

NEH Application Cover Sheet

Sustaining Cultural Heritage Collections

PROJECT DIRECTOR

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Field of expertise: Native American Studies

INSTITUTION

Lac du Flambeau Band of Lake Superior Chippewa Indians
Lac du Flambeau, WI 54538-0067

APPLICATION INFORMATION

Title: *The Lac du Flambeau Collections Preservation Master Plan*

Grant period: From 2015-10-01 to 2016-09-30

Project field(s): Native American Studies

Description of project: The George W. Brown Jr. Ojibwe Museum and Cultural Center in Lac du Flambeau, WI, owned and operated by the Lac du Flambeau Band of Lake Superior Chippewa Indians, is seeking a planning grant for \$50,000 for the development of the LDF Collections Preservation Master Plan. The Museum, a cultural centerpiece since its opening in 1989, has since grown beyond anything the Tribe initially imagined. With a collection three times its original size, we are experiencing challenges with the building envelope, systems and fixtures as they relate to sustainable preservation of the collection, and we have the new challenge of incorporating planning the building of our new Waaswaagoning Cultural Center into preservation planning. The Master Plan, with the oversight of a diverse inter-disciplinary planning committee, will assess the current facility and systems and its capacity to protect our unique collection, and will lay out prioritized action steps for enhancing its sustainable preservation.

BUDGET

Outright Request	50,000.00	Cost Sharing	14,161.00
Matching Request	0.00	Total Budget	64,161.00
Total NEH	50,000.00		

GRANT ADMINISTRATOR

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Abstract

The George W. Brown Jr. Ojibwe Museum and Cultural Center in Lac du Flambeau, WI, owned and operated by the Lac du Flambeau Band of Lake Superior Chippewa Indians, is seeking a planning grant in the amount of \$50,000 from the National Endowment for the Humanities, “Sustaining Cultural Heritage Collections” grant program to plan for the preservation of the Museum’s collections for future generations. The mission of our Museum is to preserve, disseminate and advance the history and traditions of the Lac du Flambeau Band of Lake Superior Ojibwe, their reservation and environs. Since the museum’s opening in 1989, it has been a cultural centerpiece of our community. More than 200,000 visitors have come to take classes, learn from our exhibits, and participate in cultural programming, and to use our collections and archives for research. With a small annual operating budget of \$122,000 and a staff of one (the Museum Director), the Museum makes a large impact on the community, serving local schools, camps and other community groups, as well as members of the Lac du Flambeau Tribe, the larger community, the surrounding communities, and tourists from afar.

Over time, our museum’s collection has grown beyond anything we imagined when we first planned the museum. Our current collection is easily three times its original size. While this is a blessing, it does create a new set of challenges for us. The museum building was first designed and built for a much smaller collection. The tribe also had no prior experience with museum operations at the time. As such, while the building itself was designed to be a beautiful representation of Ojibwe Culture, the structure, lighting, storage, display, and HVAC systems were not designed with technical consideration towards the preservation or expansion of its contents. While the museum has had several professional assessments and consultations from trade organizations, there has not been one comprehensive evaluation that looks at the whole building and the preservation of its contents from the point of view of long term sustainability – environmental sustainability, economic sustainability, as well as sustainability of the actual collection.

The Lac du Flambeau Collections Preservation Master Plan will provide this holistic planning tool.

The purpose of the SCHC planning grant will be to develop a Lac du Flambeau (LDF) Collections Preservation Master Plan that balances cost, effectiveness, and environmental impact, including:

1. A thorough, multi-disciplinary assessment of the preservation needs of the museum’s collection, and the museum’s physical facility, systems and fixtures;
2. An analysis of the capacity of the facility, systems and fixtures in their current state to sustainably protect and preserve the museum collections for the seventh generation, and;
3. Specific recommendations and guidance on action steps needed to improve the facility, systems and fixtures, in order to improve the professional care of the collection, including short and long term recommendations, and prioritization of action steps.

With technical guidance from museum preservation and building sciences professionals, the Master Plan will contain evaluations and recommendations in the specific areas of the building envelope, HVAC System, display cases, lighting, archive system, and fire and security system. The timing of this project is critical, as it will parallel planning for Lac du Flambeau’s Waaswaaganing Indian Bowl Living Arts and Culture Center, a downtown cultural and economic development new building project that will be physically connected to the existing museum. It is essential that the Tribe plan to incorporate the latest best practices for sustainable protection and preservation of the museum’s consistently growing collection, and to do so in a way that incorporates the logistics of merging these entities.

Lac du Flambeau Collections Preservation Master Plan

Narrative Table of Contents

A.	Introduction	1
B.	Significance of Collections.....	2
C.	Current Conditions and Preservation Challenges	4
D.	History of the Project	6
E.	Methods and Standards.....	8
F.	Work Plan.....	11
G.	Project Team	11
H.	Project Results and Dissemination.....	12

Lac du Flambeau Collections Preservation Master Plan **Narrative**

A. Introduction

The George W. Brown Jr. Ojibwe Museum and Cultural Center in Lac du Flambeau, WI, owned and operated by the Lac du Flambeau Band of Lake Superior Chippewa Indians, is seeking a planning grant in the amount of \$50,000 from the National Endowment for the Humanities, “Sustaining Cultural Heritage Collections” grant program to plan for the preservation of the Museum’s collections for future generations, or the “seventh generation.” The mission of our Museum is to preserve, disseminate and advance the history and traditions of the Lac du Flambeau Band of Lake Superior Ojibwe, their reservation and environs. The museum captures and reflects the spirit of the Ojibwe people, both past and present, in its beautifully detailed exhibits, in its interior design, and in its circular structure.

The George W. Brown Jr. Ojibwe Museum and Cultural Center was born out of The Lac du Flambeau Historical and Cultural Society, which was created by Tribal Council Resolution in 1986. The purpose of the Society was to ensure the collection and preservation of records and physical objects relating to the history and culture of the Lac du Flambeau Chippewa and to ensure the operation of a history museum and historical sites. The original location for the artifacts in the care of the Society was the Lac du Flambeau Public Library. The Ojibwe Museum and Cultural Center was chartered by the Tribal Council in 1988, and was completed and opened its doors in 1989. It is a two-story octagonal/circular building, the shape of which has cultural significance to the tribe, as the circle is representative of traditional Ojibwe belief systems. Our museum’s collections include historical photographs, artworks, and many hundreds of objects dating as far back as the early 1800’s. The governing body of the museum remains the Tribal Council. The Tribe’s Cultural Committee, made up of local elders and other cultural experts, provides specific guidance to the Museum Director when the need arises.

In 1995, the Tribe named the museum in honor of an elder who had been a lifelong proponent of cultural preservation; thus the Museum came to be called the “George W. Brown Jr. Ojibwe Museum and Cultural Center.” Since the museum’s opening in 1989, more than 200,000 visitors have come to take classes, learn from its exhibits, participate in cultural programming, and use its collections and archives for research. With a small annual operating budget of \$122,000 and a staff of one (the Museum Director), the Museum makes a large impact on the community, serving local schools, camps and other community groups, as well as members of the Lac du Flambeau Tribe, the larger community, the surrounding communities, and tourists from afar. The American Alliance of Museums’ Public Dimension Assessment Report from 2006, states:

“The exhibit spaces are well laid out making it easy to make one’s way around and easy to see the design, artifacts, and information. Documentation, cultural and historical information and a variety of formats creates an interesting and dynamic atmosphere. With such a small staff and few resources, this is one of the finest examples of quality exhibits in a small Museum we have encountered.”

At the time the museum building was first designed and built, however, the Historical and Cultural Society’s collection was very small, and the tribe had no prior experience with museum operations. As

such, while the building itself was designed to be a beautiful representation of Ojibwe Culture, the structure, lighting, storage, display, and HVAC systems were not designed with technical consideration towards the preservation or expansion of its contents. While the museum has had several professional assessments, consultations and trainings from trade organizations over the years, there has not been one comprehensive evaluation that looks at the whole building and the preservation of its contents from the point of view of long term sustainability – environmental sustainability, economic sustainability, as well as sustainability of the actual collection. **The Lac du Flambeau Collections Preservation Master Plan** will provide this holistic planning tool. The purpose of the SCHC planning grant will be to develop a Lac du Flambeau (LDF) Collections Preservation Master Plan, including:

1. A thorough, multi-disciplinary assessment of the preservation needs of the museum’s collection, and the museum’s physical facility, systems and fixtures;
2. An analysis of the capacity of the facility, systems and fixtures in their current state to sustainably protect and preserve the museum collections for the seventh generation, and;
3. Specific recommendations and guidance on action steps needed to improve the facility, systems and fixtures, in order to improve the care of the collection in an environmentally sustainable manner, including short and long term recommendations, and prioritization of action steps.

With technical guidance from museum preservation and building sciences professionals, the LDF Collections Preservation Master Plan will contain evaluations in the specific areas of the building envelope, the HVAC System, the display cases, the lighting, the archive system, and the fire and security system. The Assessment will further contain specific recommendations in each of these areas as to what enhancements can be made to better protect and preserve the museum’s collections, and to do so in a way that balances cost, effectiveness, and environmental impact.

The timing of this planning project is critical, as it will parallel the final planning stages for Lac du Flambeau’s new Waaswaaganing Indian Bowl Living Arts and Culture Center, a new downtown cultural and economic development building project. The new Center will be physically connected to the existing museum, making the whole complex a cultural centerpiece of the LDF community. It is essential that the Tribe plan to incorporate the latest best practices for sustainable preservation of the museum’s growing collection, and do so in a way that incorporates the logistics of merging these entities.

Long-range planning for sustainable preservation and protection of our Museum collections fits directly into the Lac du Flambeau Tribe’s Strategic Plan goal of maintaining and restoring cultural resources for current and future generations. The environmentally sustainable approach required by the NEH is also consistent with the approach of the Lac du Flambeau Tribe towards all projects in which it engages. Environmental sustainability is central to the Tribe’s Strategic Energy Plan.

B. Significance of Collections

The Lac du Flambeau (LdF) Band of Lake Superior Chippewa Indians is a federally recognized tribe located in northern Wisconsin, with a total population of 3,413 tribal members, of whom 2,198 live on the reservation. The Lac du Flambeau Reservation was officially established by treaties in 1837 and 1842. The reservation size is more than 86,500 acres, almost half of which is water in the forms of lakes,

waterways, and wetlands. It is an area today that attracts many tourists, both for its natural beauty and outdoor recreation opportunities, and for the Lake of the Torches Resort Casino, which opened its doors in 1996. The town's population nearly quadruples in the summer months.

The museum's collection is rooted in the cultural history of the Lac du Flambeau Ojibwe. Many of the objects at the center were made by Lac du Flambeau Ojibwe and other Ojibwe bands. The collection includes items found locally, items donated by tribal members, and items on loan from other museums. Exhibit items include relics such as Ojibwe canoes and items of clothing which reflect the unique history and culture of the Ojibwe people. The exhibits are laid out in three concentric rings following the circular floor of the Museum. The central ring celebrates traditional Ojibwe culture with the trademark "Four Seasons" diorama exhibit, which vividly illustrates the seasonal occupations of the tribal members, as well as ways in which the traditional Ojibwe live in tune with the cycles of Mother Earth. Fall illustrates the stages of the wild rice harvest; Winter depicts ice fishing; Spring shows the annual harvest of maple syrup; and Summer shows gardening, fishing and harvesting of berries and medicinal plants.

The second ring of exhibits expands on the four season theme, with historic Lac du Flambeau maps and photographs and associated artifacts. Fishing lures, beadwork and bandolier bags beautifully represent the juxtaposition of art and utility in the traditional Ojibwe culture. The outermost ring features additional exhibits depicting other aspects of the history and culture of the Lac du Flambeau Ojibwe. This includes extensive exhibits representing the French fur trade and the logging industry - two industries introduced by European settlers that had transformational impacts on the region and its people. Other exhibits include a 24-foot Ojibwe dugout canoe, smaller birch-bark canoes, Ojibwe arts and crafts, traditional clothing, a French fur trading post, and a world-record sturgeon taken from one of Lac du Flambeau's many beautiful lakes. The two main themes represented in the exhibits include Ojibwe history and culture, and the fur trade period and the Ojibwe.

There is a collection of sacred items in a separate room that is open only to tribal members. This "containment room" houses items of spiritual significance, such as pipes, drums, and eagle feathers.

There are hands-on and interactive exhibits and stations including: a computer station for language learning, a station that allows visitors to sample fishing with a lure, and a station for visitors to try on replica clothing items, and to get their photos taken in cut-out paintings. Another exhibit features lift and learn panels illustrating the Ojibwe and English terms for local plants. Bi-lingual Ojibwe/English signage is posted throughout the Museum.

The audiences of the Museum are members of the Lac du Flambeau Band of Ojibwe, other Native American people, non-Indians living on or around the Lac du Flambeau Indian Reservation, tourists, and others who visit northern Wisconsin. In addition to being open to the public for a nominal admission fee of \$4.00 per person, admission to the museum is free at all times to tribal members. Guided tours are provided to groups of more than five people. Educational programming is provided to school groups, camp groups, groups from senior centers, and others upon request. The Museum Director responds to individual requests for research on family history for tribal members, for people that are not local, or people that have very specific, detailed research needs. For example, she is currently researching the photo archives for an individual that is writing a book on the early history of photography in Lac du

Flambeau. The Museum hosts and provides special dinners with presentations, for groups such as the Convening Great Lakes Culture Keepers and the Tribal Technical Institute. A website was developed by the Museum in 2012 (www.ldfmuseum.com), which includes photos of exhibits, historical information, and information about museum programs, hours and location.

C. Current Conditions and Preservation Challenges

The George W. Brown Jr. Ojibwe Museum and Cultural Center was built in 1989 on the shores of historic Flambeau Lake, adjacent to the Indian Bowl, an outdoor amphitheater that hosts cultural and community activities. Twenty-five years later, as the technical knowledge and professionalism of our tribe has grown, it has become increasingly evident that the building was not designed with technical consideration of the preservation or expansion of its contents, or environmental sustainability. A Preliminary Facility Condition Assessment was done by Farhan Khatri, P.E., PMP, LEED AP, QCxP, in preparation for this proposal. Mr. Khatri will be a key project participant if the Tribe is awarded this grant. Please refer to this report in the Appendix (Appendix B) for the photos and further information referenced in this section.

First, there are indications of problems relating to the building envelope including the windows, doors, walls, and insulation. The side of the building facing the lake becomes so drafty in the winter that it rattles, which potentially jeopardizes its contents due to variations in air temperature and humidity. There are items on display, some in extremely fragile states of decay, that are simply too large to be put in display cases, so they are directly exposed to the environment of the museum. An obvious example of this is an Ojibwe dugout canoe, originally found submerged in Flambeau Lake in the 1980's, near Strawberry Island. This canoe - estimated to be between 185-285 years old - was significantly deteriorated when it was found due to the many decades submerged under water. Although it was professionally treated for preservation before being displayed in the 80's, when the outside air is humid, the canoe will still sometimes leak water from within the wood (See Appendix B). The HVAC system was simply not designed with specifications for museum-grade environmental management. There is no mechanism for humidity monitoring or control on the museum floor. In the Museum's 25 years, there has not been a comprehensive analysis done of the building envelope and environment, and how it relates to its collection, the climate, or to long term environmental sustainability.

While there has been technical assistance received in terms of lighting, displaying, cleaning and caring for the collection, it has been piecemeal. There has been no comprehensive assessment of the collection as a whole, and how each individual display configuration affects its contents. For instance, display cases and lighting were built and installed without technical consultation with a museum professional, so they are not designed to preserve their contents. One obvious example of the risk this poses to the collection is a display cabinet with lights that was hand built, and shows signs of burning in the wood shelving next to the light bulbs (See Appendix B) (Please note that this lighting has been removed since its discovery). Even when lighting is not a fire hazard, it can pose a risk to the collection. In a recent brief walk-through of the museum, with Dr. Holly Cusack-McVeigh, Assistant Professor of Anthropology and Museum Studies and Public Scholar of Collections and Community Curation at Indiana University, she stated that "...some of your exhibits likely exceed the maximum allowable lighting for such light sensitive objects." The collection is mostly made up of paper, textiles and organic materials, all of which are light sensitive.

Due to the high concentration of organic materials in the collection (feathers, birch bark, deer hide, etc), it is also especially vulnerable to pests that prey on collections. Again, the Tribe’s approach so far to pest control has been piecemeal and reactive. If there is an obvious issue, a pest control professional is brought in. However, the Tribe has not assessed the whole building and collection in terms of pest control, with input from a Museum Preservation Specialist.

Electric power for the museum is obtained from the local utility company, Wisconsin Public Service, which is mostly generated from coal and nuclear power. Thermal energy is fueled by LP, the financial cost of which has been extremely volatile in this region. The cost of LP fuel was so high last Winter, it contributed to brief closures of public buildings when it was dangerously cold outside. The Tribe’s research into its energy use through Wisconsin Public Service and through the purchase of LP for heat has demonstrated that these are not environmentally or economically sustainable practices. Lac du Flambeau is located in northern Wisconsin, which experiences extremely cold temperatures and dry air in the winter, and very hot temperatures and humid air in the summer. These extremes have only intensified over the last 25 years due to climate change, which has led to an increased demand on the facility’s HVAC system.

The museum’s collection has also increased in size exponentially, since its opening in 1989. While this is a blessing to the community, it has created a new set of challenges, including an unanticipated need for archive space. The original archive space was created in the basement of the museum, in a space of about 500 square feet, but as the collection grew, the need outgrew that space. A 2006 MAP Public Assessment Dimension Report, states: “There is clearly an imperative need for additional collections storage... as outreach based upon NAGPRA inventories continue, the permanent collection is bound to grow.” In response to such needs, museum grade archival cabinets were purchased through an IMLS grant in 2012; however, they cannot all be used, due to lack of space in the archive room. There is a secondary room, which previously served as a public bathroom, that is storing the overflow of paper archives in cardboard boxes. The archival cabinets do not fit in this space (See Appendix B).

Unfortunately, the archive room was also placed adjacent to the mechanical room, increasing the risk of catastrophic loss of the archives, if there were to be a flood or a fire resulting from the mechanical systems of the building. In fact, when the team did an initial walk through of the Museum in preparation for this grant application, a significant leak and pooling of water on the floor of the mechanical room was discovered. This discovery highlighted the need for a comprehensive plan to better protect the museum collection. In terms of air quality, there is a portable device in use in the archive room for air purification, but it is not a museum grade appliance, is inefficient, and does nothing to address humidity control or air purification for the collection on the museum floor. The Museum Director is in the process of updating the Museum’s Disaster Plan, and consideration of relocating and expanding the archive space is part of this plan, due to the vulnerability of the archive room, and the vulnerability of the portion of the collection that does not fit in the current archive space (See Appendix B).

Development of the LDF Collections Preservation Master Plan is also needed at this time due to the upcoming building of the Waaswaaganing Indian Bowl Living Arts and Culture Center adjacent to the Museum. Any planning for the Museum, whether for the structure, the collection, or the programming, needs to happen in conjunction with planning for this large scale cultural and economic development

project. The new building, *which will connect with the existing Museum*, will physically and programmatically merge the museum – a cultural centerpiece of our community - with two other major cultural entities in the Lac du Flambeau Community: the Woodland Indian Arts Center and the Wa-Swa-Gon Indian Bowl (see Appendix C for preliminary architectural drawings). The Woodland Indian Arts Center is a Northwoods Nijjii Arts Program that provides a self-sustaining, culturally appropriate, entrepreneurial incubator for Native artists. The Wa-Swa-Gon Indian Bowl, an outdoor amphitheater, has been hosting dozens of pow-wows and other cultural activities annually since 1951. Long range planning for collections preservation will require incorporation of the logistics of merging these three entities.

The preliminary green architectural renderings for the expansion of the Museum Building, to connect it to the new Indian Bowl Living Arts and Culture Center, were created with public input through a Design Competition funded by the National Endowment for the Arts. Pre-development planning for the new building itself was also funded by the Ford Foundation. The three-pronged function of the new Center – the Museum, the Woodland Indian Arts Center, and the Indian Bowl - will add value to the LDF Community in terms of cultural preservation and tourism, economic development, workforce development, and overall investment in visual and performing arts. The new cultural center will create the framework to bring this community’s cultural programming to “the next level” (see www.indianbowlproject.org), necessitating that museum planning be brought to the next level, as well.

D. History of the Project

As described above, a comprehensive approach to planning for the sustainable preservation of the museum’s collections has not been taken. Smaller steps have been taken over time, however, to assess, plan and implement improvements to various aspects of preserving the collection. The Museum applied for and received technical assistance from the American Association of Museums (AAM), funded by the Institute of Museum and Library Sciences (IMLS) in 2006. Through the Museum Assessment Program (MAP) of the AAM, the Museum received a three-day Public Dimension Assessment, the result of which has guided many museum planning activities since (See Appendix D, MAP “Public Dimension Assessment Report”). The Report contains evaluation and recommendations in the following areas: Mission and Institutional Planning, Interpretation and Education, Marketing and Public Relations, Facilities and Risk Management, Human Resources, and Financial Stability. In the “Facilities and Risk Management” section of the report, there is great emphasis placed on the need for both additional collections storage, and broader planning for future collections preservation needs. The report states, “There is clearly an imperative need for additional collections storage.” It goes on to recommend, “A powerful, dynamic vision is required by the Tribal Council to address the significant issue of housing the growing collection of artifacts, the hopes of the return of sacred and mundane artifacts from private collections and other museums, and the need for conservation, work and storage spaces for both the Museum and the Historic Preservation office.”

Since the time of the report, the Museum has implemented many of its recommendations in each of the areas assessed. The Museum applied for and received an IMLS grant in 2011, in order to implement some of the more costly recommendations. This included purchasing and installing a security system and archival grade storage systems, a small HVAC modification, a digital camera, computer and software for

archival documentation, and the development of a website. It is time, now, to address the recommendation to create a vision for planning for the future of the Lac du Flambeau Ojibwe collection.

7

Long-range, sustainable planning for improved preservation and protection of our Museum collections fits directly into the Lac du Flambeau Tribe’s Strategic Plan. The Tribe’s Strategic Plan (2013-2020) is a document that organizes and communicates the long range goals and future direction of the Tribe (See Appendix E, “Lac du Flambeau Band of Lake Superior Chippewa Indians Strategic Plan, 2013-2020”). The Vision Statement for the LdF Tribe, as stated in the Strategic Plan, is: “The Lac du Flambeau Tribal Council shall have the constitutional duty, working together to maintain a sustainable community for tribal members, descendants, and future generations. The tribal government shall improve the quality of life by following a cultural and well-balanced approach within all tribal programs and entities. Healthy lifestyles, wellness, family values, and spirituality shall guide our long range planning and implementation. The tribal government shall protect our sovereignty and treaties, while moving forward for present and future generations.” Not surprisingly, the maintenance and restoration of “...cultural resources for current and future generations” is one specific goal in the strategic plan.

In addition to the Tribe’s overall Strategic Plan, the LdF Tribe developed a Strategic Energy Plan in 2009, which states the following vision: “The LdF Tribe will commit to utilize local energy resources that reduce the environmental and financial costs of energy use to ultimately gain tribal energy independence.” (See Appendix F, “Lac du Flambeau Band of Lake Superior Chippewa Indians, Strategic Energy Plan”). A goal stated in the Plan is “to obtain 25% of Lac du Flambeau energy sources from renewable resources by 2025, and develop a 25x25 Plan.” This 25x25 Plan was subsequently developed with the support of the Wisconsin Office of Energy Independence in 2010. The Tribal Council formally adopted the Strategic Energy Plan in November 2009, reflecting its long term commitment to both the sovereignty of the Nation and to preserving the earth, its environment and resources. The 25x25 Energy Plan specifies that grant funding will be a significant resource for the Tribe to accomplish this goal. Because the Sustaining Cultural Heritage Collections planning project is a grant that will be focused on sustainable preservation strategies, it fits directly into the Tribe’s Strategic Energy Plan.

As part of the development of the Strategic Energy Plan, tribal facilities were assessed for their current energy use profiles, and their potential for being retrofitted for conversion to renewable energy use, including Solar PV, Solar Hot Water, Wind, and Geothermal. The Museum building was one of the buildings assessed (See Attachment G, “Museum Facility Energy Assessment”). The findings indicated, as was the case for the majority of our buildings, that conversion to a geothermal heat-pump system for HVAC would provide the most savings financially and environmentally, in the shortest amount of time. In fact, geothermal energy is so efficient and cost effective for this region, that planning for its use has been incorporated into many of the Tribe’s planned new construction and facility renovations.

Geothermal heat-pump systems were installed in two recent major building projects: the renovation of the Historic Boy’s Dorm, and the Tribal Natural Resources Green Office Complex. A geothermal system is also being planned for the Waaswaagoning Indian Bowl Living Arts and Culture Center. Part of the Collections Preservation Master Plan will include assessing the potential to retrofit the Museum and integrate a geothermal system for HVAC.

Finally, the Museum Director has recently engaged in training on Museum Disaster Preparedness, and is in the process of revising the Museum Disaster Plan. This process has resulted in the identification of the need to develop a Collections Preservation Plan in order to address how to protect the collection from potential natural or manmade disasters.

E. Methods and Standards

The creation of the Master Plan will be overseen by the Museum Director, Teresa Mitchell, who has been with the museum for 12 years, and who has a unique understanding of the museum's history and needs. The Co-Project Director will be the Tribal Energy and Air Quality Coordinator, Bryan Hoover. Mr. Hoover has been with the Tribal Natural Resources Department for seven years, and is responsible for the implementation of environmental sustainability initiatives within the tribe. Two additional key staff members will participate on the planning team. Jason Graveen, Tribal Facility Manager, will play a key role in ensuring any activities coincide with larger tribal building management plans. Emerson Coy, Director of the LDF Planning Department, will be the "liaison" between the planning activities for the Waaswaagoning Indian Bowl Living Arts and Culture Center and Museum Collections Preservation, ensuring key information is shared among both projects' team members and that the Master Plan is incorporated into the Architect's Scope of Work for the new building.

Outside experts will make up the remainder of the multi-disciplinary planning team, including three contractual experts, and one expert who will provide her time and input as an in-kind match to the project. The most cost effective way to structure the team is to include three paid professionals with a broad base of expertise in the two primary goal areas of the project: sustainable preservation of museum collections, and environmentally sustainable building strategies. Therefore, the outside experts on the team will include: Ms. Elisa Redman, Director of Preservation Services at the Midwest Art Conservation Center (MACC) in Minneapolis, Mr. Farhan Khatri, Facilities Sustainability Specialist and owner of FNR Services, LLC in Madison, and Ms. Rebecca Ellis, Museum Environmental Consultant, and President of Q.S.E., Inc., in Minneapolis. Ms. Redman was selected due to her extensive experience and specialization in the field of museum collections preservation. MACC is a nationally recognized leader in the field of Museum Sciences. Mr. Khatri was selected due to his extensive experience working on similar green building and renovation projects with the LDF Tribe, including most recently, the renovation of the historic Boy's Dormitory, and the LEED certified Tribal Natural Resources Green Office Complex (See Appendix H). The Boy's Dorm was renovated using state of the art green technology, including an HVAC system that uses geothermal energy, has exhibit space on the first floor, and has an archive space in the basement. Ms. Ellis was selected due to her extensive experience providing specialized consultation on HVAC systems and building efficiency for museums, libraries, archives, art studios, and conservation laboratories. Ms. Redman, Mr. Khatri, and Ms. Ellis will work collaboratively in order to thoroughly assess the current museum facility, systems, fixtures, and environment, how these are impacting the collection, and to recommend prioritized action steps to improving the sustainable preservation of the Museum collection.

It is also critical that expertise be represented on the planning team in the specialized area of Native American Museum planning. Dr. Holly Cusack-McVeigh is a trusted and nationally recognized expert in Native American Anthropology and Museums. She is Assistant Professor of Anthropology and Museum

Studies, and Public Scholar of Collections and Community Curation, at Indiana University, and has agreed to provide consultation on this project, and to participate on the Planning Committee in an advisory capacity. The combination of expertise and experience represented on the proposed planning team, including tribal and museum staff members, contractual experts, and a volunteer expert, will lead to a balanced, well informed vision and plan.

If funded, the Planning Team members will first be provided with all available information on the building and collections up front. An initial Planning Team Meeting will be scheduled, which will happen simultaneously with the collections and building assessment site visits by the three contracted professionals in the middle of the first quarter. State-of-the-art environmental monitoring equipment will be purchased as early in the first quarter as possible. The equipment, including five P.E.M. II devices placed strategically throughout the museum building, will be used to measure and collect temperature and relative humidity data over time. The E-Climate Notebook web-based software will be used to track and compile data and create reports, which will drive recommendations from the professionals in the areas of preserving objects in an environmentally sustainable manner. In addition, the Elsec 765 system will be used for the purpose of monitoring the amount and potential impact of visible and ultraviolet light on the collections. Training will be provided to staff in the set-up and use of this equipment from the Collections Preservation Consultant, and monitoring activities will begin within the first quarter. This data will be tracked throughout the majority of the project period, in order to monitor fluctuations during all seasons, especially during transitions between seasons. The Project Director and Co-Director will measure, track, and report these monitoring results to the Consultants on an ongoing basis.

During the initial site visits, possible implementation pilot project activities will be considered and those options will be presented to the team at the end of the walk through. A decision will be made collaboratively among all team members as to which pilot project activity will be implemented. The criteria used to select a pilot activity will be the urgency of the need, the ability to implement the activity and evaluate the results within the second quarter, and the ability to use the results to help determine other activities to include in the final plan. The following possible project implementation pilot activities were discussed in an initial consultation with the Museum and Building Consultants:

- Adding insulation to the building envelope, re-sealing/replacing windows and doors
- Purchasing or building museum exhibit display cabinets
- Purchasing and installing new lighting systems

The Project Director and Co-Project Director will solicit and secure a contractor for the pilot project activity, following tribal policy. The work will be completed by the end of the second quarter, so the results can be evaluated by staff. Staff will use our existing and/or newly purchased monitoring equipment to evaluate the results, as appropriate and depending on which activity is selected. For example, the PEM II devices will measure the change in temperature and relative humidity if building envelope improvements are made. An energy study would be done, using thermal imaging with the Tribe's infrared camera, to further determine the effectiveness of the pilot project activity. The results of the implementation pilot project will be incorporated into the Master Plan.

During the end of the first quarter, and throughout the second quarter, the Consultants will collaboratively write the draft Master Plan, including an assessment of current conditions, the pilot project activity and results, and recommendations, with a menu of possible action steps. The preliminary results of the environmental monitoring will be used to drive the recommendations, along with consideration of best practices in preservation of the specific types of objects at the Museum, environmental sustainability, expected growth of the collection, and economic sustainability. Ms. Ellis will provide review and comments on the draft Plan at this stage. While all three contracted professionals will contribute to the report, the final product will be the responsibility of Ms. Redman, the Collections Preservation Consultant. The recommendations will include a conceptual description of how environmental specifications for the sustainable preservation needs of the museum collection will be met. Lower cost, passive strategies for addressing preservation needs will be considered as preferable to higher cost, active mechanical strategies. The logistics of the new building addition will be taken into account. Three major questions that will be addressed in regards to the new, connected building will be: 1. How will the collection be protected during construction? 2. Can and should the existing museum HVAC system be retrofitted to integrate with the geothermal system being built for the new building; and 3. Should the archive space be moved, expanded and enhanced in the existing museum basement, or should it be built in the basement of the new, attached building?

The first draft of the Master Plan will be presented at the second multi-disciplinary planning team meeting at the end of the second quarter. The planning team will provide input to the draft Master Plan at this second meeting and throughout the third project quarter. Staff members will work within the tribal governmental system to select which potential action steps are realistic for this tribal community for the Master Plan. The Project Director will work with the Planning Department Director to ensure that the action steps selected for inclusion in the Master Plan are coordinated with the final planning of the new Waaswaagoning Center. Ongoing environmental monitoring data will be provided to the Consultants.

After close collaboration among Project Director, Co-Project Director, Consultants, and other multi-disciplinary team members, the final Master Plan will be completed and presented at the third and final planning team meeting in the fourth quarter. Once this process is complete, the Project Director and Co-Project Director will present the LDF Collections Preservation Master Plan to the Tribal Council for a formal resolution to adopt the plan, and a formal resolution to apply for funding for project implementation. They will complete a White Paper on the results of the project and submit this to the NEH, along with any other project reporting activities. The goal is to be prepared with the Master Plan to apply for implementation funding for part, or all, of this project by the Fall of 2016.

The Cultural Committee and the Historic Preservation Office of the tribe have a procedure to oversee and review any potential for NAGPRA repatriation of objects, artifacts, or human remains, and to review the cultural and spiritual implications of repatriation. In this role, they ensure the tribe and the Museum's compliance with NAGPRA. For this particular project, we also have the benefit of Dr. Cusack-McVeigh's extensive experience in NAGPRA related activities.

F. Work Plan

11

Please see the attached Project Timeline (Appendix I) for a chart of activities. Project activities will begin in October, 2015, and will be broken down into four quarters.

Quarter 1 (October – December, 2015) – Initiate project; gather and distribute existing information to all team members; have initial Planning Team Meeting; purchase monitoring equipment and get trained in its use; have site visits by three consultants; ongoing collaboration among consultants; begin monitoring of museum environment; consultants to make pilot project recommendations; team to decide on pilot project; Project Director and Co-Project Director to begin process to solicit contractor for pilot activity.

Quarter 2 (January-March, 2016) – Continue monitoring of museum environment and providing consultants with results; implement and evaluate pilot activity, and report results to Consultants; Consultants write first draft of Master Plan; Ms. Ellis to provide review and comment on first draft; Consultants present first draft at second Planning Team Meeting.

Quarter 3 (April-June, 2016) – Ongoing review and comment on drafts of Master Plan among team members; ongoing monitoring and communicating results of museum environmental data; Tribal staff will decide on viable action steps to include in plan based on input from team, coordination with new Waaswaagoning Center, and tribal policies, budget, funding and capacity. Final recommendations on action steps will be provided to the Collections Preservation Consultant for inclusion on final report.

Quarter 4 (July –September, 2016) – Consultants present final Master Plan at third and final Planning Committee Meeting. Project Director/Co-Project Director present Master Plan to Tribal Council for resolution to adopt plan and to apply for funding for implementation. Project Director and Co-Project Director create White Paper for submission to NEH, and any other required project reporting activities.

G. Project Team

The project team and Multi-disciplinary Planning Team will consist of experts from several tribal departments, in addition to the three outside contracted professionals and one volunteer advisor, described above. Letters of Commitment and Resumes for all project team members are included as attachments (Appendix J).

Lac du Flambeau Tribal Staff Team Members:

- **Teresa Mitchell, Museum Director - Project Director.** Ms. Mitchell has over twelve years of experience with the Museum, and has a unique understanding of the Museum's history and needs. She has participated in a multitude of workshops, webinars and conferences in museum management and curation, such as conferences through the American Association for State and Local History, the Association of Tribal Archives, Libraries and Museums, and the Wisconsin Historical Society. Ms. Mitchell is an active member of the Great Lakes Convening Culture Keepers, an IMLS-funded Professional Development Project for tribal librarians, archivists, and museum curators serving American Indian communities in Wisconsin. The most recent Convening Culture Keepers Conference was hosted by Ms. Mitchell at the George W. Brown Jr. Ojibwe Museum and Culture Center.
- **Bryan Hoover, Tribal Energy and Air Quality Program Coordinator - Co-Project Director.** Mr. Hoover has been with the Tribe for over seven years, managing energy and air quality

programs. His experience with coordinating and overseeing the implementation of the Tribe's Strategic Energy Plan will be critical in the successful implementation of the building management and environmental aspects of this project.

- **Emerson Coy, Tribal Planning Department Director – Inter-disciplinary Planning Team Member.** Mr. Coy has been with the Director of Planning and Development with the Tribe for 24 years. His participation on the team will be as Liaison between the planning activities for the Waaswaagoning Indian Bowl Living Arts and Culture Center and Museum Collections Preservation, ensuring key information is shared among both projects' team members.
- **Jason Graveen, Tribal Facilities Manager – Inter-disciplinary Planning Team Member.** Mr. Graveen has been the Tribal Facilities Manager for over three years and will be participating in coordinating the logistics of tribal building maintenance for this project.

Contractual/Outside Team Members:

- **Elisa Redman, Director of Preservation Services, Midwest Art Conservation Center, Minneapolis.** Ms. Redman has been with the Midwest Art Conservation Center since June of 2004, and is nationally recognized as a Collections Preservation professional. Ms. Redman will be the primary Consultant responsible for writing the Lac du Flambeau Collections Preservation Master Plan, with input from Mr. Khatri, Ms. Ellis, and the other team members.
- **Farhan Khatri – Owner FNR Services, LLC, Building and Sustainability Consultant, Madison.** Mr. Khatri has extensive experience providing Building Consultation services for environmentally sustainable new building and renovation projects, as well as recent, successful experience working with the Lac du Flambeau Tribe on such projects.
- **Rebecca Ellis, President, Questions and Solutions Engineering, Inc, Minneapolis.** Ms. Ellis has over 25 years of experience providing HVAC system consultation for museums, libraries, archives, art studios, and conservation laboratories, and is a nationally recognized leader in the field.
- **Holly Cusack-McVeigh, Assistant Professor of Anthropology and Museum Studies, and Public Scholar of Collections and Community Curation, Indiana University.** Dr. Cusack-McVeigh is a nationally recognized expert in Native American Anthropology and Museums. As an Inter-disciplinary Planning Team member, she will provide targeted expertise in the area of Native American museum planning.

H. Project Results and Dissemination

The “deliverable” of this project will be the **Lac du Flambeau Museum Collections Preservation Master Plan**, which will include an assessment of the current conditions of the museum facility, systems and fixtures, and its collection, and recommendations of action steps – both short term and long term – to implement sustainable strategies to preserve the collection for the Seventh Generation. The implementation pilot activity will be a secondary deliverable and will help guide the direction of the Master Plan. The final Master Plan will be presented to the Tribal Council with a request for a resolution to formally adopt the Plan, and to apply for implementation funding for the plan. Throughout the project, tribal Planning Committee team members will consider potential funding opportunities for project implementation, and the Plan will be used to apply for implementation funding for parts, or all, of the plan, depending on what is appropriate and realistic. A White Paper will be provided to the NEH at the end of the project period, along with any other reporting requested by the NEH.

Lac du Flambeau Collections Preservation Master Plan
History of Grants

2013 – National Endowment for the Arts, Folk Arts, Museum Doors and Trim art project (Via Northwoods Nijjii) - \$20,000

2012 – Institute of Museum and Library Services, Museum Enhancement Grant - \$48,000

2012 – Leveraging Investments in Creativity (LINC)/Ford Foundation, Pre-development for the Indian Bowl Living Arts and Culture Center (Via Northwoods Nijjii) - \$300,000

2012 – Ford Foundation Travel Grant for Indian Bowl Executives to see other cultural expansion sites (Via Northwoods Nijjii) - \$5,000

2011 – National Endowment for the Arts – Architectural Design Indian Bowl Competition (Via Northwoods Nijjii) - \$10,000

2006 – Institute of Museum and Library Services and the American Alliance of Museums - MAP Assessment Grant

Lac du Flambeau Collections Preservation Master Plan
List of Participants, Consultants and Advisors

Coy, Emerson, Planning Department Director, Lac du Flambeau Tribe, P.O. Box 67, Lac du Flambeau, WI 54538. Planning Committee Member.

Cusack-McVeigh, Holly, Assistant Professor of Anthropology and Museum Studies, and Public Scholar of Collections and Community Curation, Indiana University-Purdue University Indianapolis, CA 431, Department of Anthropology, 425 University Blvd., Indianapolis, IN 46202. Volunteer Planning Committee Advisor and provided Letter of Support.

Ellis, Rebecca, P.E., LEED AP BD+C, CCP, CPMP, CxA, President, Questions and Solutions Engineering, 1079 Falls Curve, Chaska, MN 55318. Contractual Consultant and Planning Committee Member.

Eschenfelder, Kristin, Professor and Director, School of Library and Information Studies, University of Wisconsin, Madison, 4217 Helen C. White Hall, 600 N. Park St., Madison, WI 53706-1403. Provided Letter of Support

Graveen, Jason, Facilities Manager, Lac du Flambeau Tribe, P.O. Box 67, Lac du Flambeau, WI 54538. Planning Committee Member.

Hoover, Bryan, Tribal Energy and Air Quality Coordinator, Lac du Flambeau Tribe, P.O. Box 67, Lac du Flambeau, WI 54538. Co-Project Director and Planning Committee Member.

Khatri, Farhan, P.E, PMP, QCxP, LEED AP, Facilities Sustainability Specialist, FNR Services, LLC, 8433 Prairie Hill Rd, Madison WI 53719. Contractual Consultant and Planning Committee Member.

Kolb, Jennifer, Director, Wisconsin Historical Museum, 30 N. Carroll St., Madison, WI 53703. Provided Letter of Support

Mitchell, Teresa, Museum Director, George W. Brown, Jr. Museum and Cultural Center, Lac du Flambeau Tribe, P.O. Box 67, Lac du Flambeau, WI 54538. Project Director and Planning Committee Member.

Poler, Omar, Outreach Specialist and Coordinator of American Indian Initiatives, Convening Culture Keepers, School of Library and Information Studies, University of Wisconsin, Madison, 4217 Helen C. White Hall, 600 N. Park St., Madison, WI 53706-1403. Provided Letter of Support.

Redman, Elisa, Director of Preservation Services, Midwest Art Conservation Center, 2400 third Avenue South, Minneapolis, MN 55404. Contractual Consultant and Planning Committee Member.



Applicant Institution: George W. Brown Jr. Ojibwe Museum and Cultural Center

Project Director: Museum Director, Teresa Mitchell

Project Grant Period: October 1, 2015 - October 31, 2016

	Computational Details/Notes	(notes)	Year 1	(notes)	Year 2	Project Total
			10/01/2015-9/30/2016		10/01/2016-9/20/2017	
1. Salaries & Wages						
Project Director (Museum Director, Teresa Mitchell)	Est \$ (b) (6) /hr or \$ (b) (6) annually @ 6 hrs/wk or 15% time	15%	\$ (b) (6)	%		\$ (b) (6)
Co-Project Director (Tribal Energy and Air Quality Coordinator, Bryan Hoover)	Est \$ (b) (6) /hr or \$ (b) (6) annually @ 4 hrs/wk or 10% time	10%	\$ (b) (6)	%		\$ (b) (6)
Total Salaries & Wages						\$ (b) (6)
2. Fringe Benefits						
	Fringe Benefits include: payroll taxes, disability insurance, life insurance, AD & D insurance, worker's comp insurance, health insurance, dental insurance, eye care, and 401K match					
Project Director (Museum Director, Teresa Mitchell)	Benefits come to 94% of annual salary or \$ (b) (6)	15%	\$ (b) (6)			\$ (b) (6)
Co-Project Director (Tribal Energy and Air Quality Coordinator, Bryan Hoover)	Benefits come to 46% of annual salary or \$ (b) (6)	10%	\$ (b) (6)			\$ (b) (6)
Total Fringe Benefits						\$ (b) (6)
3. Consultant Fees						
Dr. Holly Cusack- McVeigh, Indiana University	Planning Committee Participation in an advisory role, valued @ \$ (b) (6) /hour x 10 hours	in-kind match	\$ (b) (6)			\$ (b) (6)

	IDC Rate of 20.56% of salaries: \$ (b) (6) x20.56% = \$ (b) (6) - Negotiated 9/3/13 with US Dept of Interior	20.56%	\$ (b) (6)		\$0	\$ (b) (6)
10. Total Project Costs	(Direct and Indirect costs for entire project)					\$64,161
11. Project Funding	a. Requested from NEH					Outright: \$50,000 Federal Matching Funds: \$0 TOTAL REQUESTED FROM NEH: \$50,000
	b. Cost Sharing					Applicant's Contributions: \$14,161 Third-Party Contributions: \$0 Project Income: \$0 Other Federal Agencies: \$0 TOTAL COST SHARING: \$14,161
12. Total Project Funding						\$64,161

Lac du Flambeau Collections Preservation Master Plan

List of Appendices

- A. Tribal Council Resolution
- B. Preliminary Facility Condition Assessment
- C. Waaswaaganing Indian Bowl Living Arts & Culture Center Preliminary Plans
- D. M.A.P. Public Dimension Assessment Report
- E. Lac du Flambeau Band of Lake Superior Chippewa Indians Strategic Plan (2013-2020)
- F. Lac du Flambeau Band of Lake Superior Chippewa Indians Strategic Energy Plan
- G. George W. Brown Jr. Museum and Cultural Center Museum Facility Energy Assessment
- H. Tribal Natural Resources Department Green Office Complex Brochure
- I. Lac du Flambeau Collections Preservation Master Plan – Project Timeline
- J. Letters of Commitment, Resumes, Project Bids
- K. Letters of Support

RESOLUTION NO. 635(14)

- WHEREAS,** the Lac du Flambeau Band of Lake Superior Chippewa Indians ("Tribe"), is a federally recognized Indian Tribe organized pursuant to Section 16 of the Indian Reorganization Act of June 18, 1934, 25 U.S.C. 461 et Seq.; and
- WHEREAS,** the Tribal Council is the lawful governing body of the Lac du Flambeau Band of Lake Superior Chippewa Indians and is authorized to sponsor programs and services that advance the well-being of its members and residents; and
- WHEREAS,** the George W. Brown Jr. Ojibwe Museum, owned and operated by the Tribe, preserves, disseminates and advances the history and traditions of the Lac du Flambeau Band, their reservation and environs; and
- WHEREAS,** the National Endowment for the Humanities is soliciting proposals from cultural institutions to support planning for the sustainable preservation of their collections; and
- WHEREAS,** the George W. Brown Jr. Ojibwe Museum is in need of a comprehensive assessment and plan for the preservation of its collection, that takes into account the construction of the new Indian Bowl Living Arts and Culture Center Building, long-term energy efficiency and environmental sustainability, economic sustainability and long-term effectiveness; and
- WHEREAS,** the Tribe's Strategic Plan's Cultural Goal, "To maintain and restore cultural resources for current and future generations," is directly supported by this project; and
- WHEREAS,** the total funds required for this project will not exceed \$50,000, for a 24-month project period, which includes funds to support the work of contractual experts in the areas of Museum Conservation Science and Building Science. The Tribe has solicited experts in these fields who are included in the proposal document; and
- WHEREAS,** there is no tribal cash match requirement; however, an in-kind match is strongly suggested by the funder to be competitive and will be provided through the provision of tribal staff time; now, therefore be it
- RESOLVED,** by this Council, in Reconvened Regular Session, that:
1. the scope of grant is funding to conduct an Assessment and Master Plan for sustainable preservation of the Museum Collections; and
 2. the Tribal President is authorized to sign the original contract/grant document;
 3. the Tribal President is authorized to execute the contract/grant document, and any budget modifications, and submission of financial documents thereafter;
 4. in absence of the Tribal President, the Vice-President is authorized sign, in absence of the President and Vice-President, the Secretary or Treasurer are authorized to sign on behalf of the Tribe;

RESOLUTION NO. 635(14) CONTINUED

5. the Grants Accountants are authorized to sign on all financial reports;
6. the Tribal Council approves said proposal;
7. the authorities granted herein shall be effective until such time as the Tribal Council takes further action by resolution.

CERTIFICATION

I, the undersigned, as Secretary of the Lac du Flambeau Band of Lake Superior Chippewa Indians, a tribal government operating under a Constitution adopted pursuant to Section 16 of the Indian Reorganization Act, 25 U.S.C., s. 476, do hereby certify that the Tribal Council of the Band is composed of twelve members, of whom eleven constituting a quorum, were present at a Reconvened Regular Meeting, duly called, noticed, convened, and held on the 1st Day of December, 2014, and that the foregoing resolution was duly adopted at said meeting by an affirmative vote of ten members, none against, none abstaining and that the said resolution has not been rescinded or amended in any way.

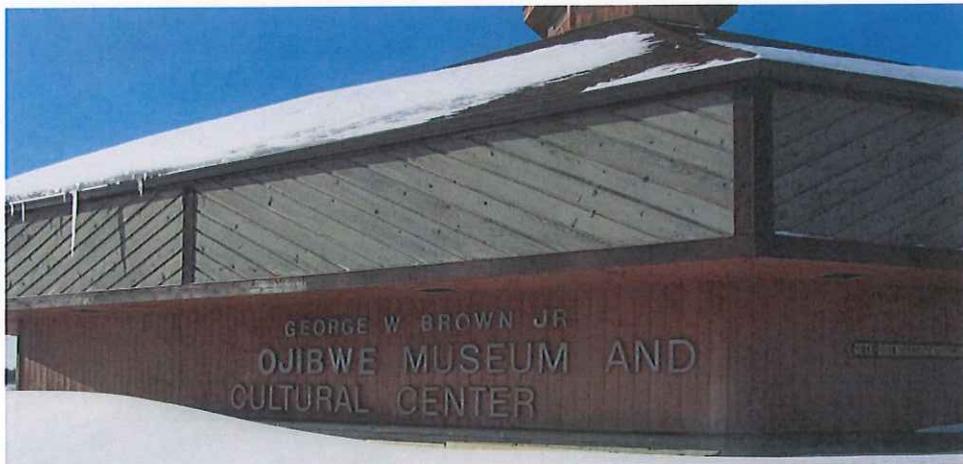


Jamie Armstrong, Secretary
Lac du Flambeau Band of
Lake Superior Chippewa Indians



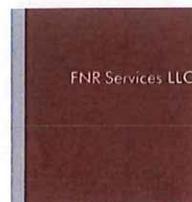
Lac du Flambeau Tribe
George W. Brown Jr. Museum and Cultural Center

Preliminary Facility Condition Assessment



Report for:
Bryan Hoover
Lac du Flambeau Tribal Natural Resources Department
PO Box 67
2549 State Hwy 47 North
Lac du Flambeau, WI 54538
Desk 715.588.7214
Cell 715.604.2814
bhoover@ldftribe.com

Report By:
Farhan Khatri, PE, PMP, QCxP, LEED AP
FNR Services, LLC.
Madison, WI 53719
608-213-6165
fkhatri@fnrservices.com



Executive Summary

This preliminary report documents the existing facility conditions at the George W. Brown Jr. Museum and Cultural Center. The report is as a result of facility walk through performed on November 21, 2014. Following are the key observations made:

- Building exterior envelope is failing. There are cracks and gaps forming between the logs in the main collection area. The window frames are also failing and air drafts can be felt near them.
- Thermal imaging shows concern with insulation and infiltration issues along perimeter joints. Exterior door frames have also failed and require replacement.
- The heating ventilation system controls (HVAC) are static setpoint and should be upgraded. The HVAC system should also be properly reconditioned. The flue pipes are leaking and outside combustion air intake pipe was found to be disconnected for one of the furnaces.
- There is no humidification control and the collections are exposed to harsh humidity swings throughout the year.
- Many electrical receptacles are damaged and pose a safety/fire risk.
- There is no fire suppression system.
- The museum programming should be reassessed as collection storage and archive spaces are out of capacity.
- Lighting system consists of incandescent and T12 lamps. Many light fixtures are non-functional. Lighting color temperatures are also not consistent in the collection areas.

Table of Contents

EXECUTIVE SUMMARY	2
TABLE OF CONTENTS	3
BUILDING ENVELOPE	4
MECHANICAL SYSTEMS	7
ELECTRICAL AND LOW-VOLTAGE SYSTEMS.....	8
INDOOR ENVIRONMENT	9
LIGHTING SYSTEMS.....	10
FACILITY DESCRIPTION.....	12
SYSTEM DESCRIPTION	13
MECHANICAL SYSTEM	13
ELECTRICAL SYSTEM	13
LIGHTING SYSTEM.....	13
SPRINKLER SYSTEM AND FIRE ALARM SYSTEM	13

Building Envelope

The museum has wood frame construction with structural wood members holding the atrium ceiling. Multiple envelope infiltration and insulation concerns were found. These deficiencies impact the interior temperature and humidity levels. The collections are susceptible to negative conditions caused by the poor building envelope. The windows are operable.

Failure in the log wall. Cracks and gaps are forming in the log wall in the first floor collection area. Outside air drafts can be felt near the wall.

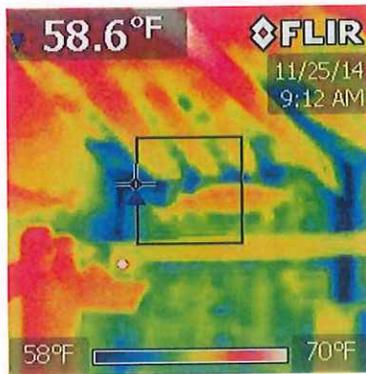


More cracking and failure of insulation between logs.

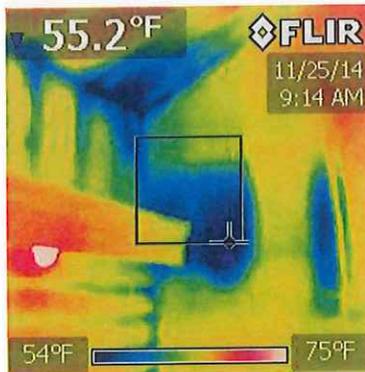


Failure of window framing. These windows are located in the first floor collection area towards the lake side.

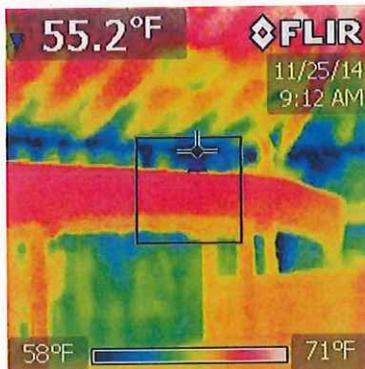




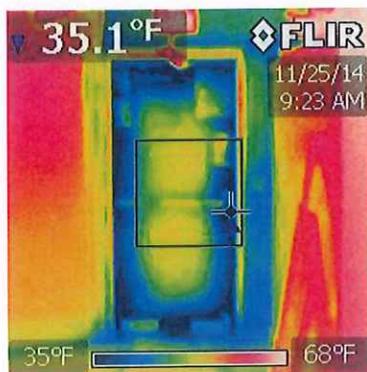
The above picture and thermal image is taken around the structural member connection to the exterior wall. The plaster and insulation around the structural member connections to the exterior wall have been failing. As seen in the thermal image, there is a high temperature gradient between the connections points and the space.



The above picture and thermal image shows further degradation of insulation and envelope around connection seams of the envelope. These sources of outside air leakages cause temperature and humidity variations near the collections.

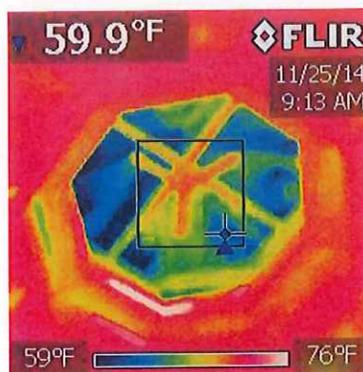


Insulation failure is typical along the exterior connection perimeter in the first floor collections area.

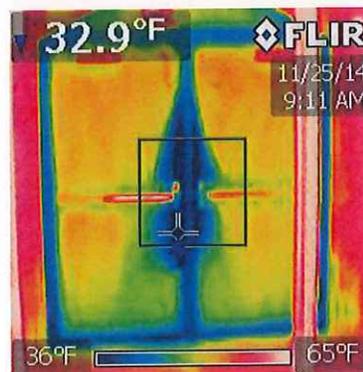


Above is a picture and thermal image of an exterior door. Cardboard and a blanket are being used as a stop-gap and air sealing medium. The exterior door and frame has failed and causes infiltration and security concerns. The door leads to the collections storage area.

This thermal image is for the atrium ceiling. The envelope in the top ceiling panels has failed and is causing excessive infiltration and water leaks. Key collections are housed under this feature.



Exterior double door has non-insulated frame.



Mechanical Systems

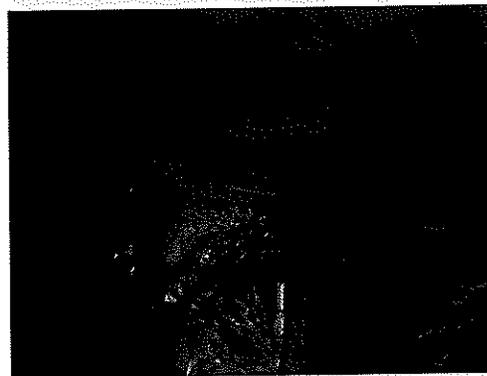
The museum has five LP fuel source furnaces for heating. The cooling is provided by a DX cooling coil for each furnace. The associated condensing units are located outside on grade. Source for outdoor air intake was not found during the site visit. There is no humidity control at the facility.

Most of the furnaces/cooling coils are controlled by a static setpoint thermostat. Some programmable thermostats were found, however they seem to be not functional.

There is no humidification or dehumidification system installed. The humidity fluctuates greatly with outdoor air conditions. At the time of site visit, humidity levels were found to be around 15% RH.

These are flue and combustion air intake vents from furnace, going to outside. The joints in the flue pipes have failed and it causes combustion condensate to drip on the floor. The combustion air intake pipe is disconnected for one of the furnaces.

An electric wall heater is located at rear entrance way.



Electrical and Low-voltage Systems

There is one electrical service to the facility. The electrical breakers are original to the building. Minor repairs and replacements are needed to bring the receptacles and components to reliable functioning condition.

Many receptacles were found to be damaged. Some receptacles were not functioning (without power). These damaged components cause a safety and fire risk for the occupants, visitors, and collections.



The museum does not have a fire suppression system.

The fire alarm system was upgraded to a new system by Northern Wisconsin Alarm in 2007. The previous alarm monitor is abandoned in place.



A security system has been added to the museum over the last few years. This system is functioning properly.



Indoor Environment

There are numerous indoor environmental concerns at the facility.

This is a picture of an original wooden dug-out canoe. It has been preserved at the museum and displayed as part of key historical collections. Unfortunately, due to no control on humidity, it is deteriorating. In summer, the wood soaks excessive moisture and drips on the floor. In winter, the wood gets dry and starts to crack.



The current walk-off mats are not designed to collect and stop dirt from entering the building. The visitors/human traffic brings in a lot of dirt from outside and exposes the collection area to excessive dirt. The staff is continuously cleaning the floors.

A proper entryway containment system is needed (better mats or permanently installed system).



This picture is taken in the basement, near collection storage and archive area. There have been numerous plumbing leaks in the ceiling. It is exposing many paper documents to possible water damage.



The museum is in dire need of proper special programming and optimization. The collection and storage areas are out of space. Hence, basement men's restroom is being used as storage.



Lighting Systems

Different type of lighting systems and fixtures are present at the facility. Many standalone bulbs are incandescent. The flood and directional lamps have been replaced with LED lamps. Basement has T12 fluorescent light fixtures with magnetic ballasts. All lights are controlled by manual light switches or dimmers.

The display cabinets in the main collection area are equipped with incandescent lamps. The heat from the lamps is damaging the wood and paint on the cabinet. The burnt paint has been falling on the collections in the display cabinets.



Most of the exposed light bulbs are incandescent. These are energy inefficient bulbs and can be replaced with LED bulbs.



The main collections area has poor lighting color rendering. As lamps have failed, they have been replaced with inconsistent lamps with different color temperatures. This causes an environment where the visitors cannot truly appreciate the collections.



Light fixtures in basement were found to have T12 lamps with magnetic ballasts.



Many light fixtures were found to be damaged or not functioning. It causes low light levels in the basement storage area.



Facility Description

The George W. Brown Jr. Museum and Cultural Center was constructed in 1989 at 603 Peace Pipe Road in Lac du Flambeau. The museum was operated by Wisconsin Historical Society until 1999. In 2001 the Lac du Flambeau tribe took over the operation and management of the museum. The goal of the museum is to increase cultural awareness of the Native American tribe and preserve cultural heritage.

Based on the museum's website, "The George W. Brown, Jr. Ojibwe Museum & Cultural Center offers one of the most complete collections of Lac Du Flambeau history, seasonal workshops, interactive exhibits, cultural programs and a world record sturgeon."

The museum office operating hours are from 8am to 4:30pm Monday through Friday. The museum is open to public Monday through Friday 10am to 4pm from Mid-March to November 7th and Tuesday through Thursday 10am to 4pm from November 13th to Mid-March.

The facility houses collections on historical Native American baskets, bead work, rocks, copper, arrow heads, over 5000 original photos, paper documents, sacred items, pipes, drums, and eagle feathers.

Many of the spaces in the museum are overcrowded with collections. For example, the archive room is out of space for storage racks and is also located next to mechanical room where a major water leak had occurred. The basement men's room is also being used as a storage area.

System Description

The museum has original mechanical, electrical, plumbing, and lighting systems.

Mechanical System

The facility mechanical system consists of five furnaces with DX condensing units located outside on grade. The furnaces are controlled by thermostats for constant temperature. The system air conditioning capacity varies from 2 tons to 5 tons. The systems are functional. There is no humidity control at the facility. The furnace heat fuel source is LP. Electric wall heaters are used for heating in the rear entry way.

The domestic hot water is provided by a newer water heater on LP source.

Electrical System

The museum has original electrical panels and circuit breakers. Many outlets were found damaged.

Lighting System

Most of the light fixtures at the museum are incandescent bulbs and T12 fluorescent light fixtures. Flood and accent lights in the first floor display area have been replaced with LED lights. All lights are controlled by light switches.

Sprinkler System and Fire Alarm System

The facility does not have a fire suppression/sprinkler system. The alarm system has been upgraded to a Northern Wisconsin alarm system. The previous alarm panel is abandoned in place.

This document is the property of FNR Service, LLC. This document can only be used for George W. Brown Jr. Museum and Cultural Center project. The document imposes no liabilities on FNR Services, LLC and any of its employees. Distribution, use or modification of the document is not allowed without prior written authorization from FNR Services LLC.



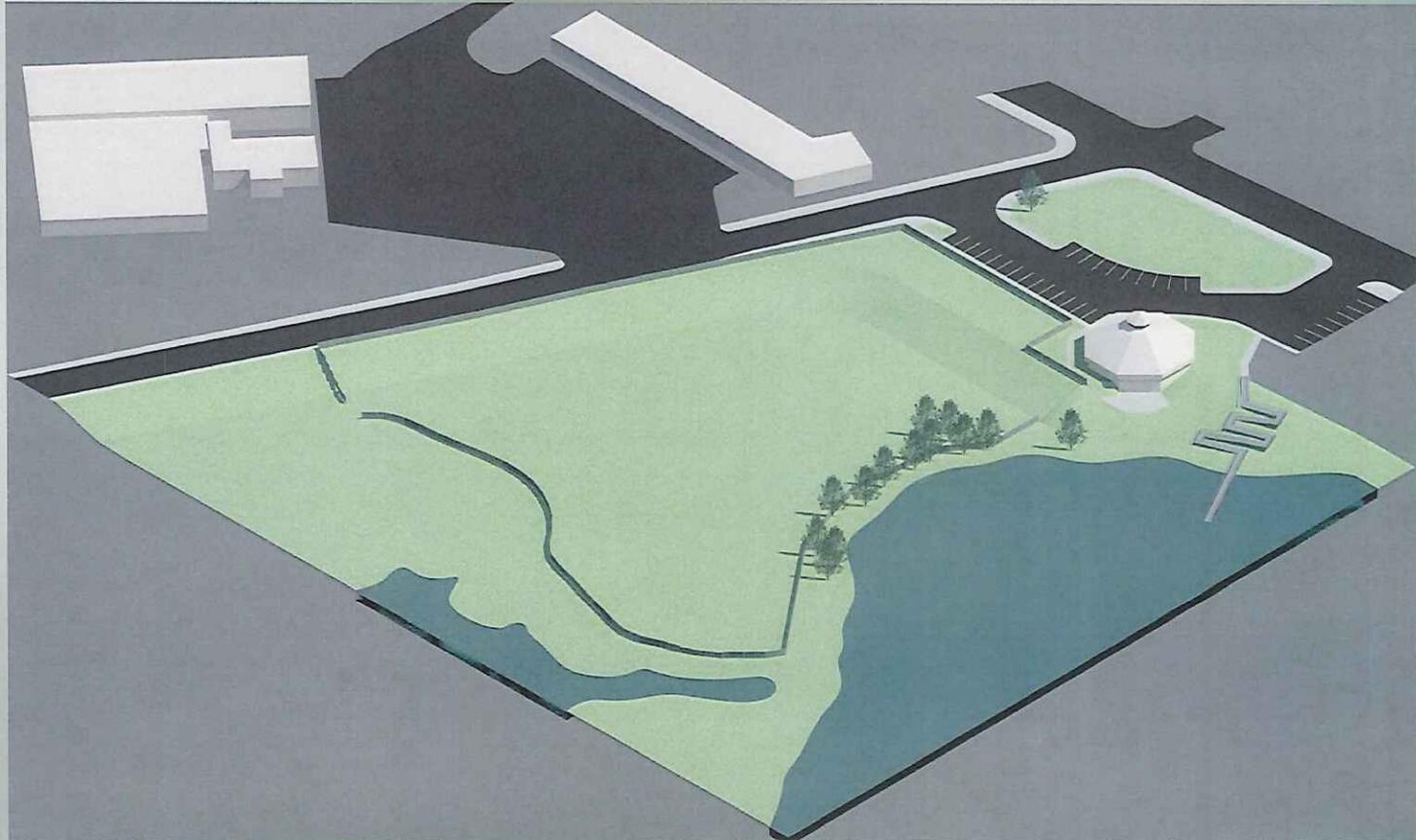
Standing Stone Design, Inc.

Standing for Quality Design Solutions





Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center



SITE CONSIDERATIONS

2013



Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center



2013





Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center



2013





Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center



2013





Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center



2013





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OPTIONS 2013



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CANOPY SEATING 2013



Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center

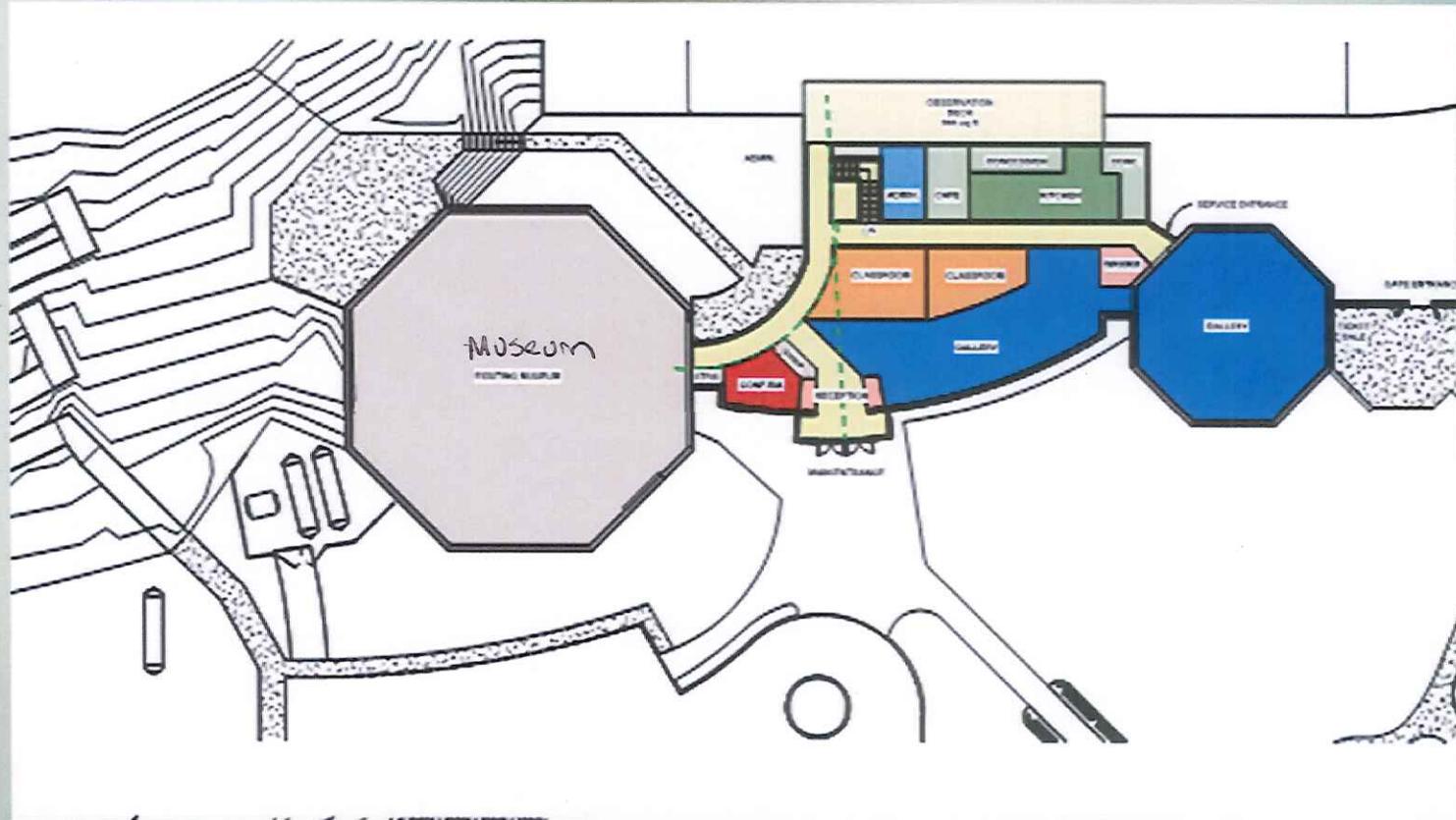


HEAVYTIMBER

2013



Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center

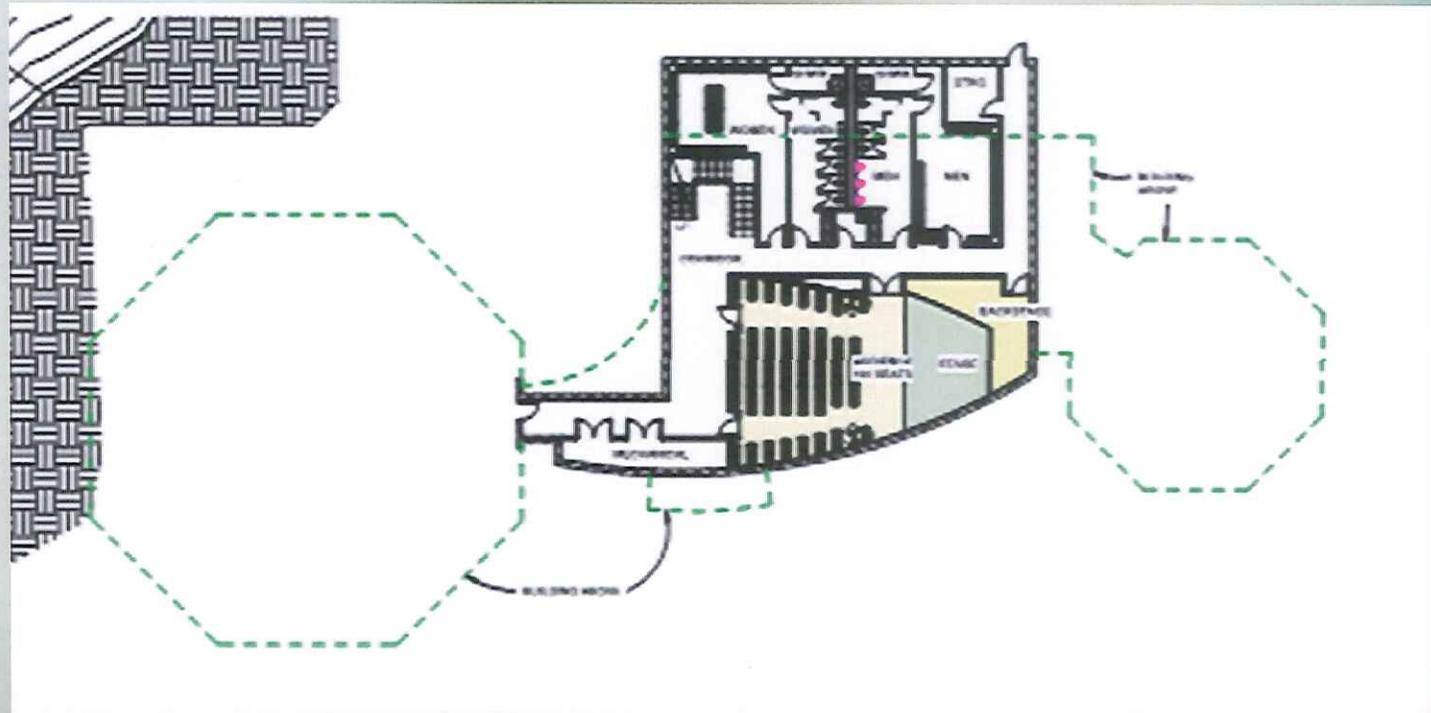


FIRST FLOOR PLAN

2013



Waaswaaganing Indian Bowl Lac du Flambeau Living Arts & Cultural Center



LOWER LEVEL FLOOR PLAN

2013



Waaswaaganing Indian Bowl
Lac du Flambeau Living Arts & Cultural Center

Mii Gwetch!!!

Standing Stone Design, Inc.

2013

MAP

Museum Assessment Program

PUBLIC DIMENSION ASSESSMENT REPORT

GEORGE W. BROWN, OJIBWE MUSEUM & CULTURAL CENTER

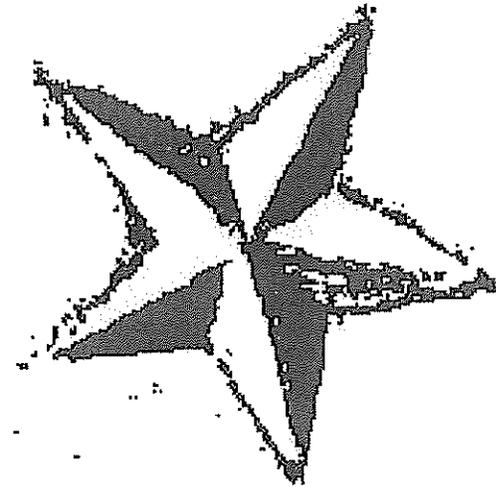
LAC DU FLAMBEAU, WI

JUNE 28, 2006

REPORT WRITTEN BY SURVEYORS:

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MAP Public Dimension Assessment

Introduction

A. General setting.

The GWB Ojibwe Museum and Cultural Center (the Museum) is located in the center of downtown Lac du Flambeau, Wisconsin on the reservation of the Lac du Flambeau Band of Lake Superior Chippewa. The Lac du Flambeau Band of Lake Superior Chippewa has a total of 3,279 enrolled members, approximately 1,773 live on the Reservation. Lac du Flambeau, the town (year-round population of 1,988) is located in Vilas County in north central Wisconsin. Eagle River is the county seat and the town of Lac du Flambeau has the largest population in the county. With tourism as the major industry, its population nearly quadruples in the summer months. Lac du Flambeau is accessible by airplane at the Rhinelander airport, 45 minutes to the south east, or by automobile.

The Lac du Flambeau reservation was established by the treaty of September 30, 1854. It covers a twelve mile by twelve mile square territory, more than half of which is covered by water. The Lac du Flambeau homeland boasts more than 250 lakes, several rivers, and thousands of acres of wetland on which fishing resorts, populated in the warmer summer months, are located. The seasonal population growth is reflected in the hours, attendance records and public programming of the Museum.

The town radiates around the small downtown which is dominated by the tribally-owned Lake of the Flames Casino and Resort (celebrating its 10th anniversary in 2006), tribal offices, the Museum and businesses. Among the businesses is a strip of shops currently under construction, to house tribally-supported incubator businesses that could include a beauty shop, smoke shop, possible internet café, and arts and crafts shop. The building is slated to be completed so that the nascent businesses can open in June 2006. The goal of the "incubators" is to expand the economic base of tribal members living in the community.

Another site just north of downtown is the abandoned campus of the Bureau of the American Indian School. This site, including the boy's dormitory, is on the National Register of Historic Places. Plans are currently underway to restore the dormitory building as an interpretive site and to potentially house the tribal historic preservation office (see below).

Nearby attractions, catering to the summer residents and tourists as well as school children, include the Indian Bowl, directly adjacent to the Museum which is a historic site of "Indian shows;" Waswagoning Indian Village, a privately owned re-created traditional Ojibwe village featuring seasonal villages with traditional lodges, birch bark canoes, a maple sugar camp, and more; the William J. Poupart, Sr. Fish Hatchery & Trout Pond established in 1936; and Strawberry Island, "the place of the little people," is a site recognized by the National Register of Historic Places and is not accessible to the public. This island is historically where the last battle between the Sioux and the Ojibwe was fought in 1745. The Lac du Flambeau Historical Society, an entity separate from the tribe, sponsors periodic programs at the Museum or in town.

Other attractions in the area that draw history buffs or offer recreational activities include the the Dr. Kate Newcomb Museum, the Wildwood Wildlife Park, the Northwoods Wildlife Center, and the Minoqua Holiday Acres Recreational Park, all in neighboring Minoqua. Further south in Rhinelander is the Rhinelander Logging Museum which includes the newly opened the Rhinelander Boat Museum and the Historic Society Museum. Further north, attractions include the Madeline Island Historical Society, operated by the Wisconsin Historical Society and Elmer's Fun Park, St. Germain.

During the three day assessment of the George W. Brown, Jr., Ojibwe Museum and Cultural Center, we were able to meet with staff of the Museum, with representatives of the Tribal Council of the Lac de Flambeau Band of Lake Superior Chippewa as well as with members of the Cultural Committee and Language Committee, staff members of the tribal Historic Preservation Office, the Lac du Flambeau Chamber of Commerce and the Lake of the Torches Casino. We were given an extensive driving tour of the Reservation in order to see the location of the other attractions mentioned above along with a stop at and tour of Waswagoning and a visit to the Forest County Pottawatomie Museum and Cultural Center. We were honored with two feasts prepared by tribal members. For all of this hospitality, we are grateful to our hosts and members of the Lac du Flambeau Band of Lake Superior Chippewa and the community.

General Recommendations

- Our overall suggestion is that the Museum staff underestimates what a phenomenal job they are doing. They need to identify and build upon their strengths.
- We both felt strongly that the Museum should apply for a MAP Institutional Assessment. This general assessment will help the staff to identify the general strengths and weaknesses of the Museum.
- Although it was out of the considerations of this assessment, we briefly reviewed the Museum's draft collection policy and manual. This is a fairly well-constructed document. However, two separate documents are needed, a Policy which is approved by the Tribal Council and a procedures manual which is followed by the professional staff and which might change as technology and procedures progress.
- The name of the Museum, while honoring a revered tribal member and inveterate collector, is unwieldy in length. When marketing the Museum's name, the George W. Brown, Jr. should be deemphasized by presenting it in a smaller font.
- There is a great need for regular and consistent data collection by the staff. Forms to record basic information on a daily, weekly, and monthly basis need to be created and this data used for quarterly and annual reports. Anecdotal information is inadequate and "staff observation" is not data collection.

Our hope is that this report will do what the Museum staff expressed as their need – to help improve their work.

Note

Many of the concerns addressed in the MAP application had been successfully addressed in the time that had elapsed between submission and the site visit. Mention of this is made in several places in the following text.

Note

It is most important for the Museum staff and the Tribal Council to remember that only some of the **Recommendations** made in the following text can be addressed within a year or even several years. It is up to the Museum director, staff and cooperating partners to refine the objectives and goals and create a time line for addressing them. **Recommendations** in this report are for guidance.

George W. Brown, Jr., Ojibwe Museum and Cultural Center
MAP Assessment, Public Dimension Assessment
Recommendations

Introduction

General Recommendations 3

A. Mission & Institutional Planning

1. Mission and Vision 5

Recommendation 6

2. Institutional Planning 6

Recommendation 6

3. Engaging the Community 7

Recommendations 8

Recommendations 9

Recommendation 9-10

B. Interpretation & Education 10

1. Audience 11

Recommendation 11

Recommendation 12

2. Interpretive Planning & Research 12-13

Recommendations 13

Recommendations 13

3. Exhibits & Programs 14

Recommendations 15

C. Marketing & Public Relations 15-16

Recommendations 17

Recommendation 18

D. Facilities & Risk Management 17-18

Recommendation 18

Recommendation 18

E. Human Resources 18-19

Recommendations 19

Recommendations 19

F. Financial Stability 19- 20

Recommendations 20

Appendixes 21

A. Mission & Institutional Planning

1. Mission and Vision

The Museum at the present time has five staff members. The Director (Christina A. Breault) formulates all the programming of the institution, guiding the staff. Others on the staff include the Museum Manager/Gift Shop Manager (Teresa Mitchell), contract Archivist (Richard Taabobondung), Carpenter/Installer (Lyle Chapman), and Custodian (Marla Eases). Because of the nature of the programming and the size of the staff each individual is responsible for many duties.

The governing body of the Museum is the Tribal Council. The Museum director reports regularly to the Tribal Council of the Lac du Flambeau Band of Lake Superior Chippewa. This body is more focused on financial stability than in the details of Museum operations. The current direct method of reporting to Tribal Council benefits the Museum, and, as assessors, we see no reason to reinstitute a separate Board of Directors.

A separate Board of Directors was created in the Charter of the Museum (1988) to which the Museum director reported. This body was dissolved after a theft at the Museum was detected and staff reduced. The Museum director also works with the Cultural Committee, appointed by the Tribal Council, when she needs guidance on cultural issues related to artifact retention, exhibits, education programs, artifact storage and other activities.

All of the staff members and members of the Tribal Council and Cultural Committee with whom we met demonstrate a shared understanding of the Museum's mission as it is currently stated. The staff is working diligently to present exhibits and other programs that represent tribal culture from a historic point-of-view as well as a present-day perspective. Upon being asked what their long term vision for the Museum was, the staff members expressed several concerns:

- the return of items covered under the NAGPRA legislation, both sacred material and cultural patrimony;
- the desire to expand exhibits and the collections storage;
- an interest in reaching out to the children through technological aids in exhibits; and
- a way for the Museum to show the tribal history and culture in a positive way in order to be more accepted and appreciated.

The consensus was the desire to expand the Museum, staff, space and audience. Furthermore, they want to succeed in showing the living culture of the tribe in all programs of the Museum. Much of the activity of the staff is oriented toward public service.

The mission of the Museum, as stated in the Charter creating it (1988) is:

The purposes of the organization shall be:

Collection, preservation, maintenance and display of records and physical objects relating to the culture and history of the Lac du Flambeau Chippewa in a facility known as the Lac du Flambeau Chippewa Museum and cultural Center

The development of education materials concerning the Museum contents and the Lac du Flambeau Chippewa

Preserve, advance and disseminate knowledge of the Lac du Flambeau Chippewa and their neighbors

Solicit, apply and administer funds with which to carry out the purposes of the Museum and the other purpose listed in this article.

Following the thefts mentioned above, the original mission was amended to include the word protect (see my bold face below)

The purpose of the center is to preserve, **protect** and promote the knowledge of local history and culture through the collection of data and artifacts and through the development of exhibits and educational programs.

Recommendation

- Based on the self-study and discussions with staff and others for this assessment, we suggest that the Museum and its supporting and cooperative partners formulate a vision to use as a guide into the next decade. We have drafted a **Vision Statement** for consideration. It will assist with developing plans and programs aimed at audiences of the Museum.

VISION STATEMENT, LAC du FLAMBEAU OJIBWE MUSEUM

We envision

- the return to the Lac du Flambeau Ojibwe sacred and culturally significant artifacts and archival materials from individuals and other museums;
- the increase in cultural sensitivity to the history and life-ways of our people;
- greater opportunities to expand Museum exhibits with technological sophistication and outreach to tribal and non-tribal constituencies; and
- the opportunity to create and disseminate Museum-generated programs into a mainstream cultural milieu.

The mission as stated in the self-study is really a *purpose* for having the Museum and its programs. We have used the terminology and ideas from interviews during the MAP visit to draft a **Mission Statement** that provides the basis for a five year plan.

MISSION STATEMENT, LAC du FLAMBEAU OJIBWE MUSEUM

The unique history and cultural system taught through the Museum of the Lac du Flambeau Ojibwa challenges its multifaceted audiences to *explore* self-identity and empowerment, the values of family and community, and respect for environment for the benefit of humankind.

2. Institutional Planning

Through conversations with the Museum director we were told that a business-plan in the past had guided the Museum's functions. This plan, however, was lost at the time of the staff transition.

Recommendations

- The Museum director already identified the need for a long-range plan. We will send her examples of Museum long-range plans to guide her in developing one that answers needs specific to the Museum.
- Once a long-range plan is in place, regular reviews, evaluations, and updates on a regular (six-month, 12-month) basis must be conducted to assess progress toward reaching goals, to restate goals, and to celebrate successes. To do so it is essential that all database collection be consistent and thorough since this data forms the basis for analysis.

3. Engaging the Community

The Museum staff stated a number of times that they would like to expand their reach to every facet of their audience - tribal members and non-native visitors. Discussions with stakeholders in the community, however, showed that both facets do visit the Museum and attend Museum activities.

The Museum's collaborative efforts are extensive. The Museum director effectively works with most local groups. The collaborative efforts and respective Recommendations are reflected below.

On day one of the assessment, we met with the Lac du Flambeau Chamber of Commerce staff person, Stephanie Tralongo. In Ms. Tralongo's opinion, the primary value of the Museum is that it is the only Museum in the county open year round; any age group can enjoy the exhibits in the Museum; and it is a community place where people drop in.

The Chamber of Commerce is a county-wide institution, not solely representing the town of Lac du Flambeau (which has its own town governance separate from Tribal land and governance). It assists the Museum in a number of ways. Information about the Museum is placed in the Lac du Flambeau tourism guides by the Chamber. They also make sure that the Museum is included in the Native Wisconsin publication created by the Great Lakes Intertribal Council. The Chamber works with the Wisconsin Department of Tourism to bring familiarization (FAM) tours to all attractions in Lac du Flambeau, including the Museum.

The Chamber partners with the Museum and other local organizations in several events. Rendezvous Day, initiated in 2005, is a two and one-half day event held Labor Day weekend. It is co-sponsored by the Museum, the Chamber of Commerce, Waswagoning, and the Great Lakes Intertribal Council. Last year, at the first Rendezvous Fair 500 people attended and a profit was made. During the fair, the Museum and Waswagoning were open free of charge to people attending the Rendezvous. The organizations are already planning for this year's event at the end of the summer. Their goal is to expand vendors, displays, and advertising.

On day two of the assessment, we met with Laura Stoffal, marketing professional at the Lake of the Torches Casino. She discussed several of the improvements made in town in the past year as a direct result from a 2002-2003 review done by the University of Wisconsin, Eau Claire. This review found that poor housing and the presence of garbage made Lac du Flambeau an unfriendly place for visitors. Improvements included rejuvenation of the area primarily through the paving of roads. During the work period, museum visitation was affected. The changes, however, should improve accessibility during this year's tourist season.

The overall demographic of casino guests is retired individuals and groups ages 55+. The Casino is working on creating a cultural package that will appeal to a family-oriented niche market, weekenders. This package was tested last year. The plans are to market it to families in Madison, Milwaukee, Green Bay and Appleton, Wisconsin. The Casino's "Ojibwe Cultural Experience" package includes two adult passes for guided tours to the Museum. The Casino has developed agreements with bus companies bringing groups from Michigan, Minnesota, Iowa, and Illinois.

As with the Chamber of Commerce, the Casino partners with the Museum and other local organizations. The Casino website links to the Museum's website. The Casino generously sponsors temporary exhibits, advertisements, and Klondike Days, a winter event held at Eagle River. They also periodically print posters for the Museum and assist with graphic design. The Casino is looking forward to starting an in-hotel TV channel; among the listings will be Museum events and news.

Exhibits in the Casino and Resort are another collaborative effort. We observed a large exhibit area with a lovely display of carved wooden artifacts from the Museum in the Convention Center entryway between the Resort Hotel and Casino. A number of historic photos from the Museum were displayed in the spacious lobby of the Resort Hotel.

Recommendations

Exhibits

- The Museum must be credited in large print for any off-site exhibits, at the Casino or elsewhere.
- The display in the Convention Center should have a permanent sign into which changing labels can be inserted. There is a need for a safe, smooth walkway with signage from the Casino to the Museum.
- A plastic brochure stand with the Museum rack card should be added to this display
- Artwork or photographs in the Resort Hotel or Casino should have a credit to the Museum.

Hotel

- The Resort Hotel could offer all guests a discount for either museum admission or purchases in the store.
- Both the Hotel and Casino should offer shuttle service to and from the Museum in the winter months.
- Plastic table-top holders with a museum flyer or rack card should be placed in each hotel room.
- Signage providing guests directions to the Museum should be added to the exterior entrance of the Resort Hotel or Casino, in keeping with the rustic theme of the hotel, and the use of bear paw prints on the floor to guide patrons. This direction-giving method could be used to say "the Museum is only x-number of "bear" steps from the Hotel/Casino.

On the last day of the assessment, we met with Kelly Jackson-Golly, the Historic Preservation Officer for the tribe. Her office is in an old building associated with the Indian Bowl that neighbors with the Museum. Her work has outgrown the ill-equipped, converted space. When the alternative school now housed in the basement of the Museum moves out, this office may be relocated there.

Ms Jackson-Golly is well acquainted with the Museum having worked there since its infancy. She described changes to the Museum over the years, primarily in how it presents itself. According to her, the Museum was a focal point of the community and non-community, a place for gathering. It is now moving more toward an education-based center.

The Historic Preservation Office has worked in partnership with the Museum. This staff has assisted with the hands-on maple sugaring and basket making activities with young people. The Museum director uses historic preservation archives to document artifacts.

Through its work conducting surveys such as, archeological surveys and interviews on the Reservation, the Historic Preservation Office acquires objects. Those objects are then housed at and curated by the Museum. Ms Jackson-Golly indicated that the objects are owned by the tribe.

Recommendation

- The question of who holds title to the artifacts placed into storage at the Museum by the Historic Preservation Office needs to be resolved by the Tribal Council.

The Historic Preservation Office is directing the BIA School/Boys Dormitory restoration project which will restore the building and landscape. They have received a \$275,000 grant from Save America's Treasures and an additional \$95,000 from another source. Another \$275,000 is still needed. Ms Jackson-Golly envisions that the building will serve as an environmental, cultural center, interpreting the school period of tribal history. Ideally, interpretation will be on the first floor; offices for the Historic Preservation program on the second floor.

Recommendation

- The Boarding School campus is listed on the National Register of Historic Places. A curriculum following the National Park Service Teaching History with Public Places <http://www.cr.nps.gov/nr/twhp/index.htm> should be developed in order to expand the Museum's educational programs when the site restoration is completed.

On day three of the assessment, we also met with Lisa and Rhonda Potts (daughter and mother), members of the Lac du Flambeau Band of Lake Superior Chippewa Cultural Committee. The two members of the Cultural Committee also view the Museum as a service to tribal members. It keeps the community together culturally, providing a place for elders to teach about the artifacts on display and for the youth to understand how they were used.

One of their concerns was how to bring artifacts back to the tribe from other museums in keeping with NAGPRA. They recognize a significant, inherent problem. Artifacts attributed as Chippewa in many museums have never been properly documented to the appropriate band.

Another concern is the continuity of traditional culture. At a meeting in the recent past, the Cultural Committee conducted a survey to fund tribal members who maintain traditions and teach them within their families.

Recommendations

- The Museum staff and the Cultural Committee might build their relationship with the state folklorist Anne Pryor, Folk Arts Education Specialist, Wisconsin Arts Board, to develop this program which is in essence an apprenticeship program. The current Wisconsin Folks artist directory (<http://arts.state.wi.us/static/folkdir/index.htm>) includes two individuals from Lac du Flambeau.
- The Museum director should work to create a consortium working with other Ojibwe/Chippewa museums. The primary goal of the consortium would be to review Ojibwe holdings in non-tribal museums to create a traveling exhibit. The exhibit would be shown at each Ojibwe museum for a period of time as a way to temporarily

bring home items for non-tribal museums. The exhibit could also be shown at the non-native Museums from which the artifacts are borrowed.

- Funding for the stages of this collaborative effort could come from the State Humanities Council and the National Endowment for the Humanities. This is a long-term project requiring three to five years of research and planning.

The assessors met with several staff and advisory members of the Lac du Flambeau Band of Lake Superior Chippewa Language Committee. Their discussion indicated satisfaction with the activities of the Museum staff, their approach to exhibits, programs, and collections management. In particular they are pleased with the number of school children who participate in Museum activities and, thus, learn the values of the tribe. Members of the Language Committee feel that the Museum staff is sensitive and act correctly by asking for guidance in areas in which they lack knowledge about Tribal history and philosophy.

Several other local collaborations exist in which the Museum is represented. Outreach to the international markets, especially German, Japanese and British, is undertaken by the Great Lakes Intertribal Council. A newly formed "Lac du Flambeau Tourist Initiative Group" has begun discussing how the community can improve upon what they already offer. In addition, a campaign spearheaded by the North Region officer of the Governor's office is bringing together area Chambers of Commerce to improve tourism and create packages. Another relationship is being developed with the Wisconsin Trails organization which recently visited Lac du Flambeau. Museum staff should continue being involved with all these programs.

Recommendation

- The Museum should consider developing a "Passport" type program with other museums or attractions in the area. There are several ways in which this could be used. For example, a "Passport" can be purchased; the purchase cost would be shared by all the partners. Passport holders would then receive a discount on admission or in the gift shop.

B. Interpretation & Education

1. Audience

Throughout the text of the MAP application and in discussions with Museum staff and others, we found that the Museum audience was poorly defined. Defining audience in all its facets is a hurdle for any museum.

Recommendation

- Based on the self-study and conversations for this MAP visit, we have drafted the following guidelines to assist with two distinct defining audiences who are attracted to the Museum and an approach to their needs and the Museum's resources.

Audiences

Tribal Members. Lac du Flambeau Ojibwa tribal members receive from their Museum information through exhibits and programs that focus on traditional life

ways, materials, oral and spiritual culture. The Museum programs aim to enhance a strong sense of Ojibwa identity and community, a sense of belonging to a long tradition as well as to a life in a contemporary and fast-paced world.

Objective. To provide a wide variety of connections between tradition and contemporary Ojibwa life which engage tribal members and empower them to live by the values that define their uniqueness.

Goals.

- To define, evaluate and develop educational presentations and workshops to meet the Objective.
- To increase the number of youth in schools and specialized groups who partake in Museum programs and visits to the Museum exhibits by 3 percent every year for five years.
- To increase the number of youth and adult volunteers and the number of hours they volunteer by 2 percent each year for five years.
- To increase the quality and quantity of Ojibwa-made items for sale in the Museum store by a value of 5 percent per year for five years.

Non-Tribal Local and Regional Residents; National and International Tourists. Non-tribal constituents learn about traditional Ojibwa culture and continuity including contemporary Ojibwa life. This is accomplished through a comparison between former and present Ojibwa social, economic, political, and value systems with similar former and present systems in the dominant culture. Emphasis is on family, community, environment, and values.

Objective. To teach, engage, and promote the unique history of Ojibwa and the value of a culturally diverse society.

Goals

- To increase the number of regional, national, and international tourists who visit the Museum and participate in programs annually by 2 percent per year for five years;
- To formally evaluate all programs (exhibits, workshops, presentations, archival use, Museum store) retaining, redesigning and eliminating as needed to meet the needs of this audience;
- To increase the number of individual adult and youth tours to the Museum, bus tour groups, youth and adult club/organization tours by 2 percent each year for five years;
- To increase the amount of money donated to the Museum by 100 percent every year for five years; and
- To increase the net sales in the Museum store by 20 percent every year for five years.

The Museum's attendance records are documented through the guest book at the entrance. Different information needs to be collected in order to show the success of the Museum in attracting the identified audiences and the success of their interpretive and educational programs. Some information is already collected in the form of evaluations or surveys following public programs. This information needs to be collected on a daily, weekly, and

monthly basis, then placed onto spreadsheets for analysis and reporting. Quarterly and annual summations need to be created for reporting to the Tribal Council. Copies of all formal

reports must be maintained in order to create a permanent data base and a method for reviewing and evaluating actions.

Recommendation

- Much more complete data needs to be regularly collected to document the actual usage and impact of the Museum. Data collected should be in the following areas:
 - Individual visitors
 - School groups
 - Tour groups
 - Researchers
 - Donated (non-artifact) items and volunteer time (to show in-kind services to the Museum)

2. Interpretive Planning & Research

Given that part of the current mission of the Museum is “to maintain and display records and physical objects relating to the culture and history of the Lac du Flambeau Chippewa,” the exhibits in the Museum are clearly mission driven.

Visitors to the Museum are directed to a large, paved parking lot to the south of the Museum building from the road leading into Lac du Flambeau. We were told that this lot and neighboring roads were paved only last year. Thus, a concern for location as stated in the MAP application had already been resolved.

Upon entering the Museum, visitors come into an entry way in which brochures from other attractions and flyers from the Museum are displayed. This area also displays plaques recognizing founders and donors of Museum and a table with a donation box, a suggestion box and a guest book. Much of the audience data is collected from the guest book. Visitors then pass the Admissions window where admission is taken and a daily head count is recorded. A lengthy historic timeline of dates significant to the tribe is displayed on one side of the entrance of the exhibits; this document is also available for purchase at the gift shop.

Visitors are given the opportunity to view the “People of the Forest” video (26 minutes) to gain background information about the tribe. The video is shown to touring youth groups.

The Museum exhibits are laid out in three concentric rings following the circular floor of the Museum. The Central ring is the trademark “Four Seasons” diorama exhibit, which vividly illustrates the seasonal occupations of the tribal members. Fall illustrates the stages of the wild rice harvest. Winter shows the process of ice fishing. The Spring diorama shows the annual harvest of maple syrup. Associated seasonal Museum programs introduce youth to the living traditions such as ice skating and broom ball and demonstrations of ice fishing in the winter. Through these programs young people see how these practices were done historically, then get a hands-on experience with some component of each.

The second ring of exhibits provides additional artifacts, graphics and text expanding upon the themes introduced in the Seasons exhibits. In this area, historic Lac du Flambeau

maps, photos (many from the Milwaukee Public Museum) and associated artifacts – both owned by the Museum and on loan – are shown. Opposite the winter/ice fishing exhibit, a display of the variety of fishing lures are on display. Beside the exhibit is an area where

visitors can try their hand at fishing. Opposite the fall exhibit, a beautiful exhibit of beadwork with the unique floral designs of the Woodlands peoples is on display. The highlight of this area is the exquisite examples of bandolier bags, a strength of the permanent collections.

The outermost ring of the exhibit area allows for additional exhibits relating to the history and culture of the Lac du Flambeau Ojibwe. Among the topics on display here are the fur trade and logging, two occupations that brought native populations into contact with non-natives, that also made vast impact on the environment (in production); the role of tribal members in creating tourist/folk art such as carved totem poles; a recently added computer station for language learning and showing additional photos; and a locked room in which spiritual items only accessible to tribal members are stored.

Another concern presented in the MAP application was how to increase and improve hands-on opportunities for visitors. In the intervening time between the submission and the assessment numerous examples of hands-on activities for visitors have been added. Opposite the Winter ice-fishing exhibit is an excellent hands-on activity inviting visitors to try their hands fishing with a lure. In the clothing area, visitors can try on replica clothing items and get their photos taken in cut-out paintings. In another area, lift and learn panels illustrating the Ojibwe and English terms for local plants are in place.

Yet another concern was to learn about expanded funding for Museum programs such as exhibits. The Museum director had expanded her outreach and some exhibits have been created with public grant funding, for example the recent installation of a birch bark exhibit showing baskets and canoes was funded by a grant from the Wisconsin Arts Board; the credit panel is clearly visible.

One feature of the exhibits and way-finding in the Museum is the bilingual signage throughout the Museum. This feature serves both the native and non-native audiences audiences, providing validity to tribal members of a language that the tribe is actively trying to preserve and providing validity to non-native visitors of the linguistic aspect of the culture presented in the Museum.

The exhibit spaces are well laid out making it easy to make one's way around and easy to see the design, artifacts, and information. Documentation, cultural and historical information and a variety of formats creates an interesting and dynamic atmosphere. With such a small staff and few resources, this is one of the finest examples of quality exhibits in a small Museum we have encountered.

Recommendations

Recommendations in this case are in two categories, professional development and exhibit methods.

Professional Development

- The Museum director has admirably maintained and created dynamic, historically and culturally based artifact filled exhibits. She should look into the availability of National Park Service exhibit development workshops.
- The Museum director might want to become affiliated with the National Association for Museum Exhibitions (a standing Professional Committee of AAM). (www.n-a-m-e.org or <http://www.aam-us.org/aboutaam/councils/spc/index.cfm>)
- The Museum director should network with the Native American affiliate group of the American Association for State and Local History (www.aaslh.org).

Recommendations

Exhibit Methods

- No paper labels should be in contact with or on top of any textile or clothing to prevent fading
- All paper materials used in association with exhibits should be from acid-free materials.
- Get for *free* from the National Park Service, Division of Conservation a compact disc entitled: **Exhibit Conservation Guidelines. Incorporating Conservation into Exhibit Planning, Design and Fabrication** (see appendix, List of suggested publications to acquire).
- All loaned collections, e.g. carved wooden fishing decoys, should be thoroughly documented with digital photos, measurements, etc. in anticipation that the lender will request their return.
- The Museum staff needs to expand their knowledge of Lac du Flambeau or general Ojibwe collections (artifact and archival) held by private individuals and public Museums. They can arrange to borrow these items for display or document them to create a database.
- Because of the limited size of the staff, the Museum staff should not provide guided tours to individual visitors or visitors in small, family-sized groups. The exhibits are thoroughly labeled to be self-explanatory. Tours should be given to large groups of adults and groups of children, with emphasis on a particular theme or aspect of the exhibits.
- The Museum director might consider using 3m Positionable Mounting Adhesive to mount copies of photographs and labels instead of mounting spray. It is a much more durable and long-lasting product. Sources can be found through a Google web search.

3. Exhibits & Programs

From the description of the exhibits provided in section B2, it can be seen that their orientation is toward providing interpretive information.

An annual program that the Museum has sponsored for a number of years is the Wisconsin Native American Artists Show & Sale. This event is staged at the town of Lac du Flambeau Public Library every July. It draws not only tribal members, but also seasonal visitors to the area.

The quality of the Museum's education programs attracts groups, particularly native youth groups. They frequently pair their visit to the Museum with a stay at Waswagoning. One such group that has made annual trips to the Museum is Prescott High School from the Island Prairie Sioux Tribe of Minnesota. The Museum provides a weeklong summer school for local youth with such subjects as bugs, plant press combined with a hike, quill dying, and a canoeing trip that identifies significant Ojibwe sites.

Recommendations

- The Museum should organize and offer an annual teacher orientation to their programs that would offer teachers continuing certification credit.

- The National History Day program would be an excellent program to draw high school students and teachers to the Museum. The Museum should find out how to become a local sponsor of this activity (www.nationalhistoryday.org)

Another student audience for the Museum is university students. The Museum director, through outreach programs is reaching a number of the people from this target audience.

Recommendation

- Bus tours of students from classes in Madison, Stevens Point, Green Bay, Milwaukee and other campuses should be targeted through outreach to University newspapers and targeted departments that teach Native American subject matter, e.g. anthropology, history, literature, religion.

Education programs for adults include the annual summer craft workshops. Evaluations of these programs show that non-natives primarily enroll in these classes. The workshops are offered to non-natives for a fee and to tribal members for free. New adult programs can be developed that will bring in others interested in Native American subject matter.

Recommendations

- As a possible way to attract tribal members to the workshops, the Museum should charge a nominal administrative fee such as \$1, thus, adding to the value of the programs in the eyes of the participants.
- Add cooking classes to the repertoire of workshops offered at the Museum, including as possible, wild rice, venison, fowl, watercress salad, and spring wild onions/leeks.
- Create a biannual art program that would attract artists to work on the Museum/Indian Bowl grounds, then follow-up with a juried show in which they enter the works they have created. Appeal could be to *plein air* artists, and artists who specialize in creating works related to hunting, fishing, bird watching and other aspects of the natural environment.
- Create a program that provides tribal members in regalia to serve as models for school or university art classes or resort art programs at a set fee per sitting.

The Museum, as well as having an active set of programs on site, has an extensive outreach program. This program depends completely upon the Museum director and her schedule. Extensive outreach, while admirable, is one of the components which will lead to burn-out as she tends to spread herself thin. Groups to which outreach has been effectively offered are the Native American literature classes at the University of Wisconsin, Stevens Point, and the University of Wisconsin, Eau Claire.

C. Marketing & Public Relations

The Museum has extended its outreach to many local, regional, and statewide publications. Some of this marketing is done by the Museum staff. Other marketing is provided through collaboration with other organizations such as the Chamber of Commerce, the Lake of the Torches Casino and the Great Lakes Intertribal Council. They have made great use of the print media to reach out to all of their audiences. Listings and advertisements include:

Youth News, Newsletter of the Lac du Flambeau Abinoojiiyag Center
Lac du Flambeau News

Map of Vilas County, Wisconsin, advertisement
Northern Action Magazine. Vol XXI, Issue II

Vilas County section, advertisement for Museum and text

2006 Minocqua Destination Guide, listed in the Activities & Attractions section

Fun In Wisconsin Magazine, Your #1 Travel & Destination Guide, advertisement

Native Wisconsin, Official Guide to Native American Communities in Wisconsin

Recommendations

- More effort should be made with the limited time and staff to place articles in the two tribal newspapers. When a youth volunteer is put into place, a volunteer can write about their work and what they are learning and accomplishing. The **Lac du Flambeau News** would be an ideal venue to show a photograph or artifact on which more information is sought, especially in the winter months when there are fewer activities in the community.
- The monthly tribal bulletin can also be a way to reach out to tribal members and get them involved in the activities of the Museum. If it is feasible, there should be more frequent contributions to this bulletin.
- A community member or local student could write a news article every month to all publications within 200 miles of the Museum to attract wider non-native audiences.
- Flyers or small posters for the Museum, in general, or specific events should be regularly posted at all local businesses and restaurants.
- The Museum should make sure that its activities appear on all calendars of events for the region throughout the year.

Outreach to specific types of groups might increase the visitors to the Museum. The Museum is listed in the American Automobile Association guide book.

Recommendation

- The Museum staff needs to find out how to get listed in other widely distributed guidebooks, such as those distributed by Mobil and Michelin.

Several key websites do not have links to the Museum's website or mention of the Museum. A recent Google search of "Native American Museums Wisconsin" found some gaps. For example the WWW Virtual Library - American Indians, Index of Native American Museum Resources on the Internet (<http://www.hanksville.org/NAresources/indices/NAMuseums.html>) does not include the Museum under the Wisconsin listing. It also does not include the Pottawatomie Museum we visited during the assessment.

Recommendation

- The Museum can work on expanding their outreach through the internet and their website in order to reach tourist audience who seek attractions and activities through on-line sources.

D. Facilities & Risk Management

The Museum is located in a two-story building. The first floor is exclusively used for exhibits with a small space for the gift shop, business office, and the Museum director's office. The lower level of the building is divided for a number of uses including collections and archives storage, exhibit preparation and graphics, meeting and classroom space and rental space. The lower level is accessible by a set of stairs and an elevator. The overall impression of the lower level is that it is clean and orderly. Accessible areas are accessible and Collections/Archives areas are locked.

A central hallway leads to the separate areas of the basement. Several surplus display cases with small displays are set up in the basement hallways/common area. The Museum director said that on occasion the students at the alternative high school put together the displays.

A large open space is used by a local alternative high school. It is expected in the near future that the high school will move out to a yet-to-be completed tribal building. As stated above, the Historic Preservation Office may move into this space. They would, however, desire substantial renovations to be made and to subsume all of the unassigned space in the Museum basement.

Recommendation

- The Museum receives lease income from the alternative high school. The Museum director will have to work with the Tribal Council in order to reconcile the loss of income after the school moves.

Another, adjacent open space is used for meetings and craft workshops. The Tribal Language program has access to this meeting room as do other offices such as invasive species and the entrepreneur office. A contemporary birch bark canoe is suspended from the ceiling of this space, in open storage. Off of this open area are a small graphics office and a little kitchen which serves the alternative school and Museum programs.

Collections/Archives storage is located in two specific areas. One rather large bathroom has been co-opted to serve as a document storage room. Free standing and wall mounted shelves have been placed in the room to store documents in acid free boxes; older materials waiting to be sorted and inventoried are in original boxes. Supplies of ethafoam rolls are also stored in this space.

The main Collections/Archival storage is separated into two rooms, a small entry area with workspace and the larger collections storage. In the former area, the collections assistant is currently making copies of archival films and audio tapes. Collections work materials are stored in a closed cabinet. Research books in this room are available for the staff.

The larger area is where the majority of artifact storage is housed on metal shelving units. All units are clearly marked for ease of location finding and inventory. One wall holds numerous flat cases in which much of the extensive beadwork collection is stored. Artifacts are stored in boxes or in open storage, based on the nature of the object. A small area of shelving in the room is isolated for new acquisitions.

Recommendation

- There is clearly an imperative need for additional collections storage. As trust in the current administration of the Museum grows in the community and as outreach based upon NAGPRA inventories continue, the permanent collection is bound to grow. Expanding the basement under the parking lot could provide much more square footage to be used exclusively for Collections/Archives storage.

A powerful, dynamic vision is required by the Tribal Council to address the significant issue of housing the growing collection of artifacts, the hopes of the return of sacred and mundane artifacts from private collections and other museums, and the need for conservation, work and storage spaces for both the Museum and the Historic Preservation office. We recommend thinking extensively and creatively, to wit, using all the ground under the parking lot and the current building housing the language program and Historic Preservation Office. This must include environmental controls (temperature/humidity) and high security areas. We recommend that members of the Tribal Council, Cultural Committee, Language Program, Historic Preservation Office and Museum staff research tribal Museums for the best practices in Museum facilities and management. There are examples in Wisconsin and another is the tribal Museum in Pendleton, Oregon.

E. Human Resources

The staffing of the Museum is presented above. All Museum staff members are expert at multi-tasking. The spirit is high and they seem to be prepared to pitch in when and where needed. All staff members are also strong contributors to the community, participating in many activities as this is a very small community. As noted by a plaque on the office wall, the Museum director was awarded the 2005 Tribal Stewardship Award.

As stated above, the Museum staff is doing an admirable job in creating and maintaining a top notch small Museum in a small community. Through the regular and careful collection of information regarding visitation and usage, they will be able to realize the impact they are making not only in the community but also with visitors.

Recommendations

- The Museum director needs to create an updated Organization Chart showing the actual staffing of the Museum today.
- Job descriptions should be evaluated and rewritten to reflect the actual staffing of the Museum and the responsibilities of each staff member.
- The Museum director should consider pursuing an advanced degree in Museum Studies, History, and Anthropology through a program offering distance learning in order to advance the role of the Museum in local, regional, and national venues.

- The Tribal Council should hire an additional staff member who would be responsible for the operations of the Indian Bowl. The additional responsibility unduly burdens the Museum director beyond her already very full work schedule.

Volunteers are often the backbone to any Museum large or small. They provide hours and expertise that limited budgets do not allow for. Volunteers also create a strong support for all Museums and their programs. The Museum uses volunteers in a number of ways. They would benefit greatly by systematically expanding the numbers and responsibilities of their volunteer corps.

Two sources of volunteers in Lac du Flambeau are the youth and elders within the tribe. Another source might be found among the summer residents who stay in the community for an extended period of time, and can, thus, give several consecutive months of service. We discussed volunteerism with the Museum director and the young woman from the Chamber of Commerce. Ideas of enlisting high school counselors, girl scout/boy scouts, and other youth clubs were discussed.

Recommendations

A great untapped resource on the reservation is their young people. The Museum could serve as a venue to develop leadership with the youth of the tribe. It is also an excellent place to foster and involve youth through volunteerism.

- For the following Recommendations, funds should be allocated by the Tribal Council to insure the success of each program.
- The Museum director should make contact with education staff at the Brooklyn Museum of Art which established an exemplary youth program to engage and help young people in their community.
- Suggested areas in which youth volunteers can work in the Museum include:
 - clean study collections , such as maple cans;
 - finish storage shelving for safe usage, i.e. coat press board shelves with 4 coats of polyurethane, with 48 hours to dry in between each coat;
 - tally exhibit and program evaluations on a monthly basis.

Adults, especially seniors serve as irreplaceable volunteer workers in many Museums. In the case of tribal Museums, they bring a wealth of knowledge about cultural practices, tribal and local history and the artifacts themselves.

- Older adults can be utilized for cleaning artifacts; how this is accomplished should be included as part of the Museum's risk management policy.
- The Museum staff should create a running list of volunteer opportunities. Then reach out through many community sources to recruit volunteers.

F. Financial Stability

The Museum's financial health is tied to the financial health of the Tribe. At the present time, income to the Tribe has been reduced, thus the Museum's subvention from the Tribe has also been reduced.

The Museum also gains income through such sources as membership, donations, and fees. All of this income is deposited into the Tribe's general fund. Benefits of membership include reduced fees for programs/workshops and discounts at the gift shop.

Recommendations

- We strongly recommend that a dedicated and separate account be established in the Tribal revenue accounts into which Museum generated revenue is deposited. Then a policy can be created restricting the Museum to use these accrued revenues only for public programs – education, exhibits and collections management. Such a fund and policy might encourage private sector donations. Museum membership might also grow when it is understood that membership revenues can only be used by the Museum.
- There should be an Information Desk where all staff and available volunteers are always promoting membership.
- Membership for out-of-radius people should be about \$5 above the cost of producing and mailing a newsletter.
- All membership benefits should be aimed at long-term support with encouragement for donations to a Museum fund (endowment).

The Museum Gift Shop is another source of revenue for the institution. This shop with its excellent and well-rounded selection of low-end and high-end merchandise supports the Museum's message that the Ojibwe people are alive and well. Top sellers at the shop are the birch bark baskets and books. The Museum staff encourages the movement of merchandise, with spring and winter sales.

The Museum staff has used other means to raise some funds for their programs. They have held at least one silent auction in association with the Lac du Flambeau Historical Society at which a canoe was raffled.

Recommendation

- Museum staff should work with service clubs in the county, such as Lions, Kiwanis, and Rotary. Each of these organizations gives project-based grants to non-profits.

The Museum director has striven to raise grant money from at least state sources. The recent addition of a birch bark exhibit was funded by the state humanities group. She now should expand her horizon and seek grants from other public sources.

Recommendations

- The Museum director should look more broadly for grants that are available to assist in the expansion of Museum operations. For example, the National Endowment for the Humanities (<http://www.nch.gov/grants/grantsbydivision.html#preservation>) has grants for preservation such as:
 - to preserve and create access to humanities collections,
 - for stabilizing humanities collections,
 - for preservation assistance for small institutions, etc.;
 - as well as grants to develop public programs, i.e. exhibits.
- One or two days dedicated to searching on Google for "Native American Grants" combined with creative thinking might identify potential grant sources.

Appendix I

List of items sent to the Museum under separate cover

- ✓ Example of an **Appraisal Policy** (check with your legal counsel for update)
- ✓ Two page information from the Mountain-Plains Museum Association on: **Appraisals, the I.R.S. and Your Museum**
- ✓ **Getting Control: How to Collect and Manage Data for Better Operational Results** (six pages)
- ✓ An example of a **COLLECTIONS PLAN** from Kalamazoo Valley Museum
- ✓ A “Found in Collections” decision map on how to handle objects found in a museum (in order to use this tool, the Museum must have a deaccession policy and also be aware of the State statute related to “found” items (which Wisconsin does have).
- ✓ “Your **Annual Report**: How to Plan, Produce, Package and Promote it”
- ✓ Grant proposal work book
- ✓ Jewish Museum of Florida floorplan page
- ✓ Fenster Museum of Jewish Art or Deering Estate at Cutler long-range plan

Appendix II

List of suggested publications to acquire

- ✓ Get for *free* from National Park Service, Division of Conservation a compact disc entitled: **Exhibit Conservation Guidelines. Incorporating Conservation into Exhibit Planning, Design and Fabrication.**
- ✓ Order The American Association of Museums **GUIDE TO COLLECTIONS PLANNING** (using any left-over funds from the MAP-Public Dimension assessment)
- ✓ Order from the American Association of Museums Bookstore the publication on decontamination of North American Indian artifacts

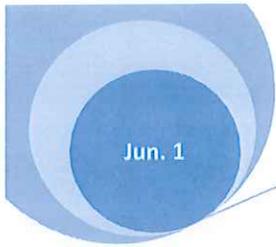


Lac du Flambeau Band of Lake Superior Chippewa Indians Strategic Plan

2013 to 2020

The strategic plan is a grass roots plan focusing on creating a shared vision for the community. It is intended to be a working plan that will improve the quality of life on the Lac du Flambeau Reservation.

DRAFT
6/1/2013

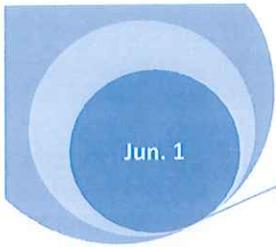


INTRODUCTION

The purpose of the Strategic Plan is to organize and communicate the long-range goals and future direction of the Tribe. Through a planning process that involves data collection, tribal membership, the Tribal Council, program directors, and program managers, goals are formed and presented in a strategic plan format. The Strategic Plan contributes to the organizational development of tribal government, and serves as a management tool for program managers. Because planning is an ongoing process, it is intended to be flexible and fluid in that changes can be made in response to need. The plan also serves to facilitate communication and to coordinate different activities for a common purpose.

The Strategic Plan is comprehensive, long range and integrated. It is comprehensive in so far as it includes other plans and department goals. The Lac du Flambeau Community Survey Report process was used to collect data and input from Tribal members along with focus groups, information sessions and public hearings. Surveys from other programs were analyzed. A SWOT process helped the Tribal Council prioritize goals and objectives at several retreat sessions.

The Strategic Plan is a comprehensive grassroots plan covering up to an eight year period and asks. "Where do we want to be in the year 2020?" and "What will we leave for the Seventh Generation?" It is not developed for any particular donor or program. However, it provides a reference and direction for all programs and community.



TRIBAL MISSION STATEMENT

*"We shall strive to improve and promote the quality of life for the
Lac du Flambeau Band of Lake Superior
Ojibwe Nation."*

Vision Statement

The Lac du Flambeau Tribal Council shall have the constitutional duty, working together to maintain a sustainable community for tribal members, descendants and future generations. The tribal government shall improve the quality of life by following a cultural and well-balanced approach within all tribal programs and entities. Healthy lifestyles, wellness, family values and spirituality shall guide our long range planning and implementation. The tribal government shall protect our sovereignty and treaties, while moving forward for present and future generations.



Executive Summary

The tribal government of the Lac du Flambeau Band of Lake Superior Chippewa Indians is responsible for providing essential services to the current membership and preserving natural and cultural resources for current and future generations. To assess their current standing relative to these responsibilities, they commissioned a *Sustainable Futures Analysis* process to identify broad-based goals for “Ten Essential Elements” of a sustainable future. That process assessed the capacity of tribal programs to meet those broad-based goals, identified gaps in that capacity, and estimated funding needs to fill those gaps.

To inform the *Sustainable Futures Analysis*, the Lac du Flambeau Department of Planning and the University of Wisconsin-Extension conducted a community-wide survey, collected existing and projected demographic data, facilitated strategic planning programs with tribal agencies, and conducted surveys and interviews with program directors. They then partnered with a consultant to organize and analyze the data in a *Sustainable Futures Analysis Workbook* and prepare this Unmet Needs Study.

The analysis determined that the Lac du Flambeau Band of Lake Superior Chippewa Indians has an immediate unmet need of \$6,683,248 for operational and capital expenses that will allow them to meet their responsibilities in 2013. In addition, the analysis estimated an unmet need of \$191,432,251 for initial, operational, and capital expenses to meet their responsibilities in the following ten years (2014-2024).

Survey Purpose

The motivation for this study was to gather opinions of Lac du Flambeau Tribal members about a number of important issues facing the Tribe. The Lac du Flambeau Tribal Planning Department and the Tribal UW-Extension Program chose to work with the Survey Research Center (SRC) at the University of Wisconsin–River Falls to survey Tribal members about key planning issues. The results assist in the development of the strategic plan for the Tribe.



Jun. 1

In April and May of 2011, the Survey Research Center (SRC) at the University of Wisconsin–River Falls mailed surveys to 2,774 Lac du Flambeau Tribal members seeking their input on a number of important issues facing the Tribe. The initial mailing was followed by post card reminders and a second mailing to non-respondents. The overall response rate was 19 percent (522 usable questionnaires). The estimates provided in this report are expected to be accurate to within plus or minus 3.9 percent with 95 percent confidence. Further, non-response bias (concern that non-respondents hold consistently different views than those who completed the questionnaire) does not appear to be a problem with this survey. We expect the sample to accurately represent the opinions of Tribal members.

Analysis included in this report:

- A summary of the 2011 survey results, including analysis that looks at differences across demographic groups.
- A statistical analysis to determine if responses varied significantly between 2008 (when a similar community survey was conducted) and 2011 survey data (in many cases there were significant differences in response). *The economic conditions prevailing when the 2008 survey took place are quite different than they are in 2011. The 2008 survey took place just before the U.S. economy went into the current recession and the 2011 survey was completed during the early stages of a recovery. This probably influences the importance given to employment and housing shown throughout the 2011 survey results.*

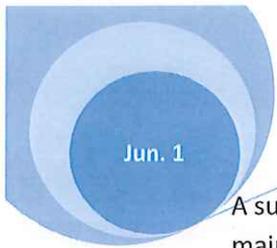
Quality of Life

The highest levels of satisfaction regarding quality of life issues on the reservation were with drinking water quality, the water quality of lakes/streams, and the natural environment.

Community Facilities and Services

Seven services out of eighteen had at least a majority of respondents rating it as very good or good: health and medical services, elderly facilities and services, water and sewer service, public school system, ambulance service, fire protection, and snow removal.

When members were asked which two projects, roughly comparable in size in terms of tribal investment, should be the top priorities on the Reservation, the top priority was an expanded grocery store followed by a senior independent living facility.



Jun. 1

A substantial majority agreed that Tribal buildings/businesses on the Reservation are generally well maintained. However, less than one-third of members believe that housing on the Reservation is generally well maintained.

Communication

Fifty percent of members were dissatisfied or very dissatisfied with Tribal government communications, 19 percent were satisfied or very satisfied, and nearly one-third (31%) were neither satisfied nor dissatisfied.

Economic Development

Members place high importance on employment services (temporary placement service or job/training center) and educational resources (continuing education opportunities and a cultural center) on the Reservation.

Transportation

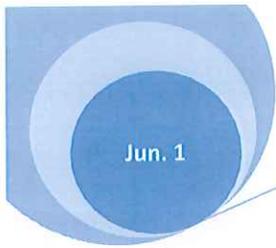
Almost all respondents (98%) believe it is important or very important that the Reservation have disability/elder transportation services.

Housing

A majority of respondents place high priority on the rehabilitation of existing homes on the Reservation, an assisted living facility, and more single-family housing (owner and rental).

Land Use and Growth

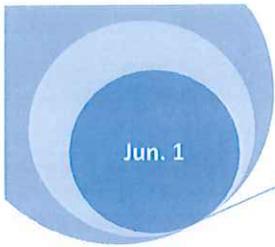
Economic development, new housing, and more land purchases were high priorities for more than half of respondents. Approximately half also placed high priority on recreational areas and more hunting and gathering areas.



Physical Description of the Reservation and Natural Resources

The Lac du Flambeau (LdF) reservation is 86,630 acres (or 144 square miles). It is a “checkerboard” of three types of land tenure: Tribal Lands (45.4%), Tribal Allotted Lands (21.4%), and Alienated Lands (33.1%). Tribal Lands are sovereign lands held in common by the members of the Lac du Flambeau Nation. Tribal Allotted Lands are portions of sovereign lands held by families or individual members of the Lac du Flambeau Nation. Alienated Lands are lands once held in sovereignty by the Lac du Flambeau Nation that were converted to private property and are now subject to US federal, state, and local controls.

The reservation contains 260 lakes with 17,897 surface acres of water, which is believed to be the third highest concentration of lakes in the world. In addition to the lakes there are approximately 71 miles of creeks, rivers, and streams and 24,000 acres of wetlands. Altogether, surface waters cover nearly one-half (48%) of the Lac du Flambeau Reservation. The reservation also includes 41,733 acres of forested upland. The remaining 3,000 acres of the reservation are suitable for residential, manufacturing, or commercial development.



Key Issues from Lac du Flambeau Tribal Council Retreat

Housing

Top-down Tribal Employees in Gaming, Administration, etc.

Unemployment- tribal employment, work ethic

AODA, prescription pills and other issues

Cultural Programs grants to promote more of our people to help our community

Health Insurance – Badger care for the uninsured individuals that use the clinic the most.

Life Insurance –

Funding: maintaining, managing

Investment policies

Educational systems: truancy, cultural, tribal government curriculum.

Focusing on what the issues really are.

Job Issues – advancing in the job, retention

Integrate Social Programs

Off reservation tribal member representation

Homeless people representation

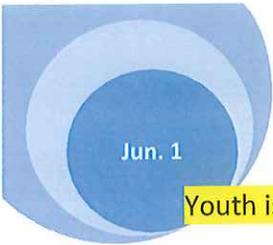
In-House Communication

Judicial System

Economic Development-diversity

Sovereignty

Identify high at risk families for wellness



Jun. 1

Youth issues- gang activities, parenting

Elderly issues

Working family issues

Family health and wellness

Environmental concerns- land, water quality, hunting and gathering

Community safety issues- law enforcement, fire and rescue

Technology issues- cell phone, broad band

Park and recreation concerns

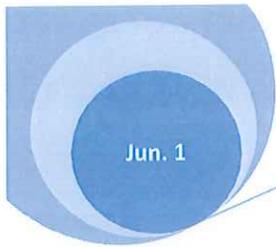
Public transportation

Several community focus groups were conducted during the development of the revised strategic plan. These sessions were a collaborative effort between the Lac du Flambeau Planning Department, Lac du Flambeau Tribal University of Wisconsin Cooperative Extension Program, Lac du Flambeau Tribal Education Department and the Nicolet College Tribal Management Program. The information gathered was used in creating the overall strategic plan for the community.

Existing plans were considered during the strategic planning process. The plans are as follows:

- Transportation plan
- Parks and recreation plan
- Integrated Resource Management plan
- Pre Disaster Mitigation plan
- 25x25 Energy plan
- Emergency Management plan
- Various Tribal Program strategic plans

The intent is to use existing plans already adopted and blend the goals and objective from them into the overall strategic plan of the tribe.



Broad Based Goals of the Lac du Flambeau Band of Lake Superior Chippewa Indians

Culture:

“To maintain and restore cultural resources for current and future generations”

Education Goal:

“To provide quality education for the Lac du Flambeau community”

Economic/Job Development Goal:

“To provide a strong local economy and quality job market to the Lac du Flambeau community”

Health and Wellness:

“To provide quality healthcare and wellness to the Lac du Flambeau community”

Natural Resources:

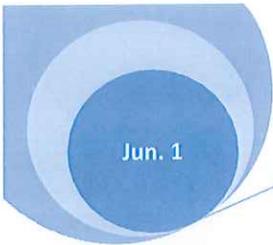
“To preserve, protect and enhance the natural environment for the Lac du Flambeau community”

Social Welfare:

“To improve the social and economic standing of the Lac du Flambeau community”

Natural Resources:

“To preserve, protect and enhance the natural environment for the Lac du Flambeau community”



Educational goals and priorities

Coordinate with cultural and elder programs to understand connection between scientific processes and culture/spiritual teachings

Educate the public on scientific processes as well as traditional culture and spiritual teachings, and how they are interconnected within the environment.

Use place based knowledge to engage community

Use ecologically significant area to engage community

Use culturally significant area to engage community

Systemize educational ladder (school programs, summer youth work, and educational internships) to develop community NR employees and Tribal staff with understanding of scientific management techniques to protecting the environment for economic and social gain

Improve data communication networks and outreach programs to include interactive internet display

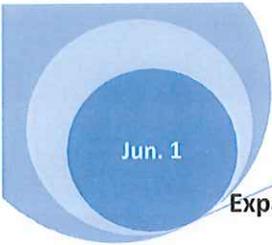
Improve communication between Kids at the grade school, youth center, and juvenile justice, after school programs, clubs, and programs

Train staff on the importance of education

Health and Wellness:

“To provide quality healthcare and wellness to the Lac du Flambeau community”

GOAL AND OBJECTIVE DEVELOPMENT Family Resource Center



Expand and Improve FRC Services.

- ICW evaluate staff
- Evaluate staff
- Evaluate program needs
- Expand wrap around model to other services
- Coordinating accounting process with programs
- Get community input customer survey and survey of agencies
- Create a solution based working environment

Improve the image of FRC

- Confidentiality training both internally and externally

Expand Services FRC

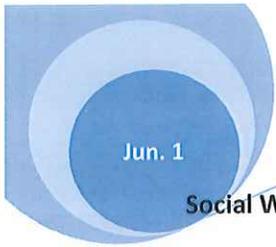
- Evaluate Programs effectiveness continually.
- Develop a system to identify and address co-occurring challenges.
- Implement a community need process for FRC service expansion & improvement
- Develop a system to track outcomes.

Evaluate FRC Programs and Services

- Evaluate staffing needs.
- Evaluate Program needs
- Develop a system to track outcomes.
- Implement compass assessment.
- Client surveys

Gather Community Input for FRC Programs & Services

- Community surveys
- Agency surveys
- Research/Review Data
- Focus Groups
- Suggestion box
- Community events



Social Welfare:

“To improve the social and economic standing of the Lac du Flambeau community”

Increase affordable and sustainable homes for the tribal membership

Objectives

- Amend the Chippewa Housing Authority Indian Housing Plan to increase the number of home ownership homes by 20 homes by 2014.
- Develop a tribal home ownership program for tribal members.
- Develop an evaluation program to teach and orientate renters and homeowners on renter and home ownership responsibilities. Example could be duties of a Healthy Home Coordinator.
- Re-develop the high risk policy for the Chippewa Housing Authority.

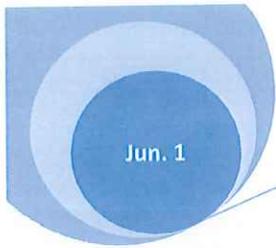
Lac du Flambeau Tribal Education Department Goal and Objectives:

To Preserve and Restore the Cultural Language and Identity for Future Generations

- Develop an immersion school

Create the Environment for Positive Systems Change for Community Education

- Develop a Fiber/Broadband System for the Community
- Develop a rehabilitation Review for Career and Education Improvement Goals for Tribal Members
- Complete a Review/Study of Job Demand and Local Skill Development
- Develop Communication Mechanisms to Keep the Community Updated on Educational Trends and Issues
- Create a Community Advocacy Project and Network



Create the Environment and Process for Collaboration between Educational Institutions in the Community

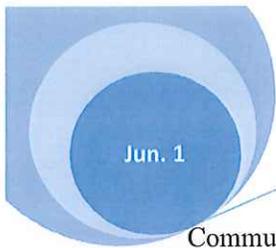
- Develop filtering mechanisms for K-12 incentives
- Develop a leadership program in the K-12 school system
- Implement partnership and resource development for collaboration efforts on shared goals and objectives

Create a Process for Collecting and Analyzing Data for Overall Evaluation and Accountability of Education Programming

For your information, attached is the goals and objectives from years past for the education department

Provide quality education for the Lac du Flambeau community.

1. Develop a quality high school program located on the reservation.
2. Develop Ojibwe language and cultural programs.
3. Develop environmental education and recreational programs for tribal youth.
4. Develop on the job-training program for management positions.
5. Develop a Tribal college and voc-tech program.
6. Eliminate high school drop-outs.
7. Provide secondary education along with career development.
8. Develop Tribal Government and Sovereignty curriculum for the school system.



Community Infrastructure

Improve the infrastructure of the Lac du Flambeau Community for long term positive growth

Lac du Flambeau Band of Lake Superior Chippewa Indians

Strategic Energy Plan

November 16th, 2009

Introduction

The energy situation for the Lac du Flambeau Band of Lake Superior Chippewa Indians and the Lac du Flambeau Reservation has many areas of concern. The Tribe has recently seen significant increases in the financial costs of its energy and will likely see these costs continue to rise in the future. There are also significant environmental costs associated with the energy sources used by the Tribe. The reservation is supplied with electricity by a private electric utility that largely utilizes fossil fuels to produce its power. A majority of the thermal energy used on the reservation also is fossil fuel derived. Not only are these sources expensive and polluting, these sources are not produced locally, which therefore leaves the Tribe almost completely reliant upon others for its energy.

This plan discusses the current energy use on the Lac du Flambeau Reservation, the current status of the Tribe's energy program, as well as the issues and concerns with energy on the reservation. This plan also identifies and outlines energy opportunities, goals, and objectives for the Tribe to accomplish. The overall goal of this plan is to address the energy situation of the reservation in a holistic manner for the maximum benefit to the Tribe. This plan is an evolving document that will be re-evaluated as the Tribe's energy situation changes.

The Tribe aims to address its energy situation with the following vision:

"The Lac du Flambeau Tribe will commit to utilize local energy resources that reduce the environmental and financial costs of energy use to ultimately gain Tribal energy independence."

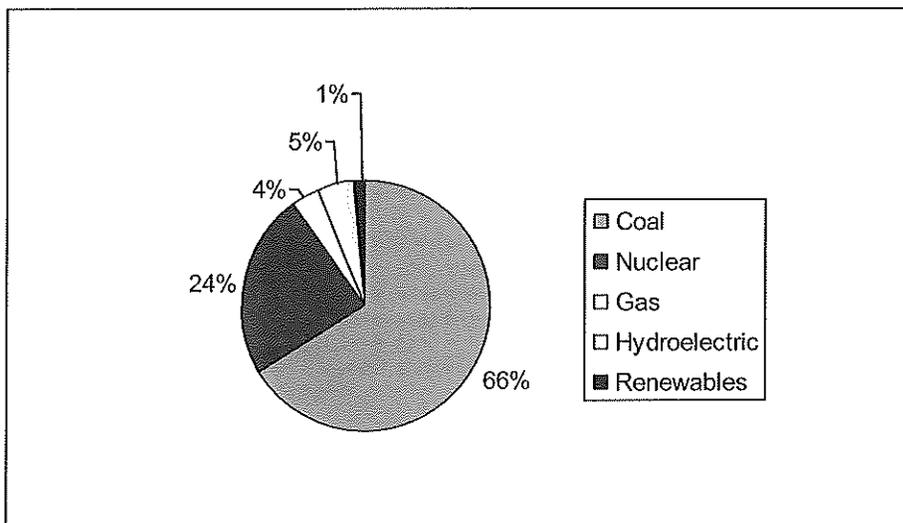
Current Energy Use on the Reservation

Electric Energy

The commercial facilities and housing of the Lac du Flambeau Band of Lake Superior Chippewa Indian Reservation are located within the electric service territory of Wisconsin Public Service Corporation (WPS), a private electric utility which operates under the jurisdiction of the Public Service Commission of Wisconsin. The utility provides retail electricity sales through electric distribution lines to Tribal and non-Tribal commercial facilities on the reservation, as well as tribal and non-tribal housing on the reservation. WPS's electricity is not produced on or near the Lac du Flambeau Reservation. The electricity is transferred from power plants scattered throughout and around the WPS service territory through a series of electrical transmission lines, then through distribution lines, ultimately leading to the reservation. The Tribe is completely reliant upon WPS as a provider and distributor of electricity for its facilities, businesses, and residents. Although, some tribal facilities do have diesel-fueled back-up generators for emergency electricity use during WPS power outages.

The majority of the WPS electricity comes from coal-fired power plants located in and around the utility's service territory (66%), followed by nuclear power (24%), hydroelectric (5%), Gas (4%), and renewable energy (wind, solar, biomass) only comprising 1% of the utility's power supply and therefore only 1% of the Tribe's electricity. (See Figure1)

Figure 1: WPS power supply mix



Thermal Energy

All Tribal facilities on the reservation gain the majority of their thermal energy (heating) from propane (LP) as there are no natural gas lines on the reservation. The Tribe does not own or operate an LP distribution utility, so this energy source is also purchased from private LP distributors, one of which is located within the reservation boundaries and several others located off of the reservation in nearby communities. Tribal facilities usually solicit for bids annually for LP and contract with a distributor for the heating season. The LP is delivered by the distributors and stored in bulk storage tanks outside and adjacent to Tribal facilities. Tribally-owned facilities are completely reliant on the LP distributors for thermal energy.

The majority of tribal residences also heat with LP, although many residences on the reservation also supplement their LP heat by burning cordwood in woodstoves and fireplaces, while some residences primarily heat their homes with cordwood in outdoor wood boilers, as well as indoor woodstoves. The cordwood can be obtained by gathering on and off the reservation, as well as by purchase. It is estimated that between 25 and 50 percent of residences burn wood for a portion of their heat. Some residences also use wood pellets as a thermal energy source for their homes in pellet stoves and furnaces. Currently there is no local production of wood pellets in the Lac du Flambeau area although pellets can be delivered or purchased at businesses near the reservation.

Many Tribal office facilities and homes also supplement their thermal energy with electric space heaters.

Renewable Energy

Currently, the aerators at the Tribal wastewater treatment facility and the Bear River gauging station located at 3rd Bridge are powered by solar photovoltaic (PV) systems. Residences on the reservation utilize some renewable energy in their use of cordwood and wood pellets for thermal

heating. Otherwise, there is currently no other utilization of renewable energy on the reservation by the Lac du Flambeau Tribe.

Tribal Energy Loads and Costs

The Tribal Natural Resources Department, in collaboration with Seventh Generation Energy Systems, Wisconsin Public Service, Petroleum Heat and Power, and Ritchie Oil completed an analysis of recent Tribal energy use in 2008. This analysis included the compilation of annual energy use totals, energy price rates, evaluation of use and price trends, environmental impacts, and projections into the future. This energy analysis covered the years 2003 through 2007, and the future projections were analyzed through the year 2017. (See Addendum 1 - Executive Summary, Task One, and Task Two for detailed information and findings)

In 2007, the Tribe (excluding residential, Chippewa Housing Authority (CHA), and elder utilities) held 138 electric accounts with Wisconsin Public Service powering 92 facilities, which included all Tribal gaming, business, government, natural resources, and water/sewer operations on the reservation, as well as the Lac du Flambeau Public School. The actual price rates for a facility's electricity vary significantly depending on account type, the average demand, or the amount of electricity used each month. Typically, the more electricity a facility uses, the cheaper the cost per kilowatt hour (kWh) of electricity. (See Addendum 1 - Task 1-1.4.1, and Task 2-1.2 for more information on WPS electricity rates)

In 2007, Tribal facilities used 11.8 million kWh of electricity and 407,000 gallons of LP. Eighty-six percent of the overall electricity use was consumed by the 10 Tribal facilities with the highest electricity use, and 83% of the overall propane use was consumed by the 10 Tribal facilities with the highest LP use. The overall use of electricity by the Tribe increased by 10% from 2003 to 2007, while during this same five year period, the amount of money the Tribe spent on electricity increased by 46%, for a 2007 electricity price of \$826,026. Also during that time period, the overall LP use by the Tribe increased by 47%, while LP expenditures increased by 173%. It is estimated that if these price trends continue, the energy bill for the Tribe could be near \$5 million by the year 2017. (See Figure 2 and Table 1 below, and Addendum 1 - Task 1 and Task 2 for more information)

Figure 2: Annual Lac du Flambeau Energy Costs, 2003-2007

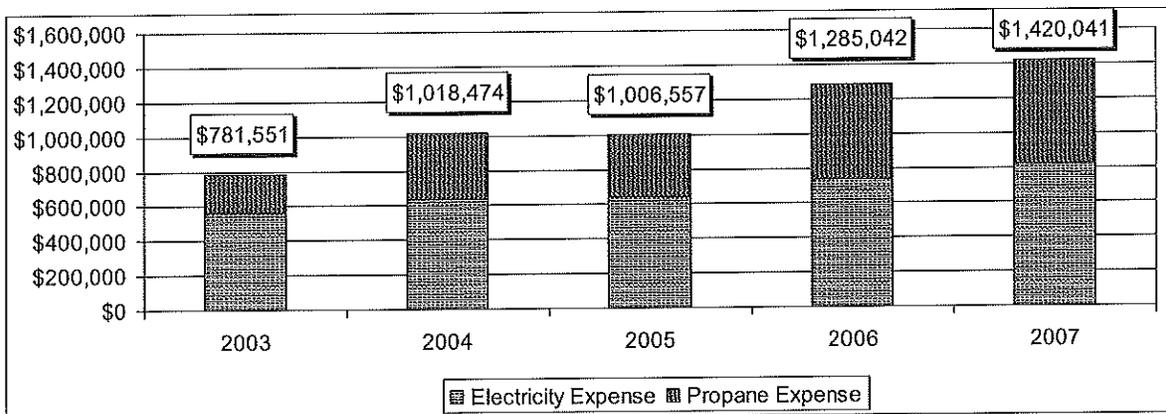


Table 1: Annual Electricity and Propane Consumption and Cost, 2003 to 2007

Year	Electricity (kWh)	Electricity Expenses (dollars)	Propane (gallons)	Propane Expenses (dollars)
2003	10,758,223	\$564,603	274,292	\$216,948
2004	11,050,869	\$638,091	388,589	\$380,383
2005	10,297,054	\$640,596	292,825	\$365,961
2006	11,634,594	\$733,593	397,817	\$551,449
2007	11,870,059	\$826,026	407,476	\$594,014
TOTAL	55,610,799	\$3,402,909	1,760,999	\$2,108,755

The costs of this energy use are not limited to the financial costs outlined above. There is a significant environmental cost associated with the Tribe’s energy use, largely in part to the fact that a majority of the Tribe’s energy sources comes from the burning of fossil fuels. The WPS power supply mix is largely from burning coal, a fossil fuel, and LP gas, which is also fossil fuel derived. Table 2 below shows the quantified air emissions associated with the Tribal facilities energy use in 2007.

	<i>Equivalent metric description (lbs)</i>		<i>2007 electricity (kWh)</i>		<i>2007 propane (gallons)</i>
31,331,860	Pounds of CO2	are released from	11,870,059	and the	407,476
73,364	Pounds of NOx	are released from	11,870,059	and the	407,476
144,831	Pounds of SOx	are released from	11,870,059	and the	407,476
1	Pounds of mercury (HG)	are released from	11,870,059	and the	407,476

Current Status of the Tribe’s Energy Program

In October of 2007, The Tribe secured funding from the U.S. Department of Energy - Tribal Energy Program to assess and evaluate the current use and cost of energy on the reservation by Tribal facilities, as well as to assess and evaluate the potential for utilizing renewable or alternative energy on the reservation. The funding provided for a part-time staff person to coordinate the activities of the project, and for the contracting of a consultant to perform the technical analysis of the Tribe’s current energy use, and the assessments of the Tribe’s renewable energy resources. The consultant also analyzed the opportunities to retrofit Tribal facilities with

renewable energy systems for electricity as well as heating and cooling. The Tribe would then identify issues, concerns, and goals, and compile these ideas into a Strategic Energy Plan to guide the Tribe towards energy conservation, renewable energy deployment, and energy independence.

During this project period, the project coordinator, with the assistance of Wisconsin's Focus on Energy program conducted walk-thru energy audits of the larger Tribal facilities to identify opportunities for energy savings through conservation and efficiency upgrades. The reports for each facility that was audited are currently available to Tribal staff for review. (See Addendum 1 - Task 3) Also, during the project period the Tribe hosted a training "Practical Energy Management for Schools and Government" in which tribal staff learned about typical energy issues with commercial facilities, maintenance of equipment for energy efficiency, opportunities for incentives and savings through Focus on Energy program, efficiency upgrade energy savings calculations, among many other energy related topics.

Tribal staff also coordinated with the hired energy consultant, Seventh Generation Energy Systems of Madison, WI as well as other energy professionals and groups to complete an assessment of the Tribes potential to use renewable energy such as wind, solar, geothermal, hydro, and biomass on the reservation. The Tribe now has technical reports on the findings of these assessments, with recommendations for deployment of systems that utilize these renewable and alternative energy technologies. Individual tribal facilities were analyzed for their potential to retro-fitted with these renewable energy systems, as well as the analysis of the financial return on investment for the individual systems. (See Addendum 1 - Task 1 through Task 8)

Also during this time period, the Tribal Council has publicly supported pursuing the development of a 25x25 plan, in which the Tribe would work to obtain 25% of its energy from renewable sources by the year 2025.

The funding for the Tribe's Energy Program has been limited to just this current project. The Tribal Natural Resources Department has continued to seek additional resources, although a majority of funding sources require a significant match from the Tribe for energy projects, which currently has left the program with limited opportunities.

Issues and Concerns

Energy Conservation and Energy Efficiency

- Many Tribal facilities (government and business) are largely energy inefficient due to deterioration with age, poor insulation/weatherization, and inefficient HVAC systems, appliances, and lighting
- Tribal electricity use (commercial facilities) has increased at an average of 10% from 2003 to 2007
- Tribal LP use (commercial facilities) has increased at an average of 47% from 2003 to 2007
- Many Tribal residences are not properly weatherized for the local climate and are not energy efficient
- Many Tribal residential woodstoves are out-dated and burn inefficiently

Energy Resources and Energy Independence

- The Tribe is entirely dependent on acquiring electricity from an outside private, for-profit, utility whose energy is produced off of the Reservation, mainly from coal-fired power plants
- Tribal commercial facilities are entirely dependent on acquiring LP fuel from local, private distributors for thermal energy (heating).
- Tribal residences are largely dependent on acquiring their thermal energy (heating) from local, private distributors of LP fuel
- Tribal forestry and logging operations offer options for utilization of woody biomass (logging residue, cordwood, sawlogs, etc) for thermal and/or electrical fuel, but currently are not utilized locally within the Tribe for either of these purposes
- The Tribe does not own and operate its own utility for electricity distribution or thermal energy/fuel distribution to Tribal facilities, businesses, or to Tribal members or community members residences, and is therefore largely dependent on other entities for its energy
- Currently there are no electrical transmission lines on the reservation, through which wholesale power could be supplied to the reservation, or in which the Tribe could supply large quantities of power to be sold to other users

Financial and Environmental Costs

- Tribal expenditures on electricity (commercial facilities) have increased 46% from 2003 to 2007
- Tribal expenditures on LP (commercial facilities) has increased at a rate of 173% from 2003 to 2007
- The majority of funds spent on local energy costs do not stay in the Lac du Flambeau community
- Existing Tribal energy use poses threats to the local, regional, and global environment; specifically by energy sources contributing to air pollution, and the unnatural release of greenhouse gases
- The opportunity to take advantage of federal tax credits/incentives for utilization of renewable energy systems is currently unavailable for the Tribe
- Many Tribal residential woodstoves are out-dated and release significant emissions that are potentially harmful to indoor and outdoor air environments

Education and Capacity Development

- Lack of educational resources available to the community regarding local, regional, and global energy issues
- Tribal staff, CHA staff, and local contractors/tradesman are currently not trained professionally in energy efficiency, renewable energy system site assessments, or system installations

Opportunities

Energy Conservation and Energy Efficiency

- Energy efficiency retrofit projects on Tribal facilities can be deployed for significant energy savings (See Addendum - Task 3)
- Develop a wood-stove change out program for Tribal residences to replace old inefficient woodstoves with new, more efficient models

Energy Resources and Energy Independence

- The Tribe can gain “Energy Independence” by deploying Tribally owned and operated renewable energy systems on the reservation that produce clean energy from local resources (See Addendum 1 - Task 4 through Task 8)
- Build a model “green” office complex designed for low energy use and the utilization of alternative/renewable energy technologies
- Build model residence(s) designed for low energy use and the utilization of alternative/renewable energy technologies

Financial and Environmental Costs

- Economic development by keeping energy dollars in the community
- Utilize locally produced renewable electric and thermal energy resources to reduce the financial and environmental costs that are currently associated with local energy use
- Assess and evaluate energy efficiency and renewable energy projects as a long-term financial investments that immediately reduce environmental costs, rather than only pursuing projects with quick financial returns

Education and Capacity Development

- Explore new markets or assess feasibility for manufacturing energy or smart-grid related materials or supplies (Simpson Electric)
- Pursue tribal staff training on energy efficiency as well as renewable energy systems, building site assessments, and system installations
- Educate the community on opportunities for energy efficiency and renewable energy through presentations, publications, classes, and trainings

Goals and Objectives

- *“To improve efficiency of energy use in Lac du Flambeau”*
 - Deploy energy efficiency retrofits to Tribal facilities systems for lighting, HVAC, or other systems where possible, with priority given to systems over 20 years old

- Develop building codes for Tribal buildings and housing that addresses energy efficiency and conservation as well as opportunities for easily retrofitting with renewable energy systems
 - To develop a Tribal transportation energy plan that addresses energy efficiency of local transportation
 - To develop a Tribal woodstove change out program to replace older inefficient woodstoves with newer clean burning models with increased efficiency
- *“To increase Lac du Flambeau energy independence by utilizing local, renewable energy resources”*
 - Deploy renewable energy technologies on Tribal facilities (see Addendum 1 - Task 4 through Task 8)
 - Pursue further feasibility assessments of micro-scale to commercial-scale energy development utilizing renewable resources such as biomass, solar, wind, municipal and residential waste, algal, and other renewable energy technologies (See Addendum 1 - Task 4 through Task 8)
 - Prioritize green building techniques with new construction and remodeling of Tribal facilities and housing
 - Achieve Tribal energy independence through development and deployment of locally produced renewable/alternative energy technologies
 - To obtain 25% of LdF energy sources from renewable resources by 2025 and develop a “25 x 25” plan
 - Develop a Forestry wood chip program that creates jobs and enhances biomass resources by removing usable biomass from forest from timber sales, timber stand improvement projects, or other sources
 - Coordinate with other agencies to evaluate other potential local resources of biomass such as State and Federal lands, as well as private forests.
 - Utilize local biomass for development of a pellet mill to provide a clean and efficient resource to heat Tribal facilities and homes
 - Develop a centrally located combined heat and power plant that utilizes biomass for electricity production and distribution of heat in to Tribal facilities and homes
 - Assess feasibility of developing a Tribal-owned utility for electricity distribution and/or LP distribution
 - Develop a Tribal transportation energy plan for utilizing alternative and/or renewable fuels for Tribal fleet vehicles and Tribal member vehicles
 - *“To reduce the financial and environmental costs of energy use in Lac du Flambeau”*
 - Deploy renewable energy systems that significantly reduce the use of conventional, non-renewable energy sources for the most financial and environmental benefit to the Tribe
 - Seek Federal, State, or other funding sources to leverage with Tribal resources for deployment of energy efficiency improvements and renewable energy systems that reduce energy costs and negative environmental impacts

- Coordinate with local electrical utility to take advantage of available financial benefits offered through deployment of renewable energy systems
- Research and pursue opportunities for the Tribe to take advantage of Federal tax credits for renewable energy system deployment
- “Education of the Lac du Flambeau Community and Lac du Flambeau Tribal Staff on energy issues, energy technologies, and local energy opportunities”
 - To educate the public on issues with current status of energy in Lac du Flambeau, the region, the nation, and the World (air pollution, global climate change, dependence on outside resources, fossil fuels, etc)
 - To educate the public on energy conservation, efficiency, and local renewable technology opportunities for Lac du Flambeau
 - To train Tribal staff in energy efficiency and renewable energy technologies
 - To build a model “green” office complex for the Tribal Natural Resources Department, which can be used as a demonstration facility for education the public on sustainable design and renewable energy technologies
 - To build a model residence or group of residences that utilize renewable energy technologies for electricity and thermal energy to educate the public of these options

Alternative I: (No change)

This alternative would result in the Tribe continuing to purchase all electricity from the local electric utility, currently Wisconsin Public Service Corporation, at retail electricity prices. Tribal facilities would continue to obtain thermal energy from LP, purchased through local distributors. Tribal residences would also continue to purchase their electricity from the local utility, and obtain thermal energy through purchasing LP for furnaces and purchasing or gathering wood for woodstoves.

Under this alternative, the Tribe would not employ staff to operate an Energy Program. Any energy improvements for Tribal facilities would be done through existing building maintenance activities or remodeling projects. The Tribe would not seek development of local renewable energy technologies for electric or thermal energy. The Tribe would not further pursue developing educational opportunities regarding energy issues or technologies for the public or Tribal staff. The estimated annual budget for this alternative would be \$0.

Effects of Alternative I:

Under this alternative, the Tribe would remain entirely dependent on the private, electrical utility to obtain electricity by purchase. The Tribe would also remain entirely dependent on private LP distributors for thermal energy, except where residences can burn cordwood for heat. The Tribe would experience an entire lack of energy independence and energy sovereignty.

The financial costs for Tribal facilities’ energy could very likely become close to **\$5 million annually by the year 2017**. The environmental costs of the Tribe’s electricity use would

continue to be determined by the private distribution utility, and will be under no control of the Tribe. Tribal residences will also continue to experience increased financial costs for their electricity and thermal energy.

Energy education opportunities for Tribal members and Tribal staff would be limited to those offered from outside agencies. Tribal capacity to develop and carryout energy efficiency or renewable energy projects would also be limited as there will not be trained Tribal staff dedicated to pursuing these opportunities

Alternative II: (preferred)

Under this alternative, the Tribe would focus on addressing the energy issues of the Tribe and community as a whole. This would involve executing energy efficiency and renewable energy deployment projects, utilizing recommendations in Addendum 1 - Tasks 1 through Task 8. The Tribe would also pursue further feasibility studies and analysis of local renewable energy resources like biomass, and micro to commercial scale renewable energy technology opportunities, especially as those technologies continue to develop.

The Tribe would work closely with the utilities and other agencies to examine opportunities for saving on the financial and environmental costs of the Tribe's energy use. The Tribe would also aggressively pursue Federal and State grant-funded opportunities for energy projects, and leverage Tribal resources on these projects wherever possible.

The Tribe would also host community-based activities and collaborative initiatives to help accomplish the energy goals of the Tribe, and educate the community on energy-related issues and opportunities. Technical training for staff and community members on energy efficiency and renewable energy technologies would be provided to build capacity within the Tribe and the community.

The Tribe would also pursue further planning where necessary to address all energy issues that may arise or be identified.

Under this alternative, it would be necessary to expand the Tribe's Energy program to employ at least one full-time staff to carry out these duties. The estimated annual budget would be \$200,000, plus additional funds for potentially larger deployment projects.

Effects of Alternative II:

Under Alternative II, the energy issues facing the Tribe would be addressed in a holistic manner. The Tribe would work to deploy projects that solve energy inefficiencies, and install energy systems that utilize local, renewable, and clean energy sources. The Tribe would gain independence from energy providers by utilizing these energy resources and technologies.

Tribal forestry management will be enhanced as the Tribe pursues further utilization of the local woody biomass resource. As a result, tribal members will also have more opportunities for residential thermal energy savings by utilizing this enhanced local resource.

The Tribe would experience significant financial savings in its energy use, as well as lessen the environmental impacts of using conventional energy resources like fossil fuels. More of the money spent on energy would stay in the Lac du Flambeau community, thus providing opportunities for economic development and job creation in the community.

Tribal sovereignty and self-determination will be enhanced as the Lac du Flambeau Tribe becomes less dependent on outside sources for energy.

Alternative III:

Under this alternative, the Tribe would aggressively pursue the development of a utility for the distribution of electrical and thermal energy. The Tribe would attempt to negotiate the purchase of the energy distribution infrastructure which currently exists on the Reservation, or would purchase and deploy or erect its own infrastructure. The Tribe would then pursue the extension of an electrical transmission line onto the reservation in order to purchase electricity from power plants and the transmission company, or build a commercial power production facility on its own.

This alternative would require a very significant investment by the Tribe financially for the research, legal processes, and purchasing of the infrastructure and operational facilities.

Effects of Alternative III:

Under this alternative, the Tribe would be able to purchase energy at wholesale rates, cheaper than what it currently pays, but would then be responsible for the distribution of the energy to Tribal facilities, businesses, and residences. Also, unless the Tribe built a power plant on the Reservation, it would continue to be largely dependent on outside private sources for its energy.

Some effects that may result from this alternative would include legal and jurisdictional issues, regional utility and environmental regulations, maintenance of infrastructure, and bill collection issues.

This alternative could give the Tribe energy independence, but not without a significant added responsibility associated with this type of development.

Energy Matrix

- O** Alternative does not meet this goal
- /** Alternative partially meets this goal
- X** Alternative fully meets this goal

<u>Goals</u>	<u>Alternative I</u>	<u>Alternative II</u>	<u>Alternative III</u>
To improve efficiency of energy use in Lac du Flambeau	O	X	O
To increase Lac du Flambeau energy independence by utilizing local, renewable energy resources	O	X	/
To reduce the financial and environmental costs of energy use in Lac du Flambeau	O	X	/
Education of the Lac du Flambeau Community and Lac du Flambeau Tribal Staff on energy issues, energy technologies, and local energy opportunities	/	X	O

RESOLUTION NO. 227(09)

- WHEREAS,** the Tribe's vision statement reads, "The Lac du Flambeau Tribal Council has the responsibility to create a sustainable community for Tribal Members, descendents and the seventh generation"; and
- WHEREAS,** the Lac du Flambeau Band of Lake Superior Chippewa Indians vision for the environment is to protect, conserve and enhance the resources of the Lac du Flambeau Reservation for the present and future generations; and
- WHEREAS,** the Tribe has established an Energy Program within the Tribal Natural Resources Department in October of 2007 through U.S. Department of Energy's Tribal Energy Program Grant #DE-FG36--07GO17085 with a goal to complete an audit of Tribal Facilities' energy use to establish a baseline of Tribal energy use, assess the potential for utilizing renewable energy on the reservation and to create Strategic Energy Plan for the Reservation; and
- WHEREAS,** the activities for this project are complete and the Tribe's Natural Resources Planning Departments have drafted Strategic Energy Plan for the Tribe to be included as a chapter to the Tribe's Integrated Resource Management Plan with Alternative II as the recommended and preferred alternative; and
- WHEREAS,** the Strategic Energy Plan was publicly available for comment from Tribal members and Tribal Staff from October 5th, 2009 to October 16th, 2009; and
- WHEREAS,** the comments received from the public overwhelmingly support the Tribal Strategic Energy Plan and Alternative II; now therefore be it
- RESOLVED,** by this Council in Regular Session assembled, hereby approves and supports the Lac du Flambeau Tribal Strategic Energy Plan dated November 16, 2009 with Alternative II as the Preferred Alternative; and be it further
- RESOLVED,** to approve that the Lac du Flambeau Tribal Strategic Energy Plan be included as a chapter to the Tribe's Integrated Resource Management Plan; and be it further
- RESOLVED,** to adopt the following as the Lac du Flambeau Tribal Energy Vision Statement: *"The Lac du Flambeau Tribe will commit to utilize local energy resources that reduce the environmental and financial costs of energy use to ultimately gain Tribal energy independence."*

CERTIFICATION

I, the undersigned, as Secretary of the Lac du Flambeau Band of Lake Superior Chippewa Indians, a tribal government operating under a Constitution adopted pursuant to Section 16 of the Indian Reorganization Act, 25 U.S.C., s. 476, do hereby certify that the Tribal Council of the Band is composed of twelve members, of whom eleven constituting a quorum, were present at a Regular Meeting, duly called, noticed, convened, and held on the 23rd Day of November, 2009, and that the foregoing resolution was duly adopted at said meeting by an affirmative vote of nine members, one against (E. Risingsun), none abstaining, and that the said resolution has not been rescinded or amended in any way.



Betty Jo Graveen, Secretary
Lac du Flambeau Band of Lake
Superior Chippewa Indians

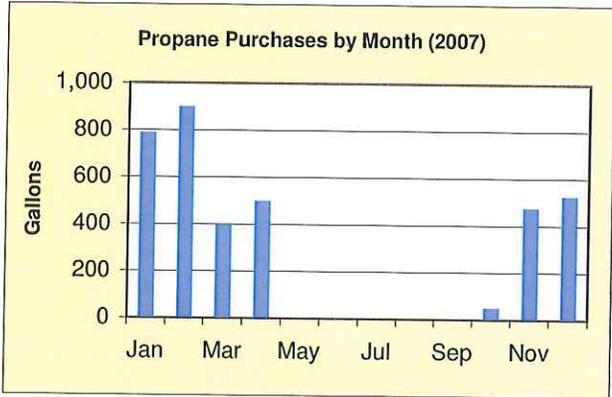
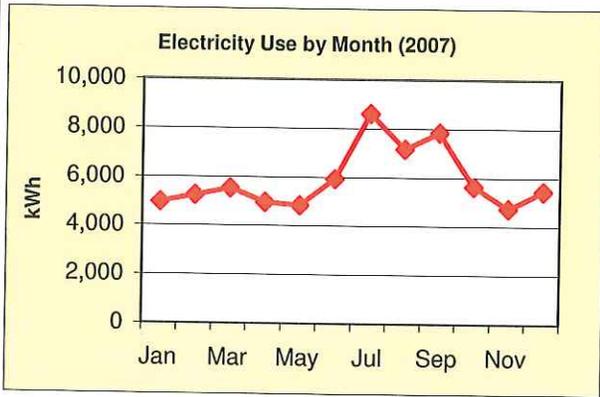
Facility - Muesum		Space Heating System	Furnace
Area (ft ²)	9,000	Space Cooling System	DX
Occupany Schedule		Water Heating System	Propane



Energy Profile (2007)

Electricity	Total	Rank	Percent of Tribe
Consumption kWh (Cost)	70,909 \$8,032	15	0.6%
Electricity Intensity (Cost/ft ²)	26.9 \$0.89	19	
Energy Charge (kWh)	\$0.109		
Demand Charge (kW)	\$0.00		

Propane	Total	Rank	Percent of Tribe
Consumption gal (Cost)	3,638 \$5,311	13	0.9%
Propane Intensity (Cost/ft ²)	36.9 \$0.59	16	
Propane Cost (gal)		\$1.46	



WPS Electric Accounts

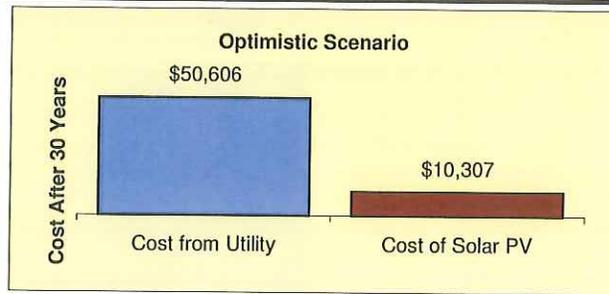
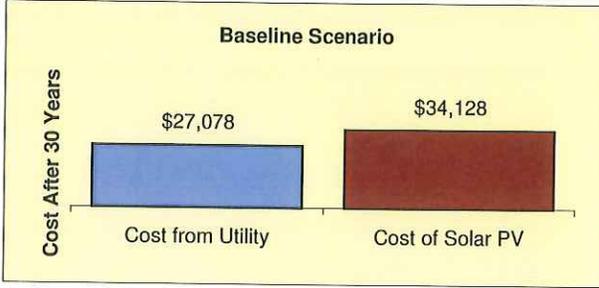
Type	Rate	2007 Use (kWh)	2007 Cost
Main	CG-1	70,909	\$7,693
Outdoor lighting	GY-3		\$339
Outdoor lighting	GY-3		

Energy Efficiency Recommendations

Recommendation	Cost to Install	Annual kWh Savings	Simple Payback (yrs)
Energy audit recommended			

Solar PV

Size of System (kW) 4
Annual Energy Production (kWh) 4,656

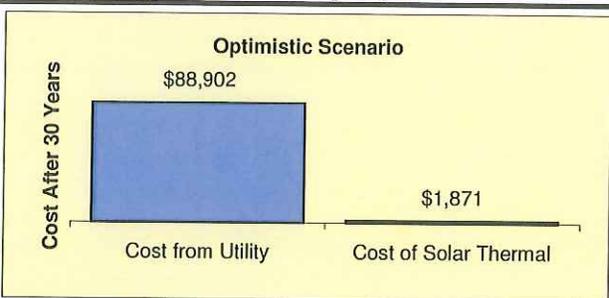
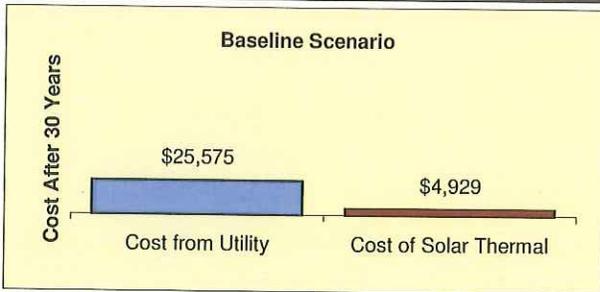


Estimated Grant Amount to Break Even: \$5500
Notes:

Break Even Year 13

Solar Hot Water

Size of System (Sq. feet) 32
Annual Energy Production (Propane) 113



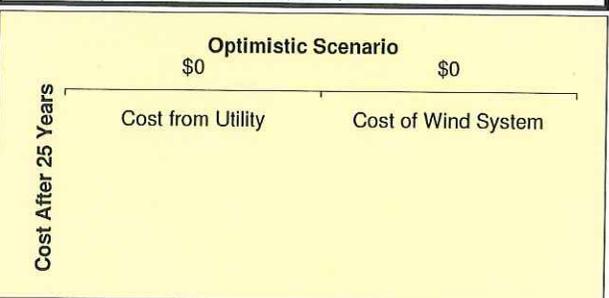
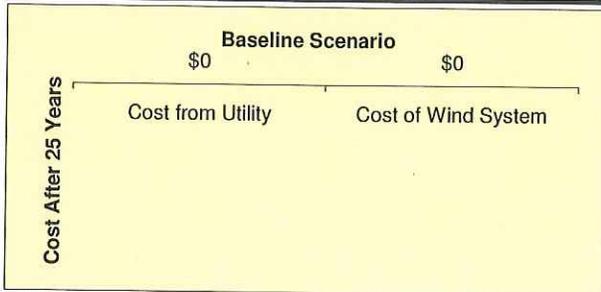
Break Even Year 14

Break Even Year 6

Notes: A hot water system should only be considered after exact amount of hot water use is verified.

Wind

Size of System (kW) 0
Annual Energy Production (kWh) 0



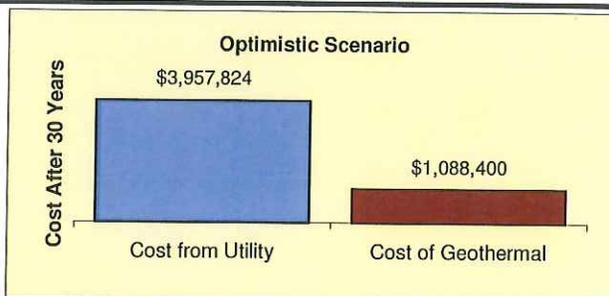
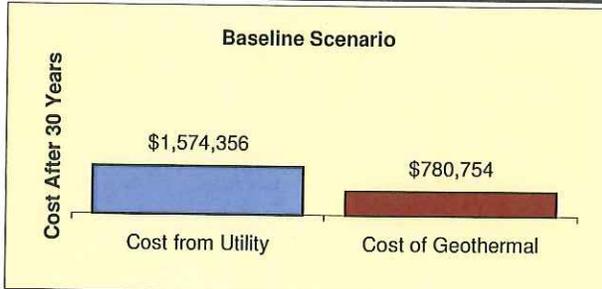
Estimated Grant Amount to Break Even: \$0

Break Even Year 0

Notes: N/A

Geothermal

Size of System 18 tons
Annual Energy Savings (kWh/gallons) 7091 / 3456



Break Even Year 1

Break Even Year 1

Notes: Should not be prioritized unless occupancy increases.

Welcome to the Lac du Flambeau Tribal Natural Resources Department



Our Department Mission is:

"To preserve, protect, and enhance the natural environment for the Lac du Flambeau tribal way of life."

With our commitment to the environment and natural resources of the Lac du Flambeau Tribe, our department is excited to now share our new "green" office facility with you.

Our new facility constructed in 2011, hosts the offices for our various natural resources and environmental programs that serve our community including Environmental Protection, Water Resource, Energy/Air Quality, Brownfields, Solid Waste/Illegal Dumping, Great Lakes Restoration Initiative, Wildlife, Fisheries Management, Conservation Law, Animal Control, Emergency Management and the Tribal Campground.

The facility was designed and constructed to lessen its impact on the environment by: redeveloping an existing site, by conscientious construction management, through storm water management, energy efficiency and renewable energy!

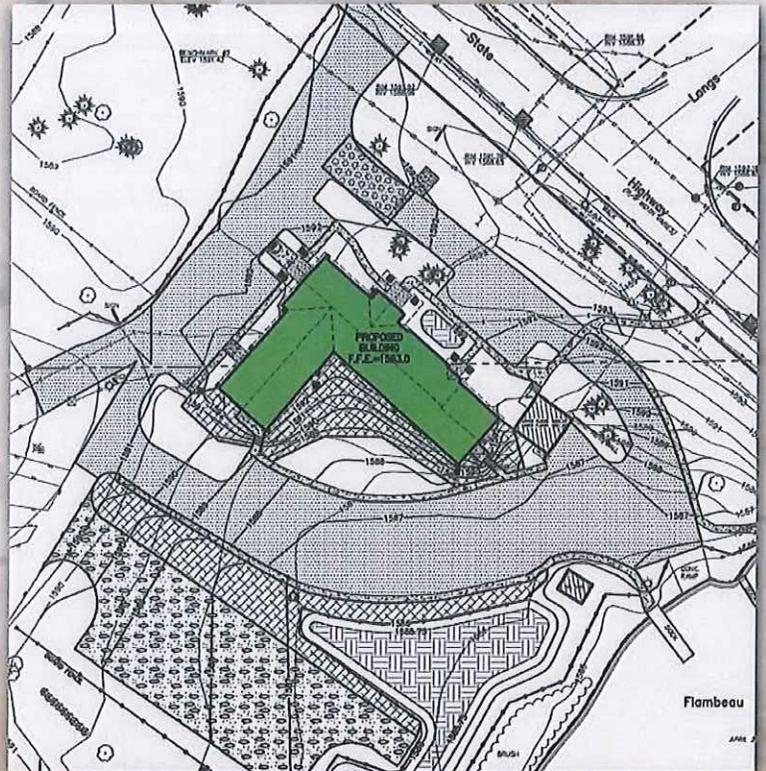
As part of our department's environmental awareness and energy efficiency goals, we are seeking LEED Certification for this building from the United States Green Building Council.

The Tribal Natural Resources Department and Leadership in Energy and Environmental Design or (LEED)...

Many of the program goals for Lac du Flambeau Tribal Natural Resources Department are consistent with the efforts of the USGBC LEED Building Certification Program.

The Tribe's Energy Program has a strategic plan for the Tribe that includes goals for energy efficiency, reduction of energy costs, renewable energy, and energy education.

The Tribal Environmental Program helps the Tribe reduce solid waste from going to landfills by promoting recycling.



The Tribal Water Resource Program protects water quality on the reservation by regulating shoreline development and promoting storm-water management.

Also the Tribe's new Great lakes Restoration Initiative Program works to restore areas that provide important habitat on the Reservation.

The US Green Building Council LEED program gives a certification for buildings that utilize low impact construction practices, with low environmental impact operation and energy use.

With similar goals for the Tribal Natural Resources Department, it made sense for the Tribe to apply for a LEED Certification for the department's new facility.

Water Protection

The Tribe gained Erosion and Sedimentation Control LEED Points through control of pollution, sedimentation, and erosion resulting from construction activities by using silt fence and development of a swale to catch over 70% of the water from the site and **100% of the 5 year or less storm water was diverted from the lake during construction.**

Water Efficient Landscaping LEED points were all so gained by reducing the amount of potable water used for landscaping and capturing run off through the use of native plants in rain garden systems, funded in part by the Tribal Great Lakes Restoration Initiative Program. The Tribal Water Program worked closely with designers and contractors throughout

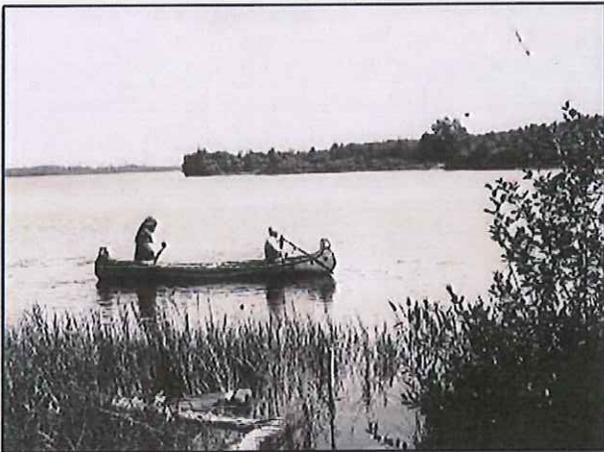


**“Nibi is the life, the blood/
river/veins of nourishment.
The survival of life for all
inhabitants”**

**~Migizikwe
Lac du Flambeau Ojibwe**



the project to insure the rain garden and bio swale provided the maximum protection to the adjacent water body while also providing post construction water filtration and habitat for native species dependent on shoreline habitat. Water Use Reduction LEED Points were also gained by minimizing the burden on municipal water supply and wastewater system by reducing water consumption to 30% below the requirements of the Energy Policy Act of 1992 through the use of low-flow plumbing fixtures.



Energy Efficiency and Renewable Energy

**All of us, everyone here at Lac du Flambeau,
We shall try to use what was put down here for us to use very wisely,
thus many things we will not have to obtain from other places,
If we do this, we are respecting our territory and it will be less expensive as we live *
~Ozaawaagosh 2012**



The Strategic Energy Plan for the Lac du Flambeau Tribe included a specific goal to construct this facility as demonstration to the community and to showcase sustainable design and renewable energy technologies.

To accomplish this, the facility includes a geothermal system for the heating and cooling of the facility. The building has 24 horizontal wells that act as a closed-loop heat

exchanger which provides heat for the building during the cold winter months, and helps cool the building in the summertime. This ground-source heat pump system runs on electricity, and eliminated the need for propane to be on site for heating. This heating and cooling system, coupled with R-value 39 insulation in the walls, and 50 in the attic, create a super-efficient HVAC system within the facility.

Electricity is also produced on-site at the facility by a 5 kilowatt solar photovoltaic system on the southwestern portion of the building's roof. The building-integrated photovoltaic (BIPV) system on the facility is a thin film laminate that is glued to the standing seam metal roof. This helps produce a portion of the electricity at the facility, and the output is tracked and logged on the inverter located in the facility mechanical room.

In the first nine months of operation, the PV system saved the tribe over \$700 in electricity costs and reduced almost 3 tons of Carbon emissions from going into the atmosphere.

Waste Reduction and Recycling

Many aspects of the planning, design, construction and operation of the new Tribal Natural Resources Department Facility will help towards the building's LEED Certification.

The site selected to construct the facility was a previously developed area. This site selection lessened the developmental impact of the new facility, and provided an opportunity to restore the area with some natural habitat.

The department also made a goal to recycle as much as possible throughout the construction process at the site. By the end of construction, there was a total of almost 350 tons of recycled material from construction, which ended up to be over 93% of all waste produced on site during construction.



With construction complete, the Natural Resources Department now has a recycling program aimed to reduce the amount waste produced during day-to-day operations. Recycling bins can be found in every office and all common areas.

93%
of construction waste recycled!
350 tons
of waste diverted from landfills!



Giinawind, gakina awiia o'omaa Waaswaaganing ,
gi ga wiikajitoomin da aabajitooyang ga bagidinigaadeg omaa chi weweni,
dash gaawiin niibowa gegoo giwii ondinaasiimin, bakaan ingoji.
Giishpin o'o doodamang, weweni dash gi wii manaajitoomin gid akiiminaan.
minawaa gaawiin ispagindesinoon megwaa bimaadiziyang. *
~Ozaawaagosh 2012

www.ldftribe.com/naturalresources

715-588-4213

"To preserve, protect, and enhance the natural environment for the
Lac du Flambeau tribal way of life."

To

Lac du Flambeau Tribal Natural Resource Dept
2549 State Hwy 47 N
PO Box 67
Lac du Flambeau, WI 54538



APPENDIX J

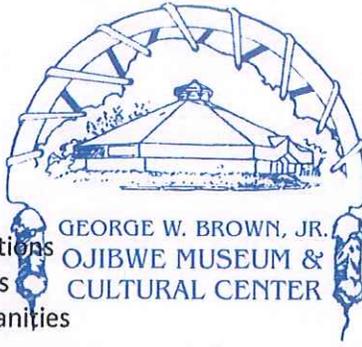
LETTERS OF COMMITMENT

RESUMES

PROJECT BIDS

November 24, 2014

Sustaining cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506



To Whom It May Concern:

As Director of the George W. Brown Jr. Ojibwe Museum and Cultural Center, I am writing this letter to express the commitment of my organization to the planning project proposed in our grant application to the National Endowment for the Humanities, Sustaining Cultural Heritage Collections. The mission of our organization – to preserve, disseminate and advance the history and traditions of the Lac du Flambeau Band of Lake Superior Ojibwe, their reservation and environs – is embraced and reflected in our museum’s beautiful collection and facility. However, as we have gained experience and knowledge in operating our museum over the last 25 years, we have come to realize that there are potentially serious impediments to preserving our collection, and to doing so in a sustainable manner.

We believe it is critical at this point to develop a Collections Preservation Master Plan in order to comprehensively identify and address these impediments. The timing of this planning project is critical, due to the upcoming building of the new Waaswaaganing Indian Bowl Living Arts and Culture Center, which will be connected to the Museum. We foresee incorporation of this Collections Preservation Master Plan into the Scope of the Architectural Plan for the Indian Bowl Living Arts and Culture Center.

My role as the Project Director for this planning project will be to plan and coordinate the project’s interdisciplinary planning team and its meetings, contract with the museum preservation professionals as identified by the planning team, oversee the work of the museum professionals, ensure ongoing project compliance, and report on project outcomes and results as required by the funder. As the Tribe and Museum’s cost share to this project, a minimum of 312 hours of my time as Museum Director, over the course of the year, will be dedicated to this project.

I hope you will look upon our application favorably, as we look forward to the opportunity to comprehensively plan to preserve our valuable collection for the Seventh Generation.

Sincerely,

Teresa Mitchell
Museum Director
George W. Brown Jr. Ojibwe Museum & Cultural Center
Lac du Flambeau Tribe
tmitchell2@ldftribe.com

You ask me who I am. If you wish to know, you must seek me in the clouds. I am a bird who rises from the earth, and flies far up, into the skies, out of human sight; but though not visible to the eye, my voice is heard from afar, and resounds over the earth! Remember that the voice of the Crane echoes afar off, and when he summons his children together, they number like the pebbles on the Great Lake shore!

-Keeshkemun, Waswaaganing, c. 1813

Teresa A. Mitchell

PO Box 804
Lac du Flambeau, WI 54538
715-588-3333
tmitchell2@ldftribe.com

EDUCATION

- | | |
|----------------|--|
| 1981-1985 | Flandreau Indian School, South Dakota Boarding School. Graduated 1985. Worked a Library intern for extra credit and pay. |
| 1985-1986 | University of Eau Claire, WI. Majored in Communications and Business (withdrew from school due to health reasons) |
| 2000-2001 | Nicolet Tech School, Accelerated Business Management, Associates Degree. Studied Native American issues and business. |
| 2001 – Present | Self-taught in Windows, Excel, PowerPoint and Word
Self-taught Research in-house and the internet.
Attended many workshops, conferences and classes pertaining to museum curriculum. |

EMPLOYMENT

- | | |
|--------------|--|
| 2008-present | Museum Director at the George W. Brown Jr. Ojibwe Museum & Cultural Center. Overseen the care of the Museum and its holdings, I have been the only employee on site for the past three years. I have created the budget, financial obligations, attended many workshops, seminars, webinars as possible directed to curator and director subjects. |
| 2002-2008 | Museum Manager at the George W. Brown Ojibwe Museum and Cultural Center. Main aspect of job was gift shop, inventory of sales, restock and orders. Created a new line of clientele and geared the museum shop towards burying from Native American local artist. On |

the job training with prior director as she prepared to depart form job.

2000-2002 Case Worker: Lac du Flambeau Economic Support
Worked in the Cares system providing help to families in need with food stamps and medical. Completed training and successfully carried about 100 cases of local residents. Left job as Museum position became available.

2000-2000 Cashier at the Fireside (local restaurant)
Cashier of retail and inventory. Opened and closed store and restocked inventory. Temp position until something came along.

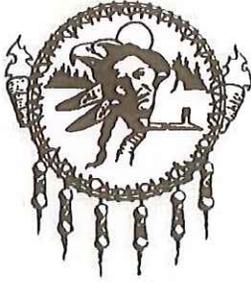
1994-2000 Lac du Flambeau Bingo
Worked all aspects of bingo hall operations over six year employment. left job, needed a new direction then gaming.

1993-1993 Part time bartender as I searched for regular employment.

1989-1993 Floor Manager Lake of the Torches Casino
Started job as blackjack dealer and worked my way up in house.

OTHER PROFESSIONAL ACTIVITIES

I have sat on the Personnel Selection Committee for the past ten years until recently. I am currently the coordinator for the Annual Bear River Powwow in July, and have been on the committee for the past 12 years. I am also involved with Native American Religions and culture.



LAC DU FLAMBEAU BAND

OF LAKE SUPERIOR

CHIPPEWA INDIANS

TRIBAL NATURAL RESOURCE DEPARTMENT

P.O. BOX 67
2500 HWY. 47 NORTH

LAC DU FLAMBEAU, WISCONSIN 54538

(715) 588-4213
FAX# (715) 588-3207

Fish Culture - Fisheries Management - Wildlife Management - Water Resources - Environmental Protection - Conservation Law - Energy - Air Quality
November 25th, 2014

Sustaining Cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506

To Whom It May Concern:

This letter is to express my commitment to the Tribe's grant application to the NEH, as well as my commitment to the development of a sustainable collections preservation master plan for the George W. Brown Jr Ojibwe Museum. As the Energy/Air Quality Program coordinator for the Lac du Flambeau Tribe, it is my responsibility to coordinate the implementation of the Tribe's Strategic Energy Plan and Integrated Resource Management Plan to advance our energy and air quality goals towards sustainability. My role often includes planning for the renovation and improvements of existing Tribal facilities, and I look forward to participation on such a great project for our Museum.

Many of our existing Tribal facilities are in need of improvements in order to meet the needs of their operations and reduce energy use, and the Museum is no different. There are significant opportunities for improving the energy efficiency at the Museum, and I believe that by taking a holistic and comprehensive look at the specific needs of the facility, its collections, and its operations, we will be best serving the Tribe for the future. There is also a great need to thoroughly plan for the successful integration of the existing Museum facility into the planned Indian Bowl, which also presents a viable opportunity to plan for energy system integration, which I look forward to exploring.

My role in this project will be to actively participate on the inter-disciplinary planning team, coordinate with the Museum Director to oversee the professional contracts, provide broad technical oversight as a representative of the Tribe on the project, and to assist in the development and authoring of the collections preservation master plan. As a part of the Tribal cost share to this project, I will commit to spending a minimum of 208 hours of my time as Energy/Air Quality Program Coordinator.

I appreciate your careful consideration of the Tribe's application for resources to pursue this worthwhile and valuable project for our community.

Sincerely,

Bryan Hoover
Energy/Air Quality Program Coordinator
Tribal Natural Resources Department
Lac du Flambeau Band of Lake Superior Chippewa Indians

Bryan Hoover

2549 State Hwy 47 North
PO Box 67 Lac du Flambeau, WI
Phone: (b) (6) bhoover@ldftribe.com

EMPLOYMENT HISTORY

Energy/Air Quality Program Coordinator

Tribal Natural Resources Department

Lac du Flambeau Band of Lake Superior Chippewa Indians – October 2007 – Present

Primary Responsibility: Management and administration of the Tribe's Energy and Air Quality Programs for implementation of the Tribe's Strategic Energy Plan and Integrated Resource Management Plan.

- Established the Tribe's energy baseline consisting of over 60 commercial facilities and 200+ utility accounts.
- Evaluation and implementation of facility energy conservation, efficiency, and renewable energy projects.
- Ongoing analysis and benchmarking of Tribal energy use.
- Authoring, securing, and administering grants from State and Federal agencies.
- Authoring of RFPs to contractors and consultants for energy system design and project installations.
- Providing technical assistance and advisement for community planning and development.
- Conducting energy infrastructure and energy development feasibility studies.
- Collection and analysis of air quality data.
- Identifying local indoor and ambient air quality issues and planning for remediation.
- Active participation and engagement in national air quality policy development.
- Developing outreach tools and an education plan and for the Tribal Natural Resources Department.
- Organizing and hosting community events for education and outreach.
- Supervision of energy program apprentices and department interns.

Position Accomplishments

- Successful management and oversight of over \$1.75 million from federal, state, and private funding sources.
- Spearheaded the initial development LdF Tribe's Energy and Air Quality Programs.
- Led an advisory team to develop and authored the Lac du Flambeau Tribal Strategic Energy Plan.
- Successfully coordinated the LEED Certification process for the Tribal Natural Resources Department facility.
- Development and implementation of a multitude of facility energy improvements including lighting retrofits, HVAC upgrades and replacements, and weatherization improvements.
- Planned and managed several facility-scale renewable energy installations including geothermal, solar PV, solar thermal, and biomass systems.

Town Supervisor

Town of Lac du Flambeau, WI Elected in April 2013 - present

- Engaged oversight of town government facilities and operations.
- Collaboration with other community leaders and staff to effectively develop and implement community projects and provide services.
- Production and administration of town operational budgets.
- Responding to local residents for resolving issues and ensuring coordinated services.
- Local ordinance and policy development to enhance the quality of life while protecting citizens.
- Development of ideas for projects and initiatives for community enhancement.

Adjunct Instructor

Lac Courte Oreilles Ojibwe Community College – Lac du Flambeau, WI Campus
August 2009 – January 2010

- Provided instruction to adult students at varying academic capacities.
- Developed lesson plans for instruction of Mathematical concepts for a semester course.
- Assisted students in academic advancement in post-secondary education.
- Provided extra tutoring and mentoring for students with extra needs.

Substitute Teacher

Lac du Flambeau Public School November 2006 – June 2007

- Provided instruction to students in grades K-8 as needed within the district.
- Worked closely with other teachers and administration to assist in meeting the needs of students.
- Relieved teachers when needed for short and long-term absences.
- Mentored students through positive interaction and building relationships.

OTHER POSITIONS CURRENTLY HELD

- Secretary, Lac du Flambeau Town Lakes Committee
- EPA Region 5 Alternate Representative - National Tribal Air Association Executive Committee

EDUCATION

Bachelor of Science – Earth Sciences Montana State University - Bozeman, MT
Physical Geography 1999-2003

RELEVANT PROFESSIONAL TRAINING

- *Community- and Facility Scale Tribal Renewable Energy Project Development and Finance Workshop*, US Dept of Energy (2014)
- *Tribal Energy Development in the Great Lakes*, Law Seminars International (2014)
- *Weatherization and Indoor Air Quality*, Northern Arizona University – Institute for Tribal Environmental Professionals (2012)
- *Tribal New Source Review*, Northern Arizona University – Institute for Tribal Environmental Professionals (2012)
- *Management of Tribal Air Programs and Grants*, Northern Arizona University – Institute for Tribal Environmental Professionals (2009))
- *Practical Energy Management for Schools & Government*, Focus on Energy (Lac Courte Oreilles 2008)
- *Air Pollution Technology*, Northern Arizona University – Institute for Tribal Environmental Professionals (2008)



November 19, 2014

Sustaining cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506

To Whom It May Concern:

I am writing this letter to express the commitment of the Planning Department of the Lac du Flambeau Band of Lake Superior Chippewa Indians to the planning project proposed in our tribal Museum's grant application to the National Endowment for the Humanities, Sustaining Cultural Heritage Collections. If funded, the George W. Brown Jr. Ojibwe Museum and Cultural Center grant would allow our team to create a long term, holistic plan to sustainably preserve the museum collection for future generations.

As Director of the Tribe's Planning Department, I oversee the planning and construction of new tribal buildings and renovations to tribal buildings. A major project that I oversee that currently is in the mid-planning phase, is the Waaswaaganing Indian Bowl Living Arts and Culture Center. This new building will be physically connected to the Museum, and will create a cultural complex that will serve as a major cultural and economic hub on our reservation. My active involvement in planning for enhancements to the museum and collections preservation is critical, especially due to my role in the Waaswaaganing Center. As such, I will be a member of the interdisciplinary planning team for the Lac du Flambeau Collections Preservation Master Plan, if this project is funded. We foresee incorporation of this Plan into the Scope of the Architectural Plan for the Waaswaaganing Indian Bowl Living Arts and Culture Center.

I hope you will look upon our application favorably, as we look forward to the opportunity to comprehensively plan to preserve our valuable collection for the Seventh Generation.

Sincerely,

Emerson Coy
Planning Department Director
Lac du Flambeau Band of Lake Superior Chippewa Indians
P.O. Box 67
Lac du Flambeau, WI 54538
Ph: 715-588-4252
Fx: 715-588-9408
Email: ecoy@ldftribe.com

**Lac du Flambeau Band
of Lake Superior Chippewa Indians**
P.O. Box 67 - Lac du Flambeau, Wisconsin 54538 ■ (715) 588-3303 ■ FAX (715) 588-9408

EMERSON L. COY

(b) (6)

(b) (6)

(715) 5884252

email: (b) (6)

Qualifications Resume

OBJECTIVE

To offer extensive experience and expertise to complete quality projects.

EXPERIENCE

1990 – present Lac du Flambeau Tribe

Director, Planning & Development

- Directed planning & development activities
- Contract management for seven completed road construction projects
- Grantsmanship & contract managements for six water & sewer improvement contracts totaling over 6 million dollars
- Overseen the development of previous HUD projects in FY 96,97,98, 2001, & 2003
- Supervise planning staff and responsible for strategic planning
- Previous CEO of LdF Industries, Inc.
- Tourism Development & Business Counseling

1980–1990 Winameg-East Chesterfield Parish Wauseon, Ohio

Minister

- Spiritual and pastoral care to a two-point parish
- Pastoral and brief counseling
- Church administration and communications
- Psychological Technician & Counseling Stress Center Psych Ward

1978-1980 Lac du Flambeau Tribe

Business Manager

- Responsible for all Tribal Budgeting.
- Development of original tribal cigarette business
- Technical Assistance to Tribal Businesses

EDUCATION

- 1965–1970 Youngstown State University, Youngstown, Ohio
- Bachelor of Science in Business Administration
 - Major in Advertising & Public Relations and Minor in Business Organization.
- 1970-1972 Lexington Theological Seminary, Lexington, Kentucky
- 1982-1985 Ashland Theological Seminary, Ashland, Ohio
- ❖ Master of Divinity with a Specialty in Psychology & Counseling

OTHER EXPERIENCES & ASSOCIATIONS

- ❖ Board Member & former treasurer of Northwoods Nijji Enterprise Community, Inc., a non-profit
 - ❖ Former Board member to Private Industry Council for JPTA
 - ❖ Committee Member for Native American Tourism of Wisconsin for Great Lakes Inter-Tribal Council, Inc.
 - ❖ 1972-1978 Director of Maternal & Child Health Programs and WIC Program at GLITC, Inc. 1972-1978
-



JASON GRAVEEN
TRIBAL FACILITY MANAGER

November 18, 2014

Sustaining cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506

To Whom It May Concern:

As the Facilities Manager of the Lac du Flambeau Band of Lake Superior Chippewa Indians, I am writing this letter to express my commitment to the planning project proposed in our Museum's grant application to the National Endowment for the Humanities, Sustaining Cultural Heritage Collections. If funded, the George W. Brown Jr. Ojibwe Museum and Cultural Center's application for a planning grant would allow our team to create a long term, holistic plan to sustainably preserve the museum collection for future generations.

We believe it is critical at this point to develop a Collections Preservation Master Plan in order to fully understand the capacity of our building, mechanical systems, and structures to sustainably preserve our museum collection, and to plan for action steps that we can take to enhance the preservation of our collections. The environmental sustainability aspect of this project aligns directly with the Tribe's Strategic Energy Plan. If funded, my role in the project will be to participate on the interdisciplinary planning team that will drive the assessment and planning process.

The timing of this planning project is critical, due to the upcoming building of the new Waaswaaganing Indian Bowl Living Arts and Culture Center, which will be connected to the Museum. We foresee incorporation of this Collections Preservation Master Plan into the Scope of the Architectural Plan for the Indian Bowl Living Arts and Culture Center.

I hope you will look upon our application favorably, as we look forward to the opportunity to comprehensively plan to preserve our valuable collection for the Seventh Generation.

Sincerely,

Jason Graveen
Facilities Manager

Lac du Flambeau Band
of Lake Superior Chippewa Indians
P.O. Box 67 Lac du Flambeau, Wisconsin 54538 – (715) 588-3303 Ext. 4474

JASON GRAVEEN

(b) (6)

Phone:

(b) (6)

• Email:

(b) (6)

OBJECTIVE

Obtain a position as within the Lac du Flambeau Tribe. My skills, motivation, attention to detail and my continued pursuit of education in this field make me the ideal candidate to fill this position.

HIGHLIGHTS OF QUALIFICATIONS

- Demonstrated expertise in administration related to construction.
- Skilled in gathering and interpreting data.
- Awarded Navy Achievement Medal (3) for administration skills requiring superior attention to detail and analytical ability.
- Proficient in the use of a variety of office automation equipment. Typing skills of 40+ WPM.

EDUCATION AND TRAINING

Training / Certification:

International Facility Management Association Certification:
Facility Management Professional 2014-Current

College:

Pikes Peak Community College, Colorado Springs, CO

Note: Currently 2 classes shy of Associates in Business Administration.

Recently completed courses:

ACC 121 Accounting Principles I

BUS 115 Introduction to Business

BUS 217 Business Comm. and Report Writing

ECO 201 Introduction to Microeconomics

AST 101 Introduction to Astronomy I

COM 115 Interpersonal Communication

AEC 104 Architectural Drawing Theory

ACC 122 Accounting Principles II

BUS 216 Legal Environment of Business

BUS 226 Business Statistics

ECO 202 Introduction to Macroeconomics

AST 102 Introduction to Astronomy II

COM 225 Organizational Communication

AEC 228 Contracts and Legal Environment

Additional Training:

AN/TPY-2 (2007) · GTEC (2006) · Microsoft Excel (2006) · GCCS-J (2006) · Primary Leadership Development Course (2005) · SAR Planner (2005) · Naval Surface Fire Support (2004) · Enlisted Tactical Applications (2004) · Single Ship Antisubmarine Warfare Training (2004) · Safety Programs Afloat (2003) ·

Awards:

Navy Achievement Medal (3) · Armed Forces Expeditionary Medal (2) · Global War on Terrorism Medal · Iraqi Freedom Medal · Navy Unit Commendation Medal · Meritorious Unit Commendation Medal ·

PROFESSIONAL EXPERIENCE

Lac du Flambeau Tribe

2011-Present

Facility Manager, Lac du Flambeau, Wisconsin

- Responsible for the scheduled and preventative maintenance of 30+ facilities totaling over 300,000 SF.
- Initiating energy saving upgrades with a goal of decreasing energy consumption by 50%.
- Oversee and manage contract work for various capital improvement projects for the LDF Tribe.

Alutiiq Global Solutions

Carpenter, 10th Special Forces Support Headquarters, Fort Carson, CO

2008-2009

- Resident carpenter for an extremely diverse company which has been awarded numerous construction projects to facilitate the upcoming influx of troops to Ft. Carson.
- Ensured project was being constructed safely and in accordance with strict US Army Corps of Engineer (USACE) standards and the Unified Building Code.
- Consulted with USACE Quality Control Representative on all issues related to my field of work.

T&J Handyman

2007-2009

Owner / Partner, Colorado Springs Area

- Consulted with owners, architects, other contractors, and engineers to comply with regional building codes.
- Assigned and reviewed job specific cost codes for accuracy and assured that all invoices are accurate and complete for payment.
- Coordinated with the Pikes Peak Regional Building Department on construction plans and code issues.

Hensel Phelps Construction Company

2007-2008

Carpenter, Barracks / COF Projects, Fort Carson, CO

- Specialized in concrete gang form setting and construction of handset concrete forms for one of the most successful and largest construction firms in the US.
- Assisted the Quality Control (QC) officer in the performance of his duties.
- Recognized on numerous occasions for safety consciousness.

US NAVY

1997- 2007

Operations Center NCO, JFCC-IMD, Schriever AFB, CO (2005-2007)

- C2BMC operator. Utilized this tool for briefing of senior leaders on the status of the Ballistic Missile Defense (BMD) system.
- Responsible for handling and maintaining manuals and publications up to Top Secret (TS SCI/TK).
- Ensured the maintenance of BMD assets is being conducted as scheduled while tracking the impact of any unscheduled maintenance on the system, keeping our senior leaders / BMD community informed.

Leading Petty Officer, USS Normandy (CG-60),

Anti-Submarine/Surface Tactical Air Controller, USS Nicholson (DD-982) Norfolk, VA, 2nd, 5th and 6th Fleets.

- Directly responsible for the safety and professional development of 29 personnel. Junior sailors were mentored on job training, Personal Qualification Standards and overseas deployment preparation.
- Assistant Watch Bill Coordinator for an in-port 3 duty section rotation consisting of over 110 personnel.
- Conducted over 2000 hours of tactical control of Maritime Patrol Aircraft in the 2nd, 5th and 6th fleet AOR's with no incidents or safety of flights.

JASON GRAVEEN

(b) (6)

Phone:

(b) (6)

• Email:

(b) (6)



MIDWEST ART CONSERVATION CENTER

2400 Third Avenue South Minneapolis, MN 55404 Tel: 612-870-3120 Fax: 612-870-3118

November 21, 2014

Teresa Mitchell, Director
George W. Brown Jr. Ojibwe Museum and Cultural Center
Lac du Flambeau Band
603 Peace Pipe Road PO Box 804
Lac du Flambeau, WI 54538

Dear Teresa:

It has been a pleasure speaking with you about your application for a Sustaining Cultural Heritage Collections Planning Grant through the National Endowment for the Humanities (NEH), and I will look forward to working with you and your staff on a collections assessment and facility/space study for the George W. Brown Jr. Ojibwe Museum and Cultural Center as a part of the larger grant project. Please consider this document as a letter of commitment to lead in the production of a written, comprehensive Collections Preservation Master Plan for the Lac du Flambeau Tribe's Museum as outlined in your grant application.

As we have agreed, I will plan on visiting your institution in Lac du Flambeau, WI on three separate occasions throughout the end of 2015 through 2016 as specifically outlined in your work plan. Upon completion of my initial visit and collections assessment, I will then prepare a written comprehensive report that will include a list of short-term, medium-term, and long-term recommendations to improve the preservation of your collections, as well as documentary digital images. The report will work to focus on the sustainable preservation of the collection using passive, non-mechanical approaches as often as possible. These recommendations and the Master Plan development will be done in close collaboration with the contracted building science professional also being retained for this project. After presenting these initial recommendations and after further collaboration with the planning committee, I will prepare and present the final Collections Preservation Master Plan. In addition to the initial assessment, during the first site visit I will also provide training to staff on the use of newly purchased environmental monitoring equipment, including PEM2 data loggers for measurement of temperature and relative humidity, as well as the Elsec 765 UV and Visible Light Meter for light levels.

Your grant application budget form will outline the related consulting fees and travel expenses that MACC will incur for your project. The total cost to complete this comprehensive collections assessment and facility/space study, inclusive of all expenses, is \$13,010.00. Please note that all consulting fees are quoted at our current MACC Member rates.

I have attached a copy of my resume for submission with your grant application. If you require any further information, please do not hesitate to contact me. I will look forward to working with you and your staff on this worthwhile project, and I wish you success in your grant application.

Sincerely,

A handwritten signature in black ink, appearing to read "Elisa L. Redman".

Elisa L. Redman
Director of Preservation Services

Enclosure

Elisa L. Redman

2400 3rd Avenue South
Minneapolis, MN 55404
(612) 870-6301
eredman@preserveart.org

PROFESSIONAL EXPERIENCE

Midwest Art Conservation Center Minneapolis, MN USA

*Director of Preservation Services
(March 2012-present)*
*Associate Director of Preservation Services
(July 2009-March 2012)*
*Assistant Director of Preservation Services
(June 2004-July 2009)*

- Certified CAP Assessor
- Conduct on-site assessment surveys of varied cultural institutions, specializing in archives and special collections, historic houses and sites, and mixed archaeological collections
- Develop and present educational workshops throughout the Upper Midwest region, including initiating the development of multiple-use Power Point presentations on a wide range of preservation topics
- Collaborated on development of new on-site technology for assessment surveys
- Writing grants for museums, library, and archival collections preservation
- Consult on collections care, preservation planning, disaster preparedness
- Respond to inquiries regarding preservation and conservation issues as needed
- Write articles and other technical materials
- Participate and consult in on-site disaster response and collections salvage

Museum of London London, England

Institute of Archaeology M.A. Internship (April-June 2003)

- Evaluated and assembled past research and relevant information on the Billingsgate Roman Bath House archaeological site into a full report for the Museum of London
- Conducted research into the excavation and constructional histories of the site, and evaluated its significance and relevance to the present day
- Proposed display and interpretation options for the Billingsgate Bath House site for the placement portion of the M.A. in Managing Archaeological Sites

Science Museum of Minnesota St. Paul, MN USA

Visitor Relations Manager (April 2000-August 2002)

- Ensured visitor safety and security by proactively managing the physical \$99 million multi-faceted facility; implemented safety policies and delivered safety training to front-line staff
- Supervised front-line staff to include training, work direction, and performance feedback; on-site management and decision-making regarding the visitor experience
- Supported museum colleagues in effectively executing successful visitor experiences by enabling staff and volunteers to follow organizational policy and procedure; maintained an environment of creative and collaborative problem-solving
- Facilitated all on-site inter-staff communication on the floor of the public museum; continually evaluated existing avenues of communication and revised as needed

HIGHER EDUCATION

**University College London,
Institute of Archaeology**

London, England

M.A. Managing Archaeological Sites
Concentrations: Public Archaeology, Archaeology of London

University of Minnesota

Minneapolis, MN USA

B.A. History, *magna cum laude*

FURTHER EDUCATION

"Fundamentals of Budgeting", September 22, 2009. Through the Nonprofits Assistance Fund, Minneapolis, MN.

"Preservation of Gravestones and Cemetery Monuments". May 19-21, 2008. Instructor: Jon Appell, at the Campbell Center for Historic Preservation Studies in Mt. Carroll, IL.

"Pesticides and Museum Collections: Guidelines for Detection and Safe Handling". August 3-4, 2005. Instructors: Nancy Odegaard, et al, through the WI Federation of Museums in Madison, WI.

"Recovery of Wet Materials Following a Disaster". May 9-13, 2005. Instructors: MJ Davis and Barbara Moore, at the National Conservation Training Center in Shepherdstown, WV.

"Photographic Identification and Digital Projects". April 19, 2005. Instructors: Debbie Hess Norris and Steve Puglia, through the WI Federation of Museums at UW-Eau Claire.

"Disaster Response in Cultural Institutions". April 1, 2005. Instructor: Spence Stehno, through the WI Federation of Museums at the Milwaukee Public Museum.

"Care of Book Collections". September 20-23, 2004. Instructor: Susan Russick, at the Campbell Center for Historic Preservation Studies in Mt. Carroll, IL.

SELECTED LECTURES AND CONFERENCE PRESENTATIONS

"Disaster Response Plans: Enacting Your Plan" – Conference Panel Presentation, Association of Midwest Museums. Madison, Wisconsin, July 2013.

"Using a UV/Visible Light Meter for Monitoring Light Levels" – Conference Presentation, American Alliance of Museums. Minneapolis, MN, May 2012.

"When You Least Expect It: A Disaster and Emergency Preparedness Workshop" – Conference Workshop, Association of Midwest Museums and Mountain Plains Museum Association. Kansas City, Missouri, October 2008.

"Funding Strategies for Collections, Conservation, and Preservation Projects" – Conference Session, Association of Midwest Museums and Mountain Plains Museum Association. Kansas City, Missouri, October 2008.

"Affordable Professional Advice for the Small Museum" – Conference Session, Wisconsin Historical Society Local History and Historic Preservation Conference. Madison, Wisconsin, September 2008.

Midwest Art Conservation Center

Conservation/Preservation Project Budget Format

Institution Name George W. Brown Jr. Ojibwe Museum
Project Name Collections Assessment and Feasibility Study
Submission Date 11/20/2014
For Project Dates TBD 2015-2016

Consultant Fees:

Name / Type of Consultant	Rate of Compensation (Daily)	No. of Days on Project
Joan Gorman / Sr. Paintings Conservator		(b) (4)
David Marquis / Sr. Paintings Conservator		
Beth McLaughlin / Sr. Textile Conservator		
Megan Emery / Objects Conservator		
Nicole Grabow / Objects Conservator		
Elizabeth Buschor / Sr. Paper Conservator		
Dianna Clise / Paper & Preservation Conservator		(b) (4)
Elisa Redman / Dir Preservation Services		(b) (4)
Total No. of Days on Project		(b) (4)
Total Consultant Fees		(b) (4)

Lodging/Subsistence:

	From / To	Location
		Minneapolis / Lac du Flambeau, WI
Number of Persons	1.00	
Number of Days	5.75	
Total Lodging	(b) (4)	
Total Per Diem (\$35 ea)	(b) (4)	
Total Lodging/Subsistence Costs	(b) (4)	

Travel:

Mileage	(b) (4)
Total Mileage Cost at .565/mile	(b) (4)
Airline	(b) (4)
Auto Rental / Other Transportation	(b) (4)
Total Travel Costs	(b) (4)

Materials, Supplies and Equipment:

Admin Fee	(b) (4)
Materials, Equip	(b) (4)
(Method of Cost Computation: Lab Standard)	(b) (4)
Additional Equipment (list)	(b) (4)
Total Cost of Materials, Supplies, & Equipment	(b) (4)
Total Project Cost	\$13,010.00

11/25/2014

Sustaining cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506

To Whom It May Concern:

I am writing this letter to express the commitment of my organization, FNR Services, LLC, to the planning project proposed in the George W. Brown Jr. Museum and Cultural Center's grant application to the National Endowment for the Humanities, Sustaining Cultural Heritage Collections. This planning project – the development of the Lac du Flambeau Collections Preservation Master Plan - is vital to several tribal initiatives, including the Tribe's goal of maintaining and restoring cultural resources for future generations, their goal of reducing environmental and financial costs of energy use, and finally, their goal to rebuild their Waaswaaganing Indian Bowl Living Arts and Culture Center, and to integrate this new facility into the existing Museum building.

I have previously partnered with the Tribe on two other major building projects on the Lac du Flambeau Reservation. These projects include the restoration of the Historic Boys Dormitory building, and the construction of the new Tribal Natural Resources Department Green Office Complex. The Boys Dormitory contains space designed for both exhibition of sensitive relics and archival space including a work room for archeological scientists. The Tribal Natural Resources building is LEED Certified, and serves as a demonstration project for green design/environmentally sustainable building practices. Both facilities feature a geothermal heat-pump HVAC system. I have recently completed a building condition assessment and energy audit of the Museum. I have included my findings in a report to the Tribe that is included in the grant application.

If this project is funded, and I am selected as the Building Consultant, my role as a paid consultant will be as a key member of the inter-disciplinary planning team. I will work closely with the Collections Preservation Specialist in order to understand the unique environmental requirements of the collections and displays in the Museum. I will coordinate with the team to develop the "Owners Project Requirements" that will be used to define the scope for architects, engineers, and contractors during implementation. My role will also be to develop sustainable options for the facility that will meet the unique requirements of the collections and improve overall function of the facility. I will assist in prioritizing actions steps needed to sustainably address all building issues that impede preservation of the museum's collection. I will then work with the team to finalize a Basis of Design, specifications for improvements, and preliminary equipment schedules that can be used for implementation. The project timeframe will be October 2015 through October 2016. Our fees for the services shall be \$13,900 and a breakdown of the fee structure is attached for your reference.

I hope you will look upon the George W. Brown Jr. Museum and Cultural Center's application favorably, as it is a valuable opportunity to comprehensively plan to preserve a valuable collection for future generations.

Sincerely,



Farhan Khatri, P.E., PMP, LEED AP, QCxP
President
FNR Services, LLC
Madison, WI
(608) 213-6165
fkhatri@fnrservices.com

FARHAN KHATRI, P.E., PMP, QCxP, LEED AP
President, FNR Services, LLC



Experience

Commissioning Projects:

- Boy's Dorm, Lac du Flambeau, WI
- Leigh Yawkey Woodson Art Museum, Wausau, WI
- University of Wisconsin Medical Foundation Yahara Clinic, Monona, WI
- Tribal Natural Resources Department Office Complex, Lac du Flambeau, WI
- Orthopaedic Hospital of Wisconsin, Glendale, WI
- Facey Medical Center, Mission Hills, CA
- Pacific Medical Buildings, CA
- Central Wisconsin Agribusiness Innovation Center, Owen, WI
- Wisconsin Green Building Alliance Milwaukee, WI (USGBC Wisconsin Chapter)
- Cedar Bend Humane Society, Waterloo, IA
- Biorec Surgery Center and Medical Office Building, Issaquah, WA.
- Watertown memorial hospital addition and remodel enhanced commissioning. Watertown, WI
- AMB and Prohealth medical office commissioning management. Milwaukee, WI
- Amgen Pharmaceuticals, 1000 Oaks, CA, validation and functional commissioning.
- Wisconsin Green Building Alliance Milwaukee, WI (USGBC Wisconsin Chapter)
- Cedar Bend Humane Society, Waterloo, IA
- GAP commissioning projects (multiple projects)

LEED and Sustainability Experience:

- Teaching class CEE 290 (Sustainability and Integrated Design) and CEE 578 (Capstone) at University of Wisconsin – Madison.
- Successfully completed over fifteen projects through LEED completion. Played a role of sustainability champion for these projects. Extensive knowledge of energy analysis, energy/cost benefit analysis. Also, in progress one LEED CI and one LEED ND projects.
- Played a key role in writing over 500 page sustainable strategies document for a client interested in a sustainable neighborhood.

Energy Analysis and Studies:

- POB building energy assessment and systems optimization study, Columbia, SC
- Box Butte Hospital facility condition assessment, Alliance, NE
- Facey Northridge Medical Building facility condition assessment and energy study, Northridge, CA
- Facey Canyon Country Medical Building facility condition assessment and energy study, Canyon Country, CA

- Numerous energy studies for manufacturing and process industry.
- Energy analysis for projects using; Trane Trace, VisualDOE, eQuest, Energy10, System Analyzer.
- Performed energy analysis for integrated project design, sustainable options evaluation, LEED credit, Energy policy act 2005.

Pharmaceutical and Research & Development Projects:

- Eli Lilly: over a million square feet of lab/vivarium projects.
- University of Texas M.D. Anderson Cancer Center: 420,000 sf building including 125,000 sf vivarium.
- State of Wisconsin – Madison Crime Lab.

Healthcare Projects Designed:

- Prohealth Medical Office buildings.
- University of Wisconsin-Madison Hospital, Psych ward remodel
- University of Wisconsin-Madison Hospital, F6/6 module remodel.

Industrial Projects:

- Detroit Diesel Test lab upgrade. Over twenty 600hp engine test lab.
- John Deere Horicon Life safety system upgrade for 8 test cells.
- Caterpillar Griffin; two 8000hp test cell addition
- Harley-Davidson Juneau Test cell upgrade study.
- Cummins – East Asia Tech Center (Wuhan, China): Issued Construction document set for 105,000sf engine test and research facility.
- Fleetguard Nelson Facility Energy Audit.
- Oak Ridge National Lab New Facility: Preliminary design for new fuels, engines and emissions research center.

Museum and Higher Education Projects:

- Leigh Yawkey Woodson Art Museum - Wausau
- University of Wisconsin – Whitewater; College of Business and Economics.
- University of Wisconsin – Platteville; Glenview Commons student dining area addition and remodel.

Office and Commercial Projects:

- Church Mutual – 80,000 sf Office.
- Modern Woodmen of America – Renovation and Expansion.
- Regal Beloit head quarter office 30,000 sf addition.

Data Center and Computer Room Projects:

- Abbott Labs Data Center Cooling Study: Used Tileflo computational fluid dynamics software to study cooling patterns in three data centers. Suggested recommendations and modified tile layout to match cooling load.

Education University of Wisconsin-Madison,
Bachelor of Science, Mechanical Engineering

George W. Brown Jr. Museum and Cultural Center Planning Phase

Lac du Flambeau Tribe
Lac du Flambeau, WI 54538



Project: George W. Brown Jr. Museum and Cultural Center
Planning Phase Services

Submission Date 11/25/2014

		Hourly rate \$ (b) (4) /hour	
Project Task/Activity	Budgeted Hours		Fees
Consulting Owner's project requirement charrette and documentation Facility detailed energy assessment and report Coordination meetings and activities Development of sustainable options Implementation step and opportunities prioritization Basis of design and specification generation Preliminary equipment schedule generation	120		\$ (b) (4)
Travel		Mileage lodging	\$ (b) (4)
Administration		Printing and materials	\$ (b) (4)
Total Planning Phase Cost			\$ 13,900



November 25, 2014

Ms. Teresa Mitchell
Museum Director
Lac du Flambeau Band of Lake Superior Chippewa
602 Peace Pipe Road
P.O. Box 67
Lac du Flambeau, Wisconsin 54538

RE: George W. Brown Jr. Ojibwe Museum and Cultural Center
NEH Sustaining Cultural Heritage Collections Grant Application
Museum Environmental Consultant
Letter of Commitment

Dear Ms. Mitchell:

Questions & Solutions Engineering, Inc. (QSE) is pleased to submit this letter of commitment to serve as the Museum Environmental Consultant on the multi-disciplinary team you are convening to prepare *The Lac du Flambeau Collections Preservation Master Plan* for the George W. Brown Jr. Ojibwe Museum and Cultural Center in Lac du Flambeau, Wisconsin.

QSE is a consulting firm serving facility owners and operators nationwide. QSE focuses on working with facility owners to achieve high performance from their new and existing building systems. I, as founder and president of QSE, have more than 25 years of experience with museum, library, archive, art studio, and conservation laboratory HVAC systems – all of which present unique challenges that most commercial and institutional buildings do not face.



Scope Description

We propose to bring those years of specialty collections preservation experience to the Lac du Flambeau project team by providing the following services:

- I. Visit the Museum along with the entire team near the beginning of the assessment process.
 - a. Meet to understand:
 - i. The history of the existing building.
 - ii. Intended space use and occupancy patterns throughout the building.
 - iii. Expanded and/or alternate archival storage space options.
 - iv. The environmental control goals for the facility.
 - v. Plans for the new Waaswaaganing Indian Bowl Living Arts and Culture Center to be added to the Museum, including



Questions & Solutions[®]
Engineering
1079 Falls Curve
Chaska, MN 55318

612.308.4716
LetsTalk@QSEng.com
www.QSEng.com

- environmental control systems which could be expanded and/or otherwise leveraged to the benefit of the Museum.
- vi. How the facility will be operated and maintained (in-house, out-sourced, etc.)
 - b. Tour the building to assess environmental control systems and their current operation
 - c. Review building systems documentation, if available:
 - i. Architectural and/or engineering drawings (both original 1989 documents and current Waaswaaganing Indian Bowl Living Arts and Culture Center design documents)
 - ii. Existing equipment operations and maintenance manuals
 - iii. Control system manuals
 - d. Brainstorm potential environmental control system upgrade options
2. Review and comment on *The Draft Lac du Flambeau Collections Preservation Master Plan* prepared by Ms. Elisa Redman, Museum Preservation Specialist, and Mr. Farhan Khatri, Building and Sustainability Consultant.
- a. Evaluate the heating, ventilating, and air conditioning (HVAC) system options presented for consideration in light of collections preservation.
 - b. Prepare a report comparing the options relative to each other with respect to the following characteristics:
 - i. *Environmental Control Effectiveness*. The ability of the system to achieve museum quality conditions in all spaces containing collections.
 - ii. *Annual Energy Costs*: Relative to each other, the lower the annual energy costs, the higher the rating.
 - iii. *Reliability*: Relative to each other, the more reliable the system (i.e., the less susceptible to failure), the higher the rating.
 - iv. *Maintainability*: Relative to each other, the less required maintenance associated with a system, the higher the rating.
 - c. Recommend the option(s) which represent the best balance between all of the above and provide input into the path forward to implementing those options.
3. Meet with all project team members via conference call to review QSE's report and answer questions.

Project Team

Rebecca Ellis, PE, will provide all of the proposed services with supplemental technical and clerical support from other QSE professionals as needed. Ms. Ellis's resume is attached to this letter.



Schedule

Ms. Ellis will visit Lac du Flambeau with the project team in November 2015 and review *The Draft Lac du Flambeau Collections Preservation Master Plan* in February 2016. QSE will submit our formal analysis and recommendations report within 2 weeks of receiving the *Draft* for review.

Fee Proposal

QSE proposes to provide the above scope of services for a lump sum price of **\$6,300**. A detailed breakdown of this price is attached to this letter.

Thank you very much for the opportunity to be part of the Master Plan development team. QSE is honored and excited to serve the Lac du Flambeau Band of Lake Superior Chippewa. If you have any questions, please do not hesitate to call (612-309-0503) or email me (Rebecca.Ellis@QSEng.com) anytime.

Respectfully submitted,

QUESTIONS & SOLUTIONS ENGINEERING, INC.

A handwritten signature in purple ink that reads "Rebecca T. Ellis".

Rebecca T. Ellis, PE
LEED AP BD+C, CCP, CPMP, CxA
President

Attachments:

- Rebecca Ellis Resume
- Fee Breakdown

File: QSE Lac du Flambeau Ltr of Commitment 112514



Rebecca Ellis, PE, LEED AP BD + C, CCP, CPMP, CxA

Position

President

Education

Massachusetts Institute of Technology, MS Mechanical Engineering
University of Minnesota, BS Mechanical Engineering

Associations

United States Green Building Council
American Society of Heating, Ventilating, & Air Conditioning Engineers
AABC Commissioning Group
Building Commissioning Association
Women's Business Enterprise National Council



Professional Engineer

Minnesota, Illinois, Massachusetts, Oklahoma, Pennsylvania, Florida, California, Arizona, Ohio, Iowa, Virginia, Maryland, Kansas

Professional Experience

Ms. Ellis has 31 years of experience engineering and managing a variety of HVAC system projects. Ms. Ellis is a specialist in the design, analysis, and commissioning of intricate temperature and humidity control systems with a particular strength in direct digital controls. She has extensive experience in the design and analysis of museum, laboratory, and animal research facility HVAC systems. She has also been active in performing energy conservation studies, proposals, and designs, and applies that expertise to all new and renovation HVAC design projects.

The majority of Ms. Ellis' HVAC engineering has been for renovations, often in occupied buildings, where the confines of existing and often unknown conditions constrain the design and installation of new systems. This experience has resulted in a keen appreciation of the need for close coordination between all parties involved in a design and construction project.

Ms. Ellis is a nationally recognized leader in the commissioning industry. She has helped define mainstream commissioning services and is a much sought after speaker, author, and trainer. Ms. Ellis has written a monthly column about commissioning for Engineered Systems magazine for more than twelve years. Prior to founding QSE, she developed and led the largest commissioning service group in the country.



Example Relevant Project Experience

Client	Project(s)
Minnesota Historical Society Various Locations	Multiple Museum & Historical Sites Environmental Controls Assessments and Upgrades, including Mille Lacs Indian Museum & Trading Post
Bois Forte Heritage Museum Tower, MN	Environmental Controls Assessment & Recommendations
Chippewa Valley Museum Eau Claire, WI	New Addition Environmental Controls Commissioning & Subsequent Retro-Commissioning
Dakota Discovery Museum Mitchell, SD	Environmental Controls Assessment & Recommendations
Richard I. Bong World War II Heritage Center Superior, WI	Environmental Controls Assessment & Recommendations
Peabody Museum Hall of North American Indians Harvard University, Cambridge, MA	Designed and Commissioned Environmental Controls System for Gallery Renovation
J. Paul Getty Trust Villa Museum Renovation Malibu, CA	Environmental Controls Consultant for Humidity Control System
Getty Center Recommissioning Los Angeles, CA	Existing Building Systems Recommissioning for LEED for Existing Building and Operations & Maintenance Certification
National Gallery of Art Washington, DC	Environmental Controls Consultant for Control System Upgrade
The Art Institute of Chicago Chicago, IL	Environmental Controls Consultant for Multiple New Construction & Renovation Projects
Minneapolis Institute of Arts Minneapolis, MN	Environmental Controls Consultant for Multiple New Construction & Renovation Projects
Lake of the Woods County Historical Society Baudette, MN	Museum Environmental Controls Assessment & Recommendations
Cook County Historical Society Grand Marais, MN	Museum Environmental Controls Assessment & Recommendations
Menahga Area Historical Society Menahga, MN	Museum Environmental Controls Assessment & Recommendations

Example Relevant Publications and Presentations

- *Achieving Optimal Preservation Environments for Collections Storage, A Space Odyssey*
- *Storage Strategies for Cultural Collections, St. Paul, Minnesota, October, 2010.*
- *HVAC Systems for Museums, Midwest Art Conservation Center, Minneapolis, Minnesota, May, 2008.*
- *Commissioning New Green Intelligent Buildings, Green Intelligent Buildings Conference, Baltimore, Maryland, April, 2008.*
- *HVAC Concerns for Collections and Energy Management & Commissioning, Society for the Preservation of Natural History Collections, May, 2007.*
- *Existing Building Commissioning at the Getty Center, International Association of Museum Facility Administrators, September, 2006.*
- *Planning for Operations: HVAC and Lighting, Association of Art Museum Administrators, June, 2006.*
- *LEED EB and Existing Building Commissioning, Northern Illinois Energy Users, June, 2006.*
- *HVAC Concerns for Collections and Energy Management & Commissioning, Society for the Preservation of Natural History Collections, May, 2007.*
- *Commissioning a Museum & Archival Storage Facility, American Society of Heating, Refrigerating, and Air Conditioning Engineers, 1996; National Conference on Building Commissioning, 1996.*

Museum Environmental Consultant Project Budget

Institution Name George W. Brown Jr. Qjibwe Museum and Cultural Center
Project Name NEH Sustaining Cultural Heritage Collections Grant Application
Submission Date 25-Nov-14
For Project Dates 2015-2016

Rebecca Ellis, PE \$ (b) (4) /hour
Total Hours on Project (b) (4) hours
Total Consultant Fees \$ (b) (4)

Lodging/Subsistance:

From/To Chaska, MN / Lac du Flambeau, WI
Number of Persons (b) (4)
Number of Days (b) (4)
Total Lodging \$ (b) (4)
Meals \$ (b) (4)
Total Lodging/Subsistance Costs \$ (b) (4)

Travel:

Mileage (b) (4) miles round trips
IRS Rate (b) (4) /mile
Total Travel Costs \$ (b) (4)

Materials, Supplies & Equipment:

Printing & Reproduction \$ (b) (4)
Postage & Delivery \$ (b) (4)
Total Materials, Supplies & Equipment \$ (b) (4)

TOTAL PROJECT COST \$ 6,300

APPENDIX K

LETTERS OF SUPPORT



SCHOOL OF LIBERAL ARTS

INDIANA UNIVERSITY
IUPUI

November 13, 2014

Sustaining Cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506

To Whom It May Concern:

I am very pleased to write this letter in support of the Lac du Flambeau Tribe's application to the National Endowment for the Humanities, Sustaining Cultural Heritage Collections. If funded, the George W. Brown Jr. Ojibwe Museum and Cultural Center's planning grant would allow the museum to create a sustainable preservation plan for the museum, ensuring that these unique collections will benefit future generations of Tribal youth, community members and museum visitors alike.

I began working with the staff at the George W. Brown Jr. Ojibwe Museum and Cultural Center this past fall when I taught an intensive collections-based workshop for the Great Lakes Culture Keepers. Participation with this workshop, entitled *Caring for Your Museum's Collection: A Team-Based Approach*, gave me a first-hand understanding of the collections and their specific needs. I have continued to provide support and consultation to the George W. Brown Jr. Ojibwe Museum and Cultural Center as they work to ensure the long-term care of their community's valued collections. If this planning project is funded, I will participate on the planning team in an advisory capacity, providing further guidance in the area of planning for collections care, management and long-term preservation.

The collections of the George W. Brown Jr. Ojibwe Museum and Cultural Center include over 1,000 objects representing *Anishnaabe* (Ojibwe) culture, language and history. This diverse collection consists of various material types including intricate beadwork items, birch bark baskets and canoes, historic metal objects and a paper-based collection. It is a unique and irreplaceable collection worthy of the resources needed to plan for its long-term preservation. I strongly urge you to support this proposal, as it is both timely and essential. This application is indeed a strong investment in the humanities and one that will benefit many generations to come.

Please feel free to contact me at hmcusack@iupui.edu if you would like more information.

Sincerely yours,

Dr. Holly Cusack-McVeigh
Assistant Professor of Anthropology and Museum Studies
Public Scholar of Collections and Community Curation

Curriculum Vitae

Dr. Holly Cusack-McVeigh

Areas of Specialization

Social, Medical and Cultural Anthropology, Folklore Studies and Oral History, Museum Studies and Material Culture, Native American and Indigenous Studies, Arctic Studies

Education and Training

2004 University of Alaska, Fairbanks, Ph.D., Cultural Anthropology
1993 Michigan State University, M.A., Cultural and Medical Anthropology
1993 Central Michigan University, Native American Studies Minor
1989 Central Michigan University, Secondary Education, Bilingual/Bicultural Endorsements, Spanish and Ojibway and Odawa (Anishinaabe) Language
1987 Central Michigan University, B.A. Cultural Anthropology, Spanish

Recent Positions and Employment

2012- Assistant Professor of Anthropology and Museum Studies, Public Scholar of Collections and Community Curation – Department of Anthropology and Museum Studies, Indiana University-Purdue University Indianapolis
2007- Independent Research Consultant - Kijik Native Corporation, “Honoring Our Ancestors” with the National Park Service (Lake Clark National Park and Preserve)
2008-2012 Museum Curator – Pratt Museum, Homer Society of Natural History
2011, 2012 Independent Project Evaluator for Alaska Humanities Forum funded project for University of Alaska Fairbanks, Alaska and Polar Regions Department of Oral History
2005 Assistant Professor of Anthropology - University of Alaska Anchorage-Kenai College
2007 Cultural Resources Training Presenter and Instructor- Natural Resources Conservation Service (USDA) Cultural Resources and Historic Preservation Training Kenai, Alaska
2003 –2006 Research Consultant and Training Presenter/Instructor- Native American Fish and Wildlife Society- Alaska Region, Environmental Protection Agency – Tribal Water Quality.
2002, 2011 NAGPRA Consultant for Village of Hooper Bay at National Museum of the American Indian, National Museum of Natural History, Washington D.C.
2000–2001 NAGPRA (Native American Graves Protection and Repatriation Act) -Independent Research Consultant, Dena’ina Athabascan Native Village of Nondalton Tribal Council
1994–1995 NAGPRA Tribal Museum Consultant and Researcher ,Ziibiwing Anishinaabe Culture and Lifeways Cultural Center and Tribal Museum, Saginaw Chippewa Tribe

Board and Faculty Committee Positions

2014 Indiana University NAGPRA Advisory Committee
2013-2014 Museum Studies Program Club, Co-faculty Advisor
2013-2014 IUPUI Campus-wide Laboratory Safety Committee
2012-2013 NAIS Native American and Indigenous Studies Program IU Faculty Committee
2011-9/12 Alaska State Representative, RC-WR Registrars Committee Western Region
2009-10/12 Vice President of Museums Alaska Statewide Museum Association, Board of Directors

Recent Reports and Publications

Cusack-McVeigh, H. Stories Find You: Sense of Place in the Yup’ik Region, University of Utah Press (pending review)
Cusack-McVeigh, H. Book Review of "Community-Based Archaeology: Research with, by, and for Indigenous and Local Communities," by Sonya Atalay. Berkeley: University of California Press, 2012. *Great Plains Research*: Center for Great Plains Studies, University of Nebraska—Lincoln (2014)
Cusack-McVeigh, H. Arctic Anthropology, Manuscript Review, Dept. of Anthropology, U of California (2012)
Cusack-McVeigh, H. Honoring Our Ancestors, Report for Kijik Native Corporation Board (2010)
Cusack-McVeigh, H. “Alaska Native Water Ways,” Native American Fish & Wildlife Society (2006)

Professional Conference Papers and Presentations

- 2014 "Between the Devil and the Blue Sea:" Narratives of Resistance in Alaska Native Communities
American Anthropological Association Annual Meetings, Washington DC (12/07)
- 2013 "Native Cultures of Alaska's Subarctic Region, "Anthropologists Back to School"
American Anthropological Association Annual Meetings. The Field Museum
Chicago, Illinois (11/20)
- 2013 "Tribal Museum & Emerging Cultural Centers in North America," Rotorua Museum staff
and Governance Iwi Representatives, Te Pukenga Koeke o Te Whare Taonga (07/26)
- 2013 "Tribal Museum and Emerging Cultural Centers in North America," Tairawhiti Museum,
Wairoa Museum staff, bi-cultural governance board members and local Iwi representatives
from Ngai Tamanuhiri and Rongowhakaata, New Zealand (07/23)
- 2013 "Museums and Community Engagement" National Museum of New Zealand Te Papa
Tongarewa. Wellington, New Zealand and the Auckland War Memorial Museum (07/16)
- 2011 Perspectives on Intellectual Property Rights and Traditional Cultural Expressions,
Museum Session on Perspectives on Emerging Copyright with Rachelle Browne,
Associate General Counsel for the Smithsonian Institution, Museums Alaska.
- 2010 Exhibits and Communities: Bringing Community Voices into Exhibits, Facilitated by
Moderator/Presenter: Holly Cusack-McVeigh and cultural staff (via live Skype session) from the
National Museum of New Zealand Te Papa Tongarewa, Museums Alaska and Alaska Historical
Society Joint Conference in Fairbanks, Alaska.
- 2009 Benthic Bugs to Brown Bears: Community Collaborations and Tribal Partners, Exploring
Partnerships in Museums, Museums Alaska Conference in Unalaska, Alaska.
- 2005 "What Couldn't Be Seen:" Environmental Concerns and Sense of Place in Southwestern Alaska,
annual meeting of the Alaska Anthropological Association. Anchorage, Alaska.
- 2004 "A Lived Sense of Story and Place," Conference Session: Telling Stories: Narratives of Our Times,
annual meeting of the Oral History Association. Portland, Oregon.

Recent Collections-Based Community Outreach Events

- 2014 Convening Great Lakes Culture Keepers at Lac du Flambeau
Caring for Your Museum's Collection: A Team-Based Approach (10/14)
- 2014 Convening Great Lakes Culture Keepers at the Zibiwing Center of Anishinabe Culture and
Lifeways - *Policies to Pests: An Introduction to Collections Care and Management* (4/14)
- 2013 XRF Technology in Collections Workshop, Indiana University-Purdue University (03/28)
- 2013-14 IUPUI Collections Care Fair, Eiteljorg Museum of American Indians and Western Art (04/05)
- 2011 Portfolio Making Workshop and Surface Cleaning of Paper-based Collections
- 2011 Caring for your Family's Legacy: Proper Handling and Storage of Historic Photographs
- 2008 From Birch Bark Canoes to Wooden Schooners: Maritime History of the Great Lakes

Community-Based Museum Exhibitions

- 2013 Beneath the Surface (Archaeological Research and Contemporary Art) Research Assistant
- 2011 Who Has Lived Here? Archaeological Research on the Kenai, Community Exhibition
- 2010 Living by the Tides: Sense of Identity & Place in Kachemak Bay. Art & Science Exhibition
- 2010 INSPIRATION: Alaska Native Contemporary Art
- 2009 Chaqenq'a Dena'ina Fish Camp – A community-based exhibit in collaboration with the Pratt
Museum, Ninilchik Village Tribe, Kenaitze Tribe and Native Village of Nondalton
- 2008 "On the Shores of the Bering Sea" Exhibit designed for the University of Alaska

Professional Development and Collections Projects

- 5/2013 AIC Workshop, Integrated Pest Management for Museums (May 28th)
- 5/2013 ICPN - Collections Burn Recovery Workshop, Champagne, Illinois
- 5/2012 AIC American Institute for Conservation, Annual Meetings, Albuquerque, NM
- 2011 Advanced XRF Collections Testing & Analysis, Anchorage Museum of History and Art
- 2011 New Techniques in Collections Labeling Whitney Museum, Valdez, Alaska
- 9/2011 Angel Conservation and Collections Care Project Valdez (September 21)
- 2010 - Collections Consultant, Collection of 2,000+ Alaska Native objects
- 5/2011 Seldovia Village Tribe's Sea Days, Marine Birds and Subsistence Activities (May 27)



21 November 2014

Sustaining Cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506

To Whom It May Concern:

The University of Wisconsin-Madison School of Library and Information Studies (SLIS) is pleased to support the Lac du Flambeau Tribe's application to the National Endowment for the Humanities, Sustaining Cultural Heritage Collections.

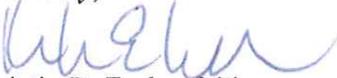
Since 2008, SLIS has worked closely with the George W. Brown Jr. Ojibwe Museum and Cultural Center on multiple projects, including an Institute of Museum and Library Services-funded effort to provide culturally relevant professional development for tribal librarians and museum curators.

With its knowledgeable and passionate staff, deep connection to the Lac du Flambeau community, and irreplaceable cultural heritage collections, the George W. Brown Jr. Ojibwe Museum and Cultural Center is an exceptional learning environment for the diverse populations we serve.

We look forward to continuing this relationship with the proposed planning grant. If funded, Omar Poler, Outreach Specialist and coordinator of our American Indian initiatives, would be happy serve in an advisory capacity.

As all of our Convening Culture Keepers participants understand, the George W. Brown Jr. Ojibwe Museum and Cultural Center is worthy of the resources needed to plan for the long-term preservation of its collections. We hope you will look upon their application favorably, as a unique opportunity to sustainably preserve Ojibwe culture and heritage for future generations.

Sincerely,


Kristin R. Eschenfelder
Professor and Director

School of Library and Information Studies

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Phone: 608/263-2900 Fax: 608/263-4849 Email: uw-slis@slis.wisc.edu Website: <http://www.slis.wisc.edu>



**Wisconsin Historical
MUSEUM**

Sustaining Cultural Heritage Collections
Division of Preservation and Access
National Endowment for the Humanities
400 Seventh Street, SW
Washington, DC 20506

November 14, 2014

To Whom It May Concern:

As Director of the Wisconsin Historical Museum I am writing to express my support of the efforts of the George W. Brown Museum and Cultural Center to develop a comprehensive Collections Preservation Master Plan. We support the Museum's efforts to develop a Collections Preservation Master Plan and understand that this is critical due to the construction of a new Waaswaaganing Indian Bowl Living Arts and Culture Center which will be connected to the Museum. This planning project, proposed by the Lac du Flambeau Band of Lake Superior Ojibwe in their grant application to the National Endowment for the Humanities, Sustaining Cultural Heritage Collections, is essential to the mission of the Museum.

The Wisconsin Historical Society and Museum have spent the past decade planning for a new State Archives Preservation Facility which will break ground in the Spring of 2015. Society archivists, librarians, conservators and museum curators are ready and willing to serve as advisors to the staff of the George W. Brown Museum as their project moves forward.

The Wisconsin Historical Society has supported the important work the George W. Brown Museum and Cultural Center to preserve, disseminate, and advance the history and traditions of the Lac du Flambeau Band, for nearly three decades. I hope you will look upon the application from the Lac du Flambeau Band favorably.

Sincerely,

Jennifer L. Kolb
Director, Wisconsin Historical Museum