5-6

8. Conservation Enforcement $160,000/first year set up costs
$100,000/yearly thereafter

Protecting the reservation environment protects the tribal members who depend upon the natural resources for the subsistence and economic welfare. The Tribe has taken steps to improve it's conservation code, but laws are not enough to protect the environment and tribal members. Improved enforcement support is required to meet the environmental protection and law enforcement needs for the reservation. The support would be in the form of the creation of a position of a chief warden, provide the equipment necessary to maintain viable law enforcement present in all the places the Tribe exercises regulatory authority and hiring two additional wardens.

9. Alternative Energy Development $500,000

If feasible the Environmental Specialist envisions wind power meeting the electrical needs of the New Odanah, Birch Hill and Franks Field communities and possibly our Tribal operations buildings. The Environmental Office in conjunction with the National Renewable Energy laboratory (NREL) in Colorado will be conducting a feasibility study for wind power generation on Birch hill. After the completion of this study we will know how many wind towers will be required for electrical power needs of Tribal residential customers. These towers are quite expensive and variable in price dependent largely upon power generation requirements and tower height. A price quote will not be available until we complete the study.

10. Environmental Assessment $120,000

The Department has received verbal reports in past years that there are a number of illegal dumpsites scattered throughout the reservation. Unfortunately, the Department does not have the staff or equipment to inspect all lands on the reservation. Given the importance of knowing suspected site locations for planning purposes and monitoring activities, there is a need to visit every parcel of land on the reservation and conduct a preliminary assessment to determine the possibility that the site contained and contamination. Once the assessment is complete, the Tribe can use the information to prioritize site investigations, determine Tribal liability and make land acquisition decisions. The assessment could be conducted by hiring a crew of field workers, trained the crew on how to conduct the assessment, and supplies the tools and materials needed to do the work. With a ten person crew, it would take approximately three years to complete the assessment.

Community Needs:

- Police officer at every community – Frank's Field, Odanah, Birch Hill, Old Odanah/Diaperville
- Convenience store on the Hill
- Community Center at each housing site
- Outreach health clinics at each housing community
- Cultural Center/museum
- Radio station
- Computer link up – get the tribal network set up
- Enrollment/Lands get a website so people could access their records on-line for address changes and to look up information

- Monorail for transit system from Birch Hill to Odanah
- Bike Trail
- Bus system for the entire reservation and into Ashland
- More Restaurants
- Elder pension plan
- Good retirement plan for tribal employees
- Beauty Salon and Health Spa – could use our exclusive Bad River mud for masks
- Community Park for every housing community
- Marina – put a dock in for tribal members to use Bad River and Lake Superior
- Shooting range
- Community public defender to help tribal members, separate from legal office
- Court house – needs a separate building
- Elderly Center
- Community Center on Madeline Island for tribal members to use for ceremonies, weddings and special occasions
- Education complex for K-12
- Vocational or Community College for adult education
- Wellness Center – should include doctor, physical therapist and dentist
- Land purchases – buy back the reservation
- Greenhouse – to serve as a food source
- Nursery –for growing trees and plants for reservation replanting and tribal members landscaping needs
- Butcher shop – need a place on the reservation to process deer meat
- Halfway house
- Boarding house – to help restore relationships in a family setting, would have counselors on staff
- Safe house – we need a place where women and children can go if things get rough in the house
- Home financing programs with our own Credit Union
- Bottom Line – We need to build an infrastructure that would keep our money on the reservation, keep money circling here instead of bringing all of it to Ashland and Ironwood.

Government

- Tribal Council should be paid full-time positions so they can devote more time to reading materials submitted.
- The Chairman and Executive Director should be separate positions. The Chairman would stay an elected official who leads the tribe. The Executive Director would take care of the day-to-day operations of the administration.
- Mandatory training period on government process for all elected officials
- Council needs to act more as a legislative body rather than an administration. They need to work on sponsoring more bills and less about what tribal employees do every day.
- We need to expand the infrastructure to aid in the administrative process. We need experts to answer questions.
- A legislative attorney should be hired who only deals with Council procedures.
- There should be a full-time judge position.
- The Court Administrator should be separate from Clerk of Courts.
- Court needs a bailiff

- Court needs a stenographer to record proceedings. Currently they use a tape, which the Clerk later transcribes.
- Need a Detention Center for juveniles.

Negative Side Effects

As economic development grows on the reservation, it will become harder to manage the environment. The natural resources department will need to grow on par with other development. It is difficult to determine whether this will negatively impact the Department, since it hinges on the response of the government.

The Department was split on the question of per caps. Most thought per caps were destructive to the work ethic and education. It also increases drug use. Some were for it. They thought they could use the extra money for their families. They argued they should not have to pay because some people are irresponsible.

COMPREHENSIVE HEALTH CARE/HEALTH CLINIC/HEALTH DEPARTMENT

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1.	TQM	50,000	50,000	50,000	50,000	50,000	**250,000**
2.	HEALTH INSPECTORS	100,000	100,000	100,000	100,000	100,000	**500,000**
B. 1.	HEALTH CLINIC EXPANSION		4,000,000	100,000	100,000	150,000	**4,350,000**
2.	COMMUNITY HEALTH OFFICE			4,000,000	100,000	125,000	**4,225,000**
3.	FITNESS CENTER				7,500,000	250,000	**7,750,000**
C. 1.	PROFESSIONAL STAFF	245,000	355,000	565,000	565,000	588,000	**2,318,000**
2.	SUPPORT & MAINTENANCE STAFF	50,000	75,000	150,000	400,000	416,000	**1,091,000**
3.	STAFF WAGE INCREASES	60,000	120,000	120,000	120,000	120,000	**540,000**
D. 1.	DIRECT PRIMARY CARE	500,000	500,000	750,000	5,000,000	10,000,000	**16,750,000**
2.	COMMUNITY HEALTH CARE	250,000	300,000	305,000	310,000	325,000	**1,490,000**
3.	MENTAL HEALTH	100,000	200,000	300,000	300,000	300,000	**1,200,000**
4.	PREVENTION & MAINTENANCE	250,000	260,000	275,000	300,000	300,000	**1,385,000**
5.	NUTRITIONAL	100,000	100,000	105,000	106,000	110,000	**521,000**
6.	YOUTH HEALTH SERVICES	125,000	125,000	130,000	140,000	150,000	**670,000**
E. 1.	MEDICAL BILLING SYSTEM	40,000	50,000	50,000	50,000	50,000	**240,000**
2.	T.R.A.I.L.S. BUS & DRIVER		50,000	60,000	65,000	65,000	**240,000**
3.	CHS TRIBAL SUBSIDY	250,000	250,000	300,000	350,000	350,000	**1,500,000**
F. 1.	BOARD OF HEALTH TRAINING	50,000	50,000	50,000	50,000	50,000	**250,000**
2.	CERTIFIED CODER	50,000	50,000	50,000	50,000	50,000	**250,000**
3.	QUALITY ASSURANCE	50,000	100,000	100,000	100,000	100,000	**450,000**
	TOTAL	**2,270,000**	**6,735,000**	**7,560,000**	**15,756,000**	**13,649,000**	**45,970,000**

/ 69,415,000

MATERNAL CHILD HEALTH/HEALTY START

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. ICEU TRAINING REQUIREMENTS	5,000	5,000	5,000	5,000	5,000	**25,000**
B. 1. MCH OFFICE (CLINIC)	7,500	250	250	250	250	**8,500**
C. 1. INCREASE STAFF(HRS.)	15,000	15,500	16,000	16,500	17,000	**80,000**
2. ADMINISTRATIVE ASSISTANT	16,600	17,000	17,500	17,500	17,500	**86,100**
D. 1. SUPPLIES	15,000	2,500	2,500	2,500	2,500	**25,000**
E. 1. MCH VEHICLE	25,000	5,000	4,000	4,000	4,000	**42,000**
TOTAL	**84,100**	**45,250**	**45,250**	**45,750**	**46,250**	**266,600**

Health Department
Mary Bigboy
December 6, 2000

Interview is complete – it took about two hours.

Current

The facilities for the Health Department consist of the Clinic and one wing of the Community Center. They have some employees in the Youth Building. One of their main goals is to get everyone under roof, which would provide for better communication and better administration. The health department has 24 full-time employees.

The major job duties are to provide health care to Bad River members and others eligible that live within the Ashland and Iron County area. The services they provide are AODA, Mental Health, Community Health, Nursing, CHR, Clinic, Pharmacy, Youth Services (AODA prevention, adolescent pregnancy prevention, and TRAILS for kids 5-13). The Youth programs focus on positive alternatives to drugs and alcohol. They also do tutoring, recreational and educational activities.

Diabetes is at epidemic proportions on Bad River. The clinic is diagnosing 3 or 4 new cases every month, and the patients are getting younger. There's been an increase in gestational diabetes also. Too many of our children are overweight, which leads to several health problems including diabetes. The health department is trying to focus on nutrition and exercise programs. It currently purchases time for members to use the Chequamegon Court Club in Ashland as part of the preventative medicine approach.

Outreach – The CHN works with hospitals in patient discharge planning. He sets up all the aftercare. Then, a CHR takes over care, monitoring and transporting patients. Dealing with many sick people in a small community can be emotionally draining for the workers, according to Mary. She would like to see more mental health services put in place to help the workers deal with the stress of their jobs. She would like to see a more developed mental health clinic with 2-3 case workers. The current clinician is booked solid and he needs space that is more private. People want help but don't necessarily want all of Odanah knowing they need it. The AODA workers also need office space that is more private.

The clinic has one full-time nurse practitioner. This is way understaffed for the level of need. In 1993, there were 2,907 visits to the clinic. In 1999, there were 12,298 visits. The clinic desperately needs a full-time physician and additional staff. The clinic has 3,000 people registered for visits. Of that, 2,000 are eligible for CHS dollars.

Mary would like to see the Odanah clinic become more self-sufficient. For example, it would be great if we had our own lab technician but we don't have the resources to do that yet.

Money is in short supply, while the demand is high and increasing. Mary says every year they go over budget. IHS supplies the majority of the funding, the tribe provides some and the clinic gets some revenue through third party billing where they bill an insurance company. From 1995-1999, the clinic has raised over 1 million dollars from third party billing.

Budgets over the years:

Year	Budget	Spent
1993	$760,000	$850,000
1994	$759,000	$896,000
1995	$845,000	$893,000
1996	$864,000	$1,066,000
1997	$845,000	$1,115,900
1998	$845,000	$869,482
1999	$875,440	$1,354,000

Mary is concerned about the 2000 budget. The contract year is from August 1st through July 31st. However, as of the time of this interview they have spent over half of the entire year's budget. They are currently in a crisis situation and may be out of money by as early as February. She averages they are spending about $100,000 per month for health care services.

Mary has requested a Priority system for funding but it was tabled by the Tribal Council and never picked up again. Priority 1A category is life threatening situations and urgent critical care cases like heart attack and auto accident. Priority 1B category is maintenance and preventative care like getting blood work done, out-patient surgeries, and eyeglasses. Non-priority category includes things they can take care of at the clinic like headaches, minor lacerations, colds and flu. Dental is on priority all the time. They take care of kids and emergencies first. The total dental budget is $104,000, which averages to about $52.20 per person.

At Bad River, we fall under the Bemidji office for IHS services. All of the Bemidji tribes are funded at about 30-40% need. Congress would like to get that up to 60% need as would the Wisconsin Tribes. The Health Department does not get additional funds to cover new people. We are currently having a population growth on Bad River. However, we are not receiving additional funding to cover these people.

Staffing needs:

(Ranked from most urgent to lesser important.)

Year 1

1. Full-time Physician $100,000-125,000

The clinic is in dire need of a physician since it has only nurse practitioner for over 12,000 visits per year.

2. Registered Nurse/ Medical Assistant $20,000

They currently have only one RN at the clinic. They are in desperate need for another nurse, especially if they get a physician.

3. Lab Technician $30,000

The clinic does not have a lab tech right now but really needs one to do blood work and other tests.

4. Pharmacy Technician $20,000

The Pharmacy in Odanah is doing well. It serves thousands of members and remains on budget. However, the pharmacist is seriously overworked and needs an assistant. An assistant would assure this program keeps running well.

5. Medical Transcriptionist $25,000

The clinic currently does not have a medical transcriptionist. We would really need this person if we get a full-time physician on board.

Year 2 and 3

6. Dentist $80,000-100,000

Bad River does not have a dentist but we really need one. It is proven that good dental preventative care will help people keep their teeth longer and keep them healthier. Currently, everyone must go to Ashland and contract everything to IHS. This is very costly. If we had our own dentist, we could cut down on costs and ensure better health for our people.

7. Dental Assistant $30,000

If we were to set -up a dental clinic with a full-time dentist, a dental assistant would be necessary.

8. Dental Hygenist $45,000

This is another important position in a fully operational dental clinic.

9. Optometrist $30,000-40,000

The clinic would like to hire a part-time optometrist. Many of our members need glasses or have vision problems.

10. Certified Coder $45,000-47,000

In order for us to meet the rules and regulations for national insurance company billing, we need a certified coder. It is one of the requirements.

11. Medical Records Staffperson $20,000

The clinic will need a full-time person to keep track of the medical records.

12. Nutritionist $30,000

Since there are many bad eating habits in patients, the clinic would like to have a full-time nutritionist to help people take control of their diets. This would help people lose weight that are at risk for health problems or those who are already experiencing difficulties.

Year 4 and 5

13. Health Educator $35,000

This person would work with patients and the community to educate them about dangers to their health from lifestyle choices, genetics and environment.

14. Physical Therapist $30,000

The clinic needs a part-time physical therapist to help patients recover after surgery or with disabilities.

15. X-Ray Technician $30,000

An X-Ray Technician is needed to take X-Rays for the physician. This would enable the clinic to become even more self-sufficient.

16. Staff for Fitness Center $25,000/person Total = $100,000

The health department would like to open a fitness center to help with preventing health problems. A staff of four would be needed to keep this center in operation.

17. Maintenance Staff $16,000/person Total = $64,000

The Fitness Center/Clinic would need maintenance staff persons to take care of the facility. It would need 4-6 people to keep it adequately staffed.

Equipment/Resources Needs:

(Ranked most urgent to less urgent)

Year 1

1. More CHS Dollars $Free

The Health Department is requesting that tribal leaders become more proactive in getting money from the feds. They need to go to meetings and show IHS that we need this money and pressure them into giving us some more.

2. Increase Wages $60,000

More money must be put into wages to make them livable. Many of the current employees are high tech people with low tech salaries. They are grossly underpaid for what they could get if they worked in Ashland.

Year 2

3. Bus for TRAILS $40,000

TRAILS is constantly on the go with its participants for program activities. They need better transportation.

4. Storage Space $15,000

They are completely out of storage space and they need it badly.

Year 3

5. New Billing System $40,000

They need to set-up a new billing system to process bills more efficiently, helping to meet national guidelines. Another tribe who currently has the system in place has offered Bad River help with set up and training. This would cut down on costs.

Year 4-5

6. Tribal Health and Fitness Center $10-15 Million

This complex would house a fitness center that would focus on preventative health care and rehabilitation. It would need all of the necessary facilities: weightlifting rooms, aerobics room, swimming pools, indoor walking track, whirlpool, gymnasium, raquetball courts, locker rooms and meeting rooms. It would also need all of the necessary equipment such as weights, stairmasters, stationery bikes, step boards, and floatation devices.

The Health side would house a medical and dental clinic, optometry, x-ray, expanded pharmacy, expanded medical records, expanded billing department, medical transcription, physical therapy, health educator, mental health, AODA, health administration, CHN, CHR, youth programs, and HOC.

Community Needs

(These are not ranked in any particular order.)

1. Recreation Area – including dirt bike trail, hiking trails, snowshoeing, cross-country ski trails, camp sites and water park.

2. Tribal School – Get good certified teachers and have a curriculum that is comparable to Ashland's public school system. They should be better equipped with new text books and modern teaching tools. They need a guidance counselor. The whole school administration should be certified and more structured.

3. Motor Pool – The tribe needs a motor pool for programs to use. The vehicles would be used for tribal business like going to out-of-town meetings and for daily work requirements such as transporting people to their doctors appointments.

4. Derelict Cars Removal Program – The tribe should pass an ordinance that requires people to remove cars that don't run and won't ever run from people's yards. Then they should have a

removal truck in place to help people comply with the ordinance. Right now, derelict cars are a public safety hazard serving as a habitat for rodents and a danger to children.

5. Community Beautification Project – The Council should pass a yard ordinance that requires people to keep their yards cleaned up. We should also have community parks with playgrounds and picnic tables. There should be community garbage cans placed around the neighborhoods to help cut down on littering.

6. Ojibwe Museum – This should display and tell a story about our history. It should be open to the public for Bad River People to enjoy.

7. Council of Elders – This council would serve as an advisory group to the Tribal Council. It would also serve as a board to serve the entire the community, listening to their needs and providing advice. Another service the council of elders would provide is they could remind us that everything wasn't always easy. They could serve as historians for our tribe.

8. Ambuvan – The tribe needs its own tribally operated medical transportation system. It would be used to transport patients to appointments at Duluth, Marshfield and Minneapolis.

9. Substitute Medical Staff – They would like money set aside to be able to have substitute nurses, physicians, and other medical staff people on call.

10. Culture Village – It would have weekend powwows for the public.

11. Healing Center - This would be used for cultural healing ceremonies and serve as a Residential Treatment Center for AODA and nicotine abuse.

12. Businesses for the entrepreneur or through the tribe including: automotive center, Laundromat, beauty parlor, barber shop, and craft supply shop.

Training

1. Quarterly Training – The tribe should put on quarterly job training workshops for leadership, team building, conflict resolution and all other workplace issues.

2. Total Quality Management – The tribe should look into having a total quality management seminar for all of the departments. This would help them look at the needs and goals of their positions and this tribe.

3. Maintenance Training – The maintenance people need to be trained so they comply with OSHA and for their own protection. There are many safety standards that need to be followed such as storing chemicals and disposing of hazardous materials.

4. Kitchen Crew Training – The casino kitchen staff needs to be properly trained for their positions for public safety standards.

Government

The Tribal Council needs be paid and full-time. We are no longer a small organization. They need to meet on more of a regular basis because there is so much for them to do. We also

need to expand the Court we have to work on the current jurisdictional cases more effectively. We have an excess of ICW cases that need to addressed.

Negative Side-Effects

Mary cannot foresee any negative impact for her department if the off-reservation casino takes off. She is concerned about the implementation of a per cap payment because she thinks it may hurt people's work ethic. She thinks the money could be better used to set up an account for elders to buy groceries or hearing aids; or to be put in an emergency fund for people.

Maternal Child Health (MCH)
Jo Ann Falk
February 1, 2001

Current

The Maternal Child Health/Healthy Start program has one employee – a registered nurse, and is housed in the Health Department. The Healthy Start program is a federal grant, while the MCH is a state grant. It is primarily a needs based program. There is also a billing system but it has proven difficult to collect. The program is needs based serving pregnant women, new moms and new babies. Jo Ann's main responsibilities are to conduct home visits with new moms, do pre-natal visits and checks, teach breastfeeding classes, and conduct baby immunizations. She averages 25-30 pre-natals with new moms per year. She is currently following about 60-100 babies until the age of three doing health checks and immunizations. She does over 800 home visits per year.

Needs: (Ranked from most to lesser important.)

Year 1

1. Supplies $15,000

There is virtually nothing in the budget for necessary supplies, most of which are given to the new mothers. She needs books, pamphlets, breast pumps, office supplies, videos, developmental milestone help items (Tylenol, band-aids, alcohol wipes, gauze pads, etc.). Currently, she has to "scrounge up" supplies by asking other departments or organizations. Also, supplies are needed for teaching purposes and staff training.

2. MCH Hours Increase $??

The population of pre-natals and infants has tripled in the last 5 years. Trends indicate that this population will continue to increase. Currently, the MCH nurse is overwhelmed with high number of clients and few hours to address their needs. She would like to see these MCH hours increased to provide better preventative services to families and children. She would like to increase these hours from 2 days a week to 5 days a week. Then, she would be able to assess coordinate, do education in health and nutrition to all prenatals instead of just prima-gravidas, which would correlate to better birth outcomes. We have a lot of gestational diabetes on the reservation, which has created special health concerns. At least two babies have been born with cerebral palsy as a direct affect of gestational diabetes. With increased hours, she would be able to do health checks on all babies at 2, 4, 6, 9, 12, 15, 18, and 24 months. Immunizations could be done then and increase immunization rates. Also, she needs to visit newborns immediately upon return from hospital to monitor babies and their progress.

3. Office Space $??

Ideally, the MCH office should be in the clinic rather than the community center. Now, she needs to keep double records, one for the CC office and one for the clinic site. This is wasted time doing double records. Also, if she was at the clinic, it would give access to needed equipment –scales, lab supplies, etc. Being on the spot, they would be able to do direct referrals and communicate easier with MD or FNP.

4. Vehicle $25,000

The MCH nurse does over 800 home visits per year all with her own car. She has been putting on a lot of miles on her personal vehicle. If she had access to a government vehicle while on the job, she would be better able to serve families at home.

5. Training $5,000

The nurse needs about four continuing education units per year to stay certified. Therefore, she needs to go to additional training.

6. Administrative Assistant $9.00/hour

The program needs a staff person to work with contacts, scheduling appointments and filing immunization records. This would result in a better tracking system. Once the nurse is freed up from these administrative duties, she would be able to spend more time on conducting health checks, PPC's writing, referrals and follow-up appointments.

HEALTH & WELLNESS CENTER

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. MEDS SECURITY SYSTEM	10,000		2,500		5,000	**17,500**
2. NEW BILLING SYSTEM	5,000		5,000		5,000	**15,000**
3. EMS EQUIPMENT	75,000	5,000	5,000	5,000	5,000	**95,000**
B. 1. CLINIC EXPANSION		1,225,000	50,000	50,000	50,000	**1,375,000**
2. STORAGE AREAS (2)		20,000	1,000	1,000	1,000	**23,000**
C. 1. PHARMACY (1.5 POSITIONS)			62,000	64,000	65,000	**191,000**
2. MEDICAL TECNOLOGIST			50,000	52,000	54,000	**156,000**
3. DENTIST			120,000	125,000	125,000	**370,000**
4. DENTAL STAFF (3 POSITIONS)			80,000	84,000	90,000	**254,000**
5. PHYSICIAN			125,000	130,000	135,000	**390,000**
6. REGISTERED NURSE			50,000	52,000	54,000	**156,000**
7. DIETICIAN (50%)			30,000	31,000	32,000	**93,000**
8. PODIATRIST (50%)			50,000	50,000	50,000	**150,000**
9. PRE-NATAL NURSE			40,000	41,000	43,000	**124,000**
10. BILLING STAFF (2)			70,000	75,000	75,000	**220,000**
11. EMERGENCY MEDICAL STAFF (3)	20,000	40,000	60,000	65,000	75,000	**260,000**
12. VAN DRIVER			25,000	26,000	27,000	**78,000**
13. HOME HEALTH CARE (2)			80,000	84,000	88,000	**252,000**
14. GENERAL RECEPTIONIST			25,000	26,000	27,000	**78,000**
15. STAFF WAGE INCREASES			50,000	20,000	20,000	**90,000**
16. TRAINING; EMT, STAFF, ETC.	20,000	10,000	25,000	25,000	25,000	**105,000**
D. 1. HI-SPEED PRINTER		10,000	500	500	500	**11,500**
2. INDUSTRIAL SHREDDER		4,000	500	500	500	**5,500**
3. COPY MACHINE		3,000	500	500	500	**4,500**
4. NEW CLINIC EQUIPMENT		345,000	25,000	25,000	25,000	**420,000**
E. 1. PHARMACY INVENTORY SEPARATER		20,000	1,000	1,000	1,000	**23,000**
2. ADA CLINIC TRANSPORT		50,000	2,500	2,500	3,000	**58,000**
3. SECURED CABINET-MEDS	500					**500**
4. TELEVISION & STEREO	500					**500**

F. 1. SCHEDULED MEDS		30,000				**30,000**
2. X-RAY MACHINE		40,000	1,000	1,000	1,000	**43,000**
3. EMBOSSER		4,000	500	500	500	**5,500**
4. BOTTLED WATER	1,000	1,000	1,000	1,000	1,000	**5,000**
TOTAL	**132,000**	**1,807,000**	**1,038,000**	**1,038,500**	**1,084,000**	**5,099,500**

Clinic (Bad River Health & Wellness Center)
Jeff VandeVenter, Bill Larson, Karen Wolf, (Submission by Geraldine Nelis)
February 14, 2001

Current

The Bad River Health and & Wellness Center houses the clinic, pharmacy and contract health services. It has nine full-time employees total – a receptionist, family nurse practitioner, pharmacist, billing agent, registered nurse, CHS administrator, CHS assistant, medical benefits specialist, and medical records/data entry agent.

The clinic is open Monday through Friday 8:00 AM to 4:30 PM. A family nurse practitioner and registered nurse are on staff during these hours. A physician from Duluth Clinic visits the Bad River clinic every other week for a half day. The pharmacy is open during the clinic hours and is staffed by one pharmacist. The optical department is staffed by a CHR and meets with clients twice a week. A dietitian meets with clients one day per month. The mental health clinicians are from Bay Area Mental Health and meets by appointment.

The clinic provides ambulatory care treating acute and chronic conditions. It also provides referrals for services not provided at the clinic. The pharmacy is full-service with the exception of scheduled medications (controlled substances).

CHS pays for health services not provided at the Bad River Health and Wellness Center. Indian Health Services provides funds for physician services, hospitalization, outpatient care, pharmacy, optical and ambulance services purchased from local health care providers.

The clinic has most of the standard equipment necessary for diagnosing and treating patients. They do not have any vehicles for transporting patients or making home visits.

Needs:

(The following needs are not ranked by urgency but grouped by specialty.)

Pharmacy

1. Security for Scheduled Meds $10,000

The clinic is currently not adequately secure to keep controlled substances in the pharmacy. They would need to install a good silent alarm system for possible break-ins before they could have scheduled meds on-site.

2. Scheduled Medications $30,000

The pharmacy would like to expand to include scheduled medications, also known as controlled substances like morphine and amphetamines. Now, patients who need these medications have to go to Ashland to fill their prescriptions. If they had these meds on-site, they could fill all prescriptions necessary in the community and save money on contracted services.

3. Part-time Pharmacist (Relief person) $35-40/hour

The current pharmacist is a one-man band who has no relief worker or support staff. He would like to have a pharmacist who could come into relieve him so that he could take a few days off or if he needs to call in sick.

4. Full-time Pharmacy Technician $10/hour

This person would assist the pharmacist with pharmacy records and prescription fillings. Since the work would probably not require full-time attention to the pharmacy, he or she could do double duty by helping out in the clinic as well.

5. Separate Inventories $20,000

Currently, all of the medications are kept together in standard pharmacy order. There are different purchasing prices for medications for Indians versus non-Indians but they are not kept separately once they arrive at our pharmacy. This is okay for now. However, a federal regulation is coming that will require us to keep separate inventories. We will have to comply and expand the pharmacy. The above figure would be for the second (non-Indian) pharmacy. Currently, we have about $100,000 in inventory.

6. Expand Pharmacy Site $30,000

The pharmacy will need more space for additional staff and inventory.

Lab

1. Lab expansion $20,000

The lab will need to expand to allow for more equipment and another staff person.

2. Certified Medical Technologist $40,000-50,000

The clinic needs to hire a person who can run a moderately complex lab. It would be optimal if he or she could be dually certified as an X-ray technician.

3. X-Ray Machine $25,000-50,000

This would be used to look for broken bones, fractures, etc.

4. Laboratory Equipment $100,000

   a. CBC Machine – The clinic would like a complete blood count machine. It would help diagnose and treat things like infections and anemias by counting white blood cells.
   b. Chemical Analyzer – The Chemical 12 machine would do liver, cholesterol and diabetes tests.
   c. Four Test Electrolytes Machine – This would help with the treatment and diagnosis of congestive failure, kidney functions and other diseases.
   d. Protime Machine – This machine would help in the treatment of arterial fibrillation and clotting disorders.
   e. Culture Medium Machine – This works like a petri dish where the clinician would put samples to see if they grow, looking for strep throat, etc.

Dental

1. Dentist $100,000 + fringe

The community is in dire need of a dentist. It is difficult for our people to get appointments in Ashland and it is even more difficult to find funding to pay for these visits. We have intense dental needs in our community, especially with our elders and children.

2. Dental Hygienist $30,000

This person would serve as an assistant to the dentist, helping with all procedures.

3. Equipment $150,000

The new dentists office would need chairs, dental x-ray machine, lights, spit sink and various dental tools.

4. Receptionist $25,000

The dental office would need its own receptionist to handle appointments.

5. Billing Clerk $25,000

The dental office would increase the workload of the billing department and would require its own billing clerk.

Medical Doctor and other Medical Professionals

1. Physician $110,000 +fringe

The clinic is in dire need of a full-time physician. Then, many ailments that are currently treated in Ashland could be treated on-site at our clinic. Although there are many specialties that would be useful here, it would be best to start with a family practitioner that could do more general work.

2. Registered Nurse $50,000

The clinic currently employs one RN, who is working full-time with patients. When the physician is brought on, another RN will be needed to help him or her with patients.

3. Equipment $20,000

The clinic would need some additional equipment to accommodate the full-time status of the new physician such as another exam table, lighting system, etc.

4. Dietitian (part-time) $30,000

Currently, we have a dietitian that visits with patients once a month. We need a part-time person who will be here weekly to work with patients who suffer from diabetes, obesity and heart trouble.

5. Podiatrist (part-time) $50,000

Unfortunately, we have a very high percentage of members with diabetes, who often suffer from foot trouble. We need a part-time foot doctor in the clinic to work with these patients.

6. Pre-Natal Nurse $40,000

Our baby birthrate is keeping a fast steady pace. We need a full-time pre-natal nurse to assist our new mothers and ensure the best health care for our newest members.

7. Wellness Room $60,000

We need an area for improving fitness for everyone. This would help with preventing health problems and would assist the medical staff with rehabilitating patients. It should be stocked with fitness equipment, as well as AV equipment for presentations.

Business Office

1. New Billing System $ Varies

The office would like a new billing system like Medical Manager. The old system is not as efficient as the new ones.

2. Speed Printer $ 10,000

Right now, billing has to share a printer with CHS. This slows down the process for both programs. CHS is unable to process vouchers for hours while billing prints their bills.

3. Industrial Shredder $4,000

The office needs a heavy-duty industrial-type shredder to effectively destroy old confidential medical billing records.

4. Copy Machine $3,000

5. Room Expansion $10,000

Currently, the billing department is at maximum room capacity. They would like a larger room for data entry and billing department.

6. Additional staff $20,000/person

If the clinic does expand to get full-time MD's, lab techs and pharmacy techs, this will increase the workload for the billing department. Billing will need more staff to accommodate this increase in work.

7. Storage Space $10,000

The billing department is at capacity for storage space. It needs more room.

8. Embosser $4,000

The department would like an embosser for patient identification cards.

Ambulance/Transportation

1. EMS Equipment $75,000

The ambulance will need all of the necessary life support equipment.

2. EMT's $50-75/run

We would need about 2-3 EMT's on-call to respond to emergencies. They would need to be defibrillator certified and able to give some medications. Because of their on-call status, these people are often paid by the amount of runs they make.

3. Training for EMT's $20,000

The EMT's would require constant refresher training courses to be fully prepared for all emergencies.

4. Van $50,000

Currently, the clinic has no vehicles. They are unable to transport patients or make home visits. They would like a handicapped accessible van to pick up patients at home to get them to appointments or to bring them medications.

5. Van Driver $25,000

The van would need a full-time driver to assist patients throughout the day.

Miscellaneous

1. Culligan Water System $1,000

The tap water tastes terrible and its quality is dubious. They used to have a bottled water system but then it was taken out. They would like it replaced. Promoting good health includes drinking 6-8 glasses of water per day, the best cure for the common cold.

2. Wage Increases $50,000

Currently, almost everyone who works at the clinic is underpaid. Only a couple of people are making comparable wages to what they would earn in Ashland doing the same job. The staff would like to see all wages increase to comparable wages of the surrounding area.

3. Receptionist $20,000

Right now, one person is doing patient registration, taking appointments and greeting patients. She needs another person to help her, especially since the clinic is growing.

4. Storage $10,000

The clinic is at capacity for storage and needs a place to put its records and other documents.

5. Home Health Care (2 positions) $40,000/each

The clinic would like to set up an outreach program that would allow staff to do nursing in the home. That way, elders and disabled could receive treatment in their homes as opposed to having to come to the clinic, which might be difficult.

6. Secured Cabinet $500

It would be nice to have a locked secure cabinet on-site for scheduled drugs or any other items or documents that should be kept locked up.

7. Building Expansion $1,000,000

In order to accommodate the growing health needs of the community and the growing clinic staff, the building will need to be expanded. There is not enough room now to allow for staff and services to grow.

Privacy is sometimes a problem in the current facility. There is too much open air, which allows for conversations to carry. Something to drown out the sound is needed like a television in the waiting room or a stereo system.

8. Office Equipment $75,000

With the expansion of the staff, additional equipment such as desks, chairs, etc., will need to be secured for the new receptionist, billing clerk, dentist.

ROADS DEPARTMENT

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. MATERIALS STORAGE		30,000	5,000	5,000	5,000	**45,000**
B. 1. NEW BUILDING	400,000	25,000	25,000	25,000	25,000	**500,000**
C. 1. ADDITIONAL STAFF (2)	60,000	60,000	60,000	60,000	60,000	**300,000**
2. WAGE INCREASES	20,000	20,000	20,000	20,000	20,000	**100,000**
D.						
E. 1. NEW TRUCKS (2)			120,000	5,000	5,000	**130,000**
2. FRONT END LOADER			50,000	5,000	5,000	**60,000**
3. NEW GRADER			200,000	5,000	5,000	**210,000**
F. 1. UTILITY TRUCK W/PLOW				30,000	5,000	**35,000**
2. 15 CY. DUMP TRUCK				90,000	5,000	**95,000**
TOTAL	**480,000**	**135,000**	**480,000**	**245,000**	**135,000**	**1,475,000**

RECYCLING DEPARTMENT

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. PUBLIC INFORMATION	10,000	10,000	10,000	10,000	10,000	**50,000**
2. COMMUNICATIONS	10,000	10,000	10,000	10,000	10,000	**50,000**
B. 1. STORAGE AREA		100,000	10,000	10,000	10,000	**130,000**
2. AREA IMPROVEMENTS		50,000				**50,000**
3. COMPOST STATION		25,000	1,000	1,000	1,000	**28,000**
C. 1. WAGE INCREASES	20,000	20,000	20,000	21,000	21,000	**102,000**
2. ADDITIONAL STAFF	40,000	40,000	40,000	42,000	42,000	**204,000**
D.						
E. 1. SHREDDER		75,000	5,000	5,000	5,000	**90,000**
2. TRUCK		75,000	5,000	5,000	5,000	**90,000**
3. LOADER/FORKLIFT		55,000	2,500	2,500	2,500	**62,500**
4. OTHER EQUIPMENT		120,000	5,000	5,000	5,000	**135,000**
TOTAL	**80,000**	**580,000**	**108,500**	**111,500**	**111,500**	**991,500**

WATER & SEWER DEPT.

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. SEWER LINE CAMERA	10,000	2,000	1,000	1,000	1,000	**15,000**
	2. WATER METER SYSTEM	60,000	3,000	4,000	5,000	5,000	**77,000**
B.	1. WATER TOWER & PUMP/OLD ODANAH		135,000				**135,000**
	2. CURB STOP REPLACEMENT	50,000	50,000	100,000	100,000	100,000	**400,000**
	3. LIFT STATION REPLACEMENT	30,000			30,000		**60,000**
C.	1. WAGE INCREASES	20,000	21,000	22,000	25,000	25,000	**113,000**
	2. CONTINUE TRAINING SUBSIDY	136,000	140,000	145,000	150,000	150,000	**721,000**
	3. ADDITIONAL STAFF	60,000	60,000	65,000	70,000	75,000	**330,000**
D.							
E.	1. WATERLINE EXTENSION			150,000			**150,000**
	2. STORAGE			10,000	1,000	1,000	**12,000**
	3. NEW TRUCK			25,000	1,000	1,000	**27,000**
F.	1. LAND PURCHASES			250,000			**250,000**
	2. NEW LAGOON SYSTEMS (2)		250,000		250,000		**500,000**
	TOTAL	**366,000**	**661,000**	**772,000**	**633,000**	**358,000**	**2,790,000**

Roads
Randy Houle, Robert Blanchard, Scott Bender
December 14, 2000

Current

The Roads Department is located in one building, actually one stall of a three-stall warehouse. It employs three full-time people and one person as needed. They have two five-yard dump trucks, one motor grader, one backhoe front-end loader, one one-ton utility truck, a high-pressure washer/steamer, several hand tools, two computers, a printer, fax machine, a two-way radio, grass cutter, signs and barricades for road maintenance.

The main job responsibilities include road maintenance, plowing, grading, hauling gravel and sand, transportation planning for tribe, black top patching and ditching. They are currently under funded. The entire budget is $96,300. Most of the funding comes from the BIA, while a smaller amount is provided by the Tribe. The decisions the tribe makes about housing/road expansion impacts their department greatly. There is a direct correlation to the community size and the workload for this department. They are currently responsible for maintaining over 30 miles of road including Birch Hill, Frank's Field, Odanah, some back roads and Diaperville. The reservation road maintenance territory is shared with the Townships. Many of the roads they are currently doing, they aren't being compensated for like Denomie and the new Trailer Park. These latter roads are not yet included in their BIA grant funding.

Needs:

(Ranked from most important to lesser important.)

Year 1

1. Additional Staff Person $30,000

The community keeps growing so this department must grow too. With the addition of more roads, they are going to need another person in this department to help with maintenance.

2. New Building $300,000-400,000

The current facility is not adequate. They are limited on space for their equipment. Also, there is a health hazard for the workers since the office is located within the garage and there is no proper ventilation.

3. Better Communication b/w Departments $ Free

The Department would like to have better communication with the other pertinent departments. When they make decisions such as adding housing, it impacts how Roads can do their job. If they know in advance that a new road is going in, they can put it into the grant application for the BIA. Sometimes they don't find out until it's too late and they can't act on it.

Year 2

4. Wage Increases $20,000

Currently, the Roads staff makes $12.30-13.00/hour. They would like to be paid comparable wages to those paid on other Wisconsin reservations or in the surrounding area, which starts at $15/hour.

5. Materials Storage $30,000

Currently, they do not have adequate storage for their materials. It is not even up to state standards, which poses a serious health risk for workers and those who live in the area. They need storage for salt, sand, asphalt patch and the many different chemicals they use.

Year 3

6. New Plow Trucks (2) $60,000/each

The plow trucks they currently have are older models and will need to be replaced, especially since the workload is increasing.

7. Backhoe Front-end Loader $45,000-50,000

They have an older model and need a new one.

8. Grader $200,000

Again, they have one, but they're going to need a new one.

Year 4

9. Utility Truck w/snow plow $25,000-30,000

The department needs a new one-ton utility truck.

10. Tandem Axel or Tri-axel Truck $80,000-90,000

The department would like a bigger truck for hauling more materials. They would like a tri-axel truck that would be able to haul 15 yards each trip. Currently, they do not have a truck this large. They have to use a 5-yard truck and just make lots of trips. This new truck would be used mostly for summer projects.

Community Needs:

- Playground and Recreation Area – We need a play area in every housing community. The West End of the reservation needs things too like a play area. Residents who live west of Diaperville feel ignored.
- More Policing – Vandalism is becoming more of a problem. People are constantly defacing and shooting up road signs at a heavy cost. Each sign costs anywhere between $30-100. This is a serious safety concern. If people can't read a sign or its been removed, people could get hurt from acting without knowing of the danger.
- Shooting Range – Maybe if we had a place people could safely practice shooting; they would not want to take it out on the signs. The Roads department would even be willing to donate some of their old signs if that would help keep the road signs safe.
- Motor Pool
- Garage
- Credit Union – Help tribal members get loans.
- Retirement Plan – The Tribe should pay more in to employee retirement plans.

Program/Department

- There should be a liaison to the Chairman that the Department could work with. They should have a person who goes around and periodically checks with departments to see how things are going, troubleshoot a bit. Then they could take that information back to the Chairman for action.
- There are some money management concerns. We need more accountability with how our dollars are being spent and even more importantly why the funding goes certain places and not others.

Government

- The Tribal Council needs to be more accountable. It's tribal money they're spending. They should be as meticulous about tracking expenses, as the departments have to be.

It's not fair they hold themselves at a different standard than they expect of the employees.

- Need more stability. With a constant turnover in administration, we need more infrastructure, a more solid bureaucracy, to make these transitions smoother.
- The underlining tension between casino and tribal employees should be alleviated. Right now, the casino employees have certain perks that tribal employees don't have like overtime and bonuses for showing up to work. It should be fairer.

Negative Side Effects

The roads department does not foresee any negative side effects in this project. They did have a question about whether they would be able to put roads surrounding the Beloit casino on their federal application. If so, they could get a lot more money.

Submitted by Don Corbine
1/18/00

Bad River Tribal Recycling/Solid Waste Department
Needs Assessment

The Bad River Tribe's Recycling / Solid Waste Department serves the communities within the Bad River Reservation. The service area covers 100 square miles of territory and is populated with both Indian and Non-Indian residents alike. We have 12 scattered communities stretched out along 20 miles of U.S. HWY 2, with an additional 20 miles extended on both the north and south sides of the highway. Departmental records show 650 households currently being served. The community has experiencing a growth in population and new development. The responsibility of the departmental is to meet all the waste management needs of the Bad River community. The department also provides a recycling and solid waste service to 14 tribal buildings and enterprises of various kinds on a daily basis. The department maintains a curbside collection program for recyclable and solid waste materials in all our communities. In addition, we also collect Household Hazardous Waste materials, hard to recycle items, white goods, computers, metals, wood products and tires, the disposal of these are contracted to outside service providers. Our recycling facility sorts, processes, transports and markets all recyclable materials. . We provide an annual curb-side Spring Cleanup and HHW Clean-Sweep. We're also responsible for public awareness and community education.

Currently, departmental staff consist of five full-time employees: one department Manager, one Crew-Leader and three Recycling Attendants. In the future we envision the communities growth, would have an impact on staff and would require placement of additional staff and equipment to maintain an effective program.

The department manager serves as both the Tribe's and the Town of Sanborn's designated representative for the State of Wisconsin's, Recycling Grant "Responsible Unit" program. The department manager's responsible for grant applications, final financial reports and accomplishments reports submitted to the State of Wisconsin, Department of Natural Resources, to participate in the State's Recycling Grant Program. The tribe has been involved with recycling since 1991 and continue to submit applications for recycling monies. It should be noted that at some point in time, the state may not have the monies available to continue the grants programs. This would then create a hardship on the tribe. Currently the tribe receives approximately $60,000. in state recycling grant dollars.

Additional monetary needs of this departments are currently supported by an annual tribal budget process. Departmental generated revenue supports and off-setts the tribe's contribution. Financial support comes from three resources: Tribal monies, State awarded Recycling Grant and department generated revenues from bags sales and services. The tribe provides approximately 50% of financial support, the department generates through revenues an additional 20% with the remaining 30% funded by the state. For example, if the following contributions were made, the department would have an operating budget of $225,000. It would come from the following:

Tribe	$120,000
Dept.	$ 45,000
State	$ 60,000

Local trends indicate expansion in housing, tribal enterprises and the growth of the area's economy will contribute to population growth as well. The need to plan for the future is evident. The tribal recycling /solid waste department must grow in anticipation of the expected waste stream to come. It must be able to independently make available the safest and environmentally sound operation as possible without impacting tribal lands and waters. We need the proper mechanisms in place to become self sufficient, thus creating jobs and expanding tribal capabilities.

The following is an description of needs that we would hopefully be able to address in the future. From our point of view, all the needs listed are equally important components in the development of a self sustainable enterprise. In reality, we will continue to work towards achieving these goals within a reasonable period of time. It will be our objective to use all the resources available to us and strive towards the goal of maintaining an exceptional and environmentally safe waste management service.

RECYLING/SOLID WASTE DEPARTMENT NEEDS: The following items are prioritized beginning with the most important.

Service and Transportation vehicles with greater size and power capabilities are needed to transport the daily volumes/weights of the many different types of waste recovered. Departmental vehicles are needed to transport waste generated materials to outside processors and handlers or to marketers. There is a greater need for a semi trailer truck with one open flat bed and one boxed/enclosed trailer. This would allow us to haul our own waste materials with the possibility of integrating into a hauling service for smaller municipalities. In turn providing and developing new positions and a revenue source for the department and tribe. Curb-side Pickup, Spring Cleanup, illegal dump cleanups, road side waste recovery, social and traditional community gatherings include some of the many different types of waste being generated, collected, and transported off reservation lands. Purchasing equipment of this type would enhance the quality of service and enable us to become self sufficient in our needs. The price tag for this type of purchase would be in the range of $120,000.

Storage Facilities on the tribal recycling/transfer station grounds is greatly needed. Having a proper storage areas on-site will provide an environmentally sound structure with the ability to accommodate variable waste or recyclable materials. Thus allowing the department to properly store recyclable materials, with sections specifically designed to contain hazardous items and other departmental equipment. This would either be an expansion to the recycling building or the construction of a separate building. It's cost approximately $100,000.

A 25c.y. Dual Axle Dump Truck is greatly needed. It would prove to be a valuable asset during the tribe's annual spring clean up and roadside recovery campaigns. It would allow the department to transport the large volume of waste being collected. It would enable us to save on transportation cost and tipping fees from outside contractors. It would be used to maintain the transfer station's grounds year around by allowing us to haul in gravel, sand and other materials which are badly needed for maintenance upkeep of the transfer station roadways and grounds. Purchase price of a truck of this size would be approximately $75,000.

Equipment is essential in all phases of daily operations. The need to have the proper type of equipment on site is critical to daily activities. Proper material handling equipment such as proper bailing equipment, front-end loader and forklifts and plowing equipment are greatly needed. This equipment will enable us to handle large quantities/volume of waste without endangering the health and well being of staff members. Some of this equipment would also be used for grounds maintenance. The cost to upgrade would be approximately $55,000.

Material Processing Equipment is one key to substainablity and self sufficiency. In order to benefit directly from the volume of recyclable materials and hard to recycle items generated, the need to purchase additional equipment is essential in allowing the department to produce marketable materials. The raw material would increase it's market value. Chipping, shredding and pulverizing machinery would enable us to process materials such as glass, plastics, wood products and tires. This would provide a greater opportunities to recover departmental cost, with a greater possibility to generate revenue. The estimated cost regarding this type of equipment would be approximately $75,000.

Recycling /Solid waste Departmental property is in dire need of resurfacing. Transfer Station and Recycling Facilities grounds and roadways need upgrading. Drainage needs to be reestablished, culverts redone, elevations need to be reestablished, roadway needs black topping or resurfacing with rock gravel, security gates/fences need to be installed, additional outside lighting and the expansion of the transfer stations grounds area are all equally important in the safety of tribal members, equipment and properties held within the department. The estimated cost to secure and refinish grounds and roads would be approximately $50,000.

Departmental staff will need to grow to accommodate the volume of waste being generated within the boundaries of the reservation. It's extremely important that ample staff be available to tend to seasonal and daily operational needs on-site and en route. Staff needs training on first-aid and special waste handling methods and safety issues. Staff size will be determined by community growth, volume of generated of waste, transportation needs and departmental growth. Two additional full-time employees would cost an estimated $40,000 yearly.

Public education and awareness is a basic need in providing and assisting the public in understanding all the issues surrounding recycling, solid waste and hazardous waste and waste reduction. Addressing public awareness needs through advertising, informational pamphlets, youth awareness contests, K-12 presentations, on-site demonstrations, community education projects (variable composting classes) would enhance ongoing efforts. Environmental topics can also be addressed at public meetings or gatherings sponsored by the department. Tribal waste reduction and pollution prevention training for tribal programs, departments, facilities and enterprises should be developed in maintaining our tribal identity. These functions would include departmental as well as outside consultation and participation. The development of a curriculum and the necessary tools it would take in developing it would cost approximately $10,000.

A Communication System is greatly needed, allowing communication between the drivers and the home base station. This need could be addressed by installing a system in all department vehicles on-site and becoming part of an already established system or network in the community. Communication will enable this department to know truck and staff locations and situations at all times. It would be available for staff in transit or on route in times of emergencies. Cost for installing communication equipment approximately $10,000.

A Composting Station or area would benefit the tribe as a whole. It would provide an alternative method to waste reduction and may generate a source of revenue for the department. The compost may be sold to local or outside area gardeners and/or used for tribal gardening purposes. It would reduce solid waste cost for tribal programs and departments. Developing a designated compost area for the community members and non-tribal members would be beneficial to all. Providing a composting educational training course for anyone interested in developing a back yard composting project would also be helpful to community members. Other methods and types of composting can also be made available based on interest. Construction of a community compost area and the purchase of a wood chipping machine would cost approximately $25,000.

The Bad River Tribe is in a very unique position regarding waste management activities. We have expanded the capabilities of the department during the past 3 years. We provide our constituents with the personalized service they are accustomed. The tribal recycling/solid waste department is equal to, if not better than most rural communities our size and what it has to offer. Outside municipalities and organizations have acknowledged our efforts in waste management. The State of WI-DNR Recycling Office and the Department of Housing and Urban Development both commended the tribe for it's efforts in waste management. The St. Croix Band, Red Cliff Band, Forest County Potawatomi and Oneida Nations have showed interest in the program. Each of these tribal entities have visited the tribal recycling/solid waste station. Most are currently considering starting a program similar to ours. We provided technical service and insight regarding their interests in the development or expansion of their currently waste recovery facilities.

Overall, a fully functional material recovery facility benefits the community and it's constituents. It lessens the any chance of hazardous or environmental impact to the delicate balance of the tribe's ecosystem. It provides the resources for the disposal of all waste stream materials. Creating a revenue resource in the marketability of processed recyclable material is a necessity. Having the proper machinery enables the expansion of the tribe's capabilities in producing a high quality end product, thus off setting the cost to the tribe and ultimately becoming a more self sustainable enterprise.

Although the tribe does have many resources within the tribal structure, it is obvious to many tribal members that what is available doesn't quite meet expectations. For whatever the reason are, tribal members seem to have very high standards in regards to receiving or soliciting services. Natural resources on the reservation are plenty, we have the lake which provides fish and other wildlife, we have the land which provides many animals, wood, herbs and the room to expand and grow. Tribal man made resources contribute the bare necessities to the community. We have public works, schools, housing, health care, youth center and some cultural activities installed. All the mentioned operate with BIA monies, and never seem to have enough support to expand there capabilities. In providing for the people of Bad River we need to contribute more financial support in these areas. We must be able to have the necessary means available to support all tribal and community endeavors. Our priorities vary depending on available funding. All the agencies within the tribal organization feel theirs needs are a priority. Realistically, health/dental should come first, then education, public works, housing, environmental, day care, with cultural and family awareness coinciding with each.. It would take a substantial amount of funding to develop a higher quality life style to which the tribe isn't accustomed. An educated guess would be at least one million dollars.

Tribal employment has increased since the opening and expansion of the current tribal casino, some departments within the tribe have taken on more employees. Overall, we have more people working, but salaries still remain low compared to the outside world. Tribal member aren't given the oppuntunity to work outside the reservation in nearby communities. We need to develop a service or business(es) within reservation lands that would secure well paying jobs for tribal members. We need to get away from what's obvious and determine what other types of enterprises would produce and support themselves. The reservation and it's population needs the conveniences that other growing townships and communities have. The tribe needs their own supermarkets, auto service/repair centers, specialty shops, restaurants, sports centers, health/fitness centers, parks and recreation facilities to name a few. Another thing to consider would be training and career development, to be able to supply experience and know how to individuals, so they would be able to function and maintain independence outside the reservation settings. This could be done by providing incentives or initiatives through career development opportunities. It would be almost impossible to employee all tribal members on-rez, but if the off-rez project were to become a reality. It would more than certain provide tribal members an alternative. Relocating, working and leading a productive life and perhaps making a better living would be beneficial to all tribal people.

Changes can be made in the tribal governing system, the governing body would need to take the responsibility in keeping tribal members informed of issues that would effect or have an adverse impact to the tribe's well being. The executive branch must and foremost consider our best interest while developing this type of project. A open line of communication must always be present. They have to be able to answers our questions at a regular intervals during negotiations. The legislative actions or steps to be taken during this project should be brought back to the community for their responses. The judicial branch must fully anticipate every aspect of this venture. Elements must be put into place to safe guard the tribe's interest. A panel or advisory team should be formed to act as go between the tribe and the people of Beloit. The panel will act on the tribe's behave , but will take direction and request approval on items that need addressing from the tribal council. The panel should consist of at least one lawyer and three tribal members that will become our liaisons. Off-rez members would have to approach these individuals with their concerns and issues. The tribal council would then determine if the situation warrants their personal attention. Only in extreme cases should the tribal council be involved in off-rez gaming operations. The gaming operation should be taken care of by it's managerial personnel and/or a business committee or panel who in-turn approaches council.

The tribal recycling/solid waste department wouldn't be directly affected by the off-rez project. But if the project were ever to become a reality, and the time did arrive that the tribe was able to direct some funding back into tribal programs. Then the additional funding would certainly be able to lessen the financial burden of supporting all it's departmental needs. It would have a healthy impact on the community and allow the tribe to pay more attention to the communities needs. The communities members in general would benefit by having additional resources made available. Better living standards and conditions for members would be achievable. The needs of our tribal youths programs would benefit, it would provide the financial means to develop a curriculum for kids of all age groups. Providing them with insight, expanding their interest, providing them with hope and inspiration in becoming productive individuals. Personal monetary gain is secondary, we first must take care of our programs and departments. Tribal members would be grateful in knowing that the tribe would become more able in providing for basic needs and services.

Water and Sewer
Paul Gordon
December 14,2000

Current

The goal of this department is to keep the SBR (Sequence Batch Reactor) operating. It's the plant that keeps water and sewer going 24/7. The Department is has its own building for the plant. It has two offices, garage and control room. They have two pick-up trucks, one with a plow. They have one pumper truck, a mobile generator, and one sewer cleaner. There are four full time employees.

The department is currently under funded. This past year they had a short-fall of $136,000. The actual budget is at $206,775. Some of the money is received from the federal government but most of it comes from the tribe. The department is supposed to collect fees from its customers but not everyone pays which is a problem for the department. When the people don't pay, the tribe has to subsidize the department.

Needs:

(Ranked from most to lesser important.)

Year 1

1. Wage increases $20,000

The staff is currently not making comparable salaries to other tribes for doing the same job. They would like to make at least a comparable wage. According to Paul, the Minnesota Rural Water Association did a survey recently and found that Bad River has the lowest wages of all Indian tribes in Wisconsin.

2. Camera on Sewer Lines $10,000

Right now they have no good way to see way down into the sewer lines if anything malfunctions. They need a camera to see if anything breaks.

3. Replace Lift Station by Clinic $30,000

The lift station by the clinic and Chief Blackbird Center needs to be replaced.

Year 2

4. Water Meters and Meter Reader $30,000

This would measure how much water the household or business uses. The reader is an instrument that can be used to read meters from the car. This would be useful because it could be used in all weather and without safety risk from dog bites. There are about 325 houses they serve. Each meter would cost about $100 plus a $70 installation fee. The remote reader costs about $3,000. Currently, the department charges people a flat fee of $25 regardless of how much water they use.

5. Replace all curb stops in New Odanah $15,000

These are the shut off valves to houses. It would help them enforce the collection of fees. If someone doesn't pay their bills, they would get their water and sewer shut off. The department thinks people would pay up quick then. They serve 156 houses in New Odanah, and 325 houses in all including Birch Hill, Frank's Field and Diaperville.

6. Ordinance on Water/Sewer Bill Enforcement $Free

The Council needs to pass an ordinance so the Water and Sewer can take legal action on people who don't pay their bills. They then could collect their fees. Currently 16% of customers do not pay their bills and the department can't do anything about it. The vast majority of paying

customers are HUD housing dwellers and Housing takes care of the bill. The current cost is a $25/month flat fee.

7. Water Tower/New Pump House in Diaperville $135,000

The current system that is in place in Diaperville is not adequate. Right now, they have a tubs unit stored underground. This needs to be replaced with a better system.

Year 3

8. New Truck $25,000

The current truck the department has is five years old and has over 100,000 miles on it. It does not have many years left.

9. Storage $10,000

The department is limited on storage and needs some more space for its materials.

10. Dead-end Connection $150,000

Currently, there are a few roads in New Odanah that dead-end. They could connect with another street if extended. The problem with these dead-end streets is the water often stays stagnant at the end of the street. If they looped and continued with another street, it would keep water fresher. Now, it gets rusty.

Community Needs:

- More housing for the elderly and single people like an apartment complex. Right now they have no place to live.
- New building for the elderly with an exercise room and games room.
- Better playground for the kids.
- Need some type of manufacturing industry. Not everyone wants to work at a casino. This would be something for people to do here.

Government

Need a bigger Court system with more laws and resolutions. Then they could collect fees from people who don't pay their water and sewer bill.

Negative Side Effects

Paul does not foresee any negative impact on his department if an off-reservation casino should open. For the community, he is against per caps because they cause people to quit their jobs often turning to alcohol and drugs.

INDIAN HOUSING AUTHORITY

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. SECTION 8 VOUCHER	360,000	360,000	360,000	360,000	360,000	**1,800,000**
B. 1. 500 NEW UNITS		5,000,000	5,000,000	5,000,000	5,000,000	**20,000,000**
2. TRANSITIONAL HOUSING		1,000,000	2,000,000	2,000,000	500,000	**5,500,000**
3. ELDERLY CENTER		1,200,000	25,000	25,000	25,000	**1,275,000**
4. IHA OFFICES		1,500,000	25,000	25,000	25,000	**1,575,000**
C. 1. FINANCING OFFICER	36,000	37,000	37,000	37,000	37,000	**184,000**
2. RESIDENT COUNSELOR	20,000	21,000	22,000	23,000	24,000	**110,000**
3. MAINTENANCE STAFF (2)	40,000	42,000	42,000	43,000	44,000	**211,000**
D.						
E. 1. LAW ENFORCEMENT	200,000	200,000	200,000	200,000	200,000	**1,000,000**
F. 1. UNIT REHABILITATION FUND	750,000	750,000	750,000	750,000	750,000	**3,750,000**
TOTAL	**1,406,000**	**10,110,000**	**8,461,000**	**8,463,000**	**6,965,000**	**35,405,000**

Housing
Joe Edmiston, Karen Neveaux
February 21, 2001

Current

The Housing Department is located within its own building, which is 40 years old and in need of replacement. It employs 14 people total. It's budget comes from the Indian Housing Block Grant out of Housing and Urban Development (HUD), and rental income. It manages 171 low-rent units, 35 mutual help units, and 2 homeownership units, totaling 208 units. The oldest units were built in 1966/1967 and the newest were built in 1999. They are currently building 10 new two-bedrooms in a new housing site called Aspen Acres that should be complete summer 2001.

There are 690 people who live in these managed units. The ages are broken down as follows: 45 children are age 3 or under; 279 children age 4 through 17; 327 adults age 18 through 61; 39 adults age 62 and older. Of these residents, 42 adults and 6 children are handicapped or disabled, living throughout the communities. Housing has a waiting list with 132 names on it. They are at capacity. Actually, there are about 65 families living in overcrowded conditions of more than one family per unit. Based on economic development plans for the Tribe and area, the Housing Department anticipates a significant increase in population as families move back to the reservation and following general increasing population trends. They anticipate a need for 200-300 additional homes on the reservation to meet the needs of our swelling population.

Right now, there are 83 units in the housing service area that need to be replaced due to dilapidated conditions. Also, there are 65 older homes that need of major rehabilitation, going beyond the usual upkeep rehabilitation.

The housing is concentrated in three communities: New Odanah (90 total units), Frank's Field (29 total units) and Birch Hill (86 total units). There is also scattered managed housing, considered off-site, (13 total units) on U.S. Hwy. 2, Government Road, Old Odanah, County A, Bear Trap Road and Rykdahl Road.

Rent varies because it is income based and there are different sizes of homes and households. Rent is essentially 20% of the adjusted gross income plus various deductions for elderly, handicapped, number of children, school, medical bill payments, etc. Therefore, rent can be anywhere from $0 (zero) to the maximum allowable rent. The income levels range from $0 (zero) to $63,000 per year. There is an inverse relationship between unit size and rental collection. Generally, the larger the family, the less rent collected. Therefore, the large units do not meet rental collection standards. The most lucrative and in-demand units are the two-bedrooms, for which there is a very large waiting list.

Collection rate for rent is improving since they now can automatically take payments out of paychecks on approval by the renter. They have had no problem in collecting rent from the off-site units, where people own their own land sites. It is sometimes difficult in the low-income housing neighborhoods. Eviction is a last resort for non-payment. The housing department first tries counseling the renter about budgeting and working. Most of the time, the reasons for non-payment are legitimate hardship cases, the bills got too high or there was a family problem. Housing will work with these people, putting them on a payment plan or do a wage assignment if they are working.

There are 24 one-bedroom units, including the 10 elderly units in the elderly center. Of the one-bedrooms, 14 are in New Odanah and 10 are in Frank's Field. The maximum rent a person could pay for these one-bedrooms is $125/month. Eight people pay the maximum amount. The average rent is $50 per month.

There are 34 two-bedroom units, including 22 in New Odanah, 6 in Frank's Field, 5 on Birch Hill and 1 off-site. The maximum rent for a two-bedroom is $150/month. Nine households pay the maximum amount, the rest pay less. The average rent is about $100/month.

There are 132 three-bedroom units, including 28 in New Odanah, 13 in Frank's Field, 81 in Birch Hill and 10 off-site. The maximum charged rent for a three-bedroom is $175/month. The average rent is $140-145/month.

There are 23 four-bedroom units, including 21 in New Odanah and 2 off-site. The maximum rent for a four-bedroom unit is $200/month. The average rent is $130/month.

There are 5 five-bedroom units, all of them in New Odanah. The maximum rent is $225/month and the average rent is $100/month.

Needs: (All of these are immediate needs and should be secured within 5-10 years.)

1. Additional Housing Units $50 Million

The housing department envisions about 500 new housing units for the reservation. Of that number, about 300 would address the growing population needs while the remainder would serve as replacement units for the current dilapidated units. The current waiting list is at 132 people, but that number will grow as economic development continues.

2. Transitional Housing Units $4.5 Million

Emergency housing requests are not currently addressed sufficiently due to lack of funds and available units. The Tribe needs transitional housing for temporary housing for people new to the area and those who find themselves without shelter. The transitional housing complex would need to accommodate about 50 families per year.

3. Personnel $96,000 (total)/year

a) Financial Officer $36,000

Currently, a fee accountant handles the bookwork. However, the department would like to have financial officer on staff to verify the accountant's work. Also, this person would gather data for grant writing.

b) Resident Service Counseling $20,000

There are currently two resident service counselors. This new position would assist the department by teaching minor maintenance to residents.

c) Maintenance People (2) $20,000/each

There are currently five maintenance people on the housing staff. As the housing developments grow, they will need more maintenance people. They do minor repairs in the units such as unclog sinks, fix broken doors or heaters.

4. Voucher Program $360,000/year

This is addressing the need for Section 8 housing in our community, where the rent is subsidized by the government. Low-income participants who qualify have to live in Ashland, where Section 8 is in place, to benefit from that program. Currently, the Tribe has nothing in place for a voucher system. Housing estimates that about 100 members in our service area would benefit from this program if instituted on the reservation. HUD currently does not allow participation in this program, so it would need to accessed from a different point.

5. Law Enforcement $200,000/year

Housing would like to see law enforcement and security in the service area increased. Currently, the housing department suffers about $50,000 annually due to vandalism. The vandalism ranges from graffiti to broken windows to burned down houses, and everything in between. Most of this can be attributed to juvenile delinquency and domestic abuse. The law enforcement needs to make some arrests, so we can cut down on much of this crime.

6. Elderly Center $1.2 Million

The Elderly Nutrition Program absolutely must get a different site. Right now, they are using the Elderly Residence Building, which was never designed for this use. It is a residence facility managed by Housing. These people pay rent and expect decent services. There are many

complaints not only about the feeding program but also how the Elderly Program took over the building for other things like offices, bingo, meetings, funeral feasts, etc.

7. Rehabilitation Funds $3.9 Million

Housing is in need of additional rehabilitation funds for roofs, insulation, foundation repair, cabinets, doors, etc. Many of these projects are very costly but necessary.

8. Office Building $1.5 Million

The current housing office is 40 years old. It has had piecemeal additions over the years for expansion. They are in desperate need of a new office that will provide more confidentiality, storage, and space to store equipment.

Community Needs

- Funding for Elderly – The elderly often have tremendous medical bills they need help paying. Also, dental and prescriptions should be taken care of by the Tribe for all elderly.
- Hospice/Nursing Home – We really need some type of long-term health care on the reservation so that we can receive good care and still remain among family and friends.
- Realistic Youth Programs – It should be mandated to address the problem youth in our community. Problem kids are not participating and are falling through the cracks. Only the good kids get to do fun things, and that is just not helping us as a community.
- Organize Youth Programs – They need to be organized and coordinated to work together. Also, they need to go up to Birch Hill at least one night a week. We have 124 young people between the ages of 4 and 17 that live on the Hill. They don't always have rides and they need programs too.
- Children's Codes – We need some ordinances to keep our children safe and to keep our community healthy. For example, we should have an enforceable curfew, underage drinking laws, etc. We would then need to enforce these rules.
- Increase Wages – We need to upgrade our pay scales. One person should be able to make a living for the entire household. But the way things are, both parents have to work.
- Day Care – We need more and better day care. There should be a night shift to accommodate the casino workers.
- Swimming Pool – It should be open to everyone.
- Family Programs – We need programs where parents and children participate together. We've got to start doing more things as a family.

Government

- Council – Some positions should be paid. Each position should have specific requirements of areas of expertise. If you're going to run for treasurer, they should have a background in accounting or finance.
- Council – Needs to oversee departments to help them work on items. Then, they would be very knowledgable in their subject area. They would know a lot about a few areas and could share information with each other.
- Separation of Powers – Administration needs to split off from the Chairman's duties. We currently have trouble following proper channels of authority.
- Chairman and Council need to work to advance the Tribe with projects. We have to enhance what we have.

Negative

None

CASINO

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. RV PARK	750,000	50,000	50,000	50,000	50,000	**950,000**
2. DAY CARE CENTER		500,000	75,000	75,000	75,000	**725,000**
B. 1. CASINO VAULT AREA	100,000					**100,000**
2. STORAGE & GARAGE SPACE		400,000	10,000	10,000	10,000	**430,000**
C. 1. MEDICAL CASINO STAFF	50,000	50,000	55,000	56,000	60,000	**271,000**
2. MIS SYSTEM			100,000	25,000	25,000	**150,000**
D. 1. GAMING MACHINES			2,500,000	200,000	200,000	**2,900,000**
TOTAL	**900,000**	**1,000,000**	**2,790,000**	**416,000**	**420,000**	**5,526,000**

BAD RIVER LODGE

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. RV PARK		500,000	50,000	75,000	75,000	**700,000**
2. LODGE DAY CARE		500,000	50,000	50,000	50,000	**650,000**
B. 1. POOL/STORAGE/CONFERENCE RM.	127,000	10,000	10,000	10,000	5,000	**162,000**
2. EXERCISE ROOM		75,000	2,000	2,000	1,000	**80,000**
3. LODGE EXPANSION		500,000	50,000	50,000	50,000	**650,000**
4. PARTY ROOM			10,000			**10,000**
C.						
D.						
E. 1. VENDING MACHINES		2,000	2,000	2,000	2,000	**8,000**
2. LAUNDRY MACHINE		1,500	500	500	500	**3,000**
F. 1. ARTWORK MUSEUM/DISPLAY			75,000	25,000	25,000	**125,000**
TOTAL	**127,000**	**1,588,500**	**249,500**	**214,500**	**208,500**	**2,388,000**

TRIBAL NEWSPAPER

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. COMPUTER UPGRADE			4,000			**4,000**
B.	1. PAVE PARKING LOT (FIRE HALL)	5,000					**5,000**
	2. STORAGE AREA		10,000	100	100	100	**10,300**
C.	1. INCREASE STAFF	15,000	15,000	15,000	15,000	15,000	**75,000**
	2. DELIVERY PERSON		1,000	1,100	1,200	1,300	**4,600**
D.	1. DIGITAL CAMARA		1,000				**1,000**
E.	1. AIR CONDITIONER	300					**300**
	2. FIRST AID KIT			50			**50**
	TOTAL	**20,300**	**27,000**	**20,250**	**16,300**	**16,400**	**100,250**

Casino
Ken LaRock
December 6, 2000

Current

The Casino is currently housed in one building on Hwy. 2. It has one restaurant and a large gaming floor with 420 slot machines and 6 Black Jack tables. The second floor is used for offices. The Entertainment Center can be used for conferences or banquets. The casino has several departments including administration, custodial, restaurant, snack bar, guest services, marketing, mechanical maintenance, MIS, personnel, slots, smoke shop, surveillance, and vault.

It employs 252 people. Of which, 218 are full time and 36 are part time. It employs 117 males and 137 females. Twenty-five percent of the total employee base is a single parent. This often makes for problems with finding childcare while the parent goes to work.

The casino is a revenue generating business for the tribe. The goal of this casino is to provide revenues for the Bad River Tribe. In turn these revenues can be utilized for the future of the Tribe and its members to attain a lifestyle that will help member regain self-respect, self-sufficiency and serve the future of the seven generations.

Needs:

Year 1

1. RV Park $750,000

The casino business at Bad River is primarily seasonal and it depends on the summer season to survive. Thousands of RV's pass by on Highway 2 each summer. However, the casino grounds have no adequate space for them, so many keep going. If an RV park were installed adjacent to the casino, profits would increase because they would park, stay and play. The Park would include 50 Spurs with utilities, paving, lighting, 16 cabins and 10 campsites.

2. Vault Space $100,000

The vault is currently at its maximum efficiency and space. The state of the art gaming machines and adjustments to the Minimal Internal Control Standards have increased the need for more space. Two major problems are customers must wait longer thereby becoming dissatisfied and revenues are reduced.

3. Medical Support Staff/Facility $50,000/year

The majority of the guests are over 55 years old, who may suffer from different ailments. Therefore, it is imperative that space is allocated to address the needs of these guests and employees. They will also need a medical attendant or nurse to attend to these needs.

Year 2

4. Day Care $500,000

The casino seriously needs its own childcare center for two reasons. First it would be used for lodge/casino guests who come with children. Second, it is desperately needed by the casino employees who often work late and early hours. With 25% of the casino workforce being single parents, they need good childcare while they work.

5. Storage $400,000

All of the casino departments are at a maximum right now. This causes problems because they are unable to keep enough goods on hand and they cannot really buy in bulk to cut down on costs. The shuttle also could use a storage facility. Then, the buses would need less time for warm up and would reduce maintenance on these vehicles.

Year 3

6. MIS System $100,000

The casino is currently maximizing their system. They are going to need an expanded MIS system to operate more efficiently and increase revenue.

7. Gaming Machines $2,500,000

If the casino follows the above plan, patronage would increase. Therefore, the gaming floor would need to expand, adding another 250 gaming machines. This would increase revenue and employment for the Tribe.

Community Needs/Business Ideas:

1. Transportation system – Bad River needs a bus system, which would help people get to work and to the grocery store.
2. Credit Union – This would help keep our money in the community and easier for our members to manage their money.
3. Water supply for fire protection
4. Laundromat
5. Snowmobile Trail
6. Education – We need more money for adult education classes. If people could take classes to enhance their skill levels, it might help the casino with its high turnover rate.
7. Recreation Area – It would include a community swimming pool, mini-golf, bowling, and other recreation activities.
8. Garage – It would be nice if people had a place to get their cars fixed.
9. Logging Company – Inside work is not for everyone. Since so much of the reservation is forest and is often logged, a tribal logging company could be very lucrative and employ many of our people.
10. Construction Company – We are constantly building around here. This would be another tribal business enterprise that would employ our own people.
11. Housing – We desperately need an apartment complex for single people. Many casino employees and elders need housing but not a whole house. This would allow them to live on the reservation in their own dwelling.
12. Marina – Tribal people need a good marina since we live on Lake Superior.
13. Water Bottling Business – We have some good water here. We could start a business that would generate funds and employ people. Then our other businesses like the casino and lodge could buy it as well. It would help to keep our money here.

Negative Side Effects:

Ken does not foresee any negative impact if the off-reservation casino opens. He says there may be some temporary effects while our casino people from here go down there to set things up. However, he does not believe that will be long lasting, not more than six months.

Lodge
Chip Houle
December 7, 2000

Current

The Lodge is connected to the Casino located in Odanah on Highway 2. It has 50 rooms (18 non-smoking), a swimming pool, a hot tub, 4 Jacuzzi rooms, 4 Super king rooms (have Jacuzzi in tub), a game room, 2 industrial washers and dryers. It does not have any conference rooms or laundry facilities for its guests. It employs 20 people (9 full-time and 11 part-time). The positions include front desk, night auditor, housekeeping and manager.

The mission of the Lodge is to have all employees treat guests so feel they at home. They would also like to expand the facilities by adding more rooms and adding some high roller suites with all the amenities. They would also like to install a vending machine for shampoos and other necessities. By fulfilling these first goals, they should increase they occupancy rate, which Chip would like to see up by 10-20%. During the winter, the occupancy rates really drop. Currently it is 56%. Chip estimates that 60-70% of their customers are repeat customers, which is why positive customer service is so important.

Needs: (Ranked by most urgent to lesser important)
Year 1

1. New roof for Swimming Pool/Conference rooms/Storage $127,000

The current roof is no longer adequate since it is leaking. Also it only covers the pool. If a new roof is constructed, a second floor above the pool could be added adding space for conference rooms, an employee meeting room and storage.

Year 2-3

2. Exercise Room $75,000

The lodge gets lots of requests from its guests for a fitness room. People nowadays expect a hotel to have some type of facility for them to workout. Not only would this be good for the guests, the employees would be able to use it as well. The staff suffers from many health problems including being overweight.

3. Expand the Lodge $500,000

The lodge needs more rooms. There just aren't enough in the summer, which is the high season. They definitely need more first floor rooms because of the large number of elderly guests.

4. RV Park $500,000

Since there are no facilities for RV's, the people who just park in the parking lot come in to use the lodges' bathrooms all the time. This is an obvious problem, causing extra work for the employees and disturbance to the paying guests. There needs to be a park to accommodate these people with parking spurs, power, dumping stations, shower and bathrooms.

5. Day Care for Lodge $500,000

The lodge needs its own day care for two reasons. First, many of the employees are parents who need good childcare. It would be nice if it was on site, then the employees could check on their children at break, would come to work more promptly and would not have to leave work early to accommodate their child care hours. Also, it would be nice to have a place for the patron's children to go. Right now, they either are left in the room or the pool.

6. Coin-operated machines $2,000

Currently, the lodge does not have laundry facilities for their guests and they are continually getting requests for them. This would boost customer satisfaction.

7. Vending Machines $1,500

The lodge needs a vending machine that is stocked with toiletries for people who forgot things like toothbrush, aspirin, and razor. This is expected at hotels today and it would help increase customer satisfaction.

Year 4

8. Party Room $10,000

The lodge gets many birthday parties, where the parents rent a room and the kids use the pool. It would be great if they had a specific party room to accommodate this situation. Then it would free up an overnight room and it would better suit the needs of the party people.

9. Artwork Museum Display $75,000

The lodge needs a nice museum display to exhibit our local artwork and talents for the guests. It would help teach people about Bad River and would be a nice extra attraction for patrons.

Community

- Day Care – Bad River is in desperate need of additional day care facilities and those that will be open 24 hours. It is one of the biggest problems employers have with their employees as the workers struggle to keep a job and find proper care for their children. Too often they miss work because they couldn't find someone to watch the kids.
- Health Care – We really need a doctor in Odanah. We need all of the health facilities here including dental and eye care.
- Convalescent Home Care – We need a place where people can get longer-term urgent care. This would help serve people our elderly as well as people recovering from surgeries.
- Housing – Bad River needs housing to accommodate single people. A singles apartment complex with studios, one-bedrooms and two-bedrooms would help with recruiting and retaining employees.
- Youth Facilities – They need a place where kids can go to keep out of trouble. It should be equipped with games and computers and be open during the hours kids need it, in the evening. It should have suitable supervision.
- Education – They need to certify and improve the current tribal school and fully expand to a K-12 program. They also need college courses offered after work to help the adult students. The night classes could also be used by high school kids to help them get a jump on college.
- Parenting Classes – We need to get more of the community involved in parenting classes and start learning better ways to handle our children. Right now, it's hard to get people to go to these. We need to find a positive encouragement for attending.
- Treatment/ Prevention Center – We have such a high alcoholism and drug use rate, we need to do something to stop this. Perhaps they could put up a halfway house to help reintroduce people to the community after treatment.
- Entrepreneur Program – They should have a program in place that would help people start their own businesses. There is a lot we could have here like restaurants and video

stores. The tribe should help with business plans and then help them get financing their our own credit union or financing program.

- Beautification Project – We should have a best yard contest to encourage people to clean up their yards.
- Retirement/Pension Plan – Our elders barely have enough to live on with their social security checks. We need to set aside money to help them make ends meet.

Training/ Career Development'

- We should have career development education at the high school level to help young people get an idea of what they can do with their lives.
- Adult career planning should also be offered. It would help people get an idea of what changes they can make by furthering their education or moving to a better position.
- Every department, including the Lodge, needs to have customer service training for their employees. All tribal departments and enterprises are service-based industries. We need to learn the best techniques for dealing with our customers.
- Everyone needs more computer training. In today's world, you don't stand a chance at employment if you don't know computers.

Tribal Government

- The Tribal Council needs to be paid full-time. Right now, it is difficult to find them for work that needs to be done that day. This holds up the workings of the tribe.
- Our wardens need enforcement powers so they can stop illegal hunting on the reservation. Non-members are constantly making trails, bridges and shacks on tribal land. They get away with it because nobody is going to stop them.
- We need our own jail to take care of our own people. We would also make money on it by housing overcrowding or transfers from other jails.
- The Tribal Court needs an enforcement arm. If they assess a fine, they should be able to enforce it and get payment. Otherwise, it means nothing.

Negative Side Effects

Chip does not foresee any negative side effects for the Lodge. He does not think he will lose employees. He is concerned about per caps though. He cautions against doling them out since they may hurt the work ethic, increasing laziness and avarice.

Newspaper
Linda Mayotte and Amoose
January 31, 2001

"News from the Sloughs" is the monthly newspaper of Bad River. Its goal is to inform and entertain the residents of Bad River and the surrounding community. It is a free newspaper that is distributed in Odanah, Ashland, Washburn, Bayfield, Lac Courte Oreilles, Lac du Flambeau, Lac Vieux Desert, Hurley, Ironwood, Keeweenaw Bay, Red Cliff, Duluth, Superior, and Fond du Lac. Its circulation for the area is 6,500 newspapers. It also has a large subscription circulation with 300 people receiving it via the mail in several different cities and states.

It has two employees, an editor and an assistant editor. The assistant editor is responsible for advertising sales, designing ads, public relations work, accounting, invoices, ordering supplies, writing articles and data entry of articles submitted. The editor oversees the operation of the newspaper and helps the assistant editor with many duties. It is housed in the Fire Hall of New Odanah. The paper has three Macintosh computers, one from 1995, one that is newer, and a new Imac. The office is equipped with printers, a layout board, a pasting board, a fax machine and a copy machine.

The newspaper receives approximately $60,000 yearly from the Tribe for operations. They also receive some money from mail subscriptions and advertising. The staff is expected to raise $2,000 each month in advertising. When the paper first opened under another editor, it collected $2,500+ monthly in ad sales. Currently, they raise $600-$800 monthly in ad sales.

Needs: (Ranked from most to lesser important.)

Year 1

1. Staff Person $15,000

Therefore, they need to hire another person to either work as a full-time reporter to gather and write articles. Or they need a person who will work straight advertising sales, perhaps working on commission as an incentive.

2. Better Communication $ Free

The newspaper staff would like to see better communication between the departments so that the paper could function more efficiently. The newspaper staff encourages departments to submit articles every month to let people know what's going on in their department. The submission rate could stand some improvement.

3. Air Conditioner $300

There is no air conditioning in the fire hall. In the summer, it gets very humid and hot making working conditions difficult. They would like a window air conditioner that cannot be used as a break-in entry point.

4. Pave Parking Lot $5,000

The parking lot is gravel and full of many ruts. It's hard on vehicles. The biggest problem is during the warmer months when they have the windows open. All of the equipment gets covered in a layer of dust from people driving by and stirring up the parking lot. This causes wear and tear on the sensitive computer equipment.

Year 2

5. Delivery Person $840-1380 annually

The paper needs a person who will essentially work once a month. He or she would go to the printer to pick up the papers and then distribute them to the area sites. They used to have someone who did this but he took another job.

6. Digital Camera $800-900

The paper currently has a camera but it is not digital. They need a digital camera in order to download pictures more efficiently and make the paper pictures a better quality.

7. Storage $10,000

Currently, they have no storage other than their office space. They have nowhere to put the extra newspapers and other paper archive material.

Year 3

8. Computer Upgrade $3,000-4,000

Journalism technology is constantly changing. The current software is outdated and the hard drive is too small. They are going to need to upgrade the computers and software.

9. Medical Kit $50

The fire hall does not have a medical kit anywhere on the premises. The staff would like to have a medical kit installed in an area that is accessible to everyone who works there in case of emergency.

Community Needs:

- Housing for single people –should be two bedrooms
- Day care – especially for the unusual casino shifts
- Better health system
- Dog pound – now that we have a dog catcher, we should have a place in our community to house these animals
- Fast food restaurant
- Another restaurant – we want more choices
- Development Corporation – It could work on economic development and housing. We need to improve our housing quality. For example, we could put in carpets and attach garages for people who live in tribal housing.
- Print shop – We could make our own letterhead, business cards, envelopes, posters, etc. We use all of those things anyway and we'd be saving money.
- Fire Department – Right now it's volunteer. However, it seems like the same ones are always doing all of the work. They should be compensated.

Government:

- We need to separate the Tribal Council from an everyday Business Committee. The latter would oversee daily administration, all business aspects and tribal enterprises.
- The tribe needs to hire someone with a degree in finance – someone who knows something about accounting, stocks, bonds, etc., as our tribe continues to grow.
- Council needs to be accessible to Departments and Programs.
- Council should be full-time with regular office hours and offices in the tribal building.

Negative Side Effects

No one at the paper can foresee any negative side effects of the off-reservation casino.