

**BOARD OF DIRECTORS SPECIAL MEETING  
KEWADIN CASINO AND CONVENTION CENTER  
SAULT STE. MARIE, MICHIGAN  
November 13, 2024  
5:00 P.M.**

- I. CALL TO ORDER
- II. ROLL CALL
- III. RESOLUTIONS: Sault Tribe Comprehensive Classification/Compensation Study  
Adopting 2024 EDC/Enterprise Compensation Study/Recomm.  
Adopting 2024 Kewadin Compensation Study/Recomm.  
Amending Resolution 2024-255
- IV. NEW BUSINESS
- V. ADJOURN TO EXECUTIVE SESSION
- VI. RECONVENE AND REAFFIRM
- VII. ADJOURN

**RESOLUTION NO: \_\_\_\_\_**

**SAULT TRIBE COMPREHENSIVE CLASSIFICATION AND  
COMPENSATION STUDY PROJECT #24-028**

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians is a federally recognized Indian Tribe organized under the Indian Reorganization Act of 1934, as amended; and

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians Board of Directors has determined that it is the best interest of the Tribe to undertake a comprehensive classification and compensation study (CCC) of all of the Tribe's governmental positions in order to maximize recruitment of suitable employment applicants and to increase retention of experienced and capable employees working at the Sault Tribe; and

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians Board of Directors had approved this study to be completed and has accepted the completed study done by Blue Stone Strategy Group to increase retention of experienced and capable team members working within the governmental structure as attached.

NOW, THEREFORE BE IT RESOLVED, the Board of Directors hereby obligates up to \$5 million of the remaining funds authorized by Resolution 2021-167 for the implementation of the Comprehensive Classification and Compensation Study Project #24-028.

BE IT FURTHER RESOLVED, that the Board of Directors adopts and enacts the CCC Study wage ranges as attached for all positions except: those positions covered under the Prevailing Wage Ordinance.

BE IT FURTHER RESOLVED, that the Tribe's Human Resource Department shall have authority to make any necessary changes necessary as approved by the CCC Study that do not affect further compensation, such changes including but not limited to job titles, tiers, job classifications, etc.

BE IT FURTHER RESOLVED, notwithstanding this Resolution, and in accordance with Resolution 2016-263, the Tribe shall continue to be in voluntary compliance with the Department of Labor's FLSA Final Rule, effective July 1, 2024, including the future automatic updates to the salary threshold that are to occur every three years under that Final Rule.

BE IT FURTHER RESOLVED, Executive Management/Administration shall have authority to implement and effectuate any changes necessary to the CCC Study wage ranges, from time to time, to remain in voluntary compliance with the FLSA Final Rule.

BE IT FURTHER RESOLVED, Resolution 2023-046: Rescission of Resolution 2017-16; no COLA adjustment in wage grids for Governmental, Enterprise and Casino will remain in effect and will not affect these new approved grids.

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BE IT FURTHER RESOLVED, that there shall be no annual COLA for FY 2025 pursuant to resolution 2016-280 as the CCC recognizes that wages are now within market range of the positions and adding to the base will over inflate the wages.

BE IT FURTHER RESOLVED, Resolution 2018-125 Team Member Longevity Recognition Plan will continue to remain in effect.

BE IT FURTHER RESOLVED, that the terms of this Resolution hereby control, supersede, and rescind any past resolution or policy that is contrary to or conflicts with the action of the Board of Directors set forth in this Resolution.

BE IT FURTHER RESOLVED, that the Board of Directors hereby authorizes and approves Executive Management/Administration to execute any and all documents as may be necessary and appropriate to carry out the terms, conditions, intent, and administration of this Resolution, including but not limited to the ability and authority to implement any budgetary changes administratively without the need for formal Board of Directors budget modifications.

BE IT FINALLY RESOLVED, the Board of Directors hereby authorizes the Chairman or his designee to execute any and all documents for the services of this CCC and authorizes the Executive Director and CFO to create the necessary budget documents that appropriate the funds, utilizing of ARPA funds necessary to complete the project.

### C E R T I F I C A T I O N

We, the undersigned, as Chairman and Secretary of the Sault Ste. Marie Tribe of Chippewa Indians, hereby certify that the Board of Directors is composed of 13 members, of whom \_\_\_\_\_ members constituting a quorum were present at a meeting thereof duly called, noticed, convened, and held on the \_\_\_\_\_ day of \_\_\_\_\_ 2024; that the foregoing resolution was duly adopted at said meeting by an affirmative vote of \_\_\_\_\_ members for, \_\_\_\_\_ members against, \_\_\_\_\_ members abstaining, and that said resolution has not been rescinded or amended in any way.

\_\_\_\_\_  
Austin Lowes, Chairman  
Sault Ste. Marie Tribe of  
Chippewa Indians

\_\_\_\_\_  
Kimberly Hampton, Secretary  
Sault Ste. Marie Tribe of  
Chippewa Indians

**RESOLUTION NO: \_\_\_\_\_**

**ADOPTING THE 2024 EDC / ENTERPRISE COMPENSATION STUDY  
AND RECOMMENDATIONS PROJECT #24-028**

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians is a federally recognized Indian Tribe organized under the Indian Reorganization Act of 1934, as amended; and

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians Board of Directors has determined that it is in the best interest of the Tribe to undertake a comprehensive classification and compensation study of all of the Tribe's EDC/Enterprise positions in order to maximize recruitment of suitable employment applicants and to increase retention of experienced and capable team members; and

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians Board of Directors had approved this study to be completed and has accepted the completed study done by Soaring Bird Solutions to increase recruitment and retention of team members working within the EDC/Enterprise structure as attached.

NOW, THEREFORE BE IT RESOLVED, the Board of Directors of the Sault Ste. Marie Tribe of Chippewa Indians hereby obligates up to \$400,000 of the remaining funds authorized by Resolution 2021-167 for the implementation of the Comprehensive Classification and Compensation Study Project #24-028 for the EDC/Enterprises for 4<sup>th</sup> Quarter 2024 and 2025 as specified in the RIS and attachments.

BE IT FURTHER RESOLVED, that the ARPA funds allocated under this will be classified as revenue replacement funding.

BE IT FURTHER RESOLVED, that the Board of Directors directs the CFO to transfer the revenue replacement funds to a cost center determined by the Director of Enterprise Operations.

BE IT FURTHER RESOLVED, that the Board of Directors adopts and enacts Soaring Bird Solutions Compensation and Classification Study wage ranges as attached for all positions effective as the date defined in the RIS.

BE IT FURTHER RESOLVED, that the Tribe's Government and EDC Human Resource Department shall have authority to make any necessary changes as approved by the Soaring Bird Solutions Compensation and Classification Study described in the RIS.

BE IT FURTHER RESOLVED, that the Board of Directors hereby authorizes the Executive Director of Enterprise Operations to execute any and all documents as

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may be necessary and appropriate to carry out the terms, conditions, intent, and administration of this Resolution, including but not limited to administrative budget modifications.

BE IT FINALLY RESOLVED, the Board of Directors hereby authorizes the Director of Enterprise Operations and CFO to create the necessary budget documents that appropriate the ARPA funds necessary to complete the project.

**CERTIFICATION**

We, the undersigned, as Chairman and Secretary of the Sault Ste. Marie Tribe of Chippewa Indians, hereby certify that the Board of Directors is composed of 13 members, of whom \_\_\_\_\_ members constituting a quorum were present at a meeting thereof duly called, noticed, convened, and held on the \_\_\_\_\_ day of \_\_\_\_\_ 2024; that the foregoing resolution was duly adopted at said meeting by an affirmative vote of \_\_\_\_\_ members for, \_\_\_\_\_ members against, \_\_\_\_\_ members abstaining, and that said resolution has not been rescinded or amended in any way.

\_\_\_\_\_  
Austin Lowes, Chairman  
Sault Ste. Marie Tribe of  
Chippewa Indians

\_\_\_\_\_  
Kimberly Hampton, Secretary  
Sault Ste. Marie Tribe of  
Chippewa Indians

**RESOLUTION NO:**

**ADOPTING THE 2024 KEWADIN COMPENSATION STUDY AND  
RECOMMENDATIONS**

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians Board of Directors has determined that it is the best interest of the Tribe to undertake a comprehensive classification and compensation study of all of the Kewadin Casino positions in order to maximize recruitment of suitable employment applicants and to increase retention of experienced and capable employees working at the Kewadin Casinos; and

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians Board of Directors had approved this study to be completed and has accepted the completed study done by Soaring Bird Solutions, LLC to increase retention of experienced and capable team members working within the Kewadin structure as attached; and

WHEREAS, Kewadin Casinos are committed to providing equitable wages that accurately reflect the roles and responsibilities of each position, while remaining competitive with other employers in the area.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Sault Ste. Marie Tribe of Chippewa Indians hereby obligates up to \$10 million of the remaining fund authorized by Resolution 2021-167 for the implementation of the Comprehensive Classification and Compensation Study Project #24-028.

BE IT FURTHER RESOLVED, that the Board of Directors hereby approves and adopts the attached Soaring Bird Solutions Compensation and Classification Study through the following Board directives:

- Approval of the updated Kewadin job descriptions and job titles.
- Approval of recommended compensation structure, grid, and implementation plan.
- The new compensation structure will be retroactive effective October 1, 2024.
- Total 2024 cost up to \$800,000 and the 2025 cost up to \$3,700,000 as attached. Any remaining ARPA funds not expensed in 2024 or 2025 be allocated accordingly between Governmental, Casino, and EDC for 2026.

BE IT FURTHER RESOLVED, that the ARPA funds allocated under this Resolution will be classified as revenue replacement funding.

BE IT FURTHER RESOLVED, that the Board of Directors directs the CFO to transfer the revenue replacement funds to a cost center determined by the Kewadin CFO.

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BE IT FURTHER RESOLVED, that the Kewadin Human Resource Department shall have the authority to make any necessary changes as approved by the Soaring Bird Solutions Compensation and Classification Study attached.

BE IT FURTHER RESOLVED, that the terms of this Resolution hereby control, supersede, and rescind any past resolution or policy that is contrary to or conflicts with the action of the BOD set forth in this Resolution.

BE IT FINALLY RESOLVED, that the Board of Directors hereby authorizes and approves Kewadin CEO to execute any and all documents as may be necessary and appropriate to carry out the terms, conditions, intent, and administration of this Resolution, including but not limited to the ability and authority to implement any budgetary changes administratively without the need for formal Board of Directors budget modifications.

**CERTIFICATION**

We, the undersigned, as Chairman and Secretary of the Sault Ste. Marie Tribe of Chippewa Indians, hereby certify that the Board of Directors is composed of 13 members, of whom \_\_\_\_\_ members constituting a quorum were present at a meeting thereof duly called, noticed, convened, and held on the \_\_\_\_\_ day of \_\_\_\_\_ 2024; that the foregoing resolution was duly adopted at said meeting by an affirmative vote of \_\_\_\_\_ members for, \_\_\_\_\_ members against, \_\_\_\_\_ members abstaining, and that said resolution has not been rescinded or amended in any way.

\_\_\_\_\_  
Austin Lowes, Chairman  
Sault Ste. Marie Tribe of  
Chippewa Indians

\_\_\_\_\_  
Kimberly Hampton, Secretary  
Sault Ste. Marie Tribe of  
Chippewa Indians

**RESOLUTION NO:** \_\_\_\_\_

**AMENDING RESOLUTION 2024-255**

WHEREAS, the Sault Ste. Marie Tribe of Chippewa Indians (“Tribe”) is a federally recognized Indian Tribe organized under the Indian Reorganization Act of 1934, as amended; and

WHEREAS, Resolution 2024-255 allocated \$8 million in ARPA revenue replacement funds towards the Kewadin Casino Renovations and Enhancement Project; and

WHEREAS, parts of the project could fall under other allowable uses of ARPA funds besides utilizing revenue replacement funds.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Sault Ste. Marie Tribe of Chippewa Indians hereby authorizes the CFO to classify the use of the \$8 million from Resolution 2024-255 with the assistance of the Legal Department to other allowable uses of ARPA funds besides revenue replacement.

**C E R T I F I C A T I O N**

We, the undersigned, as Chairman and Secretary of the Sault Ste. Marie Tribe of Chippewa Indians, hereby certify that the Board of Directors is composed of 13 members, of whom \_\_\_\_\_ members constituting a quorum were present at a meeting thereof duly called, noticed, convened, and held on the \_\_\_\_\_ day of \_\_\_\_\_ 2024; that the foregoing resolution was duly adopted at said meeting by an affirmative vote of \_\_\_\_\_ members for, \_\_\_\_\_ members against, \_\_\_\_\_ members abstaining, and that said resolution has not been rescinded or amended in any way.

\_\_\_\_\_  
Austin Lowes, Chairman  
Sault Ste. Marie Tribe of  
Chippewa Indians

\_\_\_\_\_  
Kimberly Hampton, Secretary  
Sault Ste. Marie Tribe of  
Chippewa Indians



# **BOARD OF DIRECTORS SPECIAL MEETING**

**November 13, 2024**

## **Sponsor's List**

### **RESOLUTIONS:**

Sault Tribe Comprehensive Classification and Compensation Study Project #24-028 – Christine McPherson

Adopting the EDC 2024 Compensation Study and Recommendations – Dan Doyle

Adopting the 2024 Kewadin Compensation Study and Recommendations – Allen Kerridge

Amending Resolution 2024-255 – Josh Elliot

## ***MEMORANDUM***

**TO:** Board of Directors  
**FROM:** Lona Stewart, Board Administrator  
**DATE:** November 8, 2024  
**RE:** Special Workshop Agenda for November 13, 2024

### **AGENDA**

**12:00**

**Sault Tribe, EDC, and Kewadin Casinos  
Compensation Studies (CLOSED)**

**4:30**

**Agenda Review**

**5:00**

**Special Board of Directors Meeting**