

Yukwayenawahstù Ahs^?Niwehnisla·ke
We are all Taking Hold – Three Years

Transparent and Participatory Budget Strategy

Sakoli Swakweku
General Tribal
Council,

This special Kalihwisaks – Budget, 3rd Ed., is provided to you as an additional source of information for the Special GTC Budget meeting scheduled for Monday, September 16, 2019. My office has received many positive comments from the two (2) previous Kalihwisaks budget editions. Yaw^ko for



Patricia King
Niyukyats
Oneida Nation Treasurer

supporting all our communication efforts.

Since 2015, the Oneida Business Committee has been working to provide greater opportunity for membership to participate in the budget development process. The Oneida Business Committee adopted Chapter 121 - Budget Management and Control law, via Resolution #02-08-

17-C. This began our transitioning into new procedures to help us

achieve our goals of transparency and membership participation. It is through “Your Voice – Our Nation”, and Tribal operations to improve administrative efficiencies that will build our Nation’s future. You can review the entire law at:

<https://oneida-nsn.gov/dl-file.php?file=2018/06/Chapter-121-Budget-Management-and-Control-Law-BC-02-02-17-C.pdf>

Chapter 121 also requires the prioritization of 13 Service Groups. Throughout these past 14 months, we have been organizing the service groups for accountability via measurements and reporting. On September 24, 2018, each service group reported to GTC their outcomes for the next three budget cycles – Fiscal Year 2019, 2020, and 2021. Fiscal Year 2020 is the 2nd year, of a three (3) year plan. This Special Kalihwisaks provides you with “who” the 13 service groups are and their projected outcomes for Fiscal Year 2020.

The path of our Value-Based budget strategy is located on page 2, and outlines our Nation’s

• See 2
Budget Strategy

What’s Inside

**Centerspread Page 8 & 9/
Economic Enterprise
Focus on Oneida Economic
Enterprise Sector which
consists of: Gaming, Retail,
Hotels, Construction, Financial
Services, Recreation and
Agriculture**

The Oneida Nation has a responsibility and a duty to keep the financial information of the Nation confidential per the GTC action of July 9, 1983, and July 6, 1993. Also, GTC action of April 11, 2016, was “to direct the Treasurer and the Oneida Business Committee to continue improving our budgeting actions and making those processes more open to input from the membership.”

This Special Edition of the Kalihwisaks introduces you to two main objectives; one (1) is an overview of tribal operations 3-year planning strategy. The second objective is introducing how the O.B.C. is enhancing transparency and participation in budget planning inclusive of tribal membership.

Members are encouraged to treat all the financial information in the same manner as you would the budget packet, the Treasurer’s Report, and all other documents directed by the General Tribal Council to be maintained in a confidential manner.

KALIHWISAKS
Oneida Nation
PO Box 365 - Oneida, WI 54155

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Budget Edition

From page 1/*Budget Strategy*

vision, mission, policy, strategies, objectives, and goals. An outcome, from this path, will show the value of what we do, how we are strengthening sovereignty through self-determination and working for sustainability by building trust between GTC, OBC, and Tribal operations through transparency

and participation. On September 16, 2019, I welcome your support for the Fiscal Year 2020 proposed budget. Our collective work will benefit the current generation and the generations yet to come.

Yawáko
Treasurer Patricia King

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Yukwayenawahstú Ashk? Niwehnisla ke.

vi-sion [vīzh-uhnj] n.

Communicates what our Nation believes are the ideal conditions for our community—how things would look if the issues important to you were perfectly addressed.



ONEIDA NATION VISION

A Nation of strong families built on Tsi ʔNiyukwalliho Tʔ and a strong economy.

mis-sion state-ment [mīshʻan stāte-ment] n.

Describes what the Nation is going to do, and why it's going to do that. Mission statements are "action-oriented."



ONEIDA NATION MISSION

To strengthen and protect our people, reclaim our land and enhance the environment by exercising our sovereignty.

pol-i-cy [pōlʻisē] n.

Indicates the direction the law is to take, including impetus or underlying goal of the regulation.



ONEIDA NATION BUDGET POLICY

Title 1. Government and Finances—Chapter 121—Budget Management and Control— Twahwīstatyeʔnithaʔ (We have a certain amount of money)

121.1-1. Purpose. The purpose of this law is to set forth the requirements to be followed by the Oneida Business

Committee and Oneida fund units when preparing the budget to be presented to the General Tribal Council for approval and to establish a triennial strategy planning process for the Nation's budget.

121.1-2. Policy. It is the policy of the Nation to rely on value-based budgeting strategies, identifying proper authorities and ensuring compliance and enforcement.

strat-e-gy [stratʻijē] n.

A plan of action or policy designed to achieve a major or overall aim.



ONEIDA NATION TREASURER'S BUDGET STRATEGY

- Develop triennial goals of the Nation which includes G.T.C., O.B.C., and Tribal operations to use data collected from membership surveys, meetings, and special events to help set priorities for budget development.
- Refine the January Annual meeting to focus on the financial status of the Nation.
- Refine the July Semi-Annual meeting to focus on reporting operational status updates; (how are we doing compared to our plans and budget).
- Create a calendar of budget events to include the Tribal General Election, thereby promoting each newly elected O.B.C. to assess the Quality of Life Survey results, and again, obtain input from the membership to set the Nation's goals and objectives for the next three years.



ob-jec-tive [objekʻtiv] adj.

Is defined as a thing aimed at or sought; a goal.



ONEIDA NATION TREASURER'S OBJECTIVES

- Fiscal Transparency: The people of the Nation helping the Government prioritize service or service groups, and community development to build a sustainable future for our Nation.
- Close the budget gap.
- Improve reporting systems, benchmarks and outcomes. Reporting results of data gathered from the membership and how it is used in budget development.
- Improve annual and semi-annual reports to better reflect annual fiscal conditions and semi-annual benchmarking-to-budget.

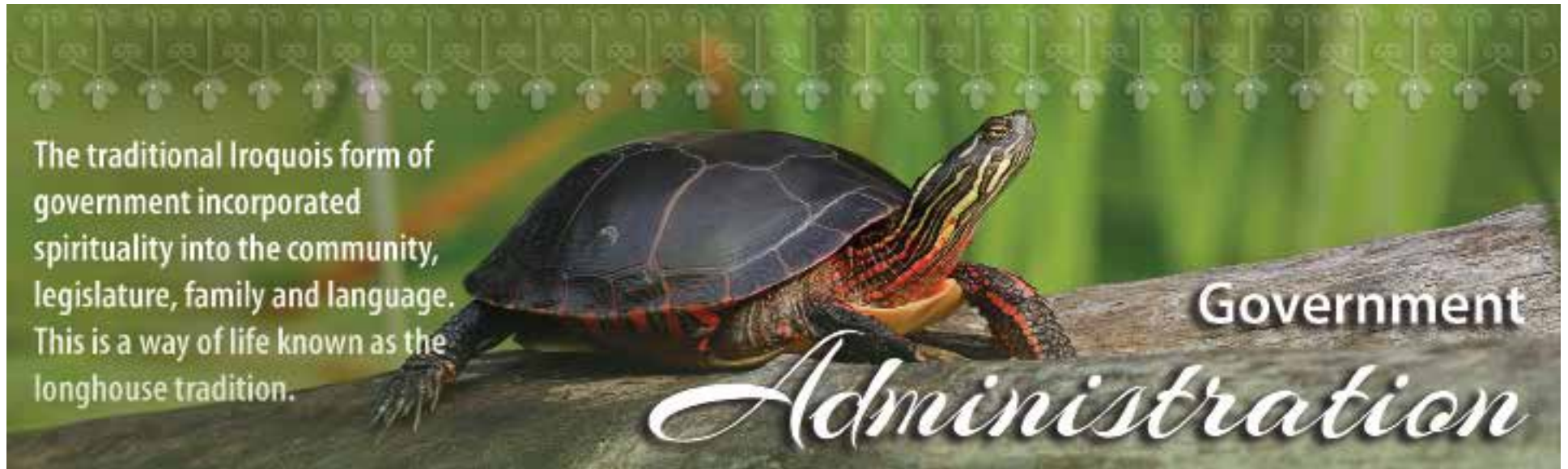
goal [gōl] n.

Is defined as the object of a person's ambition or effort, an aim or desired result.



ONEIDA NATION TREASURER'S GOALS

Build trust between G.T.C., O.B.C., and Tribal operations through participation, cooperation and reporting.



Government Administration incorporates “Good Governance Principles” so that we may always look to the greater good of our Nation. We are comprised of approximately 20 departments, 18 Boards, Committees, and Commissions, whose members are appointed, or elected, and a Judiciary system whose members are also elected. Government Administration strives to fulfill our constitutional responsibility to conserve and develop our common resources and promote the welfare of ourselves and our descendants by clearing the path for Tribal operations so that there will be a Nation of Strong Families built on Tsi?Niyukwaliho TÁ and a strong economy.

Government Administration components look to the greater good to incorporate “Good Governance Principles” so that collectively we can:

- Clear the path for Tribal operations
- Fulfill our constitutional responsibility to conserve and develop our common resources

- Promote the welfare of ourselves and our descendants

Government Administration is comprised of:

- 28 fund units
- Nine (9) Boards, Committees, and Commissions whose members are appointed
- Seven (7) Boards, Committees, and Commissions whose members are elected
- Judiciary system whose members are elected
- Self-Governance
- EH&S Division Administration
- Legislative Affairs/ Communications
- Human Resources
- Finance
- Purchasing
- Licensing Coordinator
- Indian Preference
- Risk Management
- Central Accounting
- GTC Legal Resource Center
- Internal Services Administration
- Grants
- Big Bear Media: Print Center/ Mail Center/Kalihwisaks/ Tourism
- MIS



2019 Oneida Royalty:
Left to right: Miss Oneida Jaisah Yelihwanolu Lee, Jr. Miss Oneida Natavia Adams, and Li'l Miss Oneida Zacarias Skenandore.

Government Administration is prioritized #3 of the total 13 service groups. Due to the diverse components of Government Administration, inclusive of program fund units and boards, committees, commissions, and judiciary, the OBC has determined to incorporate Good Governance Principles as the foundation to provide a clear path for Tribal operations to be effective and efficient.

Rule of Law:

Ensuring the rules are known and applied equally to all with clear appeal (if needed) and

are enforced by an impartial regulatory body, for the full protection of Oneida Nation stakeholders.

Transparency:

Open communication about actions taken and decisions made ensuring access to information is clear.

Responsiveness:

Availability to the public and timely reaction to the needs and opinions of the public.

Consensus Oriented:

Consultation is required to understand diverse interests (Membership, Employee, Community) in order to reach a broad consensus of what is in the best interest of the Nation and how this can be achieved in a sustainable and prudent manner.

Equity and Inclusiveness:

Providing the opportunity for the Nation's stakeholders to maintain, enhance, or generally improve their well-being which provides

• See 6

Government Administration



Shekoli

The Budget Management and Control Law, adopted by the Oneida Business Committee in February of 2017, set up a standardized process for putting the Nation's annual proposed budget together. The process includes gathering feedback from the community and also presenting the budget, based on that feedback, to General Trib-

al Council. The process required within this law also includes creating triennial (3-Year) strategic plans which identifies measures and outcomes using a strength, weakness, opportunity, and threat (SWOT) analysis. In the simplest terms, this means the Nation must plan spending, at least three years in advance, and ensure money is spent on the Nation's highest priorities.

I support the triennial strategic



**Tehassi Hill
Chairman**

budget planning process as it requires leadership to plan into the future with consideration of the community's feedback. Done and implemented correctly, this is a game-changer because it creates a path, for all future Business Committees, to plan far beyond our years, truly following the seventh-generation philos-

ophy.

As a leader elected to serve the Oneida citizens, your voice has

helped me to know what you see as the top priorities of our Nation; Housing, Health, and Government Administration. I am respectfully requesting you to participate in the Treasurer's community informational meetings; and if you are unable to attend, please forward comments to the Treasurer's Office. Your Voice – Our Nation is an important component of our Value-Based budgeting path.

Yawakó· Be well and treat one another well.

Sa?nikuhlatsa-niht (You have a strong mind)

Chairman Tehassi Tasi Hill



Budget Management and Control law directs responsibilities for oversight and standard processes for putting the annual proposed budget together annually. This act also requires the Oneida Business Committee and the Nation's fund units to prepare triennial (3-year) strategic budget plans.



**Kirby Metoxen
Councilman**

At the September 24, 2018, GTC meeting, we conducted a survey to help identify and rank a priority list. Housing was one of the top priorities. Over the past 2 years Oneida Nation's Annual fiscal years' budgets have provided the funding to build 50+ new Indian Community Housing Block Grant

(ICHBG) homes and/or new improved lots, for tribal members, to lease and build their own new homes upon. The 2020 Annual Budget also includes additional CIP Housing infrastructure funds and additional allocation of the Indian Community Housing Block Grant to provide for 25-30 new ICHBG

homes and/or improved lots for tribal members to lease and build upon (a.k.a. HBO – Home Builders Opportunity Program).

As your government official, I am respectfully asking the GTC to approve the budget at the Special GTC Budget meeting scheduled for September 16, 2019.

Yawako,
Councilman Kirby

OBC Council *Forum*

Jennifer Webster
Councilwoman

You're health services, dental services and long term care. We never counts! Your voice and participation in the budgeting process is critical to determine how funds are allocated for health care, behavioral

more social changes in our community with the devastating effects of opioid use and abuse, which forces the need for more mental health and substance abuse disorder services. Right now, we need your voice to plan and budget for a health system that meets our current needs and is adaptable to our future health challenges.

As our Baby Boomer generation ages, we are faced with the need for different and more diverse services than we did 10 or 20 years ago. Also, we're seeing

At the same time, we must protect and promote holistic

health and well-being of our Oneida Community. We want you to participate in this process – come share your stories and ideas with us to plan and budget for Oneida's health-related needs.

Yawáko



ONEIDA

health and well-being of our Oneida Community. We want you to participate in this process – come share your stories and ideas with us to plan and budget for Oneida's health-related needs.

It has been a year now since we went to the Value Based Budgeting initiative, which is a participatory budget strategy for the Nation.

We received valuable input over the past year from our Members, however, we still need guidance in prioritizing funding areas for our Nation to better serve the needs of the membership.

We are all aware that some areas of our greatest needs are housing, elder services, food distribution and looking out for our youngest members through Head Start and Early Head Start.

We need to decide how to prioritize these goals and directives so the most needed



David Jordan
Councilman

areas will receive the proper funding to carry out their mission.

We must still focus on not only the financial strengths of the Nation, but also our fiscal health. We must still tow the line so that all areas of the Nation will be able to provide the necessary services to our members.

We ask for your wholehearted input into our current budget strategy to make sure the Nation and all its components can survive and provide the needed services to all who may need them.

David Jordan
Councilmember

Currently, health care is the number two priority for the Nation. Whether it is expanding, hiring more staff, or looking at a whole new model for a wellness campus; and I have sponsored two (2) endowments to assist the future generations of our Nation:

1. Food Sovereignty Endowment—A food system that will sustain food sovereignty initiatives indefinitely and
2. Sovereign Sustainable Wellness Endowment—A holistic practice utilizing natural means and Indigenous methods to heal.

These services will not start today, but we need to invest now so that resources will be available for future generations. Our current generation's objective, as a nation, should be to achieve sustainability in all that we do.



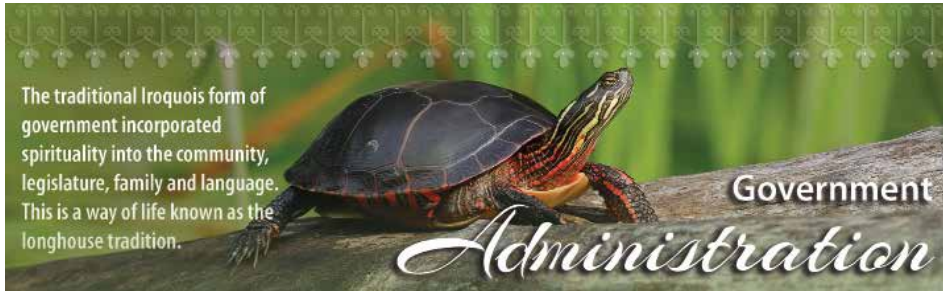
Daniel Guzman-King
Councilman

The sustainability of our nation is a direct correlation to our sovereignty. We ought to create an economic foundation for future generations to rely on and utilize; but that means we must sacrifice now. We have the means, and ability, to create a sustainable future where an endowment system

supports all the nation's activities. The healing of our people, the recovery of our lands, language, culture, and the sustainability of our nation should be our goals directly tied to our budgeting process.

“When you sit and you counsel for the welfare of the people, think not of yourself, nor of your family, nor even your generation.” – Peacemaker Daniel Guzman-King, Councilman





From page 3/Government Administration

the most compelling message regarding its reason for existence and value to the Nation.

Effectiveness and Efficiency: Processes implemented by the Nation producing favorable results which meets the needs of Membership, Employees, Community, while making the best use of resources – human, technological, financial, natural and environmental.

Accountability:

The acknowledgement and assumption of responsibility for decisions and actions as well as the applicable rules of law.

Participation:

Fostering a system in which the public feels that they are part of decision-making processes, including freedom of expression and assiduous concern for the best interests of the Tribe and community in general.

Government Administration projected outcome for Fiscal Year 2020

Fund units, Boards, Committees, Commissions, and Judiciary, shall be required to begin focusing their benchmarks and measurements based on incorporating Good Governance principles as part of Government Administration's daily activities.

Oneida Nation Commission on Aging

Purpose

The Oneida Nation Commission on Aging (ONCOA) shall adhere to the Oneida Nation's Vision, Mission, and Priorities and to be knowledgeable and supportive of all programs and services to meet the needs of the Elders of the Oneida Nation.

ONCOA Strategic Outcomes for Fiscal Year 2020:

- Elders will be provided with written information of resources available for them.
- A comprehensive Elder Law

to define the responsibilities of the Nation, the Elder Services Program and the Elders to avoid confusion. By 2020 ONCOA will have the framework for the Oneida Elder law completed.

- Elders will benefit from educational programs and social events. ONCOA will advocate for education/seminars, Alzheimer's research and awareness, housing education, long term care services and supports for Oneida Elders.

Oneida Police Commission

- Appoint, suspend, or remove the Police Chief of the Oneida Police Department.
 - Approve all law enforcement officer appointments made by the Police Chief including the promotion of subordinates.
 - Adopt, modify and repeal rules governing how lists of individuals, conclude to be eligible for appointment to law enforcement officer and promotion, are established.
 - Approve competitive examinations used to judge suitability for appointment or promotion of law enforcement officers.
 - Approve eligibility list of individuals determined to be eligible for appointment as a law enforcement officer or promotion.
 - Suspend law enforcement officers or other appointed personnel of the Police Department pending filing and hearing of charges against them, subject to provisions of Article X.
 - Initiate charges against law enforcement officers or other appointed personnel of the Police Department.
 - Hear charges filed against law enforcement officers or other appointed personnel of the Police Department, whether filed by the Commission or the Police Chief, make findings and determinations, and impose penalties, up to and including termination.
 - Hear appeals of disciplinary actions against any law enforcement personnel or non-sworn personnel.
 - Adopt rules governing the Oneida Police Commission's management of its own activities.
 - Review contracts and forward to the Oneida Business Committee for approval, concerning cross deputization, dispatch function and mutual aid pacts which are made between the Oneida Police Department and a non-tribal agency.
 - Approve Standard Operating Procedures of the Oneida Police Department.
- Strategic Plan for 2020 is:**
- Provide customer services/support to the Oneida Community
 - Provide fair and impartial hearings for sworn law enforcement personnel
 - Hear and address citizen's complaints submitted to the commission
 - Review Policy Revisions and provide approval
 - Approve purchase orders
 - Review Police Department's contracts or MOA's

Oneida Powwow Committee

The Pow-Wow Committee shall, at a duly called meeting by motion and recorded within the minutes, identify each member, the services he or she shall provide during each Pow-Wow, and the specific dates and times during which the member shall perform such services.

Strategic Plan for 2020 is:

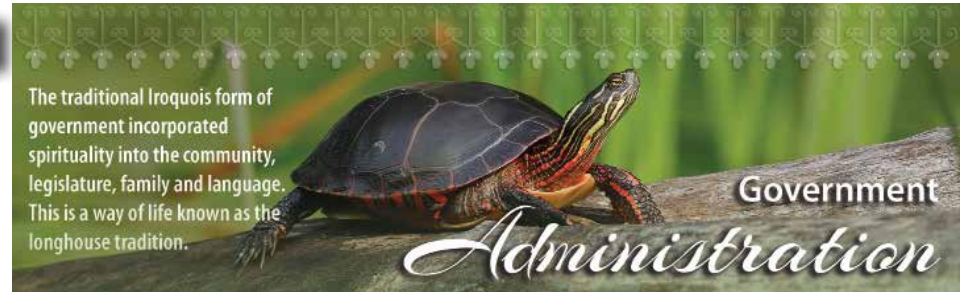
- Focus on creating and updating current Work standards, SOP's and By-laws while coordinating two traditional Pow-wows and one competition Pow-wow for Oneida.

• Please see 7, for additional info from Boards, Committees & Commissions

Oneida Land Commission

The Commission's powers & duties include the following:

- 1) The Commission shall interpret the provisions of the Real Property Law and create policy to guide Land Management in implementing the same;
- 2) Review and approve Land Management SOP's for Trust acquisition title transfer including defining a valid encumbrance;
- 3) Approve the conversion resolutions for Land Management applications to convert Tribal fee land into Tribal trust land;
- 4) With Land Management, jointly develop rules regarding requests for easements for landlocked properties;
- 5) With Land Management, jointly create any rules necessary to administer probate estates;
- 6) The Oneida Land Commission and the Comprehensive Housing Division shall exercise joint rulemaking authority to provide process requirements, including but not limited to advertising, notice, prequalification, and selection, that apply in all circumstances when the Nation is selling a residential property;
- 7) Issuance of all easements and land use licenses and with Land Management, jointly develop easement and land use license rules;
- 8) Agriculture and commercial leases are subject to Land Commission approval, pursuant to the Leasing Law, Rules and Standard Operating Procedures (SOP's) for leasing. Land Management shall develop, and the Oneida Land Commission shall approve, the format and requirements set out in the lease document applications for different types of leases, as well as additional procedures and processes to be followed when offering and awarding lease documents;
- 9) All acquisitions of Tribal lands are subject to the approval of the Land Commission;
- 10) Allocate and designate land uses of all Tribal lands.
- 11) Collaborate on the development of the Land Use Technical Unit Rules with the Oneida Planning Department, affected Oneida Divisions and Departments;
- 12) Name all buildings, roads, parks and the like on Tribal land.
- 13) Supervise the actions of the Division of Land Management Director, consistently with the General Manager's supervisory authority.
- 14) The Land Commission, largely through the Zoning Administrator, shall have the duty and power to carry out the intent and purposes of the Zoning and Shoreland Protection Law and enforce the provisions of this law. The Land Commission shall:
 - a) maintain custody of the zoning maps;
 - b) adopt rules and regulations governing the conduct of business and hearings, as it deems necessary;
 - c) conduct all its meetings and hearings in accordance with Tribal law, and make all its minutes available in accordance with Tribal law;
 - d) permit the extension of a



- e) hear and decide appeals where it is alleged there is error in any order, requirement, decision, or determination made by the Zoning Administrator in the enforcement or administration of this law;
- f) authorize variances from the terms of this law, the rezon-

- ing of property and amendments to district boundary lines, when appropriate;
- g) decide mapping disputes;
- 15) Develop and participation in annual training related to Real Property, Zoning, Federal, State, and Tribal Laws and other topic's related to powers & duties.

Strategic Outcomes for Fiscal Year 2020:

- Develop more program options for residential & land acquisitions. i.e. expanding on the HIP program

Oneida Nation Arts Board

The purpose of the Oneida Nation Arts Board is to provide guidance to the Oneida Nation Arts Program (ONAP) and to perform the responsibilities granted to the Board under the Dollar for Arts Program policy. Provided that, the guidelines and directions given in this Article are to set forth standards and goals and may be interpreted in the broadest possible manner to include all manners of art and artistic projects. Specific responsibilities include, but are not limited, to the following:

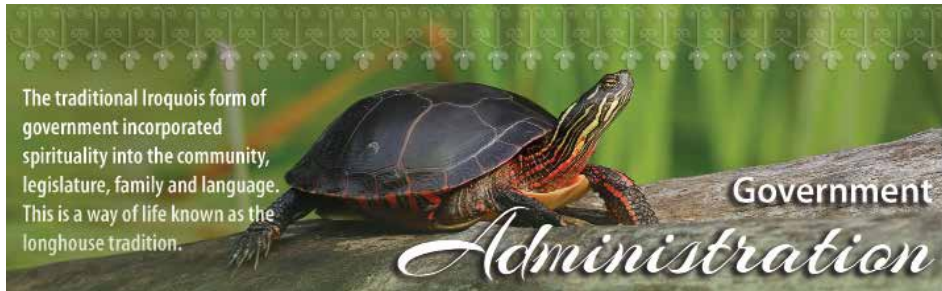
- Work with ONAP in determining Director and staff in an advisory capacity on issues related to the arts in Oneida, and
- Strive to provide guidance and recommendations in the development of the ONAP and arts programs throughout the community, and

- Work with ONAP in determining and monitoring program outcomes, and
- Receive reports of the ONAP activities from ONAP staff, and
- Work with the ONAP Director in evaluating the ONAP, and
- Approve policies and programs for the overall coordination and administration of the ONAP.

Strategic Plan for 2020 is:

Improve engagement and participation through Dollar for Arts Program. Our promise is to create programming and award funding to artists, who through contemporary and cultural arts, share the creative spirit and heritage of the Oneida community.

• Please see 8, for additional info from Boards, Committees & Commissions



Oneida Nation Veterans Affairs Committee

The purpose of the Oneida Nation Veterans Affairs Committee (ONVAC) is to serve as an advisory body to the Oneida Veterans Service Office in all matters related to Oneida Nation veteran's rights and benefits and veterans' affairs issues, and to protect the honor and integrity of the Oneida Nation and all veterans who served honorably in the United States Armed Forces. It shall be the purpose of the Veterans Affairs Committee to provide advice and constructive input to the Veterans Services Office Director on all Veterans affairs issues in order that the office can formulate veteran services and programs for the Oneida Veterans. ONVAC coordinates veteran events with the assistance of the Veterans Services Office and other organized groups that

are representatives of Oneida Veterans and the Oneida Nation.

Strategic Plan for 2020 is:

- To continually assist in developing relationships by working on various community events having a veteran's presence
- To assist with events such as light up the bridge, Memorial Day flag ceremony, Code Talkers Day
- To provide knowledge of the military veterans organizations, activities, rituals, ceremonies, and performance
- ONVAC works to recognize fallen members of the Armed Forces, their families, and the community by supporting the VSO



Oneida Judiciary

On January 7, 2013, the Oneida General Tribal Council created the Oneida Judiciary to better serve the needs of the Oneida people and expanded the exercise of the Nation's authority. The Oneida General Tribal Council adopted Resolution # 0 3 - 1 9 - 1 7 - A delegating the Oneida Nation's judicial authority pursuant to Article V of the Constitution to the Oneida Judiciary. The creation of the Judiciary built on the foundation that was laid by the Oneida Tribal Judicial System/ Oneida Appeals Commission by granting the Trial Court and Court of Appeals expanded subject matter jurisdiction and further developing a process for peacemaking and mediation. A branch of the Court was also created to address matters affecting the Oneida people as it pertains to the family and children. This is the Oneida Family Court.



Judiciary is to provide a fair, orderly, and neutral forum for the resolution of issues that may arise out of governance of the Oneida Nation and civil actions amongst its members, other people residing on the Oneida Reservation, and those doing business with Oneida Nation entities. It is our mission to operate as an independent branch of our government entrusted by the General Tribal Council to protect the Sovereignty of the Oneida Nation and the Rights of its citizens.

Judiciary Strategic Outcomes for Fiscal Year 2020:

- Creation of Judicial Council composed of all judges of the Judiciary, including Family Court Judges, which will allow a considered response from the government, when matters are referred directly to the Judiciary, from the Oneida Business Committee and the Oneida General Council.
- Improve Judiciary Security Plan to prepare the staff for potential, but unforeseeable, security issues by scheduling drills for the various potential events
- The development of and implementation of Administrative Courts. (Wellness Court, Probate Court, Citation Court, etc.)

Vision

The Vision of the Oneida Judiciary is to administer a fair, objective, independent, timely and lawful judicial branch of the Oneida government. The Oneida Judiciary is guided by the wisdom of our heritage and traditions as well as the requirements of modern circumstances, laws and statutes.

Mission

The Mission of the Oneida



The Oneida Comprehensive Health Division (OCHD) is comprised of 4 areas –

- Oneida Community Health Center (OCHC)
- Anna John Resident Centered Care Community (AJRCCC)
- Oneida Behavioral Health (OBH)
- Employee Health Nursing (EHN)

- Seek Accreditation Association for Ambulatory Health Care (AAAHC) for the remainder of the Health Division beginning October 2019.
- Improve access to care by continuing to decrease our No-Show rates and continuing to seek additional providers for all areas of the Division.

Optimizing Technology for FY 2020

Optimizing technology allows the Health Division to continually receive customer feedback and identify trending areas that may need to be addressed and/or improvement to enhance the customer experience.

Enhance our Workforce for FY 2020

Enhancement of our workforce allows health care to be provided to the Oneida Nation and meet our requirements to the Indian Health Services by providing the programs, services, functions and areas in accordance with our Multi-Year Funding Agreement.

Improving Access and Continuous Quality

Improvement for FY 2020

- The Health Care group will continue to maintain Public Health Accreditation through Public Health Accreditation Board (PHAB). Accreditation assesses the health department's ability to carry out the ten Essential Public Health Services; manage an effective health department; and, maintain strong and effective communications with the Oneida Community and assure that the community is receiving quality care based upon national standards for health care.



Education & Literacy

Building a Strong Nation
by providing and promoting
quality education and
training opportunities for
all tribal members.

Three Major Pathways

Learning to Be	<ul style="list-style-type: none"> • A life long learning pathway of being Oneida
Learning to Learn	<ul style="list-style-type: none"> • Encouraging achievement, experience & growth for students of all ages to realize their talent & personal goals
Learning to Do	<ul style="list-style-type: none"> • Facilitating pursuit of professional programs to improve the quality of life for the individual, family and our Nation

Building a Strong Nation

Providing and promoting quality education and training opportunities for all Oneida Nation citizens. Our Service Group is: Arts Program & Community Education Center, BIA – Early Intervention, Airport Road Child Care, Youth Enrichment Services (YES), Oneida Community Library, Higher Education, Education & Training Administration, and Oneida Nation School System (ONSS).

Outcome 1 Learning To Be

Our Strategy: Continue to Enhance and Sustain the Oneida Language and Culture through learning practices that ensure we contribute toward a life-long pathway of being Oneida. Our “Learning to Be” pathway is based on our Nation commitment to infuse Oneida Language and Culture learning practices within our daily programming & services.

The Learning to Be activities supports the nation’s priorities by offering opportunities to learn the Oneida language and support cultural identity. The transfer of Oneida Language and culture knowledge promotes learning practices which sustain our sovereignty as the Nation. The following are a summary of accom-

plishments that serve as our foundation and forecast of activities that are consistent with our Outcome Goals:

- **Oneida Arts Program** conducted the following events:
 - 20 Years from Now programming with Dan Hill, Richard Zane Smith, and Woodland Art Show Panel, Pottery
 - Raised Beading Pin Cushion Class
 - Music from Our Culture (MOC) Camps
 - Activities include team building, games, song, dance, language, and leadership development
 - KLU programming and Arts Camp for youth *Ka?nithotiyása Latiwyáhtéhtas Ukwehuwehnéha* (Promoting our “Young people learning our ways”)

Oneida Child Care Program

- Including Conscious Discipline into weekly lessons using Creative Curriculum Format
- Oneida Language and Culture are a daily classroom offering

Oneida Nation School System

- The School system is looking forward to integrating additional language programming based on the Oneida Language Department relocating to the North wing of



the Norbert Hill Center.

- The *Tehatiwánahwa* (They Pick Up the Word) – Language Nest Immersion Program is busy interviewing students, parents and preparing for the fall term. The Program is in the south wing of the Norbert Hill Center or Culture wing of the Oneida Nation High School. The program is strategically positioned to allow language support from the ANA Oneida language apprentices and High School culture and language students to provide Oneida language support to the classroom on daily basis.

Outcome 2 Learning To Learn

Our strategy of engagement for students, parents, and teachers ensuring that we embrace the challenge of encouraging achievement, experience, and growth in all our students, so they realize their talents, and work to achieve their personal goals. Learning to Learn and the programs and activities associated with this education and literacy outcome helps prepare students to navigate their school experience. Most important is students learning to develop essential

• Please see 11, for additional info from Education & Literacy

From page 10/Education & Literacy

skills that will contribute to the individual achievement, attaining their goals, and experience growth. This outcome is to prepare students in advance to reach future career goals. Oneida students who are proficient are more likely to pursue advanced training & educational opportunities.

BIA Early Intervention Program (BIA EI)

- Conduct community special events to locate children/families who may have needs for early intervention services
- Host Monthly “Lunch and Learn” for interested families/community members regarding various early intervention topics
- Early Intervention programming for children on individual family services plans (IFSP) received services from the Birth to 3 programs
- Provide direct therapy services for children ages 3-5 that qualify for Individual Education Plans (IEP)

Youth Enrichment Services (YES)

- Provide elementary, middle, and high school tutoring and advocacy services for Oneida eligible students in the following schools in the Green Bay (GB) and surrounding areas. The average total (427) amount of YES Eligible students in each of the schools is as follows:
 - GB King elementary (48)
 - GB Lombardi MS (68)
 - GB South West HS (90)
 - Seymour Rock Ledge Primary & Intermediate, HS (152)
 - West DePere MS, HS (69)
- In addition, there are American Indian Students with YES paperwork who are not enrolled or ¼ Native American for an average total of 200 students.
- YES Advocate assists with NCAI youth leadership activities hosted

by the Oneida Business Committee—travel to event occurred in June 2019

- Participated in the Oneida Behavioral Health Youth Mental Health Events (8 YES Staff participated on the team)
- Assist with Teen Health Fair Event Planning
- Coordinate transition programming for YES students (18 students)
- Chaperone field trips: Ropes Course May 22 for 17 students; 7th grade trip to Bay Beach at Seymour, NCAI

Job Training including WIOA and Vocational Rehabilitation (VR)

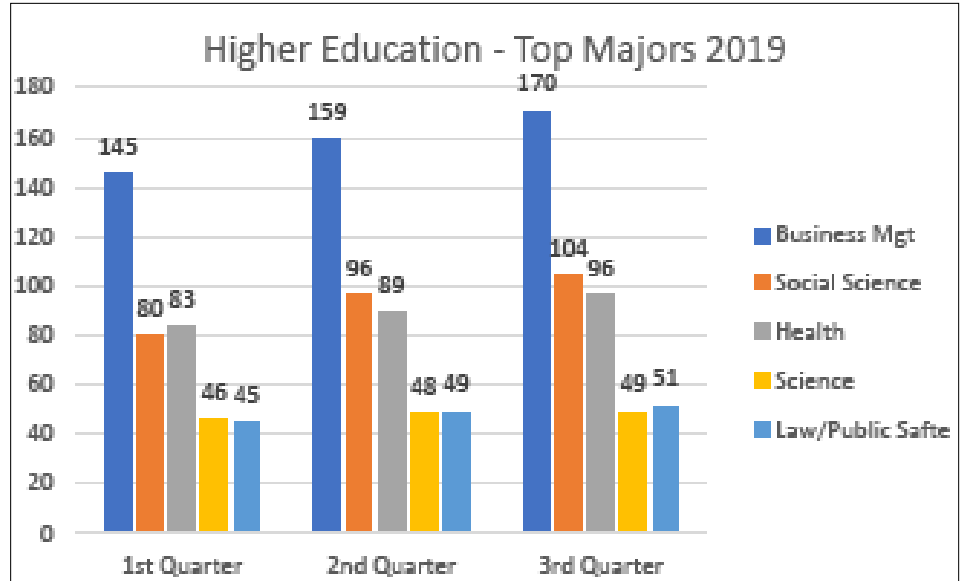
- The Job Training programs offer employment related services to individuals enrolled in a federally recognized tribe and are unemployed, underemployed, or who have a medically diagnosed disability.
- Through collaborate grants with WIOA/ VR the program currently employs 10 youth this summer (2019)

Community Education Center (CEC)

- Provide programming for GED/HSED and HSED graduations
- Offer tutoring services for students in elementary, middle, high school, and college levels
- Conducted SMART phone festival
- Offered Course in Foraging and Plant Identification
- Hosted Minors Trust Process Informational Meetings
- Offered Budgeting Courses for Community Members

Oneida Nation School System

- The School system is participating in ACHIEVE 3000 which is a 3-year enhancement grant pro-



gram, which provides differentiated instruction with an inclusive special education model for students.

- The School system is busy preparing classrooms and recruiting teachers for the 2019-2020 School year – Our program responsibility ranges from FACE (Family and Children Education) Program – 12th Grade.
- Our Elementary student growth has required us to add an additional classroom at the 3rd Grade level. This trend has been consistent since Kindergarten, so we will monitor and forecast our needs to also plan for the coming year to expand our educational programming. This is a very positive pattern to encourage.
- Middle School will enjoy additional student support this school year from a special grant that will allow Yethiyatanunha staff to assist teachers daily in the classrooms.
- The High School program anticipates continued program growth for students. The high school supports the academic growth of students by supporting dual credit programming with the local colleges; the trend for graduating seniors today is to accumulate college credit while in high school.

Outcome 3 Learning To Do

Our strategy representing our facilitating post-secondary professional development plans for the individual citizens of our Nation. Individual pursuit of professional programs will contribute toward an improved quality of life benefiting themselves and our Nation. Learning to do is about providing higher educational opportunities for Oneida members.

Oneida educational opportunities help learners pursue professions in various career tracks such as Business, Social Sciences, Health, Science, Law and Public Safety along with other various career tracks. Learning to do prepares Oneida community members for various careers which expands the number of potential job applicants within the Oneida Nation. HE sponsored a community event called “What’s Cooking” and invited local chefs and graduates from Higher Education to participate in this event held at Flying Leaf Housing Site in May.

HE Student Data

- Continue to grow our current trend of 15% of Higher Education students are employed by the Oneida Nation

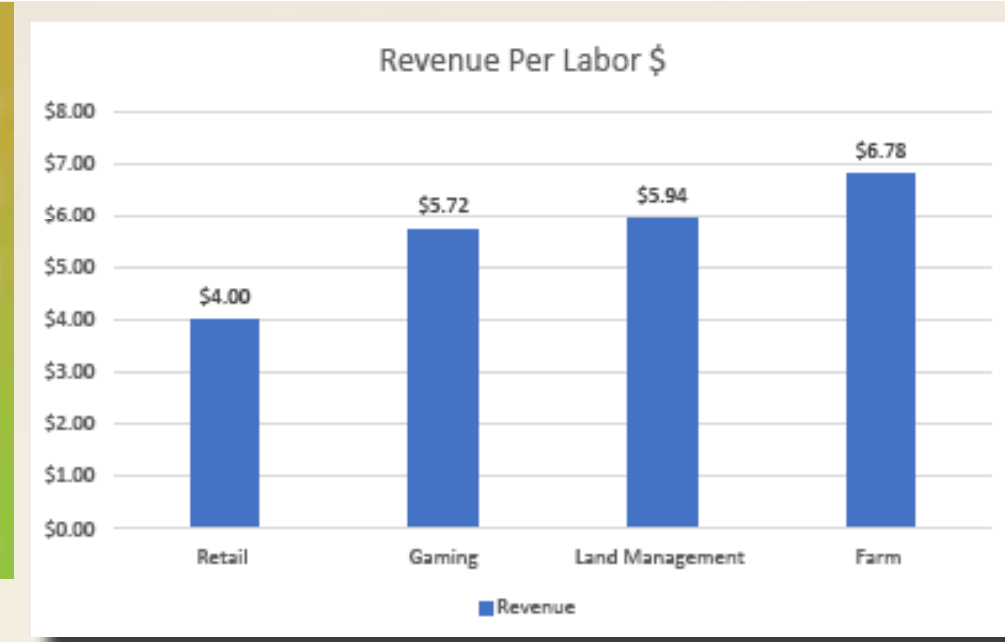
Special Budget Edition



Economic Enterprises

Who We Are

- Oneida Gaming • Oneida Retail Enterprises • Oneida Nation Farms
- Oneida Orchard • Land Management • Land Acquisition



Outcome #1:
Enhance sovereignty through land purchases, gaming regulatory advantage, food sovereignty, retail gas tax, cigarette sales, and excise tax.

Farm:
Support Agriculture Strategy as defined by the General Manager.

Gaming:
Employee Engagement and Satisfaction

Land Management: Process land into trust.

Retail:
Increase net profit by providing exceptional customer service; developing employees, increasing sales, managing gross profit and controlling expenses.



Outcome #2:
Providing resources for the community to become economically independent by providing jobs, services, benefits, entrepreneurship, healthcare/wellness, and land opportunities.

Farm:
Provide lease payments to support land acquisition.

Gaming:
Frontline Compensation Plan

Land Management: Purchase 1,210 acres of land according to the 2033 Plan.

Retail:
Retail Employees will be provided the opportunity to participate in training, development of standard operating procedures and work standards.



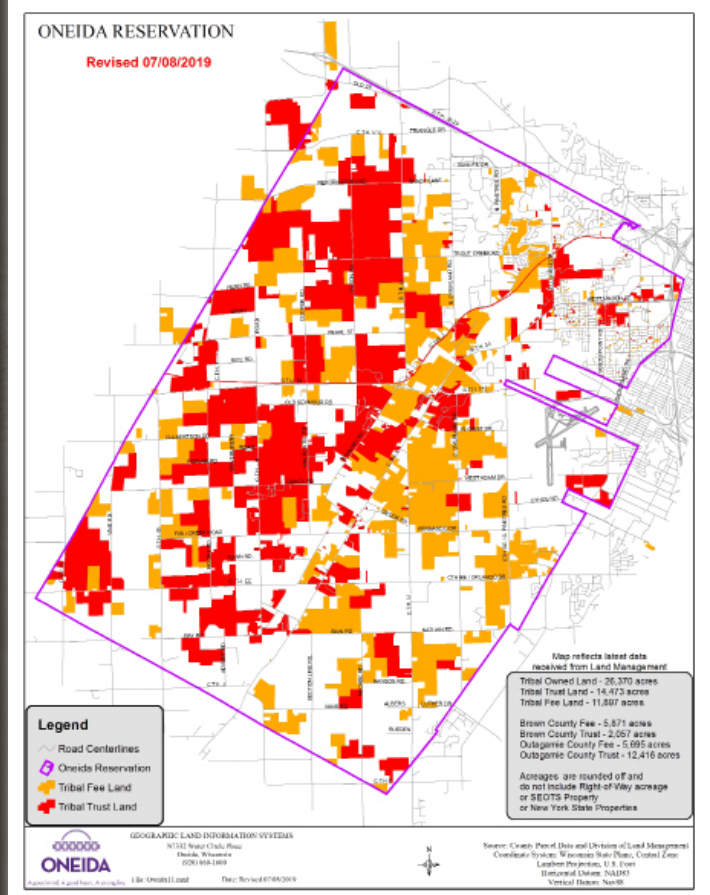
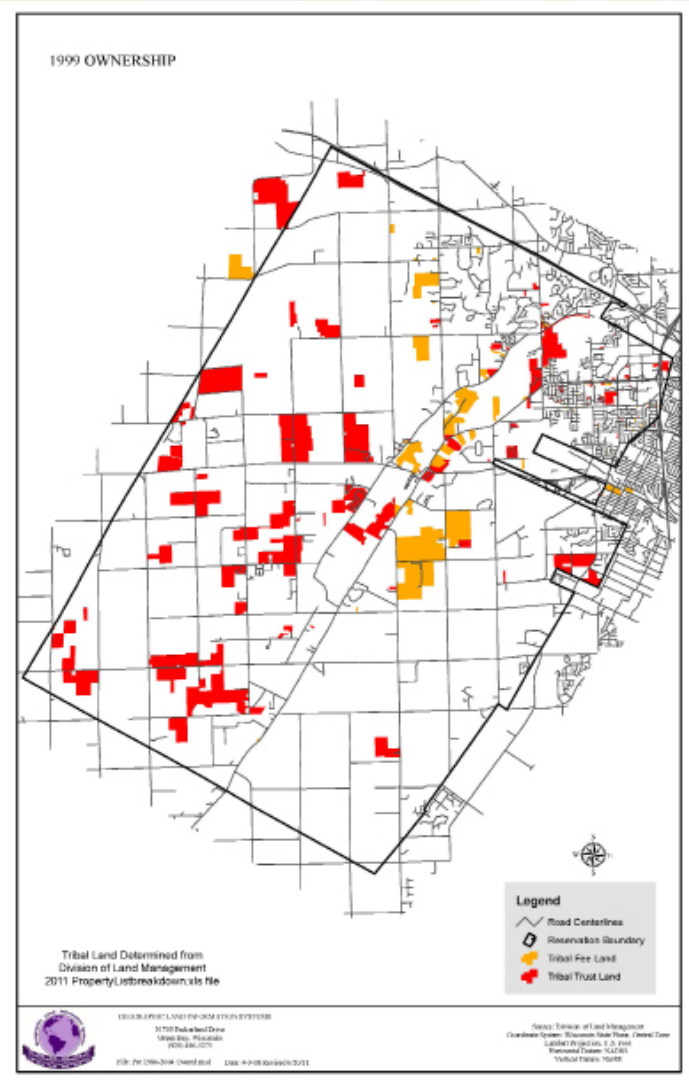
Outcome #3:
Economical use of resources to maximize return on investment.

Farm:
Continue to maximize yield and profit on agriculture lands.

Gaming:
NFL and Gaming Advertising

Land Management: Distribute land for commercial, agricultural, residential (HBO and HIP), and natural resources uses.

Retail:
Improve the Customer experience by providing customer service training, clear expectations and guidance along with competitive pricing, quality products and consumer needs and wants.





This service group is made up by business units located within the Community & Economic Development Division. The group's efforts foster sustainable development and commerce growth that reflect Tsi? niyukwalihotv (our ways) with innovative approaches that enrich the natural, built and business environments.

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**Goal #1 – Planning Process
Year Two Accomplishments:**



The development of a Planning Process has been worked on. The goal of this process is to integrate with the Capital Improvement Process (CIP). The Planning process is complete and will now roll into a revision of the CIP. Aligning these two processes, outlines the steps Planning takes to develop a concept to an actual

approved project. The process provides a guided and clear path for the employees of the CEDDs area and incorporates a team approach to the work that Planning, Zoning and Engineering do. This group effort fosters sustainable development and growth that reflect Tsi?Niyukwalihotá (our ways).

Goal #2 – Ensure all Inspectors are update to with licensing requirements for building code updates.



Year Two Accomplishments:

Critical to the Oneida Nation's ability to exercise sovereignty is our ability to enforce our laws on our land on our own people. To ensure this sovereignty exercising is carried out in accordance with the similar government entities which enforce building, electrical, plumbing and other fundamental Life, Safety and Welfare minimum code requirements, our Building Code Officials need to stay up to date and current with all mandated code requirements.

The 2020 budget will allow for our departments to continue to exercise our innate sovereignty – which is the foundation of our self-governance.

Goal #3 – Document verification of billings on a monthly basis.

Year Two Accomplishments:



Unpaid billings have been minimized by closely tracking payments on invoiced amounts and implementing streamlined processes for payment from intertribal departments; thus, allowing the business unit to continue providing services to foster sustainable development while enriching the natural and built environments.

The Public Safety Group consists of the Oneida Police Department, Emergency Management, Public Works, Environmental Health, Municipal Recycling and the Industrial Hygiene Program. We enforce federal, state, local and tribal laws and ordinances. We provide immediate response for all emergencies. Through education, prevention, intervention and enforcement we strive to reduce crime, drugs and gang activity in our community. We collaborate with internal and external entities as well as the community to improve the quality of life.

Public
Safety



3-year Outcomes

- Develop and retain a quality workforce and create succession plan and career paths.
- Create employee career development and succession plans.
- Create a culture that recognizes the importance of safety.
- Reduce the potential public impact from the experience of an emergency or disaster.
- Maintain and increase the overall value of the infrastructure of the Nation.

FY 2019 Accomplishments

- Worked with HRD to look at options to fill vacancies. Expect to be fully staffed by Oct 1, 2019.

- Created draft plan and supporting policies and procedures in relation to succession planning and employee career paths.
- Finalized list of existing facilities/equipment maintained by DPW along with the value for each.
- Worked with HRD to develop online food certification course and online food safety course.
- Adoption of the Integrated Waste Management Plan.
- Purchase of RAVE alerting system and implementation for employees.
- Updated Oneida Nation Emergency Response Plan, focusing on updates of departments Emergency Action Plans.
- Flooding of the Nation's buildings, parking lots, and residential basements became a major issue during the spring thaw and heavy rains. Mitigation plans were initiated to reduce the risk of the situation happening in the future.

FY 2020 Goals/Objectives

- Train/Certify new hires.
- Complete educational outreach campaign and begin rollout.
- Create long term replacement/use plan for facilities and equipment.
- Implement procedures outlined in the Integrated Waste Management Plan and evaluate/prepare any needed revisions.



Above: Food Service Licensing. Below: Beach water monitoring



Budget Edition



Established in Fiscal Year 2018, Comprehensive Housing Division (CHD) is a product of merging housing programs from the Oneida Housing Authority, former Division of Land Management and Elder Services.

The following narrative and chart offer a summarized overview of CHD's budget distribution of grant funding and program income.

Residential Development (42% of budget) – Consists of new unit construction and/or acquisition of existing homes within reservation boundaries.

Maintenance (17% of budget) – Consists of daily work orders, lawn care, snow removal, and readying units for new occupants.

Rehabilitation (13% of budget) – Consists of property reinvestment with focus on energy efficiency, and unit sustainability.

Planning & Administration (9.5% of budget) – Consists of divisional planning, office management, and administrative support.

Residential Sales (8% of budget) – Consists of management of 374 mortgages and loans, and 752 residential land leases.

Resident Services (7.5% of budget) – Consists of management of nearly 450 rental units, application intake, waitlist management, and community outreach programming.

Community Outreach (2.5% of budget) – Consists of community outreach programming from two outreach centers, with focus on crime prevention.

The primary funding sources that support CHD and in turn create the funding available for CHD's budget:

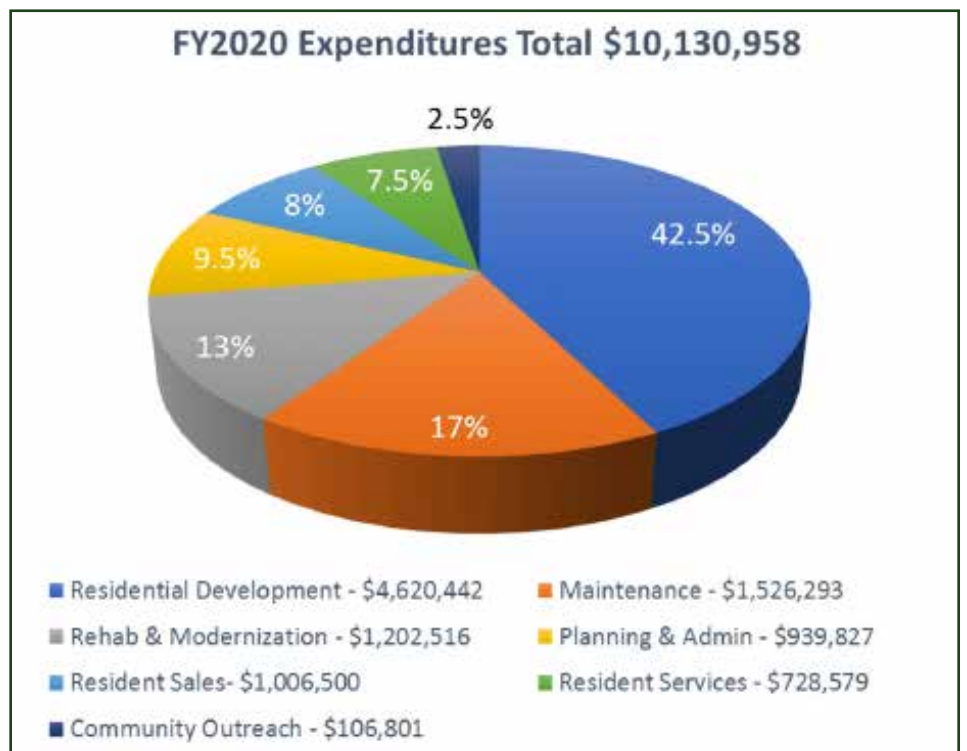
Grants (82% of total CHD funding) –

Consists of annual federal grants and any additional competitive grants sought.

Program Income (17% of total CHD funding) – Consists of revenue generated through rental income, administration fees, and loan interest.

To accomplish budgetary and Triennial Strategic Planning CHD will focus on the following:

- Identify and obtain alternate funding to increase housing options.
- Satisfactorily operate, maintain and sustain rental inventory
- Increase GTC knowledge of CHD programs and opportunities.





The Membership Administration service group is comprised of the Trust Enrollment Department. The focus of the Department is to maintain the membership data for each member, share the information with appropriate internal departments, process per capita payment forms, process OLIPP beneficiary forms and claims, and monitor the trust fund performance and allocation.

One of the primary objectives of our triennial plan is to share the state of our current enrollment and begin a nationwide dialogue about our membership criteria. We've gathered feedback at community meetings and are combining those with demographer study results to create future membership projections. The frequency of Sustain Oneida community meetings has been ramping up to monthly, sometimes twice a month.

In Fiscal Year 2020, we will be continuing the monthly community meetings. The demographer will have our population data study completed.

We hope larger conversations, at a GTC level, will tie together the opinions of Oneida with the projections of our membership. In the Sustain Oneida project, this community will be asked what exactly we are trying to sustain and discuss potential solutions to do so.

A second focus of the Trust Enrollment Department has been responding to the tax changes from the 2017 Tax Cuts and Jobs Act. This significantly impacted the tax rates our Minor's Trust recipients may need to pay to the IRS, almost always to the worse. We've updated the distribution and tax withholding options available to all beneficiaries to provide them more control of their money. This outreach included mailings to all eligible beneficiaries, community meetings at the CEC, and discussions in the local high schools to make sure everyone is aware of the changes and their options.

In Fiscal Year 2020, we will continue the outreach and education to all Minor's Trust recipients. We aim to provide the

OLIPP
ONEIDA LIFE INSURANCE PLAN PLUS

Oneida Trust
Enrollment Dept.
920.869.6212
enrollments@oneidanation.org


ONEIDA

financial planning tools needed to make intentional, sound decisions with their money. The effect has been noticeable during the FY2019 distribution process as fewer members are taking larger withdrawals and subjecting more of their money to taxes. This step alone may save Oneida members thousands in taxes due.

The final objective our department is proud to report is working through a high turnover period during FY2018 and FY2019. Six of our 11 positions were filled (one of those twice)

during that last two years, and one of our focuses was simply to minimize the effects of this felt on the membership we serve. A vast majority of feedback received, indicates we've accomplished this goal.

In Fiscal Year 2020, we hope the new faces around the department will contribute new ideas and processes to better service membership. We think more social media engagement and moving more information and on-line services will be a positive for the community.



Protection & Preservation of Oneida Culture & Language

The daily implementation of Oneida Nation's Core Values in the services we provide demonstrates our priority to ensure the survival of Oneida Language and Culture, which is directly tied to our identity and sovereignty.

Established in FY 2018, the Protection & Preservation of Oneida Culture & Language priority group is comprised of:

- ◆ Oneida Cultural Heritage
 - ◇ Cultural Wellness
 - ◇ Tetwatunhatényehse? (We are changing our lives)
 - ◇ Oneida Nation Rites of Passage
 - ◇ Tsi? Niyukwalihó·ta (Our Ways) Oneida Lang. & Culture Classes
- ◆ Oneida History Dept.
- ◆ Oneida Language Dept.
- ◆ Oneida Nation Museum
- ◆ Yukwahwatsilayá·tú· (Our Families) Indigenous Diet & Healing

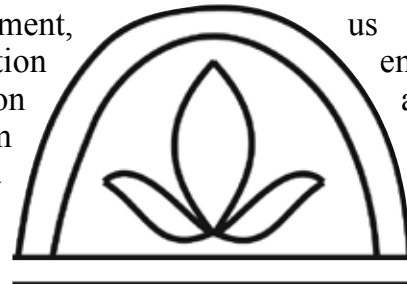
Working collectively over Fiscal Years 2019-2021 we will be focusing our efforts and resources to ensuring the successful achievement of the following outcomes.

Outcome #1: Twalihwanúnha (dwelly-wa-noon) – Watching over the ways | nurturing them | protecting them. Efforts to prevent any further loss of our ways can be seen through the

creation, development, and implementation of an area succession plan and curriculum based on Oneida Culture & Language and Traditional Indigenous Healing Practices.

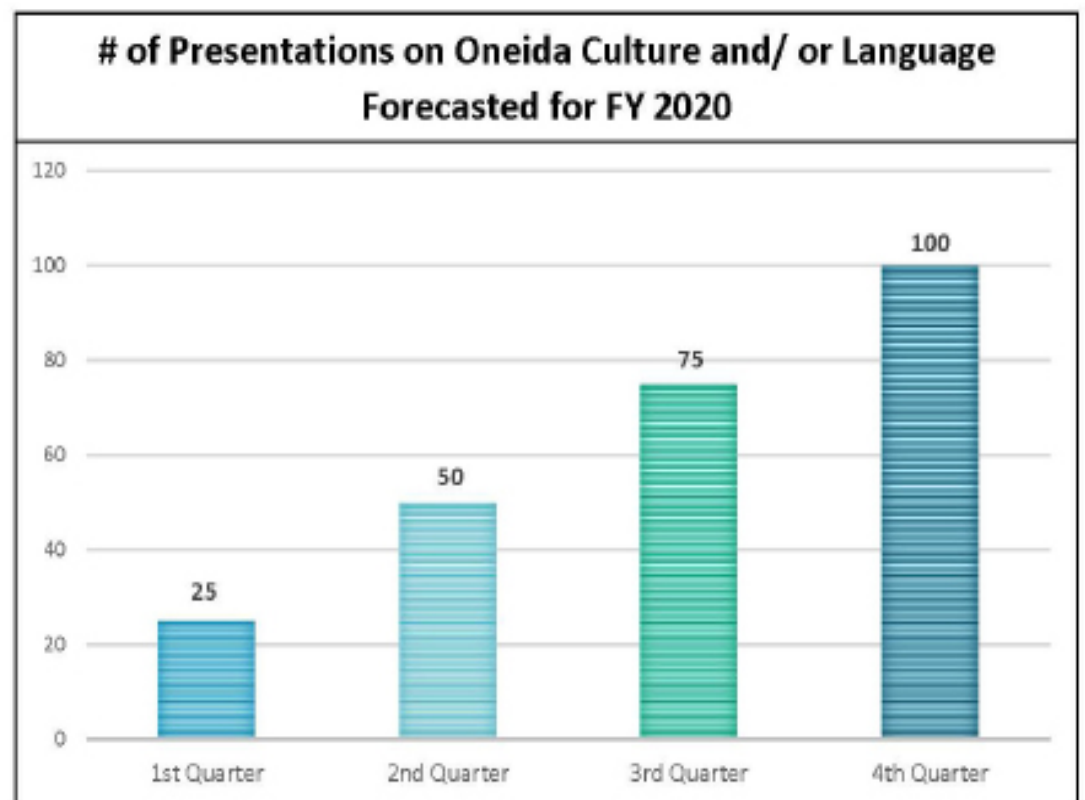
Outcome #2: Taetwaku·táke (dye-dwa-goon-duck) – To keep going | carry on. To ensure our ways continue indefinitely knowledge holders are utilizing technology to their advantage and working diligently to increase the number of opportunities offered to share the Oneida Culture & Language with people of all backgrounds and ages.

Outcome #3: Yethiya?tahni·látste? (yee-tee-ya-duh-kneelutst) – Making



us strong physically, emotionally, mentally, and spiritually. As the requests for traditional holistic approaches to combat contemporary issues increase,

so will the efforts to educate and offer a variety of family activities, cultural teachings, seasonal land-based healing opportunities, 1-on-1 sessions, and more. These efforts aim to promote and support overall health and wellness.



Budget Edition



Who We Are:

Human Services is made up of fund units within the Governmental Services Division (Adventure & Experiential, Area of Community Enrichment (Formerly Parks and Recreation) Administration, Child Support, Economic Support, Elder Services, Family Fitness, Family Services, Food Distribution Head Start/Early Head Start, Job Training & Vocational Rehab, Social Services Administration, Parks, Recreation, SEOTS, and Transit) and Internal Services Division (Aquaponics, Cannery, and Food Pantry).

Collective 3-year Outcomes:

1. Great customer experience
2. Better quality of life
3. Active community engagement

FY2019 Accomplishments

(Include but not limited to):

- Cooking and nutrition classes provided by Food Distribution and Food Pantry
- Cannery continues to develop new products, including

developing hemp products.

- Annual youth summer camps and extra-curricular activities (Recreation)
- 2019 Summer Youth Work Experience Program for youth ages 14 – 24 (Job Training)
- Child Support developed a program called STAMPS (Sending Treasures And Making Parents Smile) with Oneida Early Intervention to help children stay connected to an incarcerated parent.
- Family Services encourages participation in activities committed to promoting healthy relationships between children and parents while creating awareness of serious issues such as the various forms of abuse.
- Family Fitness continually works with Community Health providers to increase the successful completion of a 14-week program for diabetic patients.

FY2020 Goals/Objectives

(Include but not limited to):

- Food Distribution will realize

Human Services Life Cycle



- the store concept.
- Community needs to be assessed through surveys and other means.
- Community education to be provided through events designed to increase awareness and education of important issues.
- Maintain grant funding by staying in compliance of all funding requirements.

- Assess and evaluate programs to identify gaps or duplication of services and improve program efficiencies.
- Optimize resources by cross training staff to realize cost savings and increased effectiveness and efficiencies.
- Develop and monitor workloads for each individual staff for quality case management.

Budget Edition



Oneida Utilities Department is currently 11.56% under budget. This could quickly change should we have any major repair or maintenance that cannot be foreseen. Approximately 50% of our actual expenses are Amortization and Depreciation.

Daily monitoring, maintenance and logs are completed to assure Safe drinking water and Environmentally safe Wastewater treatment.

May 1st our Septic Hauler Operator retired, we had a trainee assisting in the position since October to replace our Hauler. The trainee has obtained his CDL's and Septage Operator License and will be testing within 1 ½ years for his Masters.

Efficient Customer Service and training for billing is an ongoing process, we are currently in the process of getting a new meter reading software and we have an upgrade for the billing software in our 2020 Budget to provide customers online access to invoices, payment processing online and better payment agreement monitoring as well as many other new

and efficient features.

The King Lane Pumphouse and Watermain loop design have been engineered by Indian Health Services over the summer and bidding for the project is expected sometime in December 2019 with construction to begin Summer of 2020.

Initial televising and cleaning have been completed and Great Lakes is currently in process of going back to televise and repair the problem areas throughout our Wastewater System.

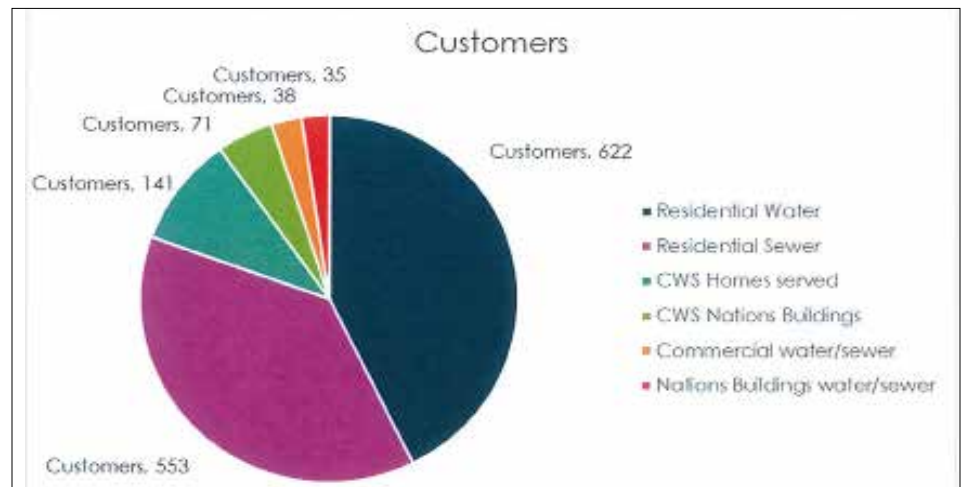
Annual IHS inspections of the Oneida Nations public Water and Wastewater facilities are

scheduled for October 2019.

Rolling Hills Water Tower study and design has been completed by McMahan and Associates and Bidding process will be this Fall

with an anticipated Spring start date.

We Purchased a new Septic Hauler Truck this past Spring which is now in service.



Above: The graph outlines the various customers who utilize our services. At left, the new Septic Hauler Truck which was purchased earlier this year was an essential upgrade for the department.



Who we are: Environmental Quality, Eco-Service, Conservation, Tsyunhehkwa Farm, Tribal Historic Preservation Office and Environmental Resources Board

Outcome #1: Stewardship – Successfully manage, restore and increase the quality of wetlands, wildlife habitat, waters, forest and traditional medicines for the benefit of the Oneida community.

- Create a 412-acre wetland complex at Trout Creek Headwaters to protect stream quality.
- Conduct demolition/recycling projects, maintain buffers, grazing, invasive species assessment and treatment, grow white corn, strawberries bergamot for the benefit of nature and community.
- A team is working towards Conservancy Area designation of sensitive natural areas with

Zoning and Land Commission.

Outcome #2: Regulatory – Protect and enhance Oneida Natural Resources through development and application of our laws, policies and participate in meaningful consultation with governmental partners.

- Protect land and surface waters through the application of the National Historic Preservation

Act, Oneida Tribal Laws, and participate in consultation opportunities.

- Monitor water quality, storm-water permits, UST inspections, response to potential contaminant releases, submitting formal comments or participating in meetings.
- Develop Forestry/Plant Pest Plans.
- Patrol natural areas and cite any violators.



“Phase II of Oneida Lake expansion construction is occurring north of current lake”

Outcome #3: Outreach – To positively impact the community quality of life through education and outreach and opportunities for the community and promote responsible uses of our Natural Resources.

- Hold outreach events like: Youth & Elder Fishing, classes or tours, Farmers Market, Kali articles, Tribal Historic Preservation Educational Events.
- Provide direct services: Seed & plant give away, garden tilling, white corn plant & harvest, bergamot harvest, ceremonial firewood, Elder firewood and Elder hazard tree removal.

Building & Property Maintenance

Through combined efforts by DPW departments and other entities, the Building and Property Maintenance group strengthens our sovereignty by ensuring the Nation's infrastructure is maintained according to Oneida zoning codes, area licensing requirements, and funding agency specifications. This service group is involved with all aspects of facilities management including construction, remodeling, maintenance, and space utilization. We honor the uniqueness of our Nation while incorporating best practices, providing employee development opportunities, and increasing the value of the properties.



Implementing Best Practices for the maintenance of facilities and assets requires numerous initiatives being implemented simultaneously.

Standard Operating Procedures

The approach that we have taken for FY'19 is to begin with the Custodial area to identify, write/revise, and train employees on critical standard operating procedures.

Training employees on a continual basis which may address job specific tasks, organizational policies, safety, or industry regulations.

Building Assessments are completed by a team of individuals with each having a specific expertise in the review.

Efficiency Analysis is the process of reviewing current processes and procedures and determining if there are more



efficient ways to accomplish the **implementing best practices**, the maintenance and value of the Nation's infrastructure, facilities,

By identifying and and equipment is retained.

Budget Edition

From page 22/Building & Property

Succession planning and employee development are more important than ever within the Public Works area. The facility management industry is facing a labor force crisis due to the Baby Boomers retiring and a shortage of experienced personnel to replace them.

The building and property maintenance service group will continue to cross-train, recruit talented personnel, and encourage employees to pursue their career goals by affording them learning opportunities.

The goal is to train, recruit, and develop Oneida employees and candidates to meet the education and experience requirements to fill the available technical and skilled positions.

Efficiencies will be created by combining positions, increasing responsibilities, maximizing the use of technology, and evaluating procedures to maximize the benefit of our available resources.

In order to increase and maintain the value of the Nation's infrastructure, documenting

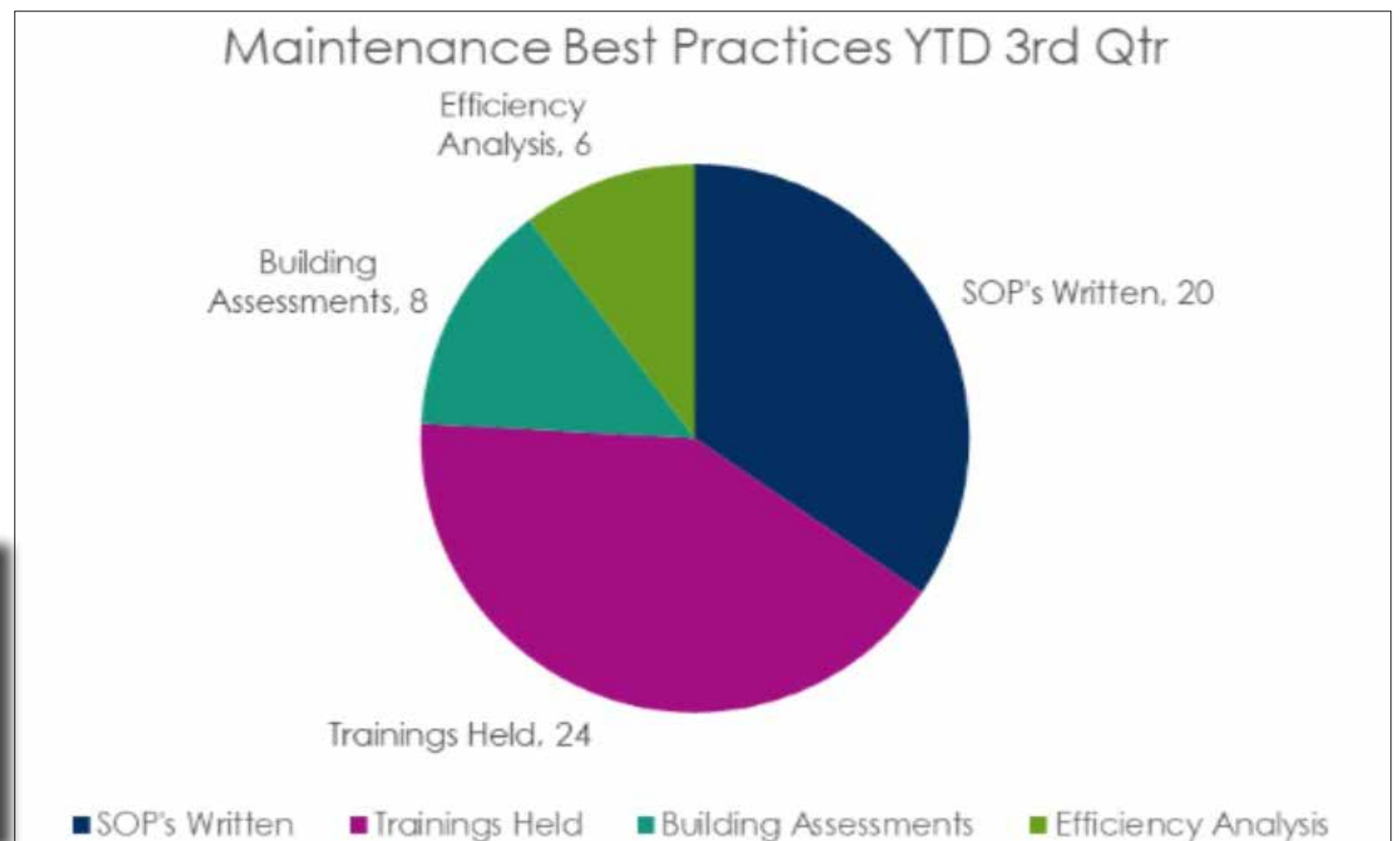
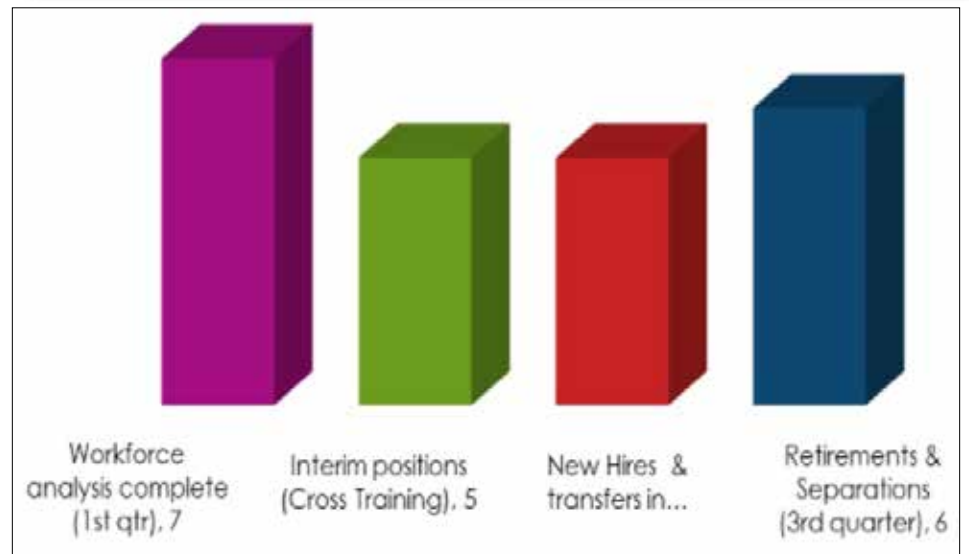


both the work needing to be accomplished and the work that has been completed is imperative.

Scheduling and prioritizing work requests allows for the most efficient use of our resources and guarantees that the needs of the operations area are being addressed.

Work order and project completion directly relate to the maintenance and improvement of the Nation's facilities.

The building improvement projects address the replacement of building systems based on condition and useful life of the equipment.



Budget Edition

