ACCOUNTING DEPARTMENT

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1.	EQUIPMENT UPGRADE	15,000	2,000	2,000	1,000		**20,000**
2.	HI-SPEED PRINTERS			6,000	2,000	2,000	**10,000**
B. 1.	ADDITIONAL SPACE	300,000	10,000	10,000	10,000	10,000	**340,000**
C. 1.	NEW STAFF		120,000	180,000	180,000	185,000	**665,000**
D.							
E. 1.	COPIER			5,000	1,000	500	**6,500**
2.	STAFF EQUIPMENT		10,000	10,000	2,000	1,000	**23,000**
	TOTAL	**315,000**	**142,000**	**213,000**	**196,000**	**198,500**	**1,064,500**

BACKGROUND INVESTIGATIONS

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. BAD RIVER GAMING COMMISSION	150,000		50,000		50,000	**250,000**
	2. BELOIT GAMING COMMISSION	150,000		50,000		50,000	**250,000**
	3. COMMUNICATION SYSTEM	250,000	250,000				**500,000**
B.	1. NEW BUILDING		500,000	25,000	25,000	25,000	**575,000**
C.	1. INVESTIGATOR II		40,000	42,000	44,000	45,000	**171,000**
	2. RECORDS CLERK		25,000	26,000	27,000	28,000	**106,000**
	3. STAFF WAGE INCREASES	30,000	30,000	35,000	38,000	40,000	**173,000**
D.	1. DIGITAL FINGERPRINTING SYSTEM		200,000	5,000	5,000	5,000	**215,000**
	2. VEHICLE	25,000	2,000	3,000	4,000	5,000	**39,000**
E.	1. FIBER OPTIC CABLE		20,000	1,000	1,000	1,000	**23,000**
F.							
	TOTAL	**605,000**	**1,067,000**	**237,000**	**144,000**	**249,000**	**2,302,000**

ENROLLMENT DEPARTMENT

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. RECORD PRESERVATION	6,500	1,000	1,000	1,000	1,000	**10,500**
B.							
C.	1. WAGE INCREASE	20,000	25,000	30,000	35,000	35,000	**145,000**
	2. TRAINING	500	500	500	500	500	**2,500**
D.							
E.	1. COPIER	4,000	500	500	500	500	**6,000**
F.	1. FAX MACHINE	2,000	1,000	500	500	500	**4,500**
	TOTAL	**33,000**	**28,000**	**32,500**	**37,500**	**37,500**	**168,500**

FACILITY MAINTENANCE

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. TRIBAL SUBSIDY	350,000	400,000	450,000	500,000	500,000	**2,200,000**
B.	1. NEW FACILITY - ARCHIVES		700,000	20,000	25,000	25,000	**770,000**
	2. NEW FACILITY - GLIFWC		2,000,000	10,000	20,000	30,000	**2,060,000**
	3. NEW FACILITY - STORAGE		40,000	5,000	5,000	5,000	**55,000**
	4. FACILITY REPAIRS	49,000	50,000	20,000	10,000	10,000	**139,000**
	5. FACILITY RENOVATION	10,000	10,000	90,000	90,000	10,000	**210,000**
C.	1. ADDITIONAL STAFF - 5	25,000	50,000	100,000	150,000	150,000	**475,000**
D.							
E.	1. AIR HANDLERS - GYM		15,000				**15,000**
F.	1. EQUIPMENT	30,000	30,000	30,000	5,000	5,000	**100,000**
	TOTAL	**464,000**	**3,295,000**	**725,000**	**805,000**	**735,000**	**6,024,000**

GRANTS OFFICE

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.							
B.							
C. 1.	GRANT WRITER	30,000	30,000	32,000	33,000	35,000	**160,000**
2.	NEPA COMPLIANCE REGULATOR	30,000	30,000	32,000	33,000	35,000	**160,000**
3.	GRANTS MANAGER	30,000	30,000	32,000	33,000	35,000	**160,000**
4.	ADMINISTRATIVE ASSISTANT	25,000	25,000	27,000	28,000	30,000	**135,000**
D. 1.	EQUIPMENT	20,000	1,000	1,000	1,000	1,000	**24,000**
2.	COMPUTERS	4,000					**4,000**
3.	GRANTSMANSHIP TRAINING	3,000	3,000	5,000	5,000	5,000	**21,000**
	TOTAL	**142,000**	**119,000**	**129,000**	**133,000**	**141,000**	**664,000**

HUMAN RESOURCES

		YR. 1.	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. IMPROVE TRIBE MIS SYSTEM	10,000	5,000	5,000	5,000	5,000	**30,000**
	2. MORE GIS/GPS SERVERS	15,000	5,000	5,000	5,000	5,000	**35,000**
B.	1. INCREASE OFFICE SPACE	50,000	2,000	2,000	2,000	2,000	**58,000**
	2. IMPROVED STORAGE/ARCHIVAL	10,000	10,000	5,000	5,000	5,000	**35,000**
C.	1. NEW STAFF	127,500	128,000	130,000	140,000	145,000	**670,500**
D.	1. RECRUITMENT	32,000	32,000	33,000	34,000	35,000	**166,000**
	2. COMPENSATION	32,000	32,000	33,000	34,000	35,000	**166,000**
	3. EMPLOYEE BENEFITS	32,000	32,000	33,000	34,000	35,000	**166,000**
	4. EAP	32,000	32,000	33,000	34,000	35,000	**166,000**
E.	1. PARENT EMPLOYEES & CHILD CARE	32,000	32,000	33,000	34,000	35,000	**166,000**
	2. CAREER DEVELOPMENT PROGRAM	50,000	50,000	50,000	50,000	50,000	**250,000**
	3. NEWSLETTER	10,000	10,000	10,000	10,000	10,000	**50,000**
F.	1. STAFF TRAINING	250,000	250,000	250,000	250,000	250,000	**1,250,000**
	2. ORG/MGMT CONSULTANTS	100,000	50,000	50,000	50,000	50,000	**300,000**
	TOTAL	**782,500**	**670,000**	**672,000**	**687,000**	**697,000**	**3,508,500**

POLICE DEPARTMENT

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.						
B.						
C. 1. POLICE OFFICERS(2)	128,000	128,000	128,000	128,000	128,000	**640,000**
2. TRAINING	13,000	13,000		10,000	10,000	**46,000**
D. 1. VEHICLES (2)	58,000	10,000	10,000	10,000	10,000	**98,000**
TOTAL	**199,000**	**151,000**	**138,000**	**148,000**	**148,000**	**784,000**

LEGAL SERVICES

A.	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
B. 1. ADDITIONAL OFFICE SPACE	150,000	5,000	2,000	2,000	2,000	**161,000**
2. LAW LIBRARY	15,000	5,000	2,000	2,000	2,000	**26,000**
3. STORAGE SPACE	75,000	10,000	5,000	5,000	5,000	**100,000**
C. 1. LEGAL ASSISTANCE LAWYER	50,000	50,000	52,000	53,000	53,000	**258,000**
D. 1. EXPAND TRIBAL COURT	50,000	50,000	50,000	50,000	50,000	**250,000**
2. EXISTING LEGAL BUDGET	300,000	325,000	350,000	375,000	400,000	**1,750,000**
	640,000	**445,000**	**461,000**	**487,000**	**512,000**	**2,545,000**

TRIBAL COURT

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. JURISDICTIONAL MANDATES	25,000	25,000	25,000	50,000	50,000	**175,000**
B.						
C. 1. WAGE INCREASES	8,000	8,000	8,000	8,500	9,000	**41,500**
2. NEW STAFF (3)	130,000	130,000	130,000	135,000	140,000	**665,000**
3. TRAINING	10,000	10,000	10,000	10,000	10,000	**50,000**
TOTAL	**173,000**	**173,000**	**173,000**	**203,500**	**722,500**	**931,500**

REALTY

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. REALTY CODES & LAWS						
B. 1. OFFICE SPACE	45,000	2,000	2,000	2,000	2,000	**53,000**
2. STORAGE AREA	5,000	1,000	1,000	1,000	1,000	**9,000**
C. 1. WAGE INCREASES	10,000	11,000	12,000	13,000	14,000	**60,000**
2. NEW STAFF	50,000	62,500	65,000	66,000	67,000	**310,500**
D. 1. LAND ACQUISITION	500,000	500,000	2,500,000	2,500,000	500,000	**6,500,000**
E. 1. LAND TRUST FUND	500,000	500,000	500,000	500,000	500,000	**2,500,000**
	1,110,000	**1,076,500**	**3,080,000**	**3,082,000**	**1,084,000**	**9,432,500**

FIRE & AMBULANCE

	YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A. 1. COMMUNICATION LINK: INTER-DEPT., INTER-AGENCY, DISPATCH	20,000	20,000	20,000	20,000	20,000	**100,000**
B. 1. EMERGENCY RESPONSE FACILITIES (FIRE HALLS & GARAGES)	50,000	20,000	15,000	10,000	10,000	**105,000**
C. 1. STAFF (1)	50,000	50,000	50,000	50,000	50,000	**250,000**
2. EMT'S (12)		432,000	432,000	432,000	432,000	**1,728,000**
3. VOLUNTEER TRAINING	15,000		15,000		15,000	**45,000**
4. EMT TRAINING	48,000	5,000	5,000	5,000	5,000	**68,000**
D. 1. INSURANCE	15,000	15,000	15,000	15,000	15,000	**75,000**
E. 1. TANKER TRUCK	135,000	1,000	2,000	1,000	2,000	**141,000**
2. PUMPER TRUCK	145,000	1,000	2,000	1,000	2,000	**151,000**
3. AMBULANCE	245,000	10,000	10,000	10,000	10,000	**285,000**
F. 1. FIRE NUMBERS	1,000	1,000	1,000	1,000	1,000	**5,000**
TOTAL	**724,000**	**555,000**	**567,000**	**545,000**	**562,000**	**2,953,000**

PLANNING & DEVELOPMENT OFFICE

		YR. 1	YR. 2	YR. 3	YR. 4	YR. 5	TOTAL
A.	1. CONTINUOUS QUALITY IMPROVEMENT PROJECTS	10,000	10,000	10,000	10,000	10,000	**50,000**
	2. WORKFORCE RECRUITMENT & DEVELOPMENT	10,000	10,000	10,000	10,000	10,000	**50,000**
B.	1. INCREASE OFFICE SPACE (4 STAFF) 500 SQ. FT.		75,000	1,000	1,000	1,000	**78,000**
	2. TRIBAL DEVELOPMENT CENTER	20,000	500,000	250,000	50,000	50,000	**870,000**
C.	1. ECONOMIC DEVELOPMENT COORDINATOR	33,000	35,000	37,000	40,000	40,000	**185,000**
	2. LAND USE COORDINATOR	33,000	35,000	37,000	40,000	40,000	**185,000**
	3. EVALUATION AND MONITORING	33,000	35,000	37,000	40,000	40,000	**185,000**
	4. ADMINISTRATIVE SUPPORT	26,000	28,000	30,000	32,000	32,000	**148,000**
	5. STAFF TRAINING OPPORTUNITIES	10,000	15,000	10,000	15,000	10,000	**60,000**
D.							
E.	1. GIS CAPABILITIES/EQUIPMENT		10,000	1,000	1,000	1,000	**13,000**
	2. ORGANIZATIONAL DEVELOPMENT	5,000	5,000	5,000	5,000	5,000	**25,000**
F.	IMPROVE COMMUNITY COMMUNICATIONS	2,500	2,500	2,500	2,500	2,500	**12,500**
	TOTAL	**182,500**	**760,500**	**430,500**	**246,500**	**241,500**	**1,861,500**

Accounting
Janet Taves
December 12, 2000

Current

The Accounting Department has very limited space in offices in the Chief Blackbird building. There are 15 full-time employees. They are using older equipment. Their budget is funded by indirect cost billed to programs and casino at a current rate of 10.68%. Indirect cost is not billed to general programs or other enterprises. Budget shortfalls are covered by the Tribes General Budget.

Needs

Year 1

1. New Building — With other departments

The Accounting Department could utilize additional space for three to five positions. At this time there is no room for expansion within the building now being utilized for central administration.

2. Upgrade Current Equipment — $15,000

The current equipment is old and needs to be replaced/upgraded.

Year 2

3. New Position Salary/Fringe — $25,000/year
   New Position Salary/Fringe — 25,000/year
   New Position Salary/Fringe — 30,500/year
   New Position Salary/Fringe — 30,500/year
   New Position Salary/Fringe — 41,500/year

The Accounting Department has enough work to keep an additional three to five people working full time. Two at this time, an additional one to three when the new Casino provides additional revenue for diversified development and increased services to the community.

4. Equipment for New Positions — $10,000

The new positions would require equipment and supplies to facilitate work being done. In addition, upgraded computer systems would be required for all staff.

Year 3

5. Additional Copier — $5,000

The accounting department needs another copier to do its work.

6. Spooled Printers — $6,000

The department needs two new two spooled, high-speed check printers.

Total Need First Year	$188,500
Annual Need Thereafter	$152,500

Community

The following are suggestions made for the community:

- Parks and picnic tables – This is especially important for employees who would like a nice place to eat lunch.
- Bank/Credit Union-with revolving loan fund
- Medical staff-Physician and dentist
- 24 hour day care
- Recreational activities for kids – They need a good centralized area with outdoor facilities like a baseball diamond, hockey rink, etc. Indoor facilities such as a civic center with an indoor rink would also be nice.
- Motor pool

Government

The Executive Director should be hired not elected. The Chairman has many responsibilities as head of state and is not always available to manage the day-to-day affairs of the office. It can make things very difficult if the Chairman is out of town for us to get our work done. The Tribal Council should be paid full-time positions. The tribe is getting too large and they are not accessible. There should be mandatory training for the new council members. They should expand the Tribal Court to keep fine revenue here.

Negative Side Effects

Janet thinks their workload would increase if the Beloit casino opened. However, she says that as long as staffing increases, it won't be a problem. She is not concerned about losing staff to work in Beloit. She is concerned that if per caps are implemented, it might prove detrimental to the work ethic of the tribe.

Background Investigator
Tina Connors
February 9, 2001

Current

The Background Investigators office employs two people – a Background Investigator and an Administrative Assistant. It is housed in the Chief Blackbird Center. It has most of the standard office equipment. It is funded through Indirect Costs.

The office is in charge of Gaming Licensing for the Casino, which is a mandatory requirement by the National Indian Gaming Commission to operate this facility. Tribal Background Investigations for some positions such as those in Day Care, Head Start, ICW, and Child Care Programs and volunteers have a Background Investigation performed. The Background Investigator also does applicant background checks. Privacy and confidentiality is essential on this job and that has been compromised a bit with the new office location. They still have a door, however, they are very visible from the main hallway and more passersby have access.

The office issues an estimate of about 10-15 casino licenses each month. It does about 10-15 background checks of new hires. It conducts about 40-50 preliminary background checks on casino applicants. For applicants and volunteers in the non-casino positions that require background checks, it varies anywhere from 15 to 40 checks each month. With the learned information, the office then creates an eligibility list to be considered for hiring. Every Investigation varies with time for each program, as certain needs must be met to the proper qualified standards. Some investigations can take up to six months to be completed.

The Tribal enterprises are expanding with the new store and proposed Bingo Hall set to open this summer. The store employees will probably have their backgrounds checked by the legal department. However, that addition is expected to spur a growth in the casino, which would create more work for the Background Investigator's office. The Bingo Hall employees will need to be screened by the Background Investigator's office for proper licensing, as required by the National Indian Gaming Commission. They are estimating they will need at least 10-15 new hires to open. This too will increase the workload for this office.

The office estimates that about 60% of the people on the reservation have worked at the casino at some point. Many have quit or been fired. Of those who have left, most could be rehired job back at the Casino if they chose. Many have been rehired 3-5 times. The Council has now issued a resolution that people must wait 30 days before they can reapply.

Needs (Ranked from most important to lesser.)
Year 1

1. Gaming Commission $50,000/person (Total = $150,000)

Currently, the Tribal Council also serves as the gaming commission. There is no law yet prohibiting this wearing of two hats, but it is just around the corner. We are going to need to separate the Council from the gaming commission. This would help with the operations of the casino especially when hiring. It would also get us into compliance with future regulations. The commission could probably run effectively with three people.

2. New Building $500,000

The current administration building is already too crowded. As the Tribe grows, we're going to need more office space. The gaming commissioners will also need offices.

3. Background Investigator $40,000

Currently, the workload is very steady, keeping one person constantly busy. However, this workload is going to increase with the expansion of the casino and bingo hall. Another person will need to be hired to handle this and to give the current investigator some time off.

4. Records Clerk $25,000

This is now being done by the administrative assistant but as the workload increases, someone to just monitor records will need to be hired. The new person would track back and current records and monitor the database.

5. Digital Fingerprint System $200,000

Right now, the investigator takes prints on an old manual machine and has to mail in the fingerprints to the State of Wisconsin and FBI. Waiting for prints to come back takes a long time, often up to 6 months. These fingerprint background checks are an essential part of the casino operations.

6. Wage Increases $15,000/year for both increases

Currently, neither employees are making comparable wages that are earned on other reservations in the same position. A survey was conducted in summer 2000 and the average salary was $25/hour for a background investigator and $18/hour for an administrative assistant. Bad River came in with the lowest wages at $9/hour for the investigator and $6/hour for the assistant. Since then, both staff members have received wage increases. However, they are still not up to industry standards.

7. Fiber Optic Cable $20,000

A fiber optic cable needs to be installed between the administration building and the casino. This would make communication much easier for transferring information between the background investigation office and the casino. By law, the investigators cannot have an office at the casino. However, they must stay in close contact.

8. Vehicle $25,000

Right now, the investigator has to use her own vehicle on the job. For investigations, she has to travel to courthouses, police stations in several different counties while doing physical research. This is causing a lot of wear and tear on her car.

9. Communication System $500,000

A communication system that can be branched through St. Croix, Bad River and Beloit for investigative services and records would need to be installed. This would help all of the casinos and tribes operate more efficiently and effectively.

Community Needs

- Bank or Credit Union
- Laundrymat
- RV Park for families
- Better organization of services for youth
- Child care in all housing communities – Birch Hill, Frank's Field, Old Odanah and New Odanah
- Childcare Evening Hours – It has to be open in the evenings for the casino workers.
- Recreation centers and playgrounds on all sites
- Transportation to events for everyone – our own BART system
- Construction Company

- Optomitrist office – full time and fully staffed
- Dental office – full time and fully staffed
- Clinic – full time and fully staffed
- Health Gym – fully equipped
- Cultural Center – language and traditional items
- School – full time K-12 school,
- Apprenticeship and Training Center – should also teach HSED classes

Government

- More organized and independent Tribe to supply the community's needs
- Formalized system for reviewing individual money requests

Negative Side Effects

None

Enrollment
Jean Houle, Ruby Santana, Ava DeFord
December 4, 2000

Met with the entire staff – complete interview, took about one hour

Current

The Enrollment office consists of one office, where all three employees work. Two people are full-time permanent, while one employee is full-time temporary. They have two computers and one typewriter. They have many file cabinets for their records. They have a copier machine in need of repair. They have no fax machine.

Their job duties include processing applications for tribal newborns and the adoption list. They also do membership relinquishments and disenrollment. They investigate dual enrollments, cutting someone if they are found to be enrolled in another tribe at the same time. It keeps files on all of the members and update the records with current addresses. Their system includes cross-referencing among the computer records, file cabinet and index cards. They also keep track of blood degrees and quantums, and do family history research. They work with the BIA to process probates and heirship. There are nearly 7,000 tribal members of which they need to keep track.

Goals

1. Save archival records of original allottees

The enrollment office has the list of the original allottee tribal members from the late 1800's. They are currently disintegrating in a file cabinet. Enrollment workers want to preserve them by laminating them. These papers are Bad River Historical documents

2. Update and reorganize records and blood degrees

Department Needs (Ranked from most urgent to less important)

Year 1

1. Supplies to preserve archival records.

a) Laminator	$2,300-2,500
b) Plastic laminating sheets	$15/5 sheets (need 300 sheets) Total =$900
	$25/5 sheets (need 400 sheets) Total =$2000
c) Binder	$30
d) Storage Cabinet	$900 (waterproof/fireproof/legal size)

Total cost = $6,150-6,330

2. Letter from the Chairman — Free

The enrollment office is requesting a letter from the Chairman to the BIA requesting more help on the probates. The BIA has information in their archives about tribal members that enrollment needs to help process probates. They are requesting permission to access these records at the Great Lake office themselves and make the necessary copies. Currently, the enrollment office has to make requests to the BIA office and wait for a response.

Year 2 - 3

3. Copier Machine $4,000

The enrollment office uses a copier machine constantly, often using different sized paper. The current machine is unsuitable and very old. It is currently not working very well.

4. Fax Machine $2,000

This office receives a great number of faxes from tribal members trying to access their records or from other tribes and the BIA. It would be useful to have a fax machine in the office used strictly to handle tribal membership issues.

5. Wage Increases $20,000 approximately

Currently, among all Wisconsin tribes, Bad River's employees make the lowest amount. Enrollment workers start at $6.50/hr here. At Red Cliff they start at $10/hr. The workers are requesting that they are paid comparable wages to other tribal communities.

6. More Training $150-300

Workers would like more computer training. Their job requires a great deal of data entry record keeping on the computer.

Community Needs (not ranked)

1. Elderly Facility – The elderly need a larger facility for meeting and exercising. It would help instill a sense of community and ease loneliness. Currently they have no real place to go and hang out.

2. Day Care – There are many single parent families. We have many children on this reservation and their parents need to work. The current day care can only house 10-12 children. Birch Hill is so isolated, there should be a day care center up there for those families as well as one in Odanah. The current facility should be expanded.

3. Head Start – This facility also needs to be expanded since it is too small for the large number of children this community has.

4. Public Safety – Vandalism is a serious problem on Bad River. Now that we have a tribal police, we need to increase police presence and prevent these types of crimes.

5. Recreational Youth Programs – We need more programs for our youth like the Boys and Girls Club or a gym that is always open so they can burn off energy. Supervision would be absolutely necessary.

6. Summer Youth Programs – Instead of just having them cut grass and brush all summer, we should teach them something constructive like carpentry, CPR or crafts. Teaching lifeskills such as money management, balancing checkbooks, shopping for nutritious food on a budget, etc. is also a good idea.

7. Tribal School – This school needs good school supplies like textbooks and certified teachers. They need to stress academics, teaching everything at the level of the public schools.

8. Health Care – We need more money! The lack of funding is making it difficult for tribal members to get adequate health care. They would also like the voucher system explained to the people. Many are confused on who and why some people get them and others don't, as well as when do you need a voucher.

9. Elder Assistance Program – The tribe should have a program set up to help elders in their homes. Someone could go in and help with laundry, cleaning, shopping or big projects.

10. Retirement Program – Instead of per caps, we could put money into a good retirement program for our employees and our tribal people. Perhaps they could start a pension plan for our elders to help them make ends meet.

Businesses/Development/Government Programs

1. People's Attorney - The tribe should pay for the people to have an attorney to represent them in criminal and civil cases, like a public defender. They argue that the Ashland attorneys are not fully competent in Indian law or lack understanding of Indian people.

2. Store on Birch Hill – Since the Hill is isolated, it needs a convenience store that would sell milk and other necessities.

3. Indian Welcome Wagon – Since this community is constantly getting an influx of new neighbors, mostly members moving up from the cities, a welcome wagon system should be in place to introduce these people to our community. It would include information on the stores and facilities, as well as the government programs and services.

Tribal Government

The Council is fine the way it is. All of us volunteer for committees and are compensated for our time. These don't need to be paid positions.

Negative Aspects

The workers do not foresee any negative side effects for their department if the off-rez project should open.

Facilities
Maynard Whitebird
12/1/00

Completed full interview – took about two hours.

Current Status of Department

The Facilities dept. has one office (10' x 12') in the Tribal Administration Bldg. There is a storage room in the Community Center that has a desk and phone, but it really couldn't be considered an office. There are 10 full-time employees and one Dept. Manager. Four of those employees work security. The remaining six work housekeeping and maintenance. One of the six works half-time secretary and half-time housekeeping. Another of the six works almost solely as a maintenance person.

The primary job duties are custodial housekeeping and maintenance for eleven tribal buildings. The buildings include Chief Blackbird Center, Community Center, HeadStart, Day Care, Commodity Food Distribution, Clinic, Birch Hill Fire Hall, Odanah Fire Hall, Wake House, Tribal School and Youth Center. The day shift people are responsible for cleaning and maintaining the tribal buildings. The security team works the night shift. Each security guard patrols 3-5 buildings every night.

Maynard said one of the biggest problems that they are facing is they do not have the proper equipment to do certain jobs. They have one van for transporting materials, people and equipment.

After discussing his goals for his department, we decided to separate equipment from projects so we are turning in two timetables.

Equipment Priority (Ranked most urgent to lesser important)

Goal: to acquire <u>all</u> of the following equipment in **1-3 Years**

1. Pick up Truck $15,000

Dept. needs a truck to haul materials, existing equipment and staff around to different building they must service. Most importantly, they need this truck to haul the lawnmower to different sites they must maintain on the reservation.

2. Hydraulic Boom Lift $15,000

This would help to get up on the roof to deal with the multiple snow problems. Currently, due to a poor roof design, snow falls off the roof at random, endangering people walking to the entrances. Because the roof is metal, it's impossible to walk on it during the winter.

The dept. does own a hydraulic lift with the casino. However, it is not usable because it only goes straight up and down. It can't reach across to get the snow off the roof. When the dept. does need a hydraulic boom lift, it must rent one from Duluth and $700/day. Maynard estimates that they need to rent one at a minimum of 30 days every year.

3. Floor Scrubbers (2) $1900/each Total = $3,800

Currently, facilities has one floor scrubber for all 11 buildings. It is kept at the Community Center where it is used most often. The other floors get washed only about twice a year he said, because it is extremely difficult to transport the scrubber. It takes six guys to lift it and they always knock the squeegee out of alignment.

4. Power Sewer Snake $500

Maynard thinks this would be a good investment. They have another type of plumber snake but it doesn't reach as far as this one would. Right now when they have trouble, they need to rent one at the cost of $65-100/day.

5. Dolly Air Lift $2,500-3,000

It's a dolly that uses air compression to raise things. Maynard thinks this would help in regards to safety, people wouldn't risk hurting their backs when they try to move heavy equipment. It would help move things like the pop machine.

6. Lawnmowers (2) $4,000/each Total = $8,000

They currently have one lawnmower, which is difficult and time consuming to transport to different sites. Facilities must maintain the lawns at 11 building sites.

7. Attachments for Lawnmower $7,835

These would make the lawnmower more versatile, turning it into a street sweeper, leaf collector and snow blower. Buying these attachments would cut down on costs for additional equipment, like a separate snow blower.

8. Trailer $1,200-1,500

They need a trailer for transporting equipment. It would need to be enclosed (like a U-Haul trailer) so that it can be locked and the materials kept from the elements.

9. Complete Tool Set (Hand and Power) $2,000

It is necessary to be able to properly and quickly perform maintenance without having to rent or borrow tools.

10. Utility Truck $30,000

This would be a heavy-duty, ¾ ton maintenance truck. It would include a boom, winch, ladder and tool boxes. It would be fully equipped all the time with the necessary materials for doing their job. It would improve their ability to get to and bring materials for maintenance jobs. It would help with changing street lights, road maintenance, etc.

Project Priority

The projects are grouped by the year in which they need to be completed.

Year 1

1. Replace Roofs at Fire Halls $17,000/each Total = $34,000

The Odanah Fire Hall is in desperate need of a new roof for safety reasons.

2. Replace Sidewalks $13,190

The sidewalks around the community center are in bad shape. They're chipped and cracked. They need to be replaced for public safety reasons.

Year 2

Goal: Maynard recommends that the entire configuration of department office space be reevaluated and restructured. He recommends that two new buildings be constructed in order to accommodate the growing needs of the tribe. The plan includes a new Library/Archive building and a new building for GLIFWC. Then, the existing office space could be used more effectively. Once the library and records move, those spaces could be used for other tribal government departments/programs. Once GLIFWC moves, we could move Social Services and Health to the Chief Blackbird Center. This would then open up the Community Center, where Social Services and Health are currently housed, to function more as a community center and less as an office building. He recommends the Community Center become more open to tribal members for community activities. This could include turning the current offices into conference rooms, moving Elderly into one of the sections, or opening a section for youth.

1. Library/Archive Building $700,000

This fits in with the Facilities goals for restructuring office space and department location to maximize efficiency. Maynard recommends that a new building be constructed to house the library, which is currently located in the Chief Blackbird Center; and the records/archival department.

2. GLIFWC Building $2,000,000

Again, this falls into place with the overall restructuring of space. Maynard recommends that a new building for GLIFWC be built on Bad River. This would enable the tribal government to utilize the upstairs of the Chief Blackbird Center, where GLIFWC is currently housed, for tribal departments.

3. Mini – Storage Facility $40,000

Currently, most departments would like additional storage space. This building would be like a commercial self-storage business. There would be about 20 little garage (16x12) units. Then each department would have their own storage space, where their materials would be kept dry and easily accessible for them.

4. Air Handlers for Gym $15,000

The gym in the Community Center needs new heating and air conditioning units. The old ones are not functioning well. The offices have already been completed in this building and are self-contained.

Year 3-4

1. Remodel Birch Hall Fire Hall $3,100.00

Much work needs to be done on this fire hall. They need to install a 30 foot of Vantage II Coraye Vac including all materials for hanging gas piping and venting the unit.

2. New Roof of Chief Blackbird Center $50,000

There are some concerns about the original design of the roof for that building. Since it is metal and slippery in the winter, proper maintenance cannot be performed on it. There are no gutters or other system in place to keep the snow from falling right off the roof and unto someone walking underneath. This is a safety hazard in the winter.

3. Greenhouse/Community Garden $5,000

The Wake House grounds could sustain a greenhouse or a community garden for tribal members. This could be beneficial for a few reasons. First, it's a positive thing that community members could do together, working toward a constructive goal. Second, the vegetables and fruits could be used to help with nutrition in our community. Third, it could add to the beauty of the wake house grounds. There is currently no community greenhouse on Bad River. There are some community gardens that are mostly maintained by TRAILS youth.

4. Retainer for Architect Service $4,000/year

Maynard suggested that the tribe put an architect firm on retainer because it would save money in the long run. That way, they wouldn't have to worry about bids all the time. He suggests the tribe hire an Indian firm, which could then double as inspectors. They could deal with specifications and codes.

5. New Entrance Door $4,700

The Community Center needs a new door. The old one is wearing out over the years and doesn't hold heat as well as it should.

6. Summer Feeding Building $50,000-60,000

Maynard said the tribe needs a new building for the summer feeding program since the current facilities are inadequate.

7. Workshop Space $2,000-3,000

Facilities needs a space to properly do maintenance work without kitchen, hallways and other interferences. It would also provide a central, secure location for tool storage.

Community Needs

Maynard thinks Bad River should keep a closed status without resorts and tourist traps. He likes that the Sloughs are remaining natural. The only development should be done to accommodate the growing community.

The following needs are listed without a ranking.

1. Need to expand the Culture Program. Teach people the traditional forms of harvesting, trapping, hunting, and fishing. This would help everyone to manage their resources better.
2. Plant fruit trees, an orchard or a community garden. It would be healthy and positive for the community.
3. Expand the education funding for part-time adult education. It would help people to finish degrees or to improve their skills for the job.
4. Wages need to increase across the board in all departments. For example, the average salary for a maintenance person at Bad River is $16,000-18,000. Bayfield County pays $26,000 for a comparable position with similar job duties. A goal for the tribe should be to increase all wages to the standards of comparable industries.
5. Water quality on the reservation is questionable. We need clean water, which will improve health conditions.
6. We need our own doctor and ambulance. Right now, we have to wait up to 45 minutes for an ambulance to get here from Ashland. We currently do not have a doctor in Odanah.
7. For housing, it would be nice if the tribe could help people buy homes instead of just renting them. This would encourage home ownership pride and people would take better care of their houses and yards.
8. Computer Site – The tribe should have a computer lab for the tribal members to use so they can type resumes or other letters, use the internet or run other programs they need. This could be located in the library/archival building.
9. The tribe should offer/pay for all of its employees to get computer training. This would help them do their jobs better.
10. The tribe should open a credit union. First, it would keep our savings here in our own community working to help each other. Second, it would help tribal people to get loans.
11. The community also desperately needs recreation areas for all members. For example, we could have a YMCA, a fitness center, a baseball diamond, and organized sports leagues.

Tribal Government

The Tribal Council Members need to be full-time paid positions. I think this would best serve our people. Right now, some of our Council People have to take off work from their paying job to attend to Tribal Government business.

The Executive Director and the Chairperson should be separate powers and positions. The Chairman would still serve as the leader of the tribe and policy maker. The Executive Director would take over the responsibilities as day to day manager, heading the departments and programs. Currently, the Chairman wears both hats. If the managing responsibility was reassigned, this would free up the Chairman for more heads of state duties.

Grants writer
Mary Maday
January 31, 2001

Current

The Tribe currently employs one full-time grants writer. She has an office in the Chief Blackbird Building and has all the standard office equipment. She has no support staff. Her budget comes out of indirect costs because she provides a service to other departments and the tribal government.

The job duties include writing grants for the tribe and departments. She often writes the original grant and then it is up to the department to renew it for refunding. She has focused much of her work on building infrastructure for the tribe, like getting the new SBR plant operating. She is concerned that we are growing so fast without a plan.

Needs (Ranked from most important to lesser.)
Year 1

1. Set of Priorities from the Council $ Free

We need a good, solid set of priorities from the Tribal Council that will guide our tribe in its daily operations and as well as planning for the future. A thorough needs assessment should be conducted every year and worked into an overall plan. We should have a State of the Nation address every year explaining what we have accomplished and what still needs to be done. We need to focus on how to secure more grant money.

2. Development Office $ Varies

We need a development office that would plan for ahead. It would take the priorities from the Council and try to make them happen. It would look at housing, health needs, service needs, etc. It would also look at job trends and job and career development. It would need to a full department with the following staff:

a. Administrative Assistant $25,000/year

This person would help grants writers complete all components of the grant. The assistant could work on research, data collection; provide administrative help and editorial comments.

b. Grants writer (Team) $30,000/person/year

The tribe really needs a staff of grants writers coming from various backgrounds to work most effectively on different projects. For example, we need a professional engineer that has technical expertise in building or construction to work on construction planning and grants. We could use about 3-4 additional grants writers to get the kind of revenue Bad River could qualify for if it applied.

c. Environmental Policy Regulator $30,000/year

We need someone with expertise who could work on the NEPA process. He or she would make sure that all projects comply with water and air quality standards, etc.

3. Equip New Personnel $20,000

The new hires would need office space, desks, chairs, computers, software and telephones.

Year 2

4. Upgrade computer $4,000

The current equipment and software in the grants writer's office is getting outdated. It will need to be replaced or upgraded in the next couple of years in order to do her job effectively.

5. Training Sessions $3,000

It is impossible that one person (or even five people) could write all of the grants the tribe needs. Currently, some departments do a very good job while others could use more training. We should hold training sessions here to teach people how to write good grants that get funded. All department heads should learn how to do this.

6. Implementation and Grants Management Team

$30,000/person/year

These people would work within the Development Office and with the department heads or program managers during the implementation phase. They would carry on from the point of award through completion. They would work one-on-one with the department that is administering the grant. Now, the grants writer sometimes can help with the implementation but is most often limited in helping due to pressures to complete another grant for another program. Implementation of a grant, once the funding arrives, is the most important grant activity in accomplishing the goal(s) and objective(s). The next most important grant activity is to monitor the financial end of the grant. In other words, someone needs to see to it that the funding is being used, and that it is being used according to the budget. Good grants management is like insurance. It we do a good job; the funding agency will know it. That does make a difference when we re-apply.

Community Needs

- New ordinances to improve the community that the tribe will enforce
- Increase tribal jurisdiction and sovereignty by creating our own laws. If we don't, the state of Wisconsin or the federal laws will apply here. These actions will strengthen our sovereignty as a Tribe and our judicial systems. Eventually, I believe this will lead to a strong, credible and healthy tribal government.
- Laws, a fine system or a jail that will work to enforce the ordinances – We need penalties that have teeth in them so people will obey.
- Infrastructure – We need to continue building our infrastructure to make our community and our tribe a stronger and healthier place to live.
- More services for AODA, juveniles, and single parents
- Elderly Center – We need a recreation facility for our elders, as well as new living quarters.
- Fire flow – Right now, we have a fire department. However, we do not have the proper infrastructure to adequately put out a fire. Hydrants are not really hydrants. They can fill fire trucks at maximum pressure. However, if they were used to directly put out a fire, they would collapse.
- Fire infrastructure improvements – Many things need to be redone. It needs new equipment, a new building and places to house fire trucks in the other communities and hydrants.
- Golf course – This would be good to help with economic development and it would help our own people to improve their health.
- Feasibility study – We need to look at the larger picture and diversify from the casino. There are many businesses that could work here, bringing good jobs and more money.
- Raise skill level – When we look at our economic development, we should think about jobs that require a higher level of skill. They would pay more and provide more

opportunity for our members. We need to diversify into areas like construction, computer technology, nursing, teaching, etc.

- Tribal School – To be viable, it needs standards including certified teachers and a curriculum. We also need experienced professional administrators.
- Reservation School – We need to teach the culture everyday.
- Culture Center – People would learn how to tan hides, traditional fishing, etc. They would also learn their history and gain a healthy sense of identity as a people.
- Wind farm – We should develop wind power to generate our own electricity, or even possibly solar power.
- Insurance – We need full coverage for everybody – medical, dental, hearing, vision, and catastrophic.
- Mental health – We need mental health workers to help the people in the community achieve a better physical fitness and emotional health. We could also use some mental health workers to help our employees cope with the stresses of job, family life, etc.
- Elder Care – We need a program that would help our elders stay in their homes for as long as they want to. They could get help with chores, shopping and some home health care.
- Crafts Area – We need a place where we can do our crafts and teach our young people.
- A facility specifically to encourage and provide the infrastructure and business services needed by the tribal entrepreneurs. This would also include teaching the businessperson to eventually assume financial management of their businesses.

Government

- We need to start exerting our jurisdictional sovereignty whenever we can. For example, we should become more proactive about protecting our waterways. If we don't do it, the feds or the state will and we will lose out.
- A code of ethics should be developed for every position in the government regarding their roles and responsibilities, and individuals should be held accountable for their actions through our judicial system.
- Separate the Executive Director from the Chairman – This would make the day-to-day operations run smoother and allow the Chairman to address the needs of the nation.
- Better ordinances with enforceable consequences
- More capability to do environmental protection activities. We need to do feasibilities of air, water, and plants to help set policy. This would help provide direction on where our tribe should be going.
- Build a jail so we can enforce current and new tribal laws.

Negative Side Effects

None

Human Resources
Loretta Livingston
January 4, 2001

Current:

The Human Resources department has five employees total. The Director and an assistant each have an office in the Chief Blackbird Center that primarily serves all tribal government operations. There are two employee personnel and one payroll clerk in the casino that works under the human resources department. The casino employee personnel manage most of the entry-level position hirings. The director assists in all upper-level and management casino positions.

The Human Resource Manager is responsible for five core functions: recruitment and selection, direct and indirect compensation administration, administration of employee benefits programs, employee relations programs (EAP) and compliance with applicable laws, rules and regulations. She also supervises the personnel department staff.

The Personnel Administrator at the Tribal Center provides administrative support in the personnel department. She answers questions regarding availability of employment opportunities and ensues applications are completed correctly. She responds to routine telephone and written inquiries regarding employment. She maintains personnel filing system and ensures confidentiality of records. She prepares reference and employment verification upon request. She performs data entry and assists in the maintenance of personnel computer records. She also prepares employee newsletter as directed. She answers emp0loyee questions relating to personnel concerns and ensures confidentiality of all employees. She displays a responsive and professional manner in solving all requests, complaints, and problems.

The Personnel Administrator at the casino is responsible for taking and processing employment applications, conducting employee orientations, maintaining the personnel filing system, and provides administrative support in the personnel department.

The Payroll Clerk provides support to the Personnel Office. She serves an initial contact point between Casino management and other casino employees with regard to hours worked, annual and sick hours accumulated. She is responsible for the maintenance of Casino payroll management system. She ensures that managers report their departments cumulative hours worked; tracks and records departments overtime. She ensures the timely reporting of employee hours worked to Tribal Accounting office. She distributes payroll checks to casino employees and as directed, ensures the routing of all injury and accident reports to proper departments (legal, payroll, and insurance, etc.) She ensures the strictest confidentiality of all documents and messages.

The Personnel Clerk provides administrative support in the personnel department. She greets applicants, explains application procedures, and ensures applications are completed correctly. She logs, files, and acknowledges applications. She responds to routine telephone and written inquiries regarding employment. She maintains the personnel filing system and ensures confidentiality of records. She prepares orientation packets and job announcements. She performs data entry and assists in the maintenance of personnel computer records. She assists in gathering information for reports, refers telephone calls and visitors to the proper sources. She answers employee questions relating to personnel concerns.

Background:

The perspective of the Human Resources department in relation to the existing needs, conditions and trends facing the Bad River Community is that we need to strengthen the community's infrastructure. We need to rediscover the value of extended family relationships in lessening the burden that parenthood may pose in those times of stress. We possess many potentially talented individuals who fail to receive the nurturing, moral support and training from infancy to adulthood to become the human resources necessary to address our needs and achieve positive outcomes.

The Executive Director, who serves as administrator of the tribal organization and tribal enterprises, periodically reviews the personnel policies and procedures which: a) provide the standard that all organizational processes and procedural guidelines must achieve to ensure consistency throughout; b) guide both management and employees in their efforts to achieve the goals and objectives of the Tribe, and serves as a guide for all tribal employees in relation to both rights and responsibilities as employees; and c) embodies a tribal work ethic.

The Tribe as an equal employment opportunity employer follows non-discriminatory practices in employment and personnel matters. The Tribe views this as a hallmark of good management. It strives to ensure that all decisions and personnel actions taken in relation to compensation, benefits, promotion, transfers, layoffs, returns to work, tribally sponsored training, education, social and recreational program comply with this principle.

Further, the Tribe follows the principle of Indian Preference in its selection process. The Tribe seeks to employ individuals who possess the skills, abilities and background necessary to fulfill the employment requirements of the Tribe and its enterprises. However, the Tribe exists as a sovereign government to serve the needs of its members. Therefore, as an employer, the Tribe has established an employment policy which accords a hiring a preference to tribal members and other Indian people. Federal policy has long accorded a hiring preference to Indians through federal legislation, and continues to specifically provide preferential hiring of Indians by Indian tribes.

The Tribe has adopted a Tribal Harassment Policy Statement, that all employees shall possess the right to work in an environment free of discrimination, including harassment, regardless of the basis for that harassment. Through enforcement of this policy the Tribe prohibits harassment of its employees in any form, by supervisors, co-workers, or vendors.

a) Harassment may include any (repeated) acts of name calling, bullying, verbal abuse, physical violence, ethnic jokes, unannounced/unwelcome contact with con-workers outside the workplace.
b) Sexual harassment – "Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment."

Further, the Tribe acknowledges as an employer that problems of a personal nature can have an adverse impact on an employee's job performance. It also recognizes that most personal and work problems can be dealt with successfully if identified early, and if necessary, the employee is referred to appropriate service providers. Therefore, the Tribe has established an Employee Assistance Program (EAP). It's objective is to assess the cause of employee job performance problems and offer assistance. With the implementation of an EAP, the role of the supervisor moves beyond the supervision of program operations, to include provision of program information. Through the efforts of the EAP and a collaborative effort with the Bad River AODA and Mental Health Programs, the Tribe will assure the reduction of problems in the tribal work force and assure the retention of valued employees.

For training and development, the Tribe intends to promote career development by establishing a Career Development program. It will afford opportunities to tribal employees to obtain specialized training and/or additional instruction to enhance their skills and ability to fulfill the responsibilities of their positions within the organization; and to support the personal growth of individual employees. The Tribe's ultimate objective is to increase the quality of an employee's job performance by upgrading an employee's particular skill level, to mutually benefit both the employee and the Tribe.

It is also the intent of the Tribe to provide a working environment which is safe, clean, comfortable and pleasant, and one which will reduce the number of job related injuries and illnesses. To maintain such an environment, all employees are required to cooperate by promptly

reporting any unsafe conditions or practices. Employees are required to report any on the job injuries to the department director or supervisor immediately.

Employment Statistics:

According to November 2000 data, the Tribe employs approximately 443 people, but that number constantly fluctuates, especially at the casino. Of that number, 340 are tribal members, 26 are non-member Indians enrolled elsewhere, and 77 are non-Indian. Of the 443 employees, 199 work for the tribal government and 244 work at the casino and lodge.

Staffing Needs: (ranked from most important to lesser important)

1. Training and Development Coordinator $24,960 ($12.00/hr)

This person would coordinate tribal wide Personnel and Policies & Procedures training; train human resources department staff; coordinate professional and skill development plans; schedule staff meetings to determine training needs; evaluate and select vendors for on-site seminars, administer surveys to evaluate training success and determine future needs. He or she would develop and maintain a training budget, coordinate training with all tribal entities, keep abreast of new techniques and development in training.

2. Benefits Specialist $19,760 ($9.50/hr)

This person would assist with administering various employee benefits programs, group insurance: health, life, dental, accident & disability, retirement plans, workers compensation and other benefits. He or she would assist employees and supervisors with explaining and filling out applications; processing medical, dental, disability and workers compensation claims, and other benefit forms and bills with insurance companies. The specialist would verify calculation of monthly premium statements for all group premiums, claims, costs; complete and process monthly audits on insurance registers, process monthly insurance billings to programs and enterprises. He or she would compute disability/life insurance salary changes, prepare payroll input forms and enter salary changes on computer, maintain employee benefit file in an accurate, up-to-the date order, and distribute disability checks as required.

3. Another Human Resources Specialist $18,720 ($9.00/hr)

This person would assist the current HR specialist to ensure applicants meet bond, enrollment, driver's license background and security checks, other qualifications; maintain up-to-date tribal driver's policy list for each department, meet with supervisors to provide assistance with required paperwork and any technical assistance, recruit temporary employees for Emergency Temporary requisitions, maintain assigned labor pools, contact applicants when position becomes available per supervisor request, process all personnel changes for employee status including new employees numbers, transfers, promotions, reassignments, terminations, deductions, direct deposits, salary increases/ adjustments, provide weekly report of personnel changes to Payroll of Gaming and Tribal.

4. Human Resources Bank Counselor $ 20,800 (10.00/hr)

This person would maintain skills bank database, develop survey questionnaire and send to tribal and other trades and professional departments, match and recruit clients, research tribal and local job market and collect statistical data; and develop an internship/job shadowing program.

5. Human Resources Record Technician $16,640 ($8.00/hr)

This person would maintain personnel files, records and data, maintain storage and retrieval system of records for the department, ensure compliance with Tribal, State and Federal laws regarding control, release of information and other confidentiality issues.

Other Department Needs:

1. Upgrade MIS system $10,000

The MIS system needs to be upgraded so that it is more usable for the department. There should fiber optic lines installed to connect the tribal center and the casino. Right now it is often difficult to access the database and they cannot print off reports. More servers for GIS/GPS are needed.

2. Additional Office Space $50,000

With the addition of the above necessary new employees, the department will need additional office space and equipment to outfit them.

3. Storage Space $10,000

All human resources personnel files should be housed in the tribal center near the director. However, due to space limitations, many of them are stored in the casino. Additional storage space needs to be secured for this growing department.

Community Needs:

- Education and training for Tribal Council members and community members
- Skills Training Center – to provide GED/HSED courses, identify apprenticeship/ training opportunities, academic and career counseling, and information concerning professional organizations.
- Small Business Development – Tribal members need assistance with starting a business. Also the tribe could utilize this tool, helping to create more tribally run businesses.
- Bad River Clinic – This needs to be separate from the Health Department with a full time physician, lab services, expanded service hours to include evenings and Saturdays.
- Counseling Center – Full time mental health and AODA services with support group facilities.
- Herbal Center – which can provide herbal medicines, vitamin supplements, teas, etc. for sale
- Native Resource Processing Plant – Dried fruits, berries, dried hominy/corn, wild rice, dried and smoked fish
- Wellness Center – Fully equipped with weight machines, exercise classes including yoga, tai chi, aerobics
- Youth Camps (Summer and Winter) – Permanent sites should be established to offer opportunities to learn ceremonial rituals, participate in various activities such as canoeing, fishing, horseback riding, reading contests, computer use; offer first aid, information about birth control, STD's, parenting, relationships.
- Community Activities – Spring Ceremony, Winter (Solstice) Ceremony for Native and other cultures, Christmas Bazaar, Easter Egg Hunt in each housing community to avoid huge crowds, and other community events.
- Community Volunteer Groups – The tribe should establish and provide minimal start up funds for these volunteer groups to work on positive projects for the community.
- Tribal facilities need improvement – To achieve a higher quality of life in our work environment, the facilities would need to greatly improve. The air quality is poor and the ventilation system is not healthy. It precludes opening windows for fresh air and forecloses the option of refusing air conditioning in the office area.

Government

- Day to day leadership for the Tribal Organization and tribal enterprises is lacking.
- Tribal Council needs to commit to tribal efforts to update Policy & Code Development in all areas including Natural Resources, Tribal Court, Social and

Human Services, Tribal and Casino Personnel. The Council also needs to provide forum to obtain community support for these efforts.

- Tribal Council needs to incorporate policy concepts into its decision making process
- Tribal Council needs to start spending time on policy making incorporating discussions with community members.
- Access to Tribal Council for decision making is limited because of the large number of issues that require attention and Council Members are not full-time positions
- Poor leadership in Tribal Organization in terms of Project Management and Staff Management. It is difficult to motivate employees who do not contribute to achievement of tribal goals, produce a quality service or spend a productive day at work.
- Community input at Council meetings is less than adequate, especially in natural resource issues: land purchase plan, tribal land consolidation efforts, fee-trust transfers and progress reports, land use plan and zoning issues, forestry management: ensuring adequate supply for possible future harvesting for member use such as logs for heating homes, building homes, establishment of tree plantations with mixed hardwood, white and red pine, a check on aspen growth; water quality issues, air quality issues. The result is inadequate community knowledge of these issues, and the lack of a community environment and infrastructure that encourages the practice, observation and preservation of community customs and values.
- Lack of incentive system for employees – Tribal leadership should motivate employees to perform duties and adhere to responsibilities per their position descriptions. They also should foster an environment where employees feel comfortable developing innovative ideas.
- Lack of community cohesiveness – Tribal leadership needs to do more to establish a sense of community.
- Lack of role modeling for youth – We lack a support network and reward system for youth at risk. There is a lack of support for young parents. We need a support and incentive system for self-motivated youth.

Negative side effects

Loretta does not foresee any negative side effects for her department if an off-reservation casino should open.

Fire Department, Ambulance, Police Department
Jack Lemieux
12/8/00

Fire Department

Currently, this is a voluntary Fire Department with one Fire Chief and 13 volunteers. It has four fire trucks, one rescue truck and 2 fire houses. One house is located in Odanah, and one is on Birch Hill. They currently have all of the necessary equipment for firefighting. However, much of this equipment is old. Three of the four vehicles are from the 1970's. Their current duties include responding to all fire calls and EMS calls on the reservation. They are a First Responder unit for Bad River.

The goal is to get enough updated equipment and needed training to be more effective firefighters. They would like to get a higher insurance rating to bring insurance costs down.

Needs: (ranked from most urgent to less important- All need to be completed within 1-4 years.)

1. New Tanker Truck $135,000

The current tanker is a 1975 model, which is a little old for maximum efficiency firefighting. The new tanker would have a 2,000 gallon capacity.

2. New Pumper Truck $145,000

The current pumper is a 1976 model, also too old for maximum efficiency. This is an essential piece of fire equipment.

3. Training $15,000

The volunteers need courses in Firefighting 1 and 2 to update and maintain state certification.

4. Staff Person $50,000

The fire department does not currently have anyone on paid staff. This new person would be responsible for maintaining records, updating files and bookkeeping. If they got a full time staff person, this would help them to get a higher insurance rating.

Ambulance

Currently, this service has nothing operating. They have an old ambulance that needs to be replaced. The main goal for this project is get the service up and running.

Needs: (All need to be complete within 3 years)

1. New Ambulance $245,000

A new ambulance and its equipment are sorely needed for this service. Right now, they are unable to operate with the old ambulance and old equipment. Bad River is in great need for this service because the response time from Ashland can be up to 45 minutes.

2. Personnel $36,000/person Total = $432,000

There are no personnel for this department right now. They would need 12 on-call EMT's to adequately staff this department.

3. Training $48,000

All 12 EMT's would need training. The above estimated cost should cover for all 12 to go to EMT school.

4. Insurance/License $15,000/year

For state certification, the ambulance service would need to be insured and licensed. This is an annual cost.

Police Department

Currently, the Bad River Police Department has one Police Chief and two patrolmen. They are responsible for entire reservation which the department estimates to be about 4,000 people. There are two offices, both located at the Chief Blackbird Center and two patrol cars. They have one computer and all necessary equipment to carry out all duties. They share a dispatching system with Ashland County.

The job duties include enforcing all state and tribal laws within the reservation boundaries. They share state law jurisdiction with Ashland County. The department is funded by the State of Wisconsin and federal HUD money.

The goal is to expand the department to better serve the people on the reservation.

Need: (Ranked from most urgent to less important. Must be approved within 4 years.)

1. Two Patrolman $128,000 / both

The department will need two additional patrolmen since the reservation has such a large territory and this is a 24-hour department. The above cost includes salaries, outfitting and equipment for both new personnel.

2. Two Squad Cars $58,000 / both

If the department hired the necessary additional personnel, they would need to purchase two more squad cars. The above cost is for both cars, fully equipped.

3. Travel and Training $46,000

The new personnel would need to be trained in all police work aspects.

Community

More money should be put into the health care. Jack also thinks more money should be put into scholarships for college costs. He also sees a shortage of one family housing (3-5 bedrooms). Perhaps a revolving loan account could be set up for tribal members to help them finance their own homes.

Government

Jack says the Tribal Council should have a combination of paid full-time and part-time positions as needed. He also said the Tribal Court will need to expand with additional regulations and codes to accommodate the new police department.

Negative Side Effects

Jack does not foresee any negative impact for his department, nor any for the people of Bad River.

Legal
Kevin Osterbauer
January 5, 2001

The current legal department is housed in one section of the Chief Blackbird Center. It shares space with the Tribal Court. It consists of three full-time attorneys, one half-time attorney and one full-time legal secretary. The legal office budget comes out of the general funds for the tribe. For the most part, the current budget is meeting the department's needs. But the department would like to add to its staff and resources to better serve tribal members.

The law office is charged with the administration of all legal services for the tribal government and enterprises. This includes the preparation of all ordinances, contracts, policies, and general legal advice for tribal leaders and department heads. It also addresses all legal environmental issues, Indian Child Welfare Act issues, child in need of care issues, and prosecutions of fish and game code violations. Kevin is the head of the department. He advises the Executive Director and Tribal Council. He also works on special projects, reviews laws, testifies at hearings and oversees the department. Erick Arnold focuses on ICW cases and Fish and Game prosecution. Shannon Swanstrom (half-time person) does all of the remainder environmental Natural Resources issues. Terry Douglas does litigation, land acquisition, house foreclosures and other special projects.

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

1. Legal Assistance Lawyer $50,000

The current legal staff is constantly getting requests from tribal members for legal advice. The staff helps when it can, but they have other duties for the tribal entity that have higher priority. There is a great need for a personal lawyer to help members of the tribe. Often tribal members do not have the financial resources to hire legal services for such things as family law issues, criminal defense, and consumer law issues. The tribe needs to hire an attorney who would work solely on these matters and with the people.

2. Expand Tribal Codes $50,000

The current tribal code requires a major overhaul. Complex land questions and planning activities; and increasing federal requirements on gaming operations require effective code drafting. We could use another attorney to work primarily on code drafting.

3. Office Space $150,000

The current site of the tribal government, as well as the legal offices, is in desperate need of expansion. The current building is only six years old but it is already woefully inadequate to house the tribal government. It needs more office space for program and service providers.

4. Expanded Law Library $15,000

The tribal legal office, like all law offices, is highly dependent upon effective use of legal research resources. Law books, periodicals, and code books are vital to an effective law practice. Practicing federal Indian law requires access to both state and federal legal resources. They currently utilize LexisNexis and FindLaw on the internet which are useful. However, they still need U.S. Code annotated and Wisconsin Statutes annotated so they may cross reference in their research on cases and in code development.

5. Storage Space $75,000

The department is in desperate need of storage space. It has many records that need to be filed away because they are piling up in offices and cannot be thrown away. The additional storage space could be on an off-site location or included in the building expansion.

Community Needs:

- Recreational activities and services for tribal youth – This might help reduce the numbers who end up in the judicial system.
- Tribal School expansion – The school needs certified faculty, curriculum development and construction of an adequate facility. Tribal leaders should carefully evaluate which educational level is appropriate and dedicate themselves to reaching that end state.
- Scholarship money – Currently, there is not enough money to fund the higher education needs of tribal members, which is vital to the administration of the tribe. There is no greater need facing Bad River than the implementation of a fully funded scholarship fund.
- Elderly – There is an urgent need to address the 'present and future impoverished elderly', who are the adults working without any retirement fund and earning an income to low to allow for proper retirement saving. The tribe needs to set up a pension fund for tribal members.
- Land Acquisition – Right now, the tribe owns approximately one-half of the original reservation. It needs to put more money into buying back these lost lands and putting the land into trust for all its members.
- Land Use – Zoning to manage reservation housing needs to be a high priority. The amount of housing the reservation can absorb needs to be decided.
- Business Expansion – The tribe needs to diversify its businesses. Indian gaming cannot carry the entire burden of revenue generation for the tribal government. The tribe needs to find a way to look for other ways to fund its self-determination efforts. Gaming revenues is a way to the future, it is not in-and-of-itself the future. It critical to the future of the tribe that it expands revenue generation capability independent of gaming.

Government

- Tribal Court need to expand jurisdiction – It should include broader control of the reservation activity. This control should be done by the tribe, not the county.

- The Tribal Court needs more and better space, and additional training for judicial staff.
- The Tribal Council needs to spend more time focusing on judicial responsibilities
- The Court could hire a psychologist to work with the child welfare cases
- The tribe could implement a motor vehicle code
- Tribal Government needs to be revised to become more efficient and effective. The tribe must perform all of the functions of a state but do it on a village budget.
- Well-trained staff are needed to assist the Tribal Council and Executive Director.
- Current staff and Council members need additional training.
- Consideration for a full-time Tribal Council needs to be seriously discussed so they may devote more time to government operations.
- The Constitution needs to be strengthened.

Negative Side Effects

Kevin cannot foresee any negative side effects for his department.

Tribal Court
Robin Powless
12/4/00 – 12/5/00

Interview lasted for about 3 ½ hours. It is complete.

Current Department

The Tribal Court shares space with the Tribe's legal department. They have an office for the Clerk of Courts; Judge Chambers; and Courtroom. They currently do not have conference or consulting rooms. It employs one full-time permanent clerk and four part-time judges. A full-time temporary case manager/compliance officer will be joining their staff shortly. Their equipment includes an older recording system, filing cabinets for hard copies and one computer.

The job responsibilities include the operation of the Tribal Court. They hear cases on child welfare, natural resources and family court. The court convenes approximately five times per month. On average, they hear five or more cases each session.

The current budget for the Court is $74,200. Of that, the BIA contributes $14,200; the tribe contributes $12,500 and GLIFWC $47,500. All salaries, operating and space costs come out of the $74,200 budget. The Court is in desperate need for additional funding. It is requesting $50,000 –100,000 in additional funds for its needs.

Goals

1. Expand Court staff to make the case manager/compliance officer a full-time permanent position.
2. Expand jurisdiction of Court to include juvenile, domestic abuse and probate cases. This would be better for the community to have their own Court making decisions on their own cases. They would need to develop codes and enhance the Court system. Some of this is in response to the new policing unit on Bad River.
3. Enforce the rulings here on the reservation. New programs such as a Child Support System would need to be created. Currently, the Court has to send things to Ashland to enforce their rulings.
4. Get mandates from the Tribal Council about which jurisdictions they want the Tribal Court to take over. (see #2)
5. Training for the clerk, judges, guardians at lietem, lay advocates, tribal prosecuter and Indian Child Welfare specialist; especially if the Court acquires new jurisdictions. There is minimal training for the above mentioned.
6. Increase the budget. No positive steps can be made with the current budget. Caseload is increasing monthly while the budget remains the same.
7. Get the space costs and indirect accounting costs waived. This would help them to work more effectively within a small budget.

Department Needs

(These needs are not ranked since they are all of equal importance. The goal would be attain all of them within three years.)

1. Permanent Case Manager/Compliance Officer $35,000

The position is currently being funded by an 18-month grant. However, the need will remain after the grant runs out. This position is fundamental to the operation of a court.

2. Outside training $10,000

All court employees are in desperate need of training. Right now, everyone must learn as they go, which is extremely difficult, time consuming and not in the best interests of justice.

3. Increase Wages $8,000

The wages in this branch of government are currently depressed and not comparable to other tribes. They argue that if you want good people with education, you're going to have to pay good wages.

4. Jurisdiction mandates $30,000-$50,000

The Tribal Council will need to decide what jurisdictions they want the Court to expand. Budget increases will need to be made in correlation with the jurisdiction expansion. Since this will result in increasing workload, increasing the number of court sessions, hiring more staff, paying the judges more money for the extra time, etc.

5. Expand Enforcement of Rulings $30,000-50,000

The Tribe will need to set up it's own enforcement agencies like a Child Support Services or an expansion of the parenting classes so that it could be staffed by tribal people.

6. Family Court Commissioner $40,000

This person would serve to mediate in family court decisions such as child custody cases.

Community

Robin believes our culture is at the core of everything we do here as a tribal government and as tribal people. You cannot separate easily culture from the rest of your daily activities. We should not group some offices together and say that is our culture department, and just let them keep our culture alive. It is all of our responsibility to do this. She believes a culture department is important because it can focus on language instruction and our traditional artwork. However, the core values of our culture must be rooted in everything we do. Our culture is a world-view and everything we do is wrapped around it.

Using our own culture, we could help families better in our Tribal Court system. This view of culture should come from the top down. Our Council Members need to display leadership through our culture.

There could be two ways of rethinking the role of our culture in today's government and administration. First, we could have workshops for reconceptualizing our culture for tribal employees. This would enable them to create more ways to utilize our culture on their jobs. Second, we could set up some sort of think tank that would include our elders. It would work to preserve the knowledge we may lose when they go. It could work to help generate ideas to better our community and also to serve as advisors to the Tribal Council.

The red flags are waving in this community and we've got to wake up to that. Our kids are in trouble, that's the first sign we're in big trouble as a community. But we don't trust ourselves or each other anymore. We need to learn to share and care about each other again.

Robin suggested developing some programs that would bring people together again for a purpose other than eating. Perhaps they could have a quilting/sewing program that would bring together elders and young people. The tribe should sponsor more community events. They used to have large community activities for All Souls Day and Memorial Day. We should get back to that. Maybe if we interacted more as a community on a daily basis, we wouldn't have to have so many specialized programs to fix broken parts of families, individuals and sub-groups.

Need to start talking about and focusing on the good things in our community –ourselves, our land and families. We should hold meetings about what we can do to help families in trouble. How can we work side by side with well people to help more of our people get well. Also, how can we protect these well people from not getting sick themselves by negative emotionally/spiritually unhealthy people.

The Community Center should start functioning as one. It should be a place where the community members can use for meetings, to play games or have other gatherings. Right now, people have nowhere to go except the casino and that by definition excludes children.

Spiritual People - We should also bring in Spiritual people and pay them for their services. Perhaps they could help mend many of the problems here. The Council and the Administration needs to do more outreach to the community.

Food – We should develop a place where we could have our natural food for all members of the community to access, like a native food shelf. People could bring in deer meat or fish and elders or whoever else needs it could sign up to get it. Perhaps an incentive program could be used to encourage people to bring in food, like a night at the casino or a dinner certificate.

Clothes – Open a thrift store. This could operate year round. This would be better than just having stuff stacked up on a table by Social Services.

Education – We need more of an infusion of culture from their earliest years. The tribe should make education important throughout the whole tribe. It could sponsor things for education – make learning more fun.

Government

The Tribal Council should be paid full-time positions. As far as the off-reservation members, they should not be excluded because of where they live. They should get assistance from us because they are our relatives.

Negative Side Effects

Robin does not think Tribal Court will lose any employees to the off-reservation casino. She thinks their case load will increase in the next few years regardless of the off-rez casino. She does not think that per caps are a good idea. That money should be put into education and other programs and into better wages. That would make the money go farther.

Realty
Jim Wabindato
January 24, 2001

Current

The Realty Department operates out of one office in the Chief Blackbird Center. It has three employees, a director, a realty clerk and a leasing administrator. For equipment it has three computers/desks/phones, a retired federal truck, 2 cell phones, one laptop computer, one scanner, access to GIS equipment, file cabinets, a broken camera, a range finder and several resource books. The budget of $412,920 is drawn from several sources including a BIA 638 contract, Lease revenues, Land Funds and Tribal Supplement. The vast majority is in the Land Funds. The job duties include acquiring land, putting into trust, providing residential leases, maintain program documents and managing tribal lands. Land acquisition is a main goal for the department and the Tribe. Right now, about $250,000 annually is set aside for land acquisition.

The Bad River reservation has about 125,000 acres within its borders. Of that only about 50% is Indian owned. 20,500 acres are in trust, 8,900 are tribal fee land, and 35,500 acres are allotted land. The tribe spent about $21,000 on taxes for the 8,900 acres it owns in fee simple. One of the objectives of the department is put this land in trust and thereby taking it out of tax status.

The remainder of the reservation acreage, about 60,000 acres, is owned in private ownership and kept in fee simple. Some of this fee land is owned by tribal members and they pay taxes on it. Of that non-tribal fee simple acreage, 25,000-27,000 acres are owned by logging companies or private loggers. The realty department spent an average of $250 – $500 per acre for the year 2000 for land purchases. This is up from the 1999 rate of $175 – $350/ acre. At this rate, the department is able to acquire about 700 acres per year with a budget of $300,000 per year. With similar budgets and inflation, it will take over 100 years to acquire all of the fee simple land, if all are willing to sell.

According to leasing, there are 100 home lease sites on the reservation with the median cost per year $20. Of the 100 sites, 25 sites are rented at $10 and 75 sites at $20. The department leases 8 sites to housing at $1 each. These 8 sites make up 210 housing units. The total potential revenue from leasing is $1758 yearly. However, the collection rate is not consistent and has dropped off over the last five years. People pay different amounts based on types of residential structures. Trailers pay $10 per year while houses pay $20 per year. The need for leases is on the rise as more people move into the area and as our younger population ages and needs housing of their own. Aspen Acres is the new trailer park on Bad River and currently has 14 leases signed. When completed, it will hold another 25 leased trailer sites and 15 modular homes. It is scheduled to be complete in 2002.

Needs:

Year 1

1. Wage Increases/Staff Change $10,000

The department staff needs raises. They would like to make comparable wages to those earned in other tribal realty departments or the surrounding community. The director should go up to management wage scales of $30,000-35,000. The leasing administrator should go up to $25,000. The realty clerk position should be eliminated and the present clerk should be moved to Office Manager. The manager would assist the Director, manage the inflow/outflow of office information and staff, pay bills, order supplies and field phone calls. She should then be paid an office manager salary of $25,000-$30,000.

2. Laws, Regulations, Procedures $ Free

The addition of more laws, regulations and procedures promotes government stability, improved employee training, and fairer treatment to all. The department is requesting legal assistance to help draft laws and request cooperation to enforce these laws. Department would contract for inspector services, etc to provide better services to the members.

3. More Money for Land Acquisition $200,000 increase ($500,000 total)

An important goal of the Tribe is to purchase as much reservation land as possible since so much has been lost over the years. This loss has led to a checkerboarded reservation, which is a jurisdictional nightmare. Having our land pieced up has created many self-determination problems for us. With more land, we can do better as a government, to protect our sovereignty, and provide growth opportunities for the community.

Year 2

4. Acquisitions Specialist $25,000

The department would like to hire a person that would focus specifically on buying and negotiating for land, securing money to buy land including grant writing and getting loans, work with the fee to trust process and adding appraisal skills to the office.

5. More Office Space/Storage $ 50,000

With the expansion of staff, the department will need additional office space. Currently they occupy about 275 square feet. They will need about 750 square feet to adequately address staffing and storage space needs.

Year 3

6. Land Trust Fund $500,000

We need to build a pot of money and live off the interest. If the tribe invested in a fund, the department could use the interest for land purchases without ever having to touch the principle. In the long run, a Land Trust fund would reduce the burden on Annual Tribal budgets.

7. Business Lease Administrator $25,000

This person would work only on commercial leases and rights of way. He or she would manage commercial properties on and off the reservation for the Tribe. This person would also work with Director and economic planning to help enhance business opportunities.

Community Needs:

- More available lease sites for residential opportunities
- Strategic plan for growth and maintenance of reservation community
- Wage increase overall – the wages throughout the tribe are lower than industry standards
- Procedures for on-reservation private commercial development
- More community involvement in projects and bringing them together to think like a community.
- Better communication between government/departments and the community citizens. E.g., how are land dollars being used? We should do some kind of annual report, a state of the nation address.
- Planning for mixed private sector and tribal business development.
- Land use plan for development
- Indian specific resources for entrepreneurs. There are lots of cottage industries here that need a helping hand or just ideas that need more help becoming a reality. We could put a person in the economic development department to help tribal members get and keep their businesses going.

Government

- Full-time Council – We need more access to Council to get our items passed.
- A communication system set up between the bureaucracies and the people.
- If create laws, we need to enforce them.
- Strategic planning and prioritizing

Negative

None

Fire Department, Ambulance, Police Department
Jack Lemieux
12/8/00

Fire Department

Currently, this is a voluntary Fire Department with one Fire Chief and 13 volunteers. It has four fire trucks, one rescue truck and 2 fire houses. One house is located in Odanah, and one is on Birch Hill. They currently have all of the necessary equipment for firefighting. However, much of this equipment is old. Three of the four vehicles are from the 1970's. Their current duties include responding to all fire calls and EMS calls on the reservation. They are a First Responder unit for Bad River.

The goal is to get enough updated equipment and needed training to be more effective firefighters. They would like to get a higher insurance rating to bring insurance costs down.

Needs: (ranked from most urgent to less important- All need to be completed within 1-4 years.)

1. New Tanker Truck $135,000

The current tanker is a 1975 model, which is a little old for maximum efficiency firefighting. The new tanker would have a 2,000 gallon capacity.

2. New Pumper Truck $145,000

The current pumper is a 1976 model, also too old for maximum efficiency. This is an essential piece of fire equipment.

3. Training $15,000

The volunteers need courses in Firefighting 1 and 2 to update and maintain state certification.

4. Staff Person $50,000

The fire department does not currently have anyone on paid staff. This new person would be responsible for maintaining records, updating files and bookkeeping. If they got a full time staff person, this would help them to get a higher insurance rating.

Ambulance

Currently, this service has nothing operating. They have an old ambulance that needs to be replaced. The main goal for this project is get the service up and running.

Needs: (All need to be complete within 3 years)

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Government

Jack says the Tribal Council should have a combination of paid full-time and part-time positions as needed. He also said the Tribal Court will need to expand with additional regulations and codes to accommodate the new police department.

Negative Side Effects

Jack does not foresee any negative impact for his department, nor any for the people of Bad River.

To: Executive Director
Tribal Operations Manager

From: Larry Balber
Tribal Planner

Re: Needs Assessment ,

1. ISSUES SPECIFIC TO PLANNING ROLE

Planning Committee
Information and Data
Land Use Planning
Strategic Planning
Quality Improvements
Staff training & Development
Growth & Expansion
Team Development
Special Projects
Annual Planning Process
Sustainability
Resource Allocation
Asset Development
Revenue Generation
Workforce Development
Measures of Success
Consensus Building
Tribal Facilities

The above list identifies the primary areas of concerns or issues of this office. What this list does not include is an integration of these systems into a coherent, comprehensive approach. Nor does it address constraints, barriers or problems, either existing or anticipated, which currently or potentially could prevent their realization.

2. SOCIO / ECONOMIC NEEDS

Access to Financial Capital
Environmentally Sound Development
Entrepreneurial Support & Training
Business Development Center
Progressive Business Leadership
Expanded Infrastructure Capacity
Police and Fire Protection
Affordable Housing Opportunities
Quality Health Care Clinic
Employment Opportunities
Cultural Reinforcement
Parks and Recreational Programs
Community Education Opportunities
Community Learning Center

Technology Application & Development
Youth & Young Adult Training and Education Services
Improved Communications Systems; Newspaper, Cable, Radio, Electronic
Responsible, Stable, Accountable Tribal Government Operations
Promote Collaboration and Partnerships to Improve Tribal Services
Improve Community Values of Self-reliance and Personal Responsibility

Among other socio / economic needs, the tribe needs to create a criteria to provide the basis for deciding which approach meets the current management situation and resource conditions, while providing the greatest extent of public benefits possible. The criteria would help evaluate what constitutes public benefits, help to guide the process by identifying important considerations to be used in reaching a decision and / or selecting alternatives for change.

3. BUSINESS AND DEVELOPMENT NEEDS

Increase exercise of tribal sovereignty opportunities for economic development.

Promotion of sustainable environment for economic enterprises.

Identify community assets and renewable resources which could provide a foundation for the future.

Recruit and promote desired business enterprises, creating "Green Enterprise Zones" in support of non-polluting industries.

The development of Uniform Commercial Codes and tribal ordinances, enhancing the scope of tribal jurisdiction and laws.

Improve community access to financial capital through micro-loans, community based financial institutions and Revolving Loan Funds.

Increase support of private sector entrepreneurial training and development.

Create and design commercial spaces, retail facilities for private sector business rental or development.

Make "Customer Service" the goal for tribal enterprises and businesses.

Fund a business "Incubator" or Tribal Development Center to promote private sector activities, opportunities, cottage industries and marketing assistance.

Improve public sector performance, standards and accountability, by upgrading their employee's training and skill development.

Maintain, improve and expand tribal facilities and infrastructures.

Provide our tribal workforce with the opportunity to gain the skills for tomorrow's jobs, not for the jobs of today.

Forget the success's and failures of the past, things have changed.

Seek diversity, creativity and innovation in business developments and investments in the future.

Bigger is Better!!
The business climate of the 21st Century is one of global perspectives and vast consumer markets, where time and distance is reduced or eliminated via e-commerce. Internet, World Wide Web sites and new technology offer a springboard for intellectual concepts as part of the white collar revolution. Our tribal members must be a part of that revolution, which is on-going, while maintaining their connections to tribal nations.
In addition to our stewardship of tribal traditions and cultural identity, tribal governments and its leadership must become the role models displaying responsible corporate management. In the development of a strong, diversified tribal economy, their role as potential partners in Job Creation and it's supporting infrastructure will be a vital, critical element in any potentially successful economic ventures.
Given the statistical rate of business failures, where 4 out 5 new businesses won't last two years, most tribal business developers may not succeed even with substantial governmental support. But the risk of failure is a characteristic of entrepreneurs and a requirement of their partners involved, especially those financially committed. Our capacity building efforts should create a foundation for the future, not a testing ground for wannabe business persons who may have ideas but lack the skills or experience to develop them appropriately.

4. COMMUNITY NEEDS

Acquisition and expansion of the tribal land base, over the next ten years, should be prioritized to meet both existing and future community needs of:

- Housing; lease sites & public housing, mutual home ownership, etc.
- Community Parks & Recreational areas
- Public sector improvements, growth and expansion
- Private sector enterprises and growth
- Environmental protection and Wetlands Mitigation Bank

Assuming all categories are equal and based on the present tribal budget of $250,000, this priority criteria would allocate $50,000 per category, or approximately 200 acres per year, if distributed equally.

The creation and formation of a Public Safety Commission charged to enhance existing emergency services and the potential development of a tribal police force.

The allocation of revenues and resources for the creation of a tribal Job Corps program for youth and young adults, ages 18 to 25, combining community services, employment, education and training services. The model Corps would be based on the Civilian Conservation Corps and the Wisconsin Conservation Corps experiential learning concepts.

Encourage the improvement of the existing tribal workforce responsibilities, skills and training opportunities, employee work ethics and increased wages to promote individual and community quality of life goals. Investment in the human resources of the tribe should be readily available, accountable and focused on the long term sustainability of tribal operations and functions.

Invest in the renovation, repair and upgrading of tribal facilities and infrastructure, increasing overall capacity while promoting quality service environments and aesthetics standards. Design for performance.

Create and promote access to financial capital for community members in the development of private sector enterprises, housing and educational opportunities.

Set aside lands in each community for recreational areas or parks, services and other leisure time activities for youth, young adults and families.

Identify, design and implement necessary collaborations and partnerships, creating a positive and supportive environment for economic development and private sector employment opportunities.

Promote alternative energy strategies and systems, use of renewal resources in future systemic expansion.

Expand the existing day care facilities hours of operation to increase the number of children served, encourage family members and significant others to become certified CDA's, improving and increasing employment related activities.

Finally, in addition to the items listed above, the tribe should consolidate their resources in health, education and other entitlement funded programs, in a manner that removes bureaucratic or turf barriers.
The tribe also needs to invest into a comprehensive Strategic Planning process to look at our visions for the future and utilize the proposed Annual Planning Cycle to create that future, through cultural reinforcement of language, traditions and values.

Need Assessment, 02-2000

NOTES: Included with this assessment are the comments and thoughts expressed by many Bad River members who participated in our Empowerment Zone activities over several meetings last fall. Their scope of the future of the Bad River Community is extensive, wide-ranging and highly positive, offering insight into other perspectives within the community

BAD RIVER STRATEGIC PLANNING YR2000

Goal: COMMUNITY & ECONOMIC DEVELOPMENT

To provide jobs and employment to the members of the community, which will improve the overall quality of life enjoyed by its members.

Wild Rice Industry
Cultural Center
Golf Course
Health & Wellness Center
Elderly and other Nursing Home facilities
Hospital
Mini-Mall
K-12 Tribal School
Business Development Center
Business Development Zone
Business Incubator
Agricultural Farms
Home Health Care services
Tribal Construction Company
Food Processing facilities, (meat,fish,sheep,venison)
Storage Rental Center
Auto /Truck repair Garage
Duty Free Trade Zone
Financial Institution- tribally based
Revolving Loan Fund
Telecommunications, cable, digital,
Renewal Power / Alternative Resource
Full Time Fire Department
Child Care Providers/Center
Recreation & Tourism
Adult / Community Learning Center

Goal: INFRASTRUCTURE

To provide an environment that promotes the well being of the community members and families, and invest in facilities which improve and support the future goals of the tribe.

Water & Sewer Expansion
Roads & Community Safety Improvements
Safe Pedestrian Walks
Communications upgrade
Parks and Recreational facilities
Accessible Boat Facilities

Public Relations
Funeral Home
Physical fitness Center
Improve our Image

Goal: CULTURAL HERITAGE
To encourage, support and continue the rich cultural traditions of the Anishinabe people and to provide future generations opportunities to teach and learn with others.

Performing Arts Theater
Cultural Museum
Living Arts
Art & Craft Cooperative
Certification- Indian made
Community Cultural Events (internal not external)
Dance Troupe
Language Preservation, Utilization
Student Exchange Program
Traditional Gardens, agricultural

Goal: POLICE & LAW ENFORCEMENT
To maintain a community framework which provides its elders, families and children a safe and healthy environment, providing protection to all of its members.

Jail facility- youth & adult
Tribal Police Force
Family Legal Services
Safe Houses
Regional Working Agreements- Domestic Violence, etc.
Youth Boot Camp- cultural
Improve Tribal Ordinances
ATV/Snowmobile ordinances

Goal: EDUCATION &TRAINING
To provide our members with the opportunities to educate themselves and to improve the level of formal educational attainment.

Tribal Scholarships
Vocational-Technical training
Computers in every home
Professional Training, staff and community
Distance Learning services
Tribal Work Force Career development

Goal: COMMUNITY HOUSING DEVELOPMENT
To provide community members with the opportunity to obtain safe and affordable housing now and in future generations.

Affordable Housing for 250 families
Single Households & Apartments
Suitable Land Development
Environmentally Sound development
Energy Efficiency
Alternative to REA
Elderly Housing
Homeless Shelter
Group Home
Day Care facilities

Goal: TRANSPORTATION
To support existing transportation systems, expanding the extent of services for residents seeking employment, and improving their access to necessary resources which increase their quality of life.

Handicapped Accessibility
ADA Ambu-van
Reservation wide Transit System/services
Taxi Services
Light Rail Transit
Tribal Port Authority for Lake Superior
Airport
Tribal Motor Pool / Fleet services
Trucking Industry

Goal: JOB TRAINING & READINESS
To create and improve community opportunities in becoming viable and productive members in the workforce of the future.

Computer Skills- ie,GIS
Financial Training
Building Trades, (apprentice,interns,OJT)
Apprenticeship Programs in all areas
Career & Management Skills
Business Mentorship(AARP, SCORE)
Financial support and Incentive
Manufacturing Training

Goal: HEALTH

To address present and future health care concerns to assure our members will receive adequate care, and to promote and participate in health maintenance and prevention activities.

Increase Clinic medical staffing, CNA, Doctor, Nurse, Dentist, Lab Tech
Expand treatment Center
Access to Comprehensive Care for all
Life Flight access pad
Health Insurance for all community members
Traditional Healing services
Midwives
Para-medic / EMT on staff
Physical Therapy & Rehabilitation
Alternative Medicines
Health Prevention & Maintenance program

Goal: HUMAN RESOURCE DEVELOPMENT

To establish a system that encourages community participation, that provides future leadership and employment, and that is easily accessible and responsive to our community members.

Skill Inventory of community members, create a data base
Promote Demographic information compilation
Job Center
Job Skills Bank
Recruit and train for future needs, services and opportunities.