

THE SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS

2005 ANNUAL REPORT

The Sault Tribe News, July 28, 2006 Vol. 27, No. 10



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Health, education, elders and members in employment



Chairperson Payment welcoming Members to our Tribal Assembly celebrating 30 years since our rebirth as a people.

Aaron A. Payment, MPA Tribal Chairperson

The annual report, which is published after the annual audit from the previous year, shows the members the current financial, service and development status of the Tribe. Though, the fiscal picture appears relatively stable with moderate increases in programs and services, we do have some critical challenges that the tribal board must address. Prior to the members electing me as chairperson/CEO to manage the assets of the tribe, our annual budgets were routinely overspent by \$3 million. The problem with this practice is that we borrowed money away from our children's futures.

Under new leadership, we have established a 'balance budget' requirement that dedicates 93 percent of our gaming and enterprise net revenues to tribal programs and services. For the last two years, we worked closely with division directors for our programs and services to reduce operational costs without reducing services. Additionally, Tony Goetz, our new Kewadin Casinos COO worked to establish a budget tracking system for the first time for our gaming operations and reduced about \$3,000,000 from their operational budgets. The results of these efforts last year was to end the year with a positive bottom line. We manage tribal budgets through our monthly administrative budget reviews. Prior to my tenure, the board was not allowed to participate. I welcome their participation at the policy level.

Health Services: New director hired

Our largest and arguably most important service our tribe offers is our health care delivery system. The total expenditure in 2005 was over \$24.5 million of which 58 percent was from federal and state sources, while the remainder came from the tribe and third party revenue. We have an excellent health delivery system, under our new health director, Bonnie Culfa, hired in 2005, but we became even more efficient in our expenditures to ensure services have priority over operational costs including labor. Admittedly, we are only scratching the surface on our health needs.

I will continue to promote some sort of national tribal health insurance plan based on a sliding fee scale that will help our members in an area that seems to constitute our greatest need. In the coming

months, I will work with staff to determine what the costs would be to implement a supplemental insurance plan for our elders as a pilot project — possibly starting with prescriptions. If we can convert dollars we spend on tribally supported contract health for our elders to supplement their existing Medicare and Social Security benefits,

we might be able to improve the health care of those members who need our help most critically.

About 10 months ago, during our financial reviews, health program staff reported a crisis that our Contract Health Services budget was being spent way beyond what was budgeted. In earnest, both the staff and I cautioned the tribal board that we needed to consider policy options to increase the budget or change the manner in which we administer this benefit. In June of this year, this budget was overspent by a whopping \$810,000. For the last two years, this was less critical. Under our new administration, we have reduced operational costs in the health budget and were able to cover the overages, which was a significant accomplishment. Rather than ask for an additional million each year, operational cuts (not services reductions) helped us to manage the CHS overages.

On July 11, 2006, however, the tribal board voted to borrow \$1.5 million to cover the CHS shortfall. This action was necessary to avoid a disruption of service. This is a temporary fix because nearly the entire amount will be used to cover the costs already incurred. What was surprising during the discussion was Director Abramson's question of "why was this allowed to happen?" suggesting the board was not previously informed. This surprised me, because for nearly a year we were cautioned by health staff that we would exceed the budget. We heard several proposed solutions during the year. Additionally, records from our monthly budget reviews supplied to the tribal board, chronicled the strident efforts of staff to try to deal with the spending problems within our CHS budget and asked for guidance from the board.



Elders Bruce and Onalee Cable — visiting from Wyandotte, Mich., to access health services and to express concern for elders living outside of the service area who need greater assistance.

New Elder Division: New director hired

Prior to 2005, our Elder Services were fragmented throughout various departments. Individually, these programs served our elders well. In 2005, I decided to restructure our Elder Services to better meet our elders' needs in a more strategic manner. This action consolidated nearly \$1.6 million in programs that include elder meals, in home personal care, medical transportation, elder employment, special health options, social and recreation services.

I am proud to announce the hiring of tribe member Holly Kibble, as our Elder Services director. Holly holds a bachelor's degree and brings to the position a valuable elder health and recreation orientation. She has carefully reviewed our elder programs and has reduced operational costs, therefore, allowing more funding for services. She has already sought and was successfully granted additional funds for our elder socio-recreational programming and gained approval for an additional \$2,000 for elder recreation transportation for each of our seven elder committees.

In June of 2006, we dispersed \$4.70 million in elder dividend payments to 2,937 elders nationwide. In 2007, the tribal board will look at possibly investing our elder funds a little differently, perhaps in our own development projects to save financing fees, save on bank interest, and to guarantee an elder dividend at least equal to past years with the added benefit of a greater portion of the elder payment being exempted from taxes.

Education reform: New director hired

Being a high school drop out who went on to earn a graduate degree with nearly all A grades, I am proof that given the right opportunities our people can accomplish anything. Education is the path to self-sufficiency and is truly a strategic social method for reducing the economic need that exists among our members. A tribe member with an education or vocational skill is generally gainfully employed with benefits. This lessens the reliance on services and makes these dollars available for those who need it the most.

Our existing education team does a fair job in administering our educational programs, but there is so much more we can do. With our new education director, recently hired Angeline Matson, I believe that this area of our service delivery system is about to take off like a rocket. Over the next year, I expect to see a stabilization and expansion of the Joseph K. Lumsden School to include additional classrooms at all grade levels and the addition of grades nine through twelve.

I will propose to the tribal board to reprogram higher education dollars to ensure that our most needy college students are not left with the current 'unmet need' totaling over \$600,000 annually. Additionally, with a high school drop out rate that is



Catherine (Joseph) Bouley practicing traditional Ojibwe crafts around 1917.

believed to continue to persist at over 40 percent, an even greater effort is needed here including — offering GED courses in other units of the tribe, offering summer GED prep courses, public television access general education instruction and expanding our GED program to include Internet based prep. Each of these initiatives could be paid for through cooperative agreements with local consolidated community school entities throughout the service area by using a portion of the excess \$500,000 a year the Tribe has to spend in local two percent dollars. Of course, using two percent means the entire community, non-native as well, could also benefit.

Indian preference means more jobs for tribe members

All (100 percent) of the key personnel hired under my tenure as tribal chairperson have been qualified tribe members with undergraduate or graduate degrees and significant experience in the workforce. Since the election in 2004, we have increased our overall representation of tribe members in employment to an all time high of 63 percent as of July 2006, (77 percent in tribal governmental employment, 58 percent in enterprise and 53 percent in gaming employment). This, of course, was accomplished through attrition (filling vacancies) and affording 'Indian preference' in accordance with federal law. Under federal law we are legally able to offer preference to qualified Indian applicants.

Postage upgrade to reduce delivery time

This coming year, I will work with the tribal communications director to draft a budget increase to eliminate the lag time it takes for members to get their tribal newspaper and work collaboratively with the human resources director to post all professional and semi-professional positions for a minimum of four to six weeks to ensure tribe members have adequate time to apply. This will ensure all adult members are receiving job postings in a timely manner, thus virtually eliminating our need to spend scarce tribal dollars to advertise these positions externally in excess of approximately \$100,000.

Expanding services to all tribe members

A glaringly absent aspect of our efforts as a government, is a strategic plan to demonstrate to members when and at what rate services will be expanded. Those who live in the western end of our service area and those who live outside of our service area do

not benefit from their membership equally in other areas. In the coming months, I will urge the tribal board to develop a 'revenue sharing plan' that spells out exactly the rate at which each member, regardless of where you live, will benefit. This plan will be proposed to be approved by referendum before the end of the 2006. We only have to think back 20 years to conditions some of us lived in and have enough compassion to realize that some still need our help.



Sarah Jaye Matson - Catherine (Joseph) Bouley's great, great, great granddaughter.

Welcome back to members renewed

Welcome back to our members who have had their membership finally renewed. For those of you still awaiting the results of your application, our enrollment staff are working hard and your patience is appreciated.

If you have any questions, concerns, or comments please contact me by email at apayment@saulttribe.net or call (906) 635-6050 or toll free at (888) 94-AARON.

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Unit I Representative



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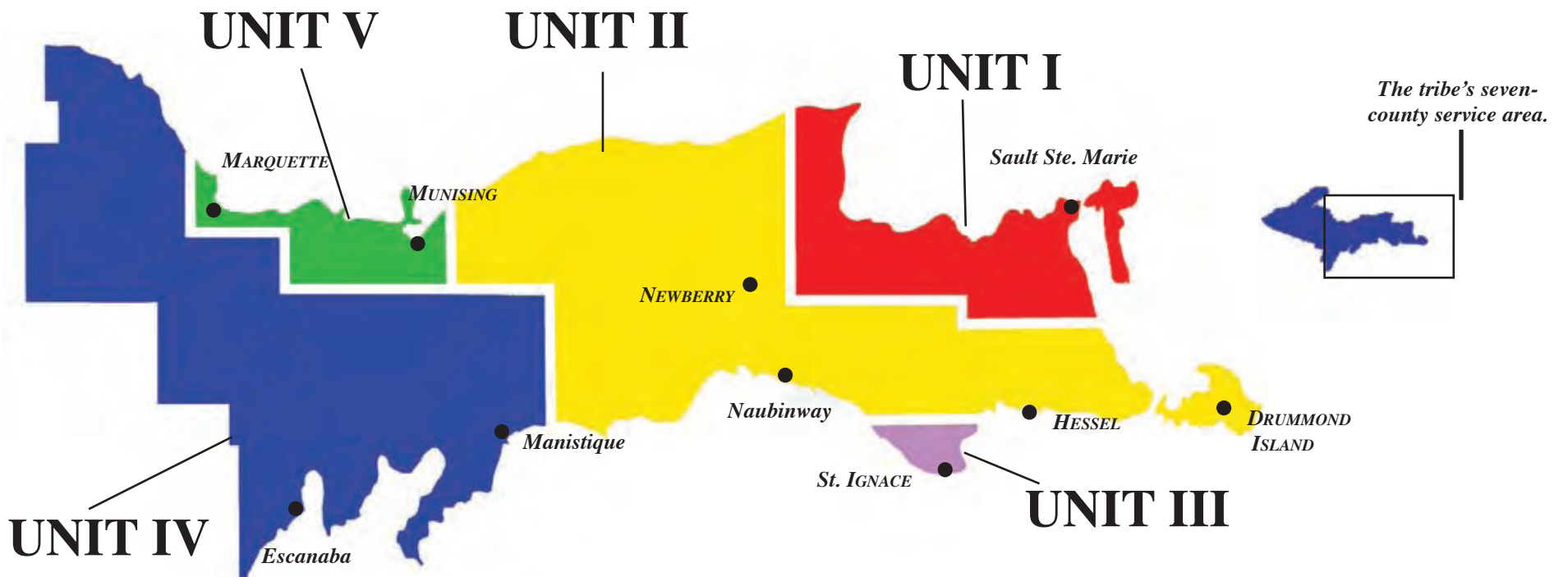
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Unit IV Representative



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For telephone numbers of all tribal services, please visit the tribe's Web site at: www.saulttribe.com

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DeTour Medical Clinic
(906) 293-3204
Escanaba Tribal Community Health Center
(906) 786-9211
Hessel Community Health
(906) 484-2727
Kinross Community Clinic
(906) 495-5745
Lambert Center
(906) 643-8689
Toll free (877) 256-0135

Manistique Tribal Health Center
(906) 341-8469
Toll free (866) 401-0043
Munising Tribal Center
(906) 387-4614
Toll free (800) 236-4705
Newberry Tribal Health Center
(906) 293-8181
Sault Tribal Health Center
(906) 632-5200
Toll free (877) 256-0009
Marquette Tribal Community Center
(906) 228-3624

MEMBERSHIP SERVICE DIRECTORY

Administration
(906) 635-6050
Toll free (800) 793-0660
Chairperson's Office
Toll free (800) 94AARON
Enrollment Department
(906) 635-3396
Toll free (800) 251-6597
Health Services
(906) 632-5200
Toll free (877) 256-0009
Anishinaabek Community and Family Services
(906) 632-5250
Toll free (800) 726-0093
Cultural Department
(906) 632-7494

Human Resources
(906) 635-4937
Education Department
Higher Ed. (906) 635-7784
Youth Ed. (906) 635-7010
Elder Services
(906) 635-4971
Toll free (888) 711-7356
Housing Authority
(906) 495-1450
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Court (906) 635-4963
Law Enforcement
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Recreation Division
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THE SAULT TRIBE NEWS

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The Sault Tribe News welcomes submissions of news articles, feature stories, photographs, columns and announcements of Native American or non-profit events. All submissions are printed at the discretion of the editor, subject to editing and are not to exceed 400 words. Unsigned submissions are not accepted.
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the address below, with your check or money order made out to The Sault Tribe News.

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HEALTH SERVICES



Community Health Nurse Amy Powers checks the blood pressure on tribal elder Lillian Roberts, 92, at her reservation home in Manistique. Nurse Powers brought new medication with her and helped Lillian arrange the daily doses she must take. Nurse Powers makes approximately 30 home visits per month throughout the Manistique service area.

Photo by Alan Kamuda

2005 Major Accomplishments

- Successful planning and implementation of an emergency flu vaccination drill with Chippewa County Health Department, LSSU, War Memorial Hospital and Bay Mills Indian Community. During this exercise, over 600 tribe members were vaccinated out of a total 2,200 community members participating. This drill tested surge capacity for the county and tested a drive-up vaccination process.

- Established a county emergency agreement between Sault Tribe and Chippewa County Emergency Services.

- Improved provider credentialing process through the purchase and implementation of credentialing software.

- Significant involvement and tribal representation at local Chippewa County emergency preparedness activities including table top drills, numerous committee meetings and event planning.

- Completed Bemidji area master plan on all health division ambulatory sites. Worked with consultant Innova Group and Indian Health Service to create an excellent evaluation of our current service needs and what our projected needs will be in 2010 based on population growth and migration.

- Total third party revenue collections were \$3.7 million.

- Three major accomplishments of the dental program:

- a. Completed the construction, equipping and installation of the Manistique Dental Clinic. Hired staff for the program (one dentist, one hygienist and two dental assistants). Clinic opened in September 2005.

- b. Designed, budgeted and received approval for the purchase of an electronic dental record for use in Sault Ste. Marie, St. Ignace and Manistique. The new system will share information between all three clinics.

- c. Participated in strategic plan with the health department including smoking cessation, hypertension monitoring and intervention and oral cancer screenings.

- Continued progress and involvement with Mackinac Straits Hospital for the new tribal health clinic located near the youth facility in St. Ignace.

- Planned the implementation of the new computer program (Dentrix) for the dental and billing departments.

- Maintained commitment to the implementation of strategic health plan, shown by the following:

- a. Continue efforts to improve diabetes care and improve patient outcomes as shown on the annual diabetes audit and implementation of our Indian Health Service diabetes grants.

- b. Enroll and screen women for breast and cervical cancer under our agreement with the LMAS District Health Department and Michigan Department of Community Health.

- c. Continue efforts of our systems approach to tobacco cessation under combined efforts of community health educators, pharmacy, medical staff at all health center facilities. A total of \$71,273 was spent on smoking cessation pharmaceuticals (this increased from the \$48,815 spent on smoking cessation pharmaceutical in FY 2004). This was greatly supported by the tribal board who approved the smoking tax exemption modification that became effective March 1, 2005.

- d. Provide direct services to tribal elders through services provided by community health nurses, community health technicians and nutritionists.

- Implemented new Healthy Heart (diabetes cardiovascular risk reduction) grant. FY 2005 was the first year of funding and was considered a planning year by the Indian Health Service. Staff attended mandatory grantee meetings in Denver and began a planning process with Indian Health Service staff.

- Planned and implemented a new demonstration project funded by the Centers for Disease Control for rapid HIV testing in our clinical sites. FY 2005 was year one of a two-year demonstration project.

- Implemented year two of our grant project, "Steps to a Healthier US: A Community Focused Asthma, Diabetes and Obesity Prevention Project." This is a five-year project to support prevention efforts, implemented with a team approach with the health education supervisor coordinating efforts within the seven-county service area.

- Increased services to Manistique and Munising. We have increased service provisions to the tribal membership and enhanced our prevention services by having a dedicated substance abuse prevention staff counselor.

- Staff attained certification as addiction counselors. Two staff members completed case presentation for CAC-II designation. One of those members received the highest score ever attained for their case presentation which was a 99.5 percent. We will have three members with a CAC-II designation. We have two others who have completed all work to receive their CAC-I designation, they will be submitting their applications first quarter 2006. This will only leave one member without CAC designation and, since new, cannot apply for another nine months.

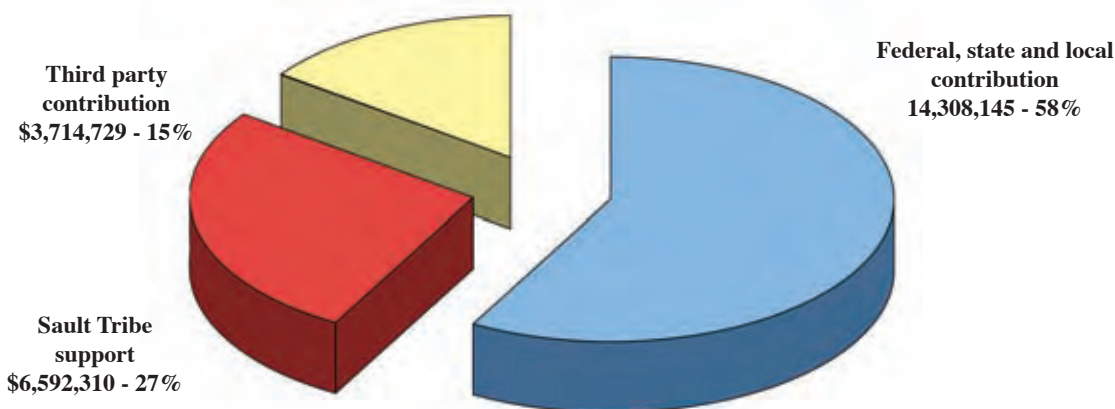
- Continued leadership in facilitating community cultural activities including staff participation in events through our substance abuse prevention grants.

- Traditional medicine increased patient visits by 500 annually, doubling the traditional practitioner service hours and increased traditional practitioner assistant staff.

- Manistique Tribal Center facility was fully equipped with \$810,000 of state of the art telecommunications, medical, dental, optical and office equipment from funds received from the Indian Health Service.

- Completed the health programs component of program and space needs planning for the former Lincoln School project in Munising.

Sources of the Health Division Revenue



Total Health Division expenditures: \$24,531,086

Bringing health to the community

The tribe's health infrastructure is spread out over a seven-county service area (Chippewa, Mackinac, Luce, Schoolcraft, Marquette, Alger and Delta) and has six health clinics that provide primary care clinical services, plus four community health sites. This is a large rural area covering 8,573 square miles. The six primary care clinics are located in Sault Ste. Marie, St. Ignace,

Kinross, DeTour, Munising and Manistique and are staffed by seven medical providers, two traditional medicine practitioners, three nurse practitioners, two physician assistants, clinic nurses, health assistants and a variety of ancillary support staff. Community health nurses and community health technicians are the primary staff at the smaller community health sites.

The Health Division, which is the tribe's largest government program, had an operating budget of almost \$24.5 million in 2005 and employs 250 people.

The tribe's medical and traditional healers recorded approximately 50,000 patient visits in 2005. (Please see the chart on the next page for a list of patient visits across the seven-county service area).

2006 Health major goals

- To co-sponsor, plan and implement a successful infectious disease symposium at the Kewadin Convention Center to improve community education related to the threat of infectious disease, such as pandemic flu or avian influenza (bird flu). This event is planned to bring many local, state, tribal, federal and international agencies together to collaborate on topics related to infectious disease.

- To complete memorandums of agreement with numerous county and local agencies in regard to emergency preparedness activity. This activity will assist in developing better agency relationships and coordination for an effective organized emergency response.

- To receive CARF accreditation for the behavioral health program. Achieving accreditation will improve overall patient care for both mental health and substance abuse services. In addition, accreditation allows the Health Division to collect all applicable third party collections, which may reduce the demand for tribal operational dollars.

- To successfully meet all COLA and CLIA lab regulations and standards necessary for accreditation as moderately and highly complex laboratory facility. Accreditation and site review is planned for May and June of 2006.

- MBS will be replaced by Medaxis for insurance and patient billing at the Sault, St. Ignace and Kinross clinics.

- Dentrix installed for dental billing at the Sault, St. Ignace and Manistique clinics.

- Research and implement electronic remittance for QS1. This process will electronically post pharmacy payments which currently takes up a large amount of staff time.

- Medicaid administrative match contract will be implemented with the state of Michigan.

- Implement a process for billing of mental health and substance abuse. Much of the success of these goals will rely on the timeline for CARF accreditation.

- Three accomplishments in FY06 (Oct. 1, 2005–Sept. 30, 2006):

- Install, train and implement the electronic record system at all three dental clinics.

- Install, train and implement the digital x-ray system at all three dental clinics.

- Plan and design the initial phases of the new St. Ignace dental clinic. This will include the expansion of the clinic to six chairs from the original four and also to increase the dentists to two full-time.

- Continued movement towards computerized medical records.

- Continue working with Mackinac Straits Hospital on joint venture for the new tribal health clinic.

- Exploring avenues to access health services for members in Cheboygan and Emmet County.

- Continue efforts to imple-

ment services that address the Health Division's strategic health plan related to diabetes, cancer, heart disease, substance abuse, and access.

- Maintain high quality client services – based on the mission of the Health Division and Community Health Program with services provided by community health nurses, community health technicians, HIV prevention staff, nutritionists, diabetes program staff and health educators.

- Successfully implement grant funded projects that include two Indian Health Service diabetes grants, two HIV prevention grants, and the Steps to a Healthier US grant (STEPS).

- Research and write grants to support the efforts of the tribal health services programs and priorities of the strategic health plan, behavioral health integration into primary care, and electronic medical records implementation across the health division.

- Continued and on-going integration of all occupancy and operations issues of the new Manistique Tribal Center into routine operations, including opening the pharmacy and optical departments by summer, 2006.

- Competitive funding request for approximately \$496,000 to be submitted for consideration to the Indian Health Service for telecommunications, medical and general office furnishings and equipment for the Lincoln School project in Munising.

- Coordination of Escanaba Tribal Community Center relocation to a facility that better meets AAAHC and direct patient service environment of care issues.

- The percentage of tribe members with diabetes who had good control increased from 42 percent in 2003 to 53 percent in 2005. This improvement was noted even when at least 75 new or newly diagnosed patients with diabetes were provided care during that time frame.

- Through clinic and community health outreach and case-finding efforts, cancer screening of income eligible women 40-64 years old increased from 47 percent in 2003 to 59 percent in 2005.

SERVICES AND PROGRAMS

- Medical and preventative services.
- Dental.
- Community health programs.
- Contract health services.
- Traditional Medicine.
- Pharmacy.
- Optical.
- Clinical laboratory.
- Radiology and ultrasound.
- Physical therapy.



Dr. Brandy Larson, a commissioned officer in the Public Health Service, helped open the Manistique Community Health Center's Dental Department in September 2005. Dr. Larson has helped the tribe provide primary care to tribal members with over 8,000 dental visits last year. Above, Dr. Larson, left, and dental assistant, Jill Richard, working on Darcy Robere.

Sault Tribe Health Program 2005 Primary care provider visits by county and unit of residence

County	Dental	Medical	Optical
Alger	108	1,736	32
Chippewa	4,714	19,766	1,711
Delta	127	1,495	34
Luce	138	937	63
Mackinac	1,546	6,303	830
Marquette	134	986	53
Schoolcraft	282	2,770	116
All others	1,310	2,910	474
Totals	8,359	36,903	3,313

Unit I	4,227	17,321	1,523
Unit II	1,035	5,057	432
Unit III	1,186	4,982	654
Unit IV	406	4,386	159
Unit V	202	2,314	59
Totals	7,056	34,060	2,827

Photos by Alan Kamuda

Below: Some of the Munising health staff in front of their office. Left to right, Dr. Michelle Kroupa-Kulik, Amy Westcomb, physician's assistant, Mari LeVeque, receptionist, Nancy Beauchaine, community health tech., Nancy Fulcher, community health nurse and April Nagelkerk, data entry processor. Missing from the photo are Lynn Heyrman, clinic nurse, Cassie Britton, dietician, Rebecca Sadler, diabetes coordinator and Chris Marinoff, billing clerk.



Health Division Directory

- Sault Tribe Health Center (906) 632-5200
Toll free (877) 256-0009
- DeTour Health Clinic (906) 293-3204
- Escanaba Health Office (906) 786-9211
- Hessel Health Office (906) 484-2727
- Kinross Community Clinic (906) 495-5745
- Lambert Health Center (906) 643-8689
Toll free (877) 256-0135
- Manistique Tribal Clinic (906) 341-8469
Toll free (800) 401-0043
- Marquette Tribal Community Center
- Munising Tribal Clinic (906) 387-4614
Toll Free (800) 236-4705
- Newberry Health Office (906) 293-8181
- Sault Community Care Clinic (906) 635-4401
- Physical Therapy Service at Chi Mukwa (906) 635-4905

EDUCATION

Tribal education: Building a better future



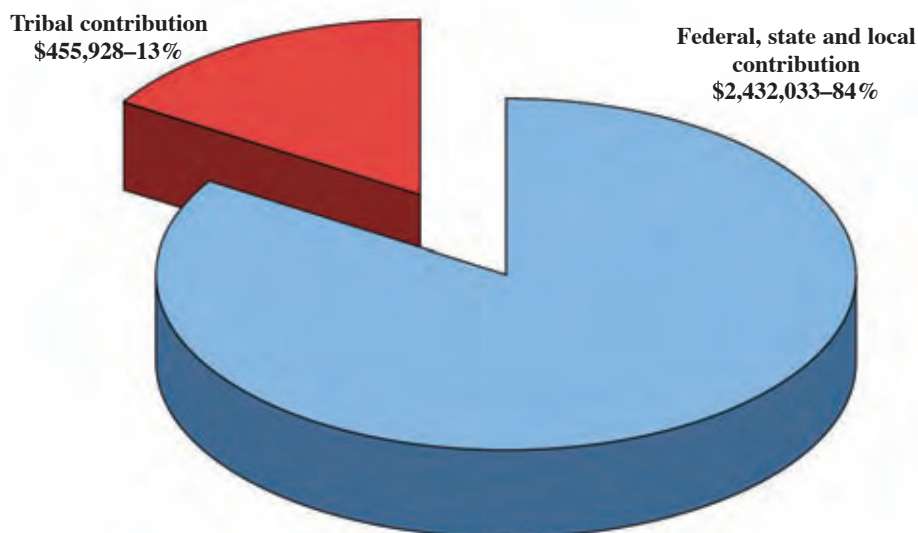
Youth in the Munising, Manistique, Sault Ste. Marie, Hessel and St. Ignace YEA programs all researched history on treaties, fishing, families and land, then presented their work at the Sault Ste. Marie Anishinaabe Days, a weekend long event that was part of the 150th anniversary of the Soo Locks. Kylie Behrens, Mike Leon and James McKelvie of the Sault YEA take part in the Anishinaabe Days at the Locks Park.

Developed in 1978 and currently located in the east and west wings of the Chi Mukwa Recreation Facility, the Education Division is a comprehensive program offering cultural and recreational activities, Head Start and Early Head Start programming, tutoring, academic, social counseling services for elementary-high school, adult education GED classes, admissions applications and financial aid assistance for college students. The department also offers financial assistance to members attending colleges or trade schools throughout the nation.

The **Early Head Start and Head Start** programs believe that our children are our future leaders, and the survival of the Ojibwe way of life depends on the actions we undertake today. The program has accepted the responsibility to teach all students so that they can attain their potential and to research the best existing models to develop and ensure compliance with the highest academic standards in curriculum, assessment, staff training, educational leadership, parental and community involvement, shared-decision making and participatory management.

Early Head Start serves infants, toddlers and pregnant women, including children with disabilities. The program is federally funded through the Department of Health and Human Services, Head Start Bureau, American Indians and Alaskan Natives Program Branch. In 2005, the Tribe received \$452,539 from the Head Start Bureau and the Tribe contributed \$63,310 of tribal funds. The combined funds provide center based services for 16 children in Sault Ste. Marie, located at 2076

Sources of education operating expenditures



Total education expenditures: \$2,888,016

Shunk Road, and provides home based services for children and their families in Chippewa, Luce and Mackinac counties. The home based program brings the classroom into the home and the home visitors work with parents to deliver a comprehensive educational experience.

Early Head Start teachers have a minimum of an associate's degree in early childhood education, (CDA). The CDA is a child development credential issued from the Department of Education. In addition, home visitors can obtain a family service credential from the Portage Project. The Early Head Start programs are structured

according to the models of the Creative Curriculum and Parents as Teachers. The program also integrates the Ojibwe Circle of Life curriculum into their teachings.

Early Head Start staff have completed their third year in the Special Quest project that is funded through Hilton and the Head Start Bureau. This four year project focuses on strengthening the services provided to children with disabilities and will end in the summer of 2006.

The education disabilities coordinator has been appointed the services coordinator for all American Indian children with disabilities in Chippewa and Mackinac

counties. This was accomplished through a collaborative agreement with the Early On program and was a direct result of the Special Quest Project.

Early Head Start allocates part of its funding to foster the "Fatherhood Initiative Project" which began two years ago. The Dads Matter Project was selected to complement this initiative and is working very well with great participation from the fathers of children who are enrolled.

Head Start is a preschool program for children 3-5 years of age, including children with disabilities. The program is federally funded through the Department of Health and Human Services, Office of Head Start, American Indians and Alaskan Natives Program Branch. In 2005, the tribe received \$572,350 from the Head Start Bureau and the tribe contributed \$62,300. Services were provided to 89 children and their families.

The Head Start program offers part-day, part-year services in Sault Ste. Marie and St. Ignace. The Sault Center is located at 2076 Shunk Road and has two classrooms of 20 children each. The St. Ignace center is located at the Lambert Center and has one classroom of 20 children. The part-day, part-year program operates from September through early May, four days a week, four hours per day. Head Start also offers one full-day, full-year option in collaboration with the tribal Child Care Center. The full-day, full-year classroom serves 20 children and is located at 2218 Shunk Road, in the Sault.

Like Early Head Start, all Head Start teachers have the minimum qualifications of an associate degree in early childhood education or equivalent. The Head Start program uses the Creative Curriculum complemented by our own Ojibwe curriculum, The Circle of Life. Head Start also promotes the Fatherhood Initiative in various aspects of its programming.

Head Start completed its third year of mandated national testing. The National Reporting System is administered to all Head Start children across the nation. Students are tested in the fall and then again in the spring. Age qualified children are tested in areas of vocabulary, letter recognition, early math skills and understanding spoken English. For the last three years, children from the Sault Tribe Head Start program have scored above the national averages in all areas.

2005 Accomplishments

- Provided services to two evacuees from Hurricane Katrina.
 - Two fathers attended the National Fatherhood Conference in Lansing, Mich.
 - Parent nominated for Natalie Ross National Award.
 - Held three Reading Is Fundamental book distributions.
 - Over 140 children and families served by both programs in 2005.
 - 30 highly qualified and dedicated team members.
 - Increased collaboration with the Elder Division to promote inter-generational activities amongst our tribe members.
 - Recognized 2005 recipient of the P.A.T. International Affiliation.
 - Achieved 100 percent pass rate for school bus safety inspections by the Michigan State Police.
 - Partner of CTE in conjunction with Sault Area Career Center.
- For more information about Head Start or Early Head Start please call (906) 635-7722 or (906) 635-7047.

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The Sault Tribe Child Care Center provides quality day care services to our tribe's families and the community in a safe, nurturing, educational, culturally appropriate environment for newborns and those through five years of age. The programs instruction is based on the creative curriculum in conjunction with the Ojibwa Circle of Life teachings.

Employing 23 team members, the center has been in operation for over 10 years at 2218 Shunk Road. In 2005, 59 tribe children received services from the center.

2005 Accomplishments

- Two year regular license obtained during annual 2005 review.
- All staff certified CPR and First Aide.
- Contracts renewed with Head Start for full day program.
- Received local grant from Anishinaabek Community and Family Services.
- Expanded partnership with Michigan Community Coordinated Child Care to include free local training.

The tribe offers a daily reduced rate for full-time enrolled children of tribe members and employees of the tribe. The center accepts child care assistance payments from both state and tribal agencies. If you would like more information about our tribal child care facility, please call us at 632-5258.

Youth Education and Activities has been steadily increasing the number of youth they are serving. In 2002, the program offered 660 activities with 6,857 participants. In 2005, the program held 1,512 activities within the seven-county service area for 14,588 participants. Activities are offered on a daily, weekly and monthly basis and include academic, cultural and leadership learning opportunities.

2005 Accomplishments

Academic recognition and incentive program highlights:

- The Young Tribal Scholars Program recognizes our tribe's students in grades six through 12 who received either all A grades, perfect attendance or both for at least one marking period. In 2005 we sent out 351 awards to tribe members throughout the United States.

- Services expanded: The addition of three full time coordinators allowed services to be expanded to Kinross, Escanaba, and Munising. Each of the new coordinators offer tutoring, computer and cultural activities in their respective areas. In Unit II, the addition of a full time student service assistant made it possible to offer character education classes (based on the Seven Grandfather guidance) in the DeTour area and additional cultural activities in the Newberry area.

Youth Leadership Development Initiative highlights:

- Youth leadership conference: The Maamwi Niigaanziwig Grand Tribal Youth Council, in recognition of the 10-year anniversary of the tribal youth council's establishment; planned, organized and conducted the Leaders of Tomorrow are Here Today Youth Leadership Conference. With additional funding from Tribal Court and the Office of Juvenile Justice Prevention, the youth brought in national motivational speakers Chance Rush, LeAndra Bitisie, and Running Horse Livingston. They held workshops that ranged from traditional basket making, Seven Grandfather and clan guidance, to contemporary politics and legislation, self-improvement, teen violence and community service.

- Tribal youth council: Tribal youth councils are expanding west. Two new tribal youth councils in Escanaba and Munising have started the work to become officially recognized by the board of directors. Participants meet to identify the needs of youth in their area and design a council that can best use their strengths.

Cultural initiative highlights:

- Anishinaabe Days: Youth in the Munising, Manistique, Sault Ste. Marie, Hessel and St. Ignace areas all researched history on treaties, fishing, families and land. They presented their findings at the Sault Ste. Marie Anishinaabe Days, a weekend long event that was part of the 150th anniversary of the Soo Locks.

- Lighting the Seventh Fire, Youth Empowerment Powwow: As the culmina-



Children at Early Head Start take a break from a hard day at their office. At the top in the photo is Anthony Causley, middle, left to right, Kylie Goodman, Kylee Bumstead, Michael Baragwanth and the bottom row, left to right, Jory Homminga, Erin Ogston and Angelina Fabry.

tion of our Circle of Life summer program, we held a youth powwow where over 100 youth and their families from throughout the Upper Peninsula were in attendance.

2005 Program goals

- Maximize services within consistent budget parameters.
- Mobilize funds and other resources from internal tribal and external collaborative sources to integrate into YEA initiatives for direct service.
- Increase our youths' academic success and cultural engagement.
- Create opportunities for our tribe's youth to positively impact their communities on a local, tribal, regional and national levels.

Adult education classes continued to provide GED instructional classes and GED testing. A total of 16 adults received their GED certificates at this year's graduation exercises held at Lake Superior State University in conjunction with Consolidated Community Schools' Services. GED classes were also held at the tribe's McCann School in St. Ignace. The addition of these classes provided three more adults the opportunity to earn their GED certificate.

Higher Education assists an average of 1,500 students annually in furthering their education at the college level. Financial assistance is provided as well as guidance in making the transition to a higher education institution. This is accomplished through a variety of services and programs.

The Higher Education Grant Program awarded \$169,859 to 266 students in the 2005-06 school year. The average grant award was \$750. This unmet need-based program is intended to financially assist members with their direct education expenses (tuition, fees, books, supplies, room and board) that are not covered through other financial aid (family contribution, grants, scholarships, etc.) excluding loans. The additional unmet need is determined after the student has applied for all institutional financial aid and by completing the Free Application for Federal Student Aid (FAFSA). Tribal grant awards are based on recommendations made by the college financial aid offices and available tribal funds. Awards go directly to the schools. To be eligible, the student must be attending a Michigan state-supported school full-time (12 credits or more) and submit a higher education assistance application.

The **Higher Education Self-Sufficiency Fund Program** is not need-based. It is a first-come, first-served incentive award program that rewards tribe members for successfully completing college credits toward their degree. Award amounts vary depending on the college or university's academic calendar and credits earned. Awards are given directly to the student,

and are considered taxable income.

To participate in this program, the student must first submit the tribal higher education assistance application for the school year they're seeking the incentive. They must be enrolled in a two or four-year college or university within the United States or Canada on a full or part-time basis and be making good academic progress toward graduation. This program was first offered during the 1996-97 school year and provided 537 students with a total of \$399,988. For the 2005-06 school year, 1,029 students were awarded \$743,519 with an average award of \$722.

For tribe members enrolled in a non-traditional training program we offer a **Vocational Training Award Program**. This program provides financial assistance to tribe members and allows students to obtain the skills needed to compete in the workforce or receive additional training to keep up with evolving technology and job requirements.

- To be eligible, the student must be at least 18 years of age; enrolled in an accredited or state-licensed vocational training school or college within the United States working toward a certificate or certification, licensing, vocational diploma or an associate degree (non-transferable to a bachelor's degree). The student cannot currently be in the grant or incentive award program. To date, we are currently assisting 46 students for a total cost of \$94,021 with training such as cardiovascular sonography, CDL, cosmetology, heavy equipment operator and massage therapy.

There are several tribal scholarships available by application through the department, including:

Pamela Cable Gershon Memorial: This scholarship was established in 1986 by the Cable family and friends after the untimely death of their daughter, Pamela, who was born in Petoskey, Mich., and raised in Wyandotte, Mich. She was a graduate of the Theo Roosevelt High School, where she was elected to the National Honor Society. After graduating with honors from Michigan State University, Pamela taught mathematics at the Derby Junior High School in Birmingham, Mich. She was in her fifth year of teaching when she was killed in an automobile accident in London, Ontario.

To qualify for this \$150 scholarship (one available), the tribe member must be a current graduating high school senior, less than one-quarter Indian blood quantum and reside in one of the tribe's seven-county service areas (Alger, Chippewa, Delta, Luce, Mackinac, Marquette, or Schoolcraft). Must be attending a Michigan state-supported school on a full-time basis. Must have submitted a Sault Tribe higher education assistance application for the current school

year. Must submit a cover letter to include: (a) Name of the high school from which you graduated, (b) College or University where you've been accepted, (c) planned academic major, and (d) Career objective. Must submit a brief statement on what this scholarship would mean to you. This award is for the freshman year only. Applicants can apply from May 1 through July 1.

George K. Nolan Tribal Judicial Scholarship: This scholarship was created to honor long-time employee George Nolan, who served the tribe in many important areas in the 1980s and mid-1990s. He served as tribal housing director, judge, chief judge and executive assistant to the tribal chairman and vice-chairman of the tribe.

To qualify for this \$1,000 scholarship (one available), the tribe member must be at least a college sophomore enrolled or accepted into a two or four year college or university full-time within the United States studying tribal law, law enforcement, legal studies, political science or public administration. Must have submitted a Sault Tribe higher education assistance application for the current school year. Must be in good academic standing (include a transcript showing grades from the last term or semester attended). Must submit a cover letter to include: (a) the name and location of the college or university attending, (b) the academic major you are pursuing and (c) career objective. Must submit a 300-500 word essay, describing how the scholarship will help you realize your goal. Applicants can apply from May 1 through July 1.

Joseph K. Lumsden Memorial Scholarship: This scholarship honors the tribe's first elected chairman, Joseph K. Lumsden, who passed away while holding office.

To qualify for this \$1,000 scholarship (two available), the tribe member must be at least one-quarter Indian blood quantum and be at least a college junior with a full-time status at a Michigan state-supported school. The student must have at least a 3.00 accumulative grade point average. Must submit a current Sault Tribe higher education assistance application. Must submit a cover letter to include: (a) the name and location of the college or university attending, (b) the academic major you are pursuing, and (c) career objective. Must submit a brief statement on what this scholarship would mean to you. Applicants can apply from May 1 through July 1.

Fred L. Hatch Memorial Teacher Education Scholarship:

To qualify for this \$1,000 scholarship (one available), the tribe member must be at least one-quarter Indian blood quantum and be at least a college junior with a full-time status at a Michigan state-supported school working towards a degree in teacher education. The student must have at least a 3.00 accumulative grade point average. Must submit a Sault Tribe higher education assistance application. Must submit a cover letter to include: (a) the name and location of the college or university attending, (b) the academic major you are pursuing and (c) career objective. Must submit a brief statement on what this scholarship would mean to you. Applicants can apply from May 1 through July 1.

Bernard Bouschor Honorary Scholarship: To qualify for this \$1,000 scholarship (several available), the tribe member must be a full-time student seeking an undergraduate degree at a two or four-year college or university. Must submit a Sault Tribe higher education assistance application. Must submit a letter of application to include the name and location of the college or university you will be attending; academic major you are pursuing, including class level and number of credits completed; and your career objective. Must submit a 300-500 word essay describing how you feel your education will benefit you and why you should receive a scholarship.

The Higher Education office is located at Chi Mukwa Community Recreation Center, Two Ice Circle, Sault Ste Marie, MI, 49783. The telephone number is 635-7784 or toll free 1-800-793-0660 (ask for Higher Education). The fax number is (906) 635-7785.

CULTURAL DIVISION



Director of the Mary Murray Culture Camp, Bud Biron, left, speaks to a gathering of people in a dedication ceremony for the camp on Sept. 13, 2005, on Sugar Island, Mich. Other speakers were Sandy Reining, Chairperson Aaron Payment, Unit V Representative Vic Matson, Sr., Unit I Representatives Paul Shagen, Dennis McKelvie and Cathy Abramson. Reining's mother, the late Mary Murray, donated the land to our tribe for the purpose of perpetuating the Anishinaabek way of life. The camp is a cultural education and gathering site for young and old and it is used year round. All members of our tribe are invited to become involved.

Photo by Rick Smith

Anishinaabe bimaadziwin - Cultural Division

The office of the Culture Division is a resource to tribe members and communities offering traditional cultural teachings and knowledge that preserves and perpetuates our Anishinaabe bimaadziwin (way of life).

The division administers six different departments as well as the cultural leave program for team members, facilitates opening prayers and ceremonies, and serves as positive role model in the community to promote cultural awareness.

Naadin eshpendaagwak (Getting back what is important to us) Repatriation

The cultural repatriation office is concerned with understanding and accepting our responsibility and obligation that was left to us by our ancestors to protect and preserve our traditions and cultural heritage. This office is responsible for facilitating the repatriation of ancestral remains and sacred objects removed from their original burial sites under the Native American Grave Protection and Repatriation Act (NAGPRA). This federal law applies to any museum or government agency in possession of these items. They can be returned to the affiliated tribe, when due process has been completed. Providing education to private landowners so they have knowledge to make informed decisions concerning the discovery of burial sites, funerary objects and artifacts on their private land has been a priority.

2005 Achievements

- Awarded National Park Service, Native American Grave Protection and Repatriation Act (NAGPRA) grant for FY2005-06 for \$67,000 on July 1, 2005.

Will be completed December, 2006.

- Organized and participated in quarterly Michigan Anishinaabek Cultural preservation and Repatriation Alliance (MACPRA) meetings.

- Repatriated Novi inadvertent discovery ancestral remains reburied on May 19, 2005.

- Completed three part management training series, Feb. 15, 2005.

- Brady Park burial site fencing project, completed on June 21, 2005. Facilitated memorial dedication June 25, 2005.

- Administration of Niigaanagizhik Building and supervision of cultural maintenance position.

- Round Island repatriation, reburial of funerary objects completed on Oct. 14, 2005.

2006 Goals

- Reburial of ancestral remains at Wadjiwong (Brady Park) that were disinterred from the original burial site in 1855.

- Facilitation of cultural leave policy and procedures.

- Facilitation of tribal and community needs regarding tribal traditions and ceremonies.

- Assist with Gem Island access road project.

- Completion of structure over fire pit area at the Niigaanagizhik Building.

- Continued organization and facilitation of MACPRA.

- Complete administration of FY 2005-06 NAGPRA grant.

- Host NAGPRA Conference, June 7-8, 2006.

- Complete transfer of TCP database to

searchable database.

Anishinaabek edinokiiwad (Working to sustain themselves) Mary Murray Culture Camp

Formerly known as the Sault Tribe Culture Camp, this past year we have rededicated and re-named it the Sault Tribe Mary Murray Culture Camp by tribal resolution effective September 2005.

The camp consists of three full-time staff members who not only dedicate their time coordinating the yearly camps, but also the local powwows in the service area. This office is fully integrated within the cultural division working alongside the other departments. The camp staff is currently working within the division to coordinate the skills from the other tribal departments to enhance the current program.

We believe unity is the succession of our program.

2005 Accomplishments

- Established four camps in Munising and Manistique with an average of 50 participants per camp.

- Integrated more language into camp curriculum.

- Worked with outside tribal communities to assist with the development of new powwows in their community and aiding existing committees on established powwows.

- Updated facilities in the culture camp.
- Received a donation of a washer and dryer for the camp.

- Established the Mary Murray Culture Camp Scholarship Fund.

- Through the culture camp program,

drum instruction was introduced in the Kinross area, along with the third annual Honoring our Veterans Powwow.

2006 Goals

- Continuing 18 annual camps with the current curriculum, and pursuing four camps in the western areas. Working to bring in new curriculum to the camps.

- Introduce full regalia crafting workshops to the Sault area. Assisting with other American Indian programming to bring regalia workshops to their areas.

- Powwow socials in Kinross, working in coordination with other tribal programs to develop interest for their own community powwow.

- Nature trail at the Mary Murray Culture Camp on Sugar Island to surround the camp. This will allow access to the surrounding land around the camp. This is being provided by a \$104,000 grant through USDA.

- Marketing of the Mary Murray Culture Camp for culturally oriented rentals and pursuing self-sufficiency.

- Pursuing grants to perpetuate and promote our Anishinaabe way of life.

- A committee will set the guidelines for the distribution of the Mary Murray Culture Camp Scholarship.

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**Wii Nsaatamaageng
(Providing understanding)
Cultural training**

The cultural training office researches, develops and delivers cultural awareness of Sault Tribe Anishnaabe bimaadziwin, Ojibwe customs, guidance and presentations that emphasize historical and cultural contributions. The cultural training office consults with tribal programs, committees and members to promote Anishnaabe culture throughout the tribal community.

By providing understanding, the office can revitalize and restore Anishnaabemowin (language) and Anishnaabe bimaadziwin (our way of life). Curriculum lessons use basic Ojibwe language in an effort to increase daily usage, for conversations and ceremonial use. Ojibwe customs and teachings are experienced through teaching circles and demonstrations. Also, the history is delivered from an American Indian perspective instead of the Euro-American perspective.

The purpose of training is to enhance the identity of our people by providing them an opportunity to learn and live our unique culture today, tomorrow and the next seven generations. By providing understanding to the community members (Indian and mainstream) with the information about who we are, they can assist others to heal and grow in the knowledge, culture and spirituality of the Bahweting Anishnaabe (people at the rapids).

2005 Accomplishments

- “What Was Never Told” program delivery.
- Public Awareness campaigns.
- Promotion of Culture Division through the media (events calendar, flyers, newspaper, radio, Internet).
- Presentations for conferences and public schools.
- Resource building for the training program and Culture Division.

2006 Goals

- “What Was Never Told” training program delivery.
- Development and delivery of tribal department in-services.
- Delivery of Headstart cultural curriculum.
- Research grant opportunities for cultural projects.
- Continue promotion of Anishnaabe bimaadziwin through the media.

**Anishnaabemowin
(Ojibwe language)**

This department supports a language program designed to meet individual and community needs and interests in learning the Ojibwe language. Over the past 15 years we have been revitalizing our language through various efforts. During the early years of language revitalization we focused on orthography (letters and spelling) as opposed to producing speakers. Recent findings now support language acquisition through immersion methodology as being more successful in producing speakers. As such, our focus has shifted to using immersion classes to teach our language.



Niibin (summer) is a gathering time. We Anishnaabek hunt and gather many gifts from Mother Earth for survival. We gather medicines and berries throughout the season for our use throughout the year. Our culture camp provided many youth from the community the opportunity to learn about gathering sweetgrass and how to pick blueberries. Above left: Wingshkoke (to pick sweetgrass) — Kids from the YEA program and community were shown how to gather wiingash (sweetgrass) on Sugar Island. Above right: Gindaasa (to count) — Cyrus Howell watches Marcus Biron count his berries, one, bezhig; two, niish; three, nswi.

Photos by Jon Biron

2005 Accomplishments:

- Worked with the team writers on application of ANA grant.
- Delivered total immersion language lessons in Sault Ste. Marie, Hessel, and Manistique.
- Co-hosted Anishnaabemowin Teg Conference.
- Enrolled in Certification Nishinaabemowin Instruction Immersion Program (CNIIP).

2006 Goals

- Continue meetings with the elders language advisory team.
- Graduate from the CNIIP.
- Expand immersion lessons to include Newberry.
- Assist with the Anishnaabemowin Teg conference, perform a language skit.

**Gaa bi-zhiwebeg
(That's what happened)
Historic preservation**

The Historic Preservation and Outreach Department is responsible for promoting Anishnaabek identity by emphasizing our long-term connection to the Great Lakes. Encouraging tribe members to embrace the idea that we are all part of the continuing story of the Anishnaabek is the ultimate goal of Gaa Bi-zhiwebeg in connecting and unifying the Sault Tribe through an understanding of our unique history and culture.

To accomplish this goal, the Historic Preservation Department has envisioned a strategic plan for the Cultural Division that is anchored in the future tribal interpretive center. Existing Cultural Division initiatives can be further developed with the understanding that the mission of preserving, promoting and perpetuating the culture can best be accomplished through educational programming.

The Historic Preservation office is focused on long-term strategic planning, programming and grants acquisition for the Cultural Division. The other aspect of the office is curriculum development, teaching and historic preservation of our tribal history. The historical knowledge gathered by the department will be shared with tribe members so they can appreciate the sacrifices of our ancestors and their hope for the success of future generations of Sault Tribe members.



Coinciding with the 150th Soo Locks anniversary celebration, the planting of a mountain ash tree took place June 24 at Brady Park, a portion of which is an ancient Indian burial ground. Four spirit houses were added around the tree to honor those who have walked on.

Photo by Brenda Austin

2005 Accomplishments

- Events planning — Planned and coordinated Sault Tribe support for the 150th Soo Locks anniversary celebration. Developed and coordinated Anishnaabe Days to educate the tribe and general public about the history and culture of our people. Developed and coordinated tribal support for the Vietnam Memorial Moving Wall display. This tribally sponsored week long event honored the sacrifices of American soldiers in Vietnam.
- Grant administration — Led the effort to research and plan for a future tribal interpretive center. Visited and made presentations to the eight Sault Tribe elder committees to gain input on the center. Also traveled to seven museums and interpretive centers to understand the complexities of planning, building and operating these institutions of learning.

2006 Goals

- Interpretive center planning and program development — Continue to promote and develop the tribal interpretive center project. The interpretive center project is currently at the end of the conceptual planning phase. The information and work accomplished up to this point has allowed the Tribe to pursue more funding for the design phase of the project. We are hopeful the 12-month Administration for Native Americans Social and Economic

Development Strategies grant submitted for design services will be accepted for 2007.

- Historic preservation — The development of a basic tribal history curriculum will allow the Historic Preservation Department to teach membership throughout the tribal service area. Historic materials and articles can be placed in *The Sault Tribe News* to reach as many members as possible.

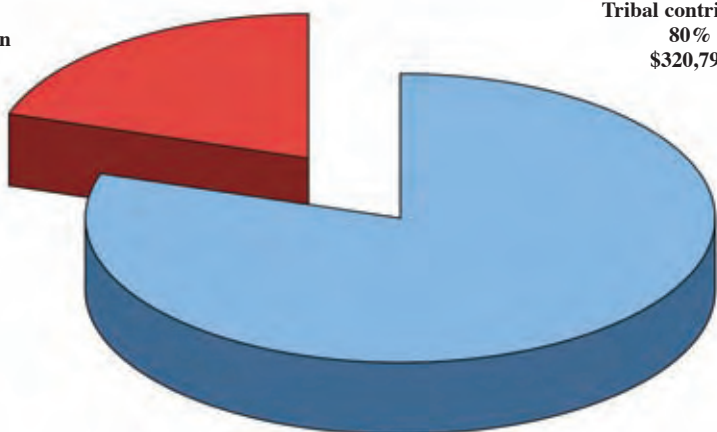
**The Sault Tribe Culture Department
(906) 632-4794**

- Wendi Pages, administrative assistant.
- Judy LaJoie, receptionist.
- Cecil Pavlat, cultural repatriation specialist.
- Krystal Talentino, assistant repatriation specialist
- Bud Biron, camp coordinator and
- Melissa Causley, camp coordinator assistant.
- Josh Homminga, assistant Camp coordinator/Outreach
- Elaine Wright, cultural training specialist.
- Rhonda Hopkins and Nancy Debassige, Ojibwe language instructors.
- Art Leighton, cultural historic and preservation specialist.
- Randy Lee, maintenance.

Sources of culture operating expenditures

Federal, state and local contribution
20%
\$81,675

Tribal contribution
80%
\$320,792



Total culture expenditures: \$403,467

ANISHNABEK COMMUNITY AND FAMILY SERVICES

Building strong American Indian families



The ACFS Direct Services component replaced Charles and Karla Bugg's unsafe log home, behind them, with the gray modular home on the right, with funds from the BIA Housing Improvement Program.

PHOTO BY AL KAMUDA

"Anishnabek Community and Family Services' mission is to promote, advocate, and develop programs that will maintain individual dignity, support family life and promote personal growth within our cultural and spiritual heritage."

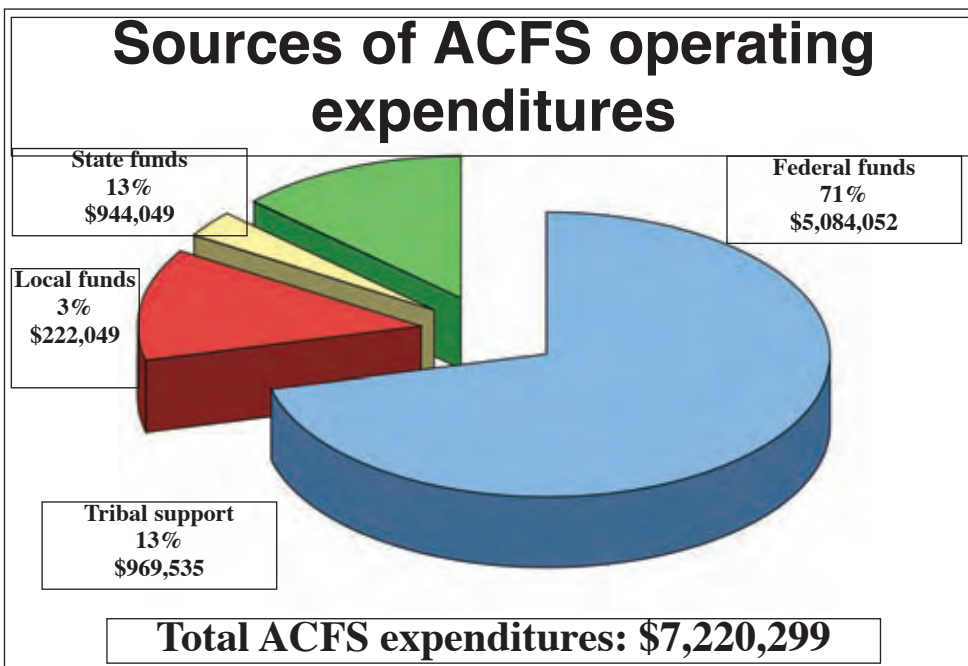
Anishnabek Community and Family Services, ACFS, reorganized all programs and services to fit within one of five components. These functional components reflect numerous contracts that relate to one another and are combined to provide the most efficient and effective services:

I. The **Advocacy Resource Center's** mission is to provide protection, services, support and assistance to families in need so that all tribal children and families will be safe, secure, knowledgeable and cared for. The center provides comprehensive services to victims of crime with a special focus on crimes of violence against women and children.

The Advocacy Resource Program's women's shelter, the Lodge of Bravery, assisted 30 women and children who requested shelter services. The program received certification through the National Organization for Victim Assistance. Three staff members obtained certification as advocates with a designation of comprehensive victim intervention specialist. The program increased services to the Manistique and St. Ignace areas. Office hours are now held once a week in St. Ignace. The program also established a personal needs and food bank for clients of the program. In all, 342 victims requested assistance from the Advocacy Resource Center. In 2005, the program plans to increase public awareness activities and conduct outreach educational activities. The program also plans the provision of three national level training opportunities to tribal staff, including sexual assault nurse examiner training, compassion fatigue, sexual assault prevention training, and service providers training.

The Legal Aid Program created the Chippewa County Domestic Violence Task Force. Thirty members requested assistance with a divorce, while 21 members requested assistance with child custody. Seven members requested assistance with personal protection orders. Fourteen members requested assistance with child support. Seven contracts were issued to outside attorneys in conflict cases.

II. **Child placement component** services



include foster care, adoption, family support, children's protective service, prevention, parenting, adolescent in-home assistance program, children's advocacy center, foster and adoptive home recruitment and licensing.

The Family Services/Child Placement Program successfully passed an annual state audit for Binogii Placement Agency. The program finalized six adoptions, licensed a group home in Kincheloe and licensed five foster homes. Staff participated in training at the Child Welfare Institute. The program also completed the development of the multi-disciplinary team in the western U.P. They also successfully negotiated with the state for a specialized foster care agreement.

Seventy-one children were placed in foster care. Forty-five percent of children in out-of-home placement were placed with a relative. Fourteen percent were placed with another tribal family. Forty-nine of the seventy-one children in care belonged to a sibling group. Twenty-one children were available for adoption and 184 referrals were received for protective services. Nineteen families and adolescents were served for parenting and in-home assistance. Twenty families received direct assistance from Title IV-B and eight families received direct assistance through Family Violence. In 2005, eleven relatives were licensed as foster homes in addition to nine state

licensed foster homes.

III. **Native Employment Works** provides transitional assistance to meet the needs of eligible members and place them into subsidized and unsubsidized employment while promoting personal, economic and social stability that will allow the individual or family unit to achieve economic self-sufficiency.

The General Assistance program provides temporary financial assistance to eligible tribe members who are without income. GA has requirements to seek employment or participate in work programs. Native Employment Works provides case management services to secure employment, job search, adult education, job readiness activities, community work experience and on the job training. Services are provided in an effort to eliminate employment barriers.

Native Employment Works began offering regularly scheduled office hours in Luce County in an effort to increase services to Luce County members and make services easier to access. Service was provided to 29 households. The program continues to work directly with outside agencies such as the Michigan Department of Human Services and Michigan Works in an effort to assist participants achieve full time employment.

IV. Behavioral Health offers person-centered treatment and community based services promoting the health, dignity,

personal worth of individuals, families and our community. This is consistent with the traditional values inherent to the lifestyles of "bamaadiz," which means "promoting balance for future generations." This is a comprehensive treatment system of services in the mental health and substance abuse disciplines that includes a full array of services such as assessment, crisis intervention, prevention, treatment and outpatient services.

Behavioral Health increased services to the Manistique and Munising areas. The program also increased service provision to tribal membership and enhanced the prevention services by having a dedicated prevention staff counselor. Several staff attained certification as addiction counselors. Behavioral Health plans to continue their leadership in facilitating community cultural activities including staff participation in events in 2006.

The Mental Health program participated in a national evaluation via the Children's Mental Health Initiative Grant. Goals for 2006 include the development and implementation of mental health and substance abuse services for the tribal detention center, obtaining CARF accreditation by December 2006 or January 2007, expanding cultural awareness with the seven-county service area and increasing third party billing opportunities.

The Employee Assistance Program assisted 693 individuals in 2005. Fifty-six percent were tribe members and ten percent were other native. The program provided consistent supervisory and program representative interaction in 2005 as well as clinical supervision provided by a tribal psychologist. Service provisions throughout the casinos also continued in 2005. The program maintained an excellent team relationship with representative and referral sources. In 2006, ACFS plans to increase the program's services to outlying areas by assigning program service provisions to counseling staff in Sault Ste. Marie, Hessel, St. Ignace, Manistique, Marquette and Munising areas. The division also plans to conduct service acquisition presentations to supervisors each quarter with the assistance of program service providers.

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V. **Direct Assistance** provides financial assistance to eligible tribe members in an effort to achieve self-sufficiency and to assist in removing obstacles that impede or threaten a client's physical and emotional well-being.

Emergency needs offers financial assistance designed to assist tribe members and employees with emergencies. Funeral assistance offers every tribe member with assistance of their cost of burials.

The Emergency Assistance Fund provided help to 383 households with 934 household members. The program will look to collaborate with the Michigan Department of Human Services to insure provision of service to eligible households in 2006. The program will also strive to provide services to households facing an emergency that may be of no fault of their own and in which the family is without sufficient financial resources to address.

The Self-Sufficiency Funeral Assistance provided financial assistance to 162 households with 231 household members.

The Child Care Development Fund (CCDF) provides financial assistance for childcare services. In order to ensure safe, high quality child care, the CCDF Program purchased or replaced items in provider's homes in order to ensure they were in compliance with licensing and safety standards. Training of child-care providers was encouraged and increased. This was accomplished by collaboration with other providers, determining optimal times and by personal notification of training events. The program also provides grants to all child care providers to improve the level of quality in child care settings. CCDF represented the tribe on a state level to build relationships with our fellow state departments to enlist information sharing, collaboration of funds, assess training needs and bridge the gap with our child care providers. In all, 138 families received child care services. A total of 224 children received child care services. On average, 116 children received services each month.

The Sault Tribe Sanitation Program is federally sponsored by Indian Health Services (IHS). This program is designed to help tribe members in need of services pertaining to water or waste systems. There are two categories which include home improvement projects receiving new plumbing or an addition to the home and newly built or purchased homes, and homes with existing systems that have failed or are currently failing.

The Sanitation Program is designed to assist tribe members facing unsafe and unsanitary facilities or provide facilities for those building new homes. In 2005 a total of 27 families were provided with safe and sanitary facilities. One family was serviced in Alger County, 19 families were serviced in Chippewa County, four families were serviced in Mackinac County and three families were serviced in Schoolcraft County. The program's goal is to continue to accept open applications for



Misty Ferguson, rear-left, is a group child care provider licensed by ACFS according to the tribe's Child Care Code in the Constitution.

Photo by Alan Kamuda

our tribe members at large who experience problems with their sanitary facilities or building their new homes. It is anticipated that approximately 25 families will be serviced in 2006.

Low Income Home Energy Assistance Program (LIHEAP) provides heating assistance and weatherization needs for qualified low-income families of our tribe.

The LIHEAP program increased assistance provided to propane customers of Ameri-Gas and Autore Oil as a result of pre-buy purchases which locked in lower pre-season rates for tribe member customers. The LIHEAP established themselves by becoming an agency with DTE for faster customer service which is a direct service to our tribe member customers. The LIHEAP coordinated home weatherization services with the local community action agencies to increase the dollar amount of home weatherization/improvement to tribe members' home. They also provided energy assistance to 1,274 households with 2,966 household members.

The LIHEAP provided services to (households/household members); Alger 35/67; Chippewa 639/1,638; Delta 115/291; Luce 29/74; Mackinac 318/788; Marquette 28/71 and Schoolcraft 110/302.

Goals in 2006 include to provide energy conservation tips to all LIHEAP applicants, provide cooling units to eligible households who suffer from a serious medical condition that may be exacerbated by the extreme heat and humidity and to provide heating assistance in the fall of the year to assist tribal families with a credit on their heating account at the beginning of the heating season.

Direct Assistance also administers the Home Improvement Program. The purpose of the program is to repair a substandard home and bring it up to Section 8 Code. It also could possibly assist with a new home if the existing residence is found to be substandard and not able to be rehabilitated.

In order to provide decent, safe and sanitary housing for our tribe's members, an identified

work plan was submitted to the Bureau of Indian Affairs for a tribal elder couple. Upon initial inspection, their home was found to be substandard and in a state of disrepair. They were allocated funds for a home replacement in



Grand Marias, Mich., in 2005 (see photo on page 10). They were provided with a new modular home on their existing property with their old dwelling to be demolished in time by them. Only one tribal elder couple was serviced with home replacement that took nearly four months to complete.

The Home Improvement and Weatherization Program is to improve the heating efficiency of the home, thus reducing the energy burden and reliance on energy assistance programs. A grand total of 10 families were serviced throughout Chippewa Delta, Mackinac, and Schoolcraft Counties. The program will continue to identify those who are experiencing high energy bills to provide assistance for weatherization items and reduce such high energy burden on them and the energy assistance programs. The program anticipates servicing approximately 12 families throughout our service area next year.

The USDA Food Commodities Program provides food products to eligible household. The USDA Commodity Food Distribution Program participated in a pilot program for the USDA Prime Vendor Project for food delivery. The project is now modified for a national on-time food delivery system. The program conducted food service for tribe members residing in 15 counties including eight tailgate sites in the seven-county service area. Approximate-

ly 10,706 members participate in the program. The Sault Tribe is also pleased to announce they received the bid for the National Association Conference.

Prevention: ACFS administers various prevention activities which serviced 376 American Indians in 2005. Activities included the All Stars Program, women's spring and winter spiritual wellness gathering, spring spiritual gathering, teen wellness, children's regalia sewing day, teen leadership camp and men's fall gathering. Staff also worked on the implementation of the Shedawin Plan for community recovery activities and 12 step support meetings in December, 2005.

Prevention goals for 2006 include:

- Increasing staff and in-patient treatment resources through increased funding skill acquisition which is evidence based.
- To establish an effective patient and client satisfaction procedure department wide.
- To establish a new behavioral health chart to meet or exceed CARF accreditation standards.
- To become CARF accredited to improve services and to capture to the fullest extent possible all third party revenue.
- To continue focus on service provision in the Manistique and Munising areas.
- To increase prevention services to children and adolescents ages 8-14 through Life Skills Prevention Project implementation (State Prevention Grant).
- To increase cross training focus through ASAM Case Presentations twice monthly.

Public Awareness: ACFS initiated the Sault Tribe Public Awareness Committee through Safe Kids, Safe Streets grant in 2001. It is a means of networking information internally and formalizing campaigns about specific topics for community awareness. Membership is open and includes tribal team members from the governmental/service programs; with special sub-committees for planning each separate campaign. Since 2001, ACFS has continued to facilitate the Public Awareness

Committee. In 2005, monthly and weekly campaigns included topics such as physical fitness, mentoring, parenting awareness, child abuse prevention, national crime victims' rights, donate life, women and children's health, men's health, cultural activities, substance abuse recovery, domestic violence awareness, foster home recruitment, diabetes, stress-free holidays and disability awareness.

In 2005, the ACFS Funding Committee organized the following fund-raising and community events which included an honor breakfast, ACFS STHC potluck, teen lock-in, fun-wheel prizes, honorariums, Christmas party and three area family fun night events.

Regulatory Services: ACFS administers internal regulatory services to assure that tribally licensed facilities are maintained and monitored through an intense annual licensing review of these facilities of the rules set forth by the tribal code. ACFS receives funding from nine primary sources which include the Bureau of Indian Affairs, Indian Health Services, US Department of Health and Human Services, Department of Justice, Department of Labor, USDA, State of Michigan, Inter-Tribal Council and tribal support. ACFS has a long history of contract management with the many funding sources. In 2005, ACFS managed 50 contracts involving 64 cost centers amounting to just over \$7 million.

2005 Achievements

- Began the implementation of a software system "Harmony" to track the child welfare and family programs.
- Initiated the process of transferring the behavioral health program to health.
- Maintained and enhanced relationships with the local, state and federal agencies.
- Improved services to the western end of service area through community based meetings, filling staff positions and plans for additional positions.

2006 Goals

- Become an active participant in the self-determination negotiations with IHS and BIA
- Complete the transfer of behavioral health programs to health.
- Enhance planning process by updating strategic plan and developing an annual plan.
- Implement the Harmony software program.
- Pursue funding to meet the needs of the membership as identified by the strategic plan.
- Ongoing Yooper-Aid directory, public awareness campaign.
- Continuation of collaboration with tribal court. Continuation of development of services and programs in the western service area.
- Professional and community training and development.
- Development of an adult services protective code.

For more information on all the services provided by ACFS please contact ACFS Division Director Christine McPherson, (906) 632-5250.

RECREATION



Left, Sean Van Dyke rides the Chi Mukwa float promoting Totzone in the Sault Ste. Marie Fourth of July parade. Above, the Events Management Department promoted the new skate rental with a free family skate day at the arena. Skate rental at Chi Mukwa has expanded to include over 400 pairs of skates, below.



SOMETHING FOR EVERYONE

The Recreation Division provides recreational opportunities for tribe members in the seven-county service area and for community members in Sault Ste. Marie.

The Sault Tribe owns and operates Chi Mukwa Community Recreation Center in Sault Ste. Marie. This 150,000-square-foot facility features two ice surfaces, a 4,500-square-foot fitness center, basketball and volleyball courts, a dance room, a state-licensed child care center which provides conference rooms, concessions and a pro shop, after school and summer youth recreation programs for the community and the Tribe.

The Chi Mukwa events management department develops and coordinates facility events and activities for tribal and community families, youth and elders, and offers skate rentals to support facility activities.

The Chi Mukwa concessions department provides over-the-counter vending and vending machines, food services for games and events, catering for various functions, and food service delivery for the youth recreation programs.

The pro shop offers hockey and figure skating equipment and accessories, skate repair and sharpening.

Two percent agreements

To supplement tribal facilities and programming, the Sault Tribe has negotiated recreation agreements in the following areas at minimal or no charge to tribe members:

- **Marquette** with NMU
- **Escanaba** with the YMCA
- **Sault Ste. Marie** with LSSU
- **Manistique** with Little Bear West and Manistique Area Schools.
- **St. Ignace** with Little Bear East

Marquette and Escanaba offer full fitness centers and swimming pools. In Sault Ste. Marie, members may use the basketball court, weight room, swimming pools, youth and elder swimming classes, and basketball and volleyball camps at LSSU.

In Manistique, members have access to the skating rink at Little Bear West and the swimming pool at Manistique Area Schools. In St. Ignace, members may use the skating rink and fitness center at Little Bear East and the swimming pool at the LaSalle High School.

Chi Mukwa also houses the All in One Fitness Center which is free to tribe members. The expanded fitness center includes state-of-the-art fitness equipment, a weight room, locker rooms, spas and saunas, indoor walking track, personal training, fitness classes and clubs.

Significant statistics

- More than 8,500 attended the Homier Tool Shows held in June and October.
- More than 1,500 attended the Nightmare on Bear Street Halloween Party.
- More than 1,600 attended the Sault Tribe Children's Christmas Party.
- More than 500 attended the New Year's Eve Sobriety Powwow.
- Over 1,900 tribe members participated in public skating.
- Over 800 tribe members participated in open volleyball and basketball.
- A Bear Necessity summer recreation programs had 136 participants (86 tribe members-63 percent).
- A Bear Necessity after school program had an average of 26 participants per month (19 tribe members-73 percent).
- The Chi Nodin Running Club had 22 participants and the Billy Mills Race had 105 participants.
- Average walk through traffic per day, 2,378.
- Average walk through traffic per month, 72,349.
- Total walk through traffic, 868,195.
- Designated free tribal usage hours accounted for over 7,200 hours (which accounts for 37 percent of the facility rental hours).

2005 Achievements

- Reached toddler age group (five and under) by enhancing the Totzone.
- Secured additional volunteers for Nightmare on Bear Street.
- Promoted Totzone during the Fourth of July parade which has expanded to include winter, summer and fall sessions.
- Hosted the fourth annual Spring Celebration in conjunction with the E.U.P. Intermediate School District.
- Secured Northern Michigan Black Bears hockey team for the 2005-06 season.
- Increased youth spring league participation by 27 percent from last year (187 to 237).
- Added Homier Tool Show in the summer.
- Skate rental expansion completed, increasing the number of rental skates to over 400.
- Made over 200 pairs of skates available for rental in the outlying areas.

SERVICES AND PROGRAMS

- Public skating
- Learn to skate
- Drop in hockey
- Drop in figure skating
- Youth spring hockey league
- Adult hockey league
- Youth hockey clinics and camps
- Adult volleyball leagues
- After school program
- Summer recreation program
- Toddler/adult skate
- Drop in basketball/volleyball
- Chi Nodin Running Club
- Billy Mills Race
- Pro shop
- Concessions
- Ice and space rentals
- Birthday parties
- Meeting space
- Teen Lock-In
- Totzones
- Early bird basketball

Recreation phone numbers

Events management
(906) 635-4758

Fitness department
(906) 635-7465

Concessions
(906) 635-7465

Pro shop
(906) 635-4906

Tribal recreation
(906) 635-7770

Youth program
(906) 635-4777

ELDER SERVICES



Thirty-one elders from St. Ignace traveled to Washington, D.C., for their annual trip. Money for the trip was raised through fund-raisers with allocations from the Unit III elders recreational fund and the Sault Tribe Board of Directors.

Elder Services was consolidated into one division and the Tribe is now able to reduce the duplication of services offered to tribal elders. Elder Services has three major components of services offered to tribal elders in the seven-county service area which includes access, community and in-home services.

Access services consist of a non-emergency medical transportation program to transport elders to medical appointments including chemo and radiation therapies; the acclaimed elder newsletter, *The Elder Times*, and the management of elder recreation which funds the elder committees and events across the eastern Upper Peninsula.

Community services are directed at the five meal sites in Sault Ste. Marie, St. Ignace, Hessel, Manistique and Mackinac Island for elders' congregational meal programs and home delivered meals for those who are homebound.

In-home services offered include personal care, respite care, and homemaker aides. The elders' health self-sufficiency fund, through which elders can receive dentures, eyeglasses, and durable medical equipment and supplies, are also services of the division.

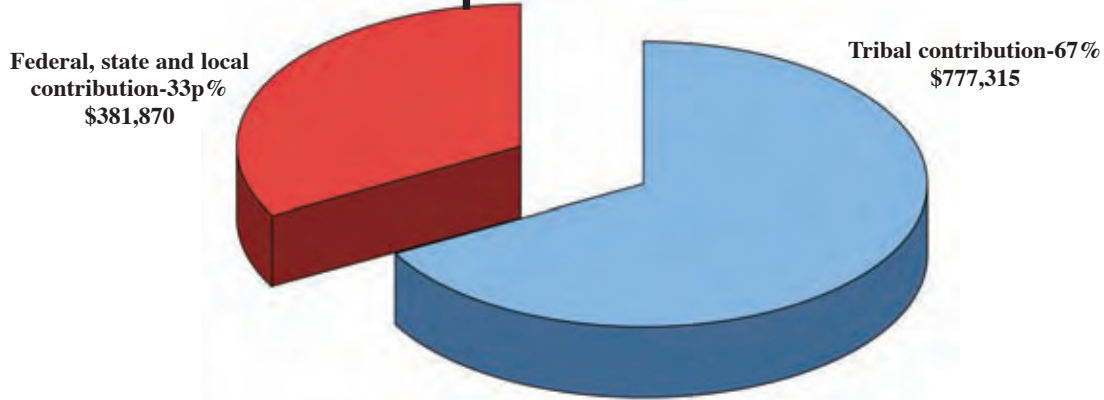
Elders' service providers are based throughout the service area with a staff of about 30 employees. In addition to the Sault, Elder Services have locations at the Hessel and Manistique Tribal Centers, including the McCann Building in St. Ignace.

Elders programming is grouped around meal sites so the elders are the focal point with all services and programs together. In the future, the division hopes to offer such programming as a



The new location of the Elder Services Division is at the Nokomis/Mishomis Place on Shunk Rd. in the Sault. Meals, transportation and homecare are handled here.

Sources of Elder Services operating expenditures



Total Elder Services expenditures: \$1,159,185

hospitality house for affordable accommodations for out-of-town patients, an elder's volunteer bureau, and an elder's hotline. Also under consideration is an adult day program.

The Sault Tribe Elder Services Division has become a model program for the Indian Health Service and has been recognized on a national level by other professional organizations in Indian

Country. Elders are the focal point of everything in this division. Now they can have one-stop shopping for services, which is convenient for them, and brings a great sense

of cohesiveness to the programs.

2005 Accomplishments

- Development of the Elder Services Division by integrating all elder services to develop a tribal long term care structure for tribal elders. Elder programs moved into one division to provide elders multi-need services with one point of entry.
- Expanded tribal long term care structure bringing together in-home services such as home care; access services such as transportation; and community services such as congregational meals.
- Successful implementation of Mackinac Island meal program and approval to begin Manistique meal program in 2005.
- Elder Services employees travel over 80,000 miles to provide elders in the seven-county service area over 40,000 direct service contacts in the following: meals, home care visits, transportation and medical equipment.

Elder Services goals for 2006

- Implement a hospitality house program for out-of-town elders needing affordable accommodations when attending medical appointments.
- Development of an elder volunteer bureau and elder hotline for elders assisting other elders.
- Explore position for recreational manager for elder activities and events planning.
- Plan for additional elders with influx of baby boomers by the year 2010.
- Explore new meal sites for Munising and Escanaba.

Elder Services Division
 2076 Shunk Rd.,
 Sault Ste. Marie, MI, 49783,
 635-4971
 Toll free 1-888-711-7356

LAW ENFORCEMENT

Public safety, conservation and detention



The Sault Tribe Public Safety Department has created an Emergency Response Unit to provide assistance to law enforcement agencies across the eastern Upper Peninsula with critical incidents. The highly trained Containment Team is available any time of the day or night. The cornerstone of their strategy is diffusing situations through careful and effective tactical response methods. The team works and encourages local official participation with officers from Mackinac County Sheriff's Department, City of St. Ignace Police Department, Chippewa County Sheriff's Department and Kinross Police Department. The types of incidents the Containment Team is trained to respond to are hostage situations, barricaded suspects, high-risk arrests or search warrant service, suicidal subject resolution, VIP security and facility disturbances. The containment team is equipped with state-of-the art tactical equipment and the emergency response vehicle carries the tools necessary to conduct all operations including communications equipment, specialized firearms, lighting, ballistic shields, night vision, thermal imaging, victim locator and door breaching devices.

Photo by Alan Kamuda

SIGNIFICANT STATISTICS — PATROL ACTIVITIES

Arrests: 6,692 calls—506 arrests. **Traffic/parking enforcement:** 462 stops—\$1,859 fines collected.
Conservation: 136 commercial fishing permits issued. • 1,002 subsistence fishing permits issued.
 • 1,241 hunting and fishing permits issued. • More than 28,548 catch reports filed.



The director and assistant director of the U.S. Department of Justice Community Oriented Policing Services, (COPS), took a familiarization tour of the Tribe's Law Enforcement facilities. Pictured here are COPS Director Carl R. Peed, left, with Fred Paquin, police chief, David M. Buchanan, COPS assistant director and Hope Collia, police department office manager. "We were very impressed with the Sault Tribe," said Buchanan. "We travel around the nation and visit both tribal and non-tribal law enforcement agencies. The level of professionalism exhibited by Chief Paquin and his department is to be commended. The Department of Justice COPS office has invested nearly \$2 million in Sault Tribe for things like hiring officers, purchasing technology and equipment and supporting ongoing law enforcement programs and Chief Paquin used these grants effectively and efficiently and has built a fantastic department. Additionally, the high level of community policing the department has implemented makes the officers even more effective — which is the purpose of all COPS grants."

Photo by Rick Smith

2005 Law Enforcement Achievements

- Completed first year operations at the St. Ignace Sault Tribe Youth Facility with 100 percent success rate and no major incidents.
- Secured \$1.16 million in operational money for the youth facility.
- Received awards from the Western District U.S. Attorney's Office, the U.S. Coast Guard, the Homeland Security Board and National Native American Law Enforcement Agency as a model for homeland security programs.
- Joint training for law enforcement agencies including creating a containment response team.
- Increased conservation patrols as per the 2000 Consent Decree with new patrol vessels purchased with grant funds.
- National and state model for community policing programs.
- Awarded \$271,722 in grant funding through the U.S. Department of Justice.
- Acquired Boedney Bay, U.S. Forest Service property, on a 20 year lease for use of youth camps including the Junior Police Academy.

PROGRAMS AND SERVICES

- Missing children
- Child abuse, neglect and sexual exploitation
- School violence
- Crimes against the elderly and disabled
- Juvenile justice
- Crime prevention
- Public safety
- Conservation
- Youth detention
- Bike safety classes
- School safety fairs
- Spring clean-up on tribal reservation sites

TRIBAL COURT

Sault Tribe Court and Services



The court staff, from left standing, John Block, juvenile probation officer, Brenda Brownlee, legal secretary, Pat McKelvie, adult probation officer, Vicki Gardner, court clerk and Vanessa Owaski, court reporter. Seated in the center is Michelle Hank, court administrator and judge.

Photos by Alan Kamuda

The Sault Ste. Marie Chippewa Tribal Court was established in accordance with the tribal Constitution. The court's jurisdiction is established by various ordinances adopted by the Sault Tribe Board of Directors and contained in the Tribal Code.

The court has jurisdiction over matters concerning criminal law, child welfare, juvenile cases, land use, traffic, cases involving violations of treaty fishing and hears civil cases involving non-Indians on tribal lands.

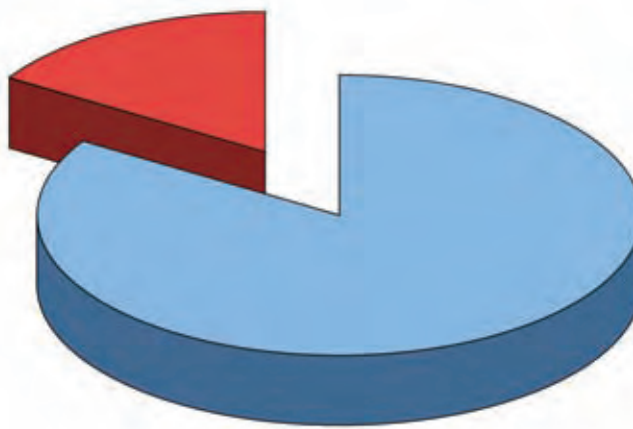
In 1998, the Sault Tribe Board of Directors appointed a three-member Appellate Court to hear appeals from the Tribal Court. In 2005, the tribal board appointed two attorneys to the Appellate Court creating a five-member panel. The Appellate Court reviewed two cases during 2005.

Indigent Defense Counsel is a tribal program that assures members coming before the court for neglect and abuse cases are represented by an attorney. The Tribe contracts defense counsel to represent persons charged with criminal or juvenile offenses. The Tribe sets aside funds to hire attorneys to represent indigent members in the seven-county service area. Currently there are seven attorneys contracted with the Tribe to provide counsel. Eligibility is based on income and family size.

The Gwaiak Miicon Program (Drug Court) was implemented in 2000 from a grant received from the federal government. Although the grant ended in December 2003, the Tribal Court continues the program today. **Gwaiak Miicon** is an alternative sentencing mechanism that allows the participants to obtain a full range of services that will assist them in making a choice to

Sources of judicial and law enforcement operating expenditures

Tribal contribution
\$717,299 - 16%



Federal, state
and local
contribution
\$3,528,233 - 84%

Total Judicial and Law Enforcement Expenditures: \$4,395,021



Over a hundred children showed up to have a great time at the Tribal Court sponsored children's carnival at the powwow.

lead alcohol and other drug-free lifestyles.

The program offers various services including substance abuse treatment, judicial oversight, random drug screening, assistance in obtaining housing, education, recreation, employment, mental health services, family counseling, traditional teachings and many other services as identified

during the assessment phase of the program.

Participants pass through four phases to complete the program over an approximate 10-month period. As they pass from one phase to another, they are awarded a certificate and an appropriate gift such as a journal or a book regarding sobriety. Upon graduation, they are honored by fellow

participants, the Gwaiak Miicon team, judicial services staff as well as family members and friends. Each graduate receives a gift of a ribbon shirt or vest, handmade by local community members.

Ezhkiniigijig Dibaaknigewin (Teen Court) is a program designed to be an alternative to traditional criminal justice pro-

2005 Tribal Court Achievements

- Contracted a Guardian Ad Litem to represent children.
- Contracted a defense counsel for member representation in criminal, abuse and neglect cases.
- Organization and presentation of children's carnival at the powwow.

2006 Tribal Court Goals

- Reorganization of operations to better serve the needs of the community.
- Create access database for the management of operations.
- Travel to all seven counties to better serve the community.
- Continuing education and certification of staff members.
- Continuation of Teen Court initiatives.
- Continuation of Bekaadziwin.

ceedings for juveniles who have committed first time, non-assaultive, misdemeanor offenses. This is an opportunity for youth to be a part of a judiciary process, to learn the roles of court officials and participate in a great community service. The volunteers must maintain the highest moral and academic standards. The Teen Court travels annually to Alpena for Law Day to observe and participate in a mock trial. The Teen Court is currently in a developmental phase and looking forward to recruiting new members in the fall.

The Court Enhancement Grant continues to provide for the purchase of equipment to increase the efficiency of the court. This grant is invaluable in providing for continuing education, training, travel and certification of court staff.

In 2005, Tribal Court was awarded the Community-Based Problem-Solving Criminal Justice Initiative grant. The Center for Court Innovation, coupled with the Bureau of Justice Affairs, awarded 10 recipients for a Criminal Justice pilot program. Tribal Court is honored to be a representative of tribal nations as the only tribal affiliated recipient. Bekaadziwin, translated, means "A peaceful life." It is a restorative process that consists of all parties coming together and working together to resolve disputes. Bekaadziwin was first introduced by the Honorable Judge George K. Nolan, as an alternative to the adjudication process. As a memorial to Judge Nolan, Tribal Court is working to accomplish this vision. There has been a great deal of work completed in the past year, with this process now in its final developmental stages.

HUMAN RESOURCES



Human Resource Department's Team Member of the Year Linda Bentgen, center, is joined by Unit IV Rep. Tom Miller, left, Associate Executive Director Kristi Little, Unit IV Rep. Denise Chase, son Bill, husband John, daughter Kate holding the award, Chairperson Aaron Payment, Unit I Rep. Todd Gravelle and Human Resources Director Cheryl Bernier.

PHOTO BY ALAN KAMUDA

2005 Accomplishments

- Updated five-year strategic plan for human resources.
- Implementation of approved drug testing policy and procedures.
- Revised and updated 20 training classes in a seminar format.
- Opened satellite HR office in Manistique.

2006 Goals

- Change management and workplace professionalism.
- Add two new training classes.
- Job Fairs for staffing the St. Ignace Casino expansion.
- Career showcase promoting career development for high school students.
- Further development of employee relations area.
- Updating personnel policy and procedure.
- Centralizing employment and WIA departments within the HR office.

The tribe's greatest asset is our team members

Employment component

The employment component of the Human Resource Department recruits for governmental, casino and enterprise vacant positions, along with processing applications and providing job placement for people seeking to advance in the organization. A database of potential job applicants is maintained in order to take a proactive approach to recruit applicants with the necessary education, skills and experiences that will best compliment departments with open positions. Job openings are advertised in local and major newspapers and journals, radio stations and over the Internet.

If you are looking for a different position within the Tribe or know of anyone interested in employment with the Tribe, check out our Web site www.saulttribe.com for daily job opening updates.

Look for our job postings in newspapers throughout the Tribe's service area. A list of open positions can also be found at tribal satellite offices in Hessel, St. Ignace, Manistique, Christmas and Newberry.

Training component

We employ a full staff to ensure our services are meeting the team members' and organizational needs. We provide a wide range of training classes from motivational to technical training classes as well as management and customer service classes.

Our training facility is at 531 Ashmun Street in the Sault Tribe Administration Building. We have two conference rooms and a 12 unit computer lab. We also conduct off-site training in the tribe's seven-county service area.

Compensation component

The compensation component of Human Resources is responsible for job descriptions, organizational charts, market studies, pay plans, establishing appropriate rates of pay for new and existing job titles, evaluations and assisting departments within the organization. The department studies 20 percent of all job titles within the organization on an annual basis and conducts market studies almost daily so that the Tribe is current with the market or better yet; to be seen as the employer of choice by setting the market.

Systems (HRIS) component

The HRIS Department is responsible for automating or designing a better, more efficient system wherever possible with the overall goal of making the Human Resource Department as paperless as possible while providing management with the information necessary to make timely decisions.

HRIS also maintains the personnel files

"The percent of Sault Tribe member employees has jumped from 54 percent to over 59 percent. We peaked at 60 percent in August 2005.

We realize our greatest asset is our team members. Their skills, hard work and contributions are very important to the success of our organization. We look forward to a productive year, always striving to make processes within Human Resources as efficient and user friendly as possible."

-Cheryl Bernier, Director of Human Resources

and ensures documents are retained in compliance with applicable laws and policies and administers the HR Intranet and Internet sites.

Employee relations (Human Resource representatives) component

HR Representatives dealing with team member relations is dedicated to the enhancement of a quality working environment for team members by promoting positive communication among all levels within the workplace. The HR representatives assist management in all areas dealing with applicable federal and tribal employment laws.

Representatives assist in the development, interpretation and enforcement of our personnel policies for governmental, casino and enterprise operations. The representatives work to maintain team member relations by promoting consistency in the application of our policies and provide on-site visits to outlying areas routinely. They meet with team members or supervisors concerning any issues or concerns regarding employee relations as well as conducting internal investigations.

How to Contact Human Resources

Main Line (906) 635-4937
Fax (906) 635-4918

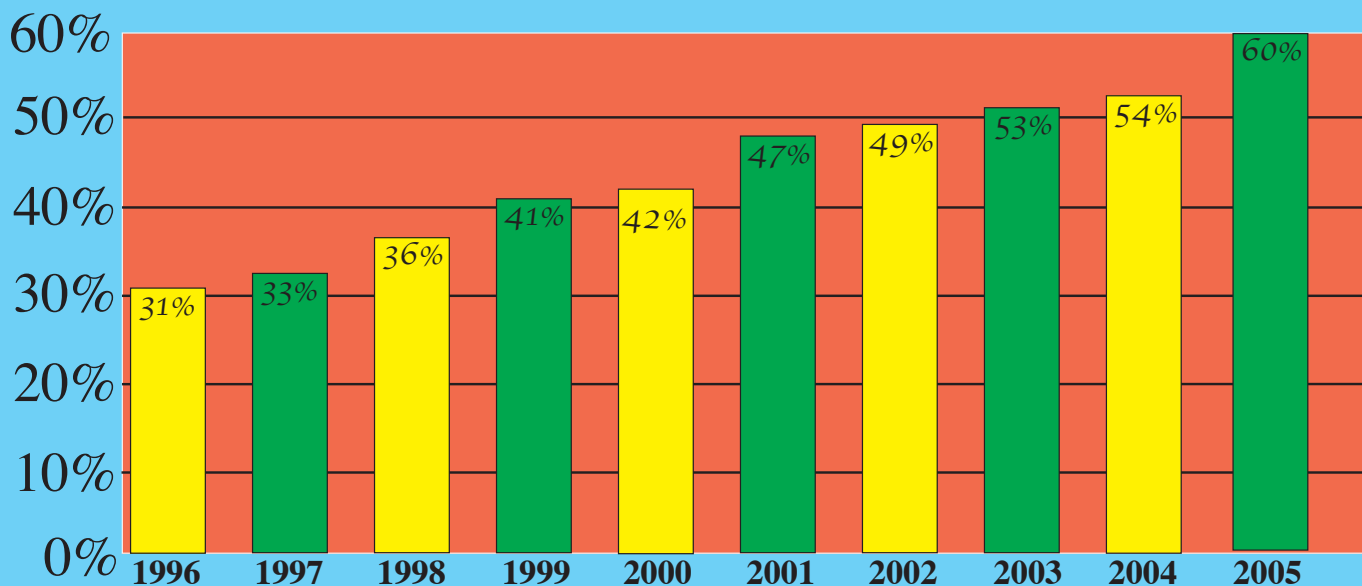
Employment Department
Main Line (906) 635-7032
Toll Free (866) 635-7032
Fax (906) 635-4992

St. Ignace Office
Main Line (906) 643-4176
Fax (906) 635-7021

Manistique Office
Main Line (906) 341-9561
Fax (906) 341-8565

www.saulttribe.com

TRIBE MEMBERS EMPLOYMENT TREND



NON-GAMING BUSINESS

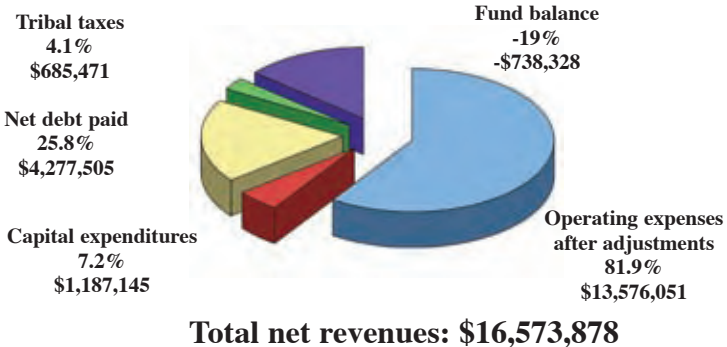
Tribal businesses strengthen the U.P. economy



Sawyer Village leases homes to members and non-members in the Marquette area. The Tribe also owns the Eagle Ridge Apartments in Marquette that offer 16, two-bedroom apartments for rent.

PHOTO BY ALAN KAMUDA

Use of funds non-gaming businesses



The tribe's non-gaming businesses provide many benefits to tribe members, including job opportunities, tax revenues that fund member programs, and products and services that support the gaming operations. Tribe members are employed in non-gaming businesses as retail sales agents, certified professional cleaners, hotel managers and more. Not all of our non-gaming businesses succeed. We have closed businesses that failed to produce profits, which reflects sound fiscal management of tribal resources.

Gaming remains our largest and most stable source of income, yet there are non-gaming businesses the Tribe will continue to consider, either to bring jobs closer to our reservations or to provide more services to our members.

Tribal taxes

Like Kewadin Casinos, the non-gaming enterprises pay tribal taxes to help fund the membership programs and services. In 2005, the non-gaming enterprises paid \$685,471 in tribal taxes.

Hotel enterprises

In addition to providing jobs and tax revenues, the Tribe's hotels attract customers to our gaming properties.

Most of our hotels are marketed under the Kewadin Casino Inn brand to help boost recognition of our gaming properties like the Kewadin Casino Lakefront Inn in St. Ignace.

Currently, the Tribe's largest hotel property, with more than 300 rooms, is at our flagship casino resort — Kewadin Casino Hotel and Convention Center in Sault Ste. Marie. The tribe plans to develop a 400-room hotel as part of our permanent Greektown Casino resort, and has opened the new 81 room resort in St. Ignace.

Our hotels bring gaming customers to the U.P. by cross-marketing with Kewadin Casino's Northern Rewards players club program. Kewadin Casino Inns also offer casino packages to guests.

Our hotels pay a room tax of three percent, in addition to other tribal taxes, that help fund programs and services for elders.

Retail and service enterprises

The two **Midjim Gas and Convenience Stores** are located

on reservation lands in Sault Ste. Marie and St. Ignace.

The stores share the Tribe's tax-exempt status on gasoline and cigarettes and offer price discounts on these items to Tribe members. The Midjims share the Tribe's tax-exempt status on cigarettes by contributing to the Tribe's health program for smoking cessation. The Midjims pay taxes to support programs and services for tribe elders. The stores also provide convenient access to food, gasoline and other basic items for members who live on or near the reservations.

Northern Hospitality sells retail and wholesale furniture, fixtures and equipment. The business benefits the Tribe by providing furniture, fixtures and equipment to Greektown Casino, Kewadin Casinos, tribal hotels and other entities.

- Providing the Tribe with expertise on purchasing special industry items for its casinos and hotels.

- Enhancing the Tribe's purchasing power by providing services to Greektown Casino that result in lower prices for the Tribe and the casino.

- Allowing team members to payroll deduct their purchases. This increases revenues for Northern Hospitality and provides team members with a unique method of paying for furniture and fixtures.

Chippewa Service and Supply provides janitorial services and supplies to commercial and residential customers across the Upper Peninsula. This business also allows team members to payroll deduct their purchases. This increases revenue for Chippewa Service and Supply and provides team members with a unique method of paying for

their janitorial services.

Office of Real Estate Management

In collaboration with the Sault Tribe Housing Authority, this office provided oversight of the Down Payment Assistance Program by assisting six tribal families in obtaining home ownership and monitoring 58 previous recipients' activities.

They also assisted an additional 13 families in achieving home ownership by providing technical assistance in the mortgage process up to and including closing.

DeMawating Development leases and sells properties, including single-family and two-family homes, to members and others living in the Kincheloe area.

DeMawating helps Tribe members find high quality, affordable housing. For example, DeMawating offers trust land unit sales to members. The property is conveyed to members using a long-term residential land lease. Some homes are reserved for income-eligible members.

Sawyer Village leases residential homes to members and others living in the Marquette area.

Eagle Ridge Apartments in Marquette offers 16, two-bedroom apartments.

2005 Accomplishments

- Real estate/consolidated property management companies property taxes — The Tribe paid \$433,890 in property taxes with approximately \$215,770 going to the city of Sault Ste. Marie.

- Revised the vision and mission statements to accurately summarize the purpose and direction of the Tribal Real Estate Office, implementing changes through revisions to current operating procedures and practices.

- Completed the *Standard Operating Procedures Manual* for

the property management companies to ensure consistency in operations.

- Invested \$452,000 back into the properties through capital improvements such as new windows, roofing, siding and overall unit rehabilitation.

- DeMawating restructured the company to have all routine and non-routine maintenance done in-house instead of contracting out labor for vacant unit rehabs, bathroom remodels, etc.

- Sawyer Village reorganized the company to balance current operation needs with financial performance and additional focus on employee retention and advancement.

- Completed several capital projects outlined in our capital expenditure plan to correct current building deficiencies, initiate the preventative maintenance plan and increase the properties curb appeal for greater marketability.

2005 Division goals

- Obtain final approval from the Sault Tribe Board of Directors on residential land leasing policy and procedures.

- Land use regulations for the Odenaang development.

- Create a strategic plan for future acquisition and disposition of tribal land.

- Provide a safe and secure environment for team members and customers by creating an emergency response and building security procedure.

- Strengthen and increase the bottom line and increase cash flow to the Tribe by reducing unit turnover costs, increasing rental revenue, reducing outstanding accounts, maintaining units standards and increasing team productivity.

KEWADIN CASINOS



Kewadin Casinos Fast Facts for 2005:

Steaks galore

Kewadin Casinos dining facilities served 11,586 steak specials during 2005.

Customer correspondence

During the year, Kewadin staff responded to 612 e-mail questions regarding the casino and its facilities.

Team member salaries & benefits

Total salaries and wages for casino team members was \$27.7 million in 2005. Fringe benefits for all casino team members totaled \$8.8 million.

Customer jackpot winnings

Kewadin Casinos paid some hefty jackpots this year with:

- \$238.7 million in slot payouts
- \$26.6 million in table payouts
- \$1.9 million in keno payouts
- \$.6 million in bingo payouts

In the news

There were 185 news articles printed in 2005 regarding Kewadin Casinos that received a circulation of over 6 million.

Kewadin Casinos, 20 years of success as a community leader, economic powerhouse and top employer

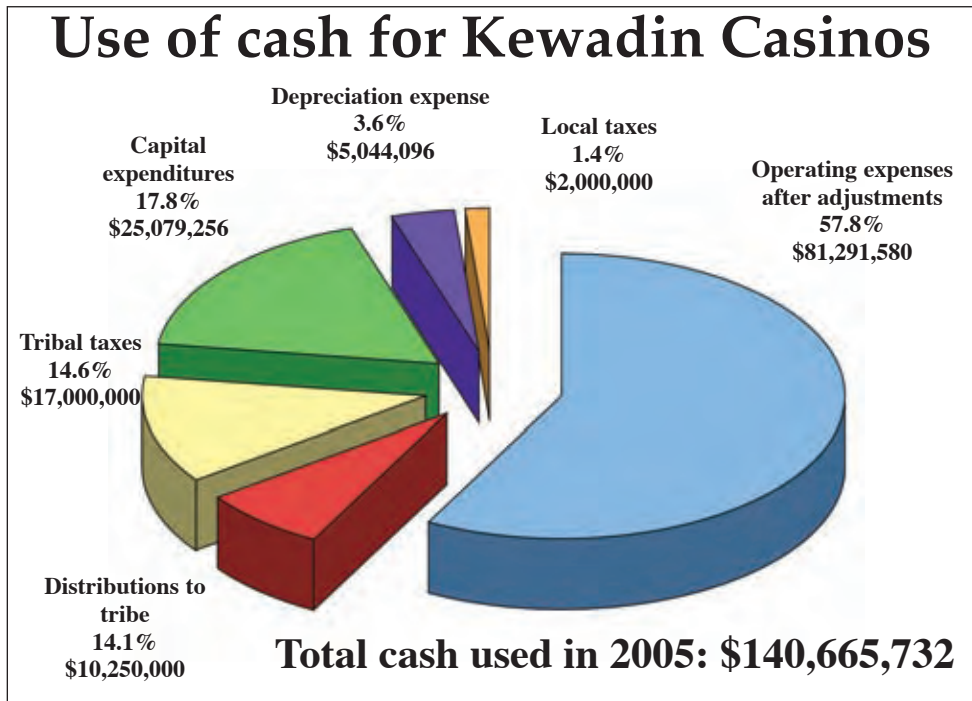
Kewadin Casinos Hotel and Convention Center in Sault Ste. Marie celebrated 20 years of success in 2005. Kewadin has locations in five northern Michigan communities including Sault Ste. Marie, St. Ignace, Hessel, Manistique, and Christmas. The casinos employ approximately 1,300 people with an annual payroll of over \$30 million. In 2005, the five Upper Peninsula casinos drew over four million customers from around the state and country to their facilities.

When Kewadin Casinos opened in November of 1985, it was a one-room blackjack house employing 80 people. Now, the casinos have approximately 482,000 square feet of facility space which accommodates seven restaurants and delis, one 320 room hotel, a 25,000 square foot convention facility, eight lounges, and four gift shops. Over 90,000 square feet of this space is earmarked for gaming which includes 2,000 slot machines and over 60 table games.

The significant growth of the casino organization has benefited the Sault area and the eastern Upper Peninsula in many ways. Chippewa County alone has seen its unemployment rate drop from 11.3 percent in 1990 to under 8.3 percent in 2005. Other communities hosting a Kewadin Casino have also seen this trend including Mackinac County whose unemployment rate is now 9.9 percent compared to 14.3 percent in 1990.

The economic impact the casino has had on the local area is astounding. The businesses and government services of the Sault Tribe, including Kewadin Casinos, have pumped nearly \$4.4 billion into the state of Michigan.

Not only has Kewadin impacted the economic standing of the state through employment and expansion projects, but also as a community supporter. Kewadin continually supports local events and fund-raisers, and assists in campaigns to show support for local veterans, children, 4-H, and other caring programs. Over \$140,000 was given to organizations such as these in 2005 alone. In addition, Kewadin distributed \$2 million in two-percent funds to local governmental agencies supporting local fire and police organizations, road construction and school development. To date, the



casinos have awarded \$22.4 million in two-percent distributions.

Casino renovation projects

A majority of the renovation work at the Sault Ste. Marie facility was completed in 2005. In addition, many improvements have been made to satisfy customer needs including the addition of popular slot games, a poker room, the upgrading of slot machine systems – including new ticket-in ticket-out machines and upgraded sound equipment in the Dream Maker's Theater. This year, they celebrated the opening of the renovated Huron gaming room and Rapids Lounge, pictured above.

Construction on a brand new casino complex in St. Ignace continued in 2005. This \$30 million project is one of the largest casino projects to date. The new facility will consist of over 127,000 square feet, including a new casino with 800 slot machines, 26 table games, 20 keno seats, a buffet/restaurant seating 225, an entertainment lounge seating 125, a sports bar, an 81-room three story hotel and additional parking.

Bringing innovation and new gaming technology to the area

In 2005, Kewadin continued to expand new technology to its gamers with the

installation of new "Ticket In – Ticket Out" (TITO) or coin less slot machines on the gaming floor.

The coin less slot machine is one of the latest in industry innovations. The machines are very user friendly. To activate, gaming customers insert cash to play the slot machine – no change there. The big change is when the player is ready to cash out, they will be issued a ticket instead of receiving coin. This ticket can be taken to another TITO slot machine to be inserted for play or they can turn it into the casino cage for cash.

Because there are no coins disbursed to players when they cash out, the number of fills decrease drastically. This has helped to alleviate the hassles of long waits for hopper fills and payouts, which is a problem at many casinos.

The coin less system can be referred to as a "player friendly" slot machine. In addition to making customers happy with less waiting time, the casino floor overhead has also been reduced due to less fills. This reduction in overhead and increase in happy players is one of the main reasons Kewadin Casinos has been so aggressive at bringing this innovation to the casino property.

Currently, Kewadin Sault has 358 TITO

machines and Kewadin St. Ignace has 339 machines. The response from casino customers regarding the new machines has been very positive.

In another innovative move, Kewadin brought wireless internet access, commonly called Wi-Fi, to Kewadin Casinos Sault Ste. Marie location and to the Kewadin Casino Lakefront Inn of St. Ignace. Future locations that will feature Wi-Fi include the new St. Ignace casino location.

Proud to be a community member and supporter

Kewadin Casinos is proud to support many area events and fund-raisers. In 2005, over \$100,000 was given to sponsor large events in the community that are not only fun activities but help to draw people into the area increasing tourist traffic and bringing awareness to many of our wonderful assets.

In addition, Kewadin supports smaller local and regional events with prize donations and in-kind contributions. In 2005, nearly \$60,000 was given to groups such as regional benefits, fund-raisers, township events, graduation parties, holiday giving programs and Christmas parties.

Business of the year

Kewadin Casinos was honored by of the Sault Area Chamber of Commerce when they received the 2005 FM "Bud" Mansfield Business of the Year Award at the Chamber's annual banquet.

The prestigious chamber award is named for FM "Bud" Mansfield, who served as Director of the Sault Area Chamber for many years. The award is given to an individual or business that combines leadership with service and dedication to the community. In honoring the recipient, the Chamber recognizes the good business practices of the organization/individual and celebrates them as they go above and beyond in their service to the community.

The Sault Area Chamber selected Kewadin for this award for their endless community support through donations, contributions, and sponsorships in addition to the economic benefits the business brings to the area.

GREEKTOWN CASINO



Growing with Greektown

Left: Lucius Vassar from the Detroit mayor's office; Chairperson Aaron Payment; Marvin Beatty, Greektown investor and management board member; James Jenkins, president of Jenkins Construction; and Bill Williams, vice president of guest services for Greektown Casino, cut the ribbon to open the new, eight-story, 630-space parking garage. The opening of the garage marked the fifth anniversary of the opening of Greektown Casino. After five-years, the direct economic impact of Greektown Casino on the city of Detroit has exceeded \$730 million.

2005 Marks Greektown Casino's strongest year

Greektown Casino remains a strong source of revenue for tribal member programs and services, posting its best year ever in 2005 with \$338.1 million in total net revenue. The casino increased revenue and market share and finalized plans to break ground on its permanent casino in the summer of 2006. Greektown Casino experienced changes that will greatly benefit casino guests, the Sault Tribe, city of Detroit, and state of Michigan for generations to come.

Gained market share, increased revenue

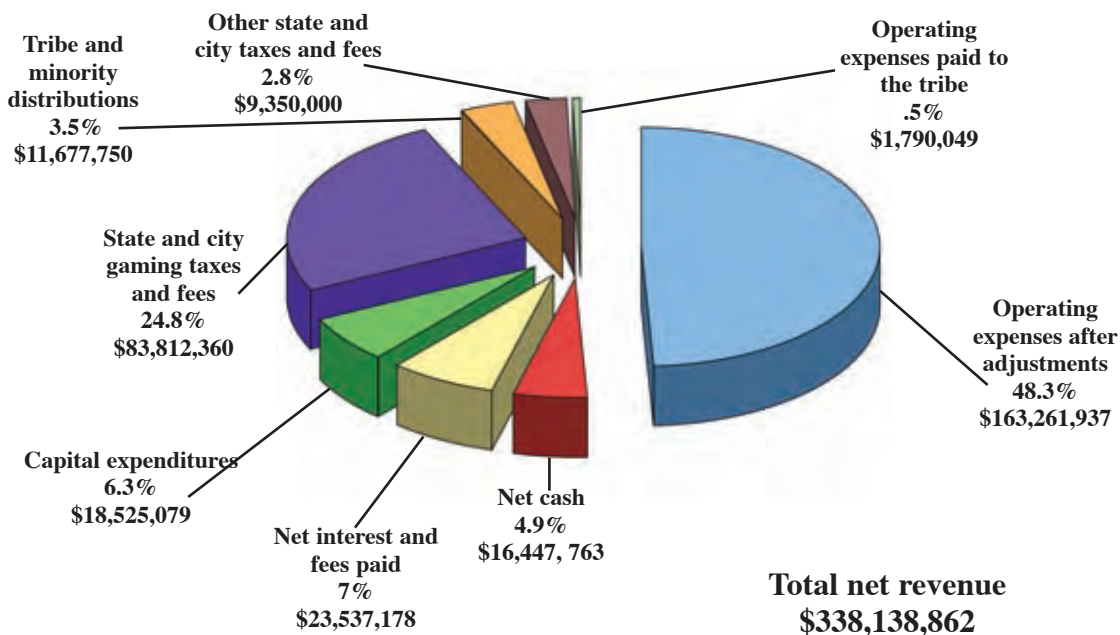
Greektown Casino gained market share throughout 2005, even gaining a 14-percent increase in July, according to figures released by the Michigan Gaming Control Board (MGCBC). The increases can be attributed to aggressive new promotions and improved direct marketing strategies that are better able to target existing customers and attract new guests. The MLB All-Star game also contributed to July's success. Baseball fans from around the country streamed into Detroit to witness the fan-favorite All-Star game at Detroit's own Comerica Park, located within walking distance of Greektown Casino. From a revenue standpoint, 2006 is shaping up to be an even better year than 2005.

Moving forward with permanent site plan

In September of 2005, the Greektown Casino announced they would ask the city of Detroit and the MGCBC to approve the construction of a permanent casino-hotel resort in Greektown.

The casino dropped plans to move away from Greektown to Gratiot and I-375. These plans, which would have required the casino to vacate their 265,000-square-foot building in Greektown, were advanced more than two years ago by a different Sault Tribe Board of Directors, a different Sault Tribe Chairman, and a different Greektown Casino management board. They were proposed before the recent settlement in the Lac Vieux Desert lawsuit that delayed construction of the permanent casinos and be-

Use of cash for Greektown Casino



fore the Legislature and Governor increased the Detroit casino gaming tax by 33 percent.

After reviewing all options and the casino's development agreement with the city of Detroit, Chairman Payment, the tribe's board of directors and Greektown Casino management board elected to build the permanent casino in Greektown.

Benefits of staying home in Greektown

The new plan will meet all of Greektown's development agreement obligations to the city of Detroit, will reaffirm the casino's commitment to Greektown merchants and downtown Detroit and enables the Greektown Casino to develop a customer-friendly parking deck and a magnificent hotel, all in Greektown.

The permanent Greektown Casino complex remains faithful to the original business model for locating a casino in the heart of Greektown. The model was and will continue to be, for Greektown Casino to benefit other downtown Detroit businesses and merchants, and not just the casino's owners. Restaurants that have relied on the more than \$6 million in meal comps from Greektown Casino each year will continue to thrive

and co-exist.

Greektown Casino remains integrated in a thriving and growing area of downtown Detroit and is within walking distance of Comerica Park, Ford Field and very near the Fox Town Theater district.

The permanent Greektown Casino will be the only permanent casino-hotel resort with a people mover stop.

By staying in Greektown, the casino will preserve a major attraction in what has been Detroit's most popular entertainment district for many decades. A beautiful 265,000-square-foot building in downtown Detroit will not be left abandoned.

With the new plan to stay in Greektown, we are not walking away from more than \$250 million in investments already made in the existing facility.

The new permanent casino complex will create a true "Entertainment Alley" in Detroit, allowing visitors to walk to many places for entertainment right in downtown. The project will give Greektown a world-class casino, convention hall and hotel that are a stone's throw from Detroit's major attractions.

Unveiling of new expansion plan

The Greektown Casino's management board unveiled their new expansion plans publicly for the first time at a MGCBC meeting on Sept. 13, 2005.

Various planning and zoning approvals were needed from the City of Detroit before the expansion could occur. Under state law, Detroit and the MGCBC have some approval authority. The casino plans detailed the purchase of a parking garage owned by the city to make room for the new expansion. The plan is to tear down the existing garage and then re-build a 3,500-space parking garage in its place.

The Greektown Casino management board also presented options for interim re-financing for part of the casino's debt. The casino eventually addressed all of the concerns of the MGCBC to get part of the casino's debt restructured. The casino then presented a financing proposal for the permanent casino expansion to the MGCBC, followed by the expansion approval from the City of Detroit. The casino's next step was finalizing the purchase of property needed to execute the proposed expansion plans, which was ultimately completed in May

2006.

Greektown Casino celebrates fifth anniversary with new parking garage

In celebration of its fifth anniversary, Greektown Casino opened a new 630-space valet parking garage on Nov. 10, 2005, significantly improving valet parking service at Detroit's "Best Casino."

The new eight-story garage, at Beaubien and Fort, is designed to shorten the time guests will have to wait to valet park and retrieve their vehicles, said Greektown Casino Chief Operating Officer Craig Ghelfi.

State gaming regulators approve permanent financing package

The MGCBC approved a \$200-million financing package on Nov. 15, 2005, for the development of Greektown Casino's permanent hotel-casino resort.

Construction of the permanent Greektown Casino resort began on June, 2006, after final property acquisitions and zoning was approved from the City of Detroit. The project will include a major expansion of Greektown Casino's gaming space from 75,000 square feet to 100,000 square feet.

Once the development is complete, total investment in the project will be about \$450 million. Approximately, \$275 million has already been invested in the current casino and \$200 million more will be used to construct the hotel, parking garage, spa, 1,500-seat theater, convention space and other amenities.

"The permanent Greektown Casino resort will attract thousands of visitors to Detroit every day, create more jobs and generate more economic benefits for our tribe, the city of Detroit, and the state," said Aaron Payment, chairperson of the Sault Ste. Marie Tribe of Chippewa Indians.

Economic impact exceeds \$730 million

After five years and creating more than 2,200 direct jobs and attracting about 15,000 people a day into the city, the direct economic impact of Greektown Casino has exceeded \$730 million.

CONTRIBUTIONS TO THE COMMUNITY



Front row, left to right, Sault Tribe Unit V Representative Vic Matson, Sr., Red Cross Executive Director Brian Davie, event coordinator Joanne Carr and Sault Tribe Chairperson Aaron Payment are shown with a check for \$25,000 that was presented to the American Red Cross to aid in the gulf coast Hurricane Katrina relief efforts. Also in the picture are a few of the many volunteers who participated in conducting the benefit Indian taco sale. PHOTO BY RICK SMITH



The Tribe contributes to communities in many ways. The Kewadin Shores management team, pictured above, provided lunch for 60 children with cancer at Camp Daggett on Aug. 15, 2005. Kewadin Casinos donated the materials to provide the lunch. The children were very excited to see everyone and were extremely thankful that the management team took the time to come down and be with them. Everyone made the team feel welcome and repeatedly thanked them for everything they did. It was a very special day and the team looks forward to attending Camp Daggett again next year.

Total community contributions for 2005 \$4,871,298

<u>Tribal board and administration contributions</u>	
\$4,798,286	
\$ 1,963,317	2% Funds
\$ 1,172,363	Board of Directors Initiative
\$ 44,650	Children's Christmas Party
\$ 52,698	Chi-Mukwa Membership Subsidy
\$ 8,855	Day Care Subsidy
\$ 695,055	Donations to tribal programs
\$ 138,505	Elder gift certificates
\$ 4,158	Elder snowplowing
\$ 19,302	Elder Thanksgiving/Christmas dinners
\$ 151,528	Employee gift certificates
\$ 11,453	Foster Care Christmas (board subsidy)
\$ 429,373	Funeral Assistance
\$ 5,671	Gifts and flowers
\$ 2,700	Graduation parties
\$ 81,158	Powwows
\$ 17,500	United Way

<u>Tribal community contributions</u>	
\$73,012	
\$ 50,088	Dress Down
\$ 7,124	Relay for Life
\$ 18,500	United Way

Over \$22.3 million given to local governments

Since 1994, Kewadin Casinos and the Sault Ste. Marie Tribe of Chippewa Indians has helped bring additional law enforcement services, educational and recreational programs, and improved health benefits to the tribe's seven-county service area. These services and many of the programs benefit our tribe's families as well as families in surrounding communities and are available with the help of the tribe's two-percent distributions. The 1993 Gaming Compact, negotiated with the state, mandated semi-annual two-percent payments. This requires the Tribe to earmark two percent of its net win from electronic gaming machines to area governments. To show their support for this program, many of our tribe's board members have visited the organizations receiving funds. Since the payments began, the Tribe has awarded more than \$22.3 million to local governments throughout the entire service area.



Unit III Representatives Fred Paquin, left, and Rob Lambert, right, presented Chairman of the Mackinac Straits Hospital Board of Trustees, Ron Mitchell, a mounted copy of the board's resolution donating 16.5 acres for the new hospital which will replace the city's existing clinic. The 30,000 square-foot facility will be shared with the Sault Tribe and approximately 14,500 square-foot will be designated for tribal health services.



Sault Tribe Police Officer Richard Cullen, left, Chairperson Aaron Payment, center, and Corrections officer Eric Morgan, from the Chippewa Correctional Facility presented a check for \$5,000 to Vi Paquin, assistant Special Olympics area director, Christina Paquin, Laura Aikens, area director and Jean Aikens. Photo by Brenda Austin

INTER-TRIBAL FISHERIES



The ITFAP new assessment/research vessel, the RV Atikameg, whitefish.

“The Inter-tribal Fisheries and Assessment Program (ITFAP) provides biological, environmental and fishery management services on matters related to the 1836 Treaty resources of Lakes Huron, Michigan, and Superior. ITFAP gives the tribes the biological expertise to act as co-managers of the Great Lakes fishery resource along with the state of Michigan and the federal government.”

ITFAP was established in 1981 to provide the three tribes that were litigating for treaty fishing rights in the Great Lakes with the biological expertise necessary to represent tribal interests. Since that time, ITFAP has expanded to provide the Sault Tribe, and four other tribes organized under the Chippewa/Ottawa Resource Authority (CORA), with the ability to self-regulate their fishery and act as co-managers of the Great Lakes resource with Michigan and the federal government.

Sault Tribe’s federal appropriations typically provide 60-65 percent of the annual funding for program operations, along with tribal support funding when necessary. Through annual sub-contracts, funding support is also provided by the four other CORA tribes (Bay Mills Indian Community, Grand Traverse Band of Ottawa/Chippewa Indians, Little River Band of Ottawa Indians, and the Little Traverse Bay Bands of Odawa Indians).

Managing a shared resource of this magnitude is a complex task, especially when many other governments (states, federal, Canadian) and user groups are involved. Biological information must be collected, analyzed and presented on a variety of fish species that are widely spread over three Great Lakes with many management sub-units. This information must then be compared or combined with similar information collected by other agencies, and in previous years. As a result, ITFAP has a very broad and complex scope of work.

Some of the more important ITFAP activity categories include:

1. Assessment and research.

ITFAP staff conduct many field collections throughout the year on fish species important to the tribal fishery. The purpose for this work is to assess the health of the fish



The staff of ITFAP works inside the Nunn's Creek Fishery Enhancement Facility. ITAP oversees a walleye hatchery and weir collection of salmon at the facility.

populations and to develop appropriate harvest limits/guidelines.

2. Harvest and effort statistics. Staff collect monthly fish harvest reports from tribal commercial and subsistence fishers and process that information into a computer database to provide summarized data to tribal officials for a variety of management purposes.

3. Representation and co-management. As co-managers of the Great Lakes fisheries, ITFAP staff participate in many inter-governmental management and research committees and projects. The most important of these is the Technical Fisheries Committee, which was formed under the 2000 Consent Decree. One of the more important mandates for this committee is to produce annual fish harvest limits and guidelines for certain fish species.

4. Environmental. Environmental issues on the Great Lakes have increased dramatically in recent years, many of which have the potential to greatly impact tribal fishing opportunities. ITFAP staff have been heavily involved in these issues. Three of the most important issues relate to invasive species, contaminant levels in fish and pollution and

diversion of Great Lakes waters.

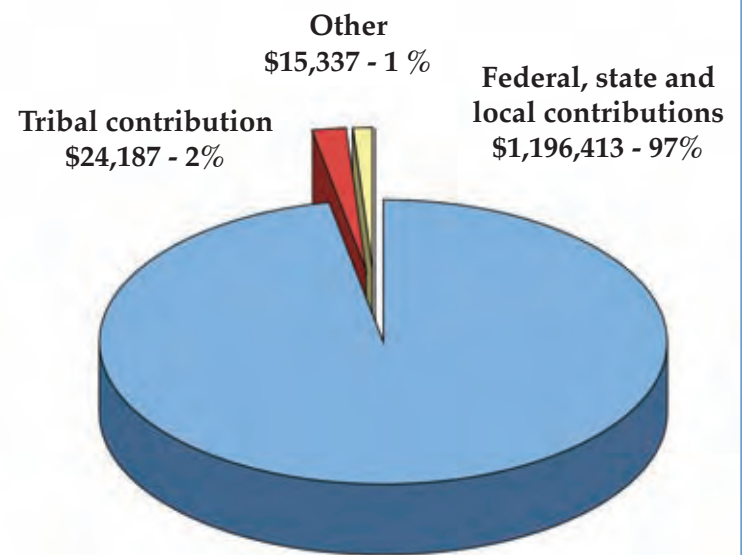
5. Fisheries Enhancement.

In addition to the fisheries management focus, ITFAP oversees a small fisheries enhancement (hatchery) program for walleye. ITFAP also oversees assessment and weir collection of salmon at the Nunn's Creek Fishery Enhancement Facility. Similar to the fisheries management program, the hatchery program also receives funding support from Bay Mills and Grand Traverse Band.

Significant Statistics — 2005:

- 156 field trips to monitor tribal fish catches, or conduct assessments.
- 19,161 fish samples collected; 10,227 fish aged.
- 900 commercial catch reports, and 1,500 subsistence harvest reports processed.
- 91 tribal, and inter-governmental fisheries and environmental meetings or conference calls for Great Lakes issues.
- Participated in determining harvest limits and guidelines for whitefish and lake trout in 30 management units.
- 10 reports to conservation committees and CORA.
- 74 reports/presentations related to Great Lakes fisheries and envi-

Sources of fisheries operating expenses



ronmental activities and issues.

- 280,763 walleye summer and fall fingerlings stocked into Great Lakes treaty waters.
- 12 meetings and conference calls related to inland rights negotiations.

2005 Achievements:

- Progress on research grant from the Great Lakes Fishery Trust to examine natural mortality factors in whitefish in Lake Huron and Lake Michigan.
- Administered activities on a research grant from USFWS to determine whitefish distribution in Lake Huron.
- Served as chairpersons for the Lake Superior Technical Committee, Great Lakes Fish Health Committee, St. Marys River Binational Public Advisory Council (co-chair). Represented tribal interests on 34 other inter-governmental committees and task groups.
- Appointed to represent CORA on the National Aquatic Nuisance Species Task Force.
- Conducted fish contaminant monitoring program in Lake Michigan.
- Assisted with organizing tribal action with environmental issues in the St. Marys River, particularly sewage treatment issues around

Sugar Island.

- Participated in securing a grant from the Agency for Toxic Substances and Disease registry to continue fish contaminant monitoring, and provide public information related to fish consumption.

Participated in many inter-governmental Great Lakes fisheries and environmental initiatives and activities.

Staff: Five biologists, four technicians, one fisheries aide, and one executive secretary.

2006 Goals:

- Secure federal and inter-tribal funding support for 2006.
- Continue assisting Sault Tribe and CORA tribes in addressing the extensive scope of biological and inter-jurisdictional issues confronting the Great Lakes commercial and subsistence fisheries.
- Achieve stocking targets for summer and fall fingerling walleye.
- Assist in instituting cormorant control efforts in treaty waters of Lakes Huron and Michigan.
- Participate in activities promoting national legislation aimed at eliminating the invasion of non-native species into the Great Lakes.
- Assist with improving computer models designed to determine fish harvest limits.
- Assist with development of marketing initiatives for tribal commercial fish.
- Complete improvements at the walleye rearing pond site, including securing a grant from USDA to create a second rearing pond.
- Assist with the Inland Treaty Rights negotiations process.

Sources of funding for The Inter-tribal Fisheries and Assessment Program

	Total Revenues	Total Expenses	Tribal Support	Other Transfers
Inter-tribal Fisheries	\$ 568,036	\$ 592,223	\$ 24,187	\$ -
Nunn's Creek Fisheries	133,689	133,689	-	-
Trapnet	297,102	264,052	-	-
EPA CEM	52,926	52,926	-	-
BIA	144,659	83,361	-	15,337
TOTALS	\$ 1,196,413	\$ 1,126,251	\$ 24,187	\$ 15,337

FINANCIAL OVERVIEW

Financial Highlights

- The Tribe's total governmental assets increased to \$86.4 million or 14.47 percent over the course of this year's operations while total assets from business-type activities increased \$65.4 million or 10.6 percent.

- Total liabilities in governmental activities increased \$8.07 million or 21.6 percent and total liabilities in business-type activities increased \$60.4 million or 12.2 percent.

- During the year, the Tribe's expenses were \$6.7 million greater than the revenues generated by grants and other revenues for governmental programs.

- In the Tribe's business type activities, total revenues decreased by \$3.18 million while total expenses increased by \$910 thousand. The majority of which is from an increase in the cost of sales in the Gaming Authority and interest expense.

- The total cost of the Tribe's programs decreased \$3 million. This is due primarily to reductions in the cost of general government of the tribe.

- Dollars spent on member services decreased \$1.28 million (2.80 percent) while grant revenues increased \$1.99 million (8.5 percent).

- The General Fund reported a deficit of \$8.4 million.

- Major capital projects include the commencement of the construction of new gaming and lodging facilities in St. Ignace. It is anticipated the new facility will open in the summer of 2006 and cost approximately \$55 million. Plans were formalized for the renovations of the old Lincoln School Building in Munising. This building is to be used for member services and a community center. Completion is expected in late 2006 or early 2007.

Net assets. The Tribe's combined governmental assets increased by 14.47 percent between fiscal years 2005 and 2004 to \$86 million. (See Table A-1).

Net assets of the Tribe's governmental activities increased 7.5 percent to \$41 million. \$40 million of assets are invested in capital assets (buildings, equipment, and so on). The Tribe's business-type activities net assets increased to \$128 million.

Changes in net assets. The Tribe's total revenues (excluding special items) decreased by 1.47 percent to \$506.5 million. (See Table A-2). The tribe's revenue comes mainly from gaming and federal sources.

The total cost of all primary activities decreased by \$2.16 million or 0.5 percent due to cost reductions and lower costs of running the organization. This is shown on the General Government line on Table A-2.

The Tribe was able to cover the current year's costs for programs and services of governmental operations. Table A-2 and the narrative that follows consider the operations of governmental-type activities and business type activities separately.

Governmental and business-type activities.

- Revenues for the Tribe's governmental activities decreased 7.2 percent, while total expenses decreased 4.6 percent.

- Revenues for the Tribe's business-type activity decreased 0.7 percent and expenses increased 0.25 percent.

Total revenues have decreased 1.47 percent, most of which is attributable to the decrease in governmental revenues as discussed in the financial highlights. Total expenses have decreased by .05 percent due to the decreases in insurance costs, wages, and other operating expenses.

Table A-2 presents the cost of each of the Tribe's five largest programs—health and welfare, public safety, recreation and culture, education, and general government—as well as each program's net cost (total cost less fees generated by the activities and intergovernmental aid).

- The cost of all governmental activities was \$63 million.

- The cost of those services was paid from the following:

- Taxes of \$17,685,475
- Charges for services of \$9,573,243
- Operating grants of \$25,383,357

Business-type activities.

Revenues of the Tribe's business type activities decreased by 0.7 percent to \$450 million, and expenses increased 0.25 percent to \$370 million. Refer to Table A-2.

Factors contributing to these results included:

- Stabilization of gaming revenues and increase in other revenues.

- Decrease in gaming cost of sales and decrease in operating expenses.

Government Fund

As the Tribe completed the year, its governmental funds reported a combined deficit fund balance of \$10,400,391, a decrease in combined fund balance of \$(8,353,020) from 2004. The primary reason for the decrease in fund balance is highlighted in the analysis of governmental activities. In addition, these other changes in fund balance should be noted:

- The Tribe spent \$4.24 million on construction and equipment purchases in its government funds.

- Debt service expenditures were \$5 million.

- \$4.4 million was transferred in from other activities at net cost.

General Fund

Over the course of the year, the Tribe's board made several changes to the Tribe's budget. The budget process falls into three categories:

- Original budgets are approved by the board prior to the beginning of the program's fiscal year.

- Amendments and supplemental appropriations are approved as needed by the programs during the course of the fiscal year.

- Year end modifications are made during the calendar year as needed for programs with non-

Table A-1: Tribe's Net Assets

	Governmental Activities		Business-Type Activities	
	2004	2005	2004	2005
Current and other assets	\$29,261,082	\$19,258,970	\$450,250,827	\$392,090,787
Capital assets	<u>57,136,639</u>	<u>56,215,940</u>	<u>232,183,255</u>	<u>224,938,967</u>
Total assets	86,397,721	75,474,910	682,434,082	617,029,754
Current liabilities	31,582,956	16,424,076	49,887,602	441,526,079
Long-term debt outstanding	<u>13,873,399</u>	<u>20,965,125</u>	<u>504,466,158</u>	<u>52,384,862</u>
Total liabilities	45,456,355	37,389,201	554,353,760	493,910,941
Net assets invested in capital asset, net of related debt	39,994,008	35,281,418	93,150,760	30,727,263
Unrestricted (deficit)	<u>947,358</u>	<u>2,804,291</u>	<u>34,929,562</u>	<u>92,391,550</u>
Total net assets	\$40,941,366	\$38,085,709	\$128,080,322	\$123,118,813

Table A-2: Changes in Tribe's Net Assets

	Governmental Activities		Business-Type Activities	
	2005	2004	2005	2004
Revenues				
Program revenues	\$ 9,573,243	\$ 4,559,255	\$449,995,657	\$450,674,768
Operating and capital grants	25,383,357	23,395,358	-	-
General revenues				
Taxes	17,685,475	17,763,061	-	-
Investment earnings (loss)	956,650	600,678	395,750	283,624
Other	<u>2,560,431</u>	<u>14,271,912</u>	-	<u>2,617,617</u>
Total revenues	56,159,156	60,536,265	450,391,407	453,576,009
Expenses				
Gaming and other	-	-	347,358,170	352,854,444
Judicial	1,128,532	1,036,323	-	-
Education	3,457,392	3,298,135	-	-
Health and welfare	34,218,488	35,267,137	-	-
Recreation and culture	2,643,450	3,205,117	-	-
Public safety	3,915,640	3,835,223	-	-
General government	13,819,297	18,457,785	-	-
Public works	545,251	316,428	-	-
Interest expense	<u>3,152,925</u>	<u>529,885</u>	<u>22,666,804</u>	<u>16,260,550</u>
Total expenses	62,880,975	65,946,033	370,024,974	369,114,994
Excess (deficiency)	(6,721,819)	(5,409,768)	80,366,433	84,461,015
Transfers	9,577,476	4,435,349	(9,577,476)	(4,435,349)
Taxes	-	-	<u>(65,062,735)</u>	<u>(22,098,115)</u>
Increase (decrease) net assets	2,855,657	(974,419)	5,726,222	57,927,551
Distributions	-	-	(764,709)	(7,178,681)
Net assets - Beginning	\$38,085,709	\$39,060,128	\$123,118,806	\$72,369,943
Net assets - Ending	\$40,941,366	\$38,085,709	\$128,080,322	\$123,118,806

December year ends.

Even with these adjustments, actual expenditures were \$1.2 million over the final budgeted general fund amounts. This is due, in part, to the \$5 million transfer for debt service payments.

The most significant positive variances were as follows:

- Tax collections were greater than expected.
- Gains and distributions were higher than anticipated thus increasing amounts available for appropriation.

Capital Assets

At the end of 2005, the Tribe has invested \$289 million in a broad range of capital assets, including land, machinery and equipment, buildings, roads and vehicles.

The principal change in capital assets consists mainly of casino expansion.

Capital outlay. The major capital asset additions included:

- Gaming equipment and facilities for \$47 million.

- Land purchases and improvement, \$913 thousand.

- Non-gaming equipment and facility additions totaled \$1.2 million.

The Tribe's fiscal year 2006 capital budget projects spending another \$11.4 million for capital projects, and \$20 million for casino construction. The tribe has plans to issue additional debt to finance the casino project.

Long-term debt. At year end, the Tribe had \$464 million in bonds, notes, and leases outstanding — an increase of \$26.5 million over the last year. General government debt decreased by \$3.25 million or 22 percent to \$12.4 million.

Next year's budgets

The following economic factors were taken into account when adopting the General Fund budget for FY2006.

Economic factors. The value of the Canadian dollar continues to improve in value. The increase in casinos in the state of Michigan and the province of Ontario will continue to affect Kewadin Casino's gaming authority future gaming revenues.

Amounts appropriated in the General Fund budget are \$31,838,081, which is an increase from the final FY2005 budget. The tribe will use these revenues to finance current and expected future programs, program expansions into outlying areas and the expected impact of inflation on those programs. As for the tribe's business-type activities, we expect that the 2006 results will also improve based on gaming expansion and reduction in operating costs.

SELF-SUFFICIENCY

SAVING WHAT WE MAKE TODAY FOR FUTURE GENERATIONS

Self-Sufficiency

In 1996, the chairman and the board of directors crafted a plan to expand tribal membership benefits beyond geographic and income boundaries. Though the demand for "need based" programs and services will continue, the chairman and tribal leadership had a strong desire to give more tribe members access to more programs and services. Thus, the tribal Self-Sufficiency Program was established.

The Tribe's traditional value of planning for seven generations was the guiding principle in creating the self-sufficiency plan. The Self-Sufficiency Program invests funds into interest-earning accounts. Annually, based on the performance of tribal investments, the interest is used to fund specific member programs and services, while the principals remain intact.

In spring 1996, the board of directors used tribal business revenues to create the first Self-Sufficiency Fund. An amount of \$4 million was set aside with the goal of generating \$400,000 a year to help send tribe members to college. Under the plan, each qualifying tribe member could receive up to \$1,000. Since the fund was established, the number of tribe members attending colleges and universities has increased tremendously — in 2005, members collected \$849,796 from the fund.

In 1998, the board of directors added \$2 million to the fund for members attending vocational or technical schools. The principal in the fund now stands at \$6 million.

The Elder Self-Sufficiency Fund provides significant benefits to our most cherished and deserving tribe members.

The principal in the Elder Fund — \$19.6 million came to the tribe in 1998 when a 161-year old land claim originating from the 1836 Chippewa-Ottawa Treaty was resolved. The payment came from the federal government.

To decide how the funds should be used, tribal leaders surveyed members nationwide and held community meetings across the seven-county service area. As a result of suggestions from members, the tribal board created the Elder Self-Sufficiency Fund and deposited the land claim settlement into the account. Interest earned on the principal is used to fund programs and services for tribal elders ages 60 and older.

Though the national economy and stock markets have slid the past couple of years, dividends paid to elders from the Self-

Sufficiency Fund have increased every year. The tribal board has decided to continue to appropriate higher amounts even though interest on the fund has not met projections.

Since the program began, the Tribe's Self Sufficiency programs have distributed \$41,239,460 including \$29,239,460 to elders. Soon payments from the funds will exceed the amounts originally invested. Yet, the principals will remain intact.

Total payments to tribe members from the tribe's Self Sufficiency funds include:

- More than \$7 million to education programs.
- More than \$2.9 million to the Funeral Assistance Program.
- More than \$2.8 million to the elder health and employment.

Tribe members support expanding member benefits through self-sufficiency funds. In a recent survey, 79 percent of tribe members supported the Elder Dividend Program, 70 percent supported the Funeral Assistance Program, and 65 percent approved of the Higher Education Self-Sufficiency Program.

Members have also expressed a growing interest in establishing more self-sufficiency fund programs. For example, 81 percent of members support establishing a child trust account for education, while 71 percent would like some sort of national tribal health insurance plan based on income eligibility.

Overall, 93 percent of tribe members agree that revenues from the tribe's gaming businesses have made strong, positive differences for members, especially in providing funds for member programs and services. In addition, 76 percent of members understand that the tribe's gaming profits are the largest single source of funding for tribal programs and services.

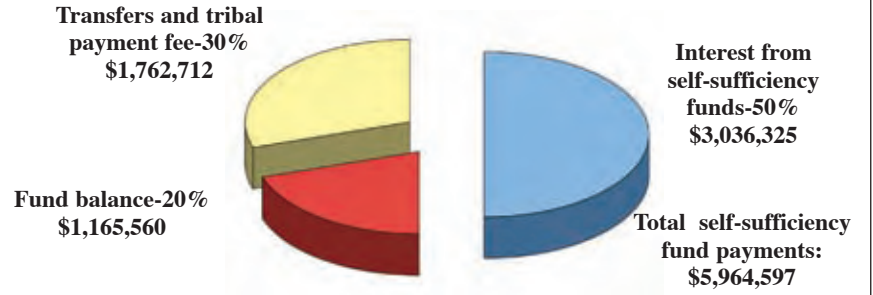
Other important findings from our recent survey of tribe members include:

- 91 percent of members support the following statement: "When the Greentown Casino debts are paid, the tribe should do more for all members."
- 75 percent of members gave the tribe a positive approval rating for planning for the future.
- 68 percent of members oppose a per-capita payment.
- 77 percent of tribe members said that the Tribe is headed in the right direction.

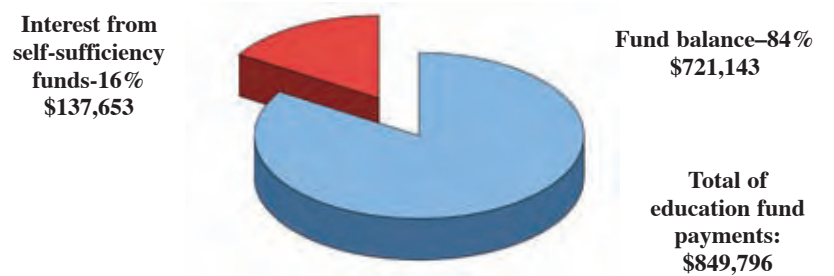


Seated left to right, Grace MacArthur and Shirley Cameron, along with standing left to right, Grace Flowers, Lorraine Moran and Pauline Hickman gather around Chairperson Aaron Payment at the 2005 Thanksgiving luncheon for tribal elders.

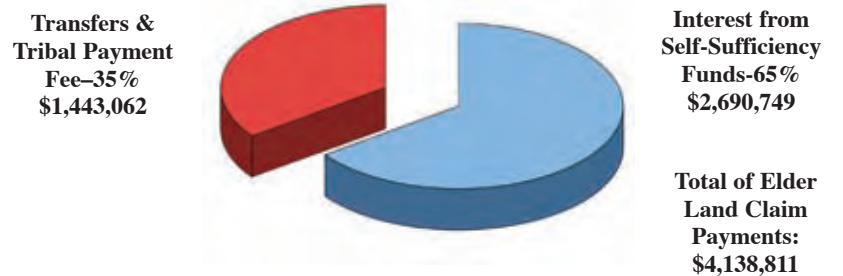
2005 Sources of total self-sufficiency payments



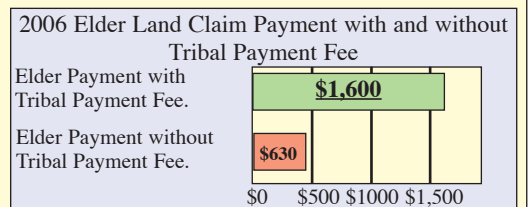
2005 Sources of education fund payments



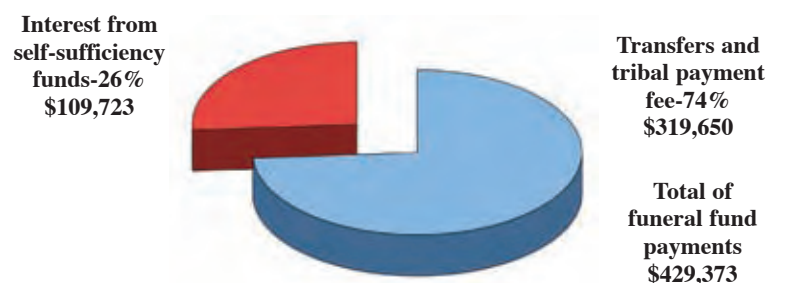
2005 Sources of elder land claim payments



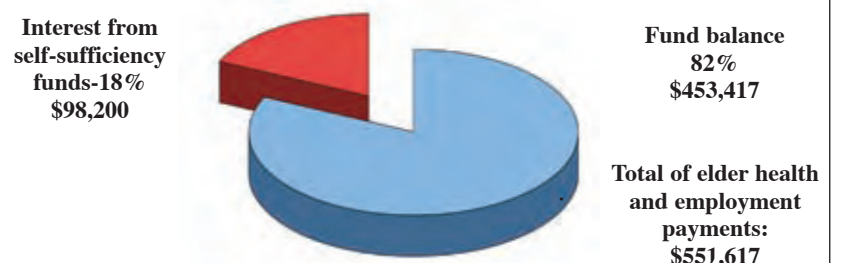
The self-sufficiency dollars are provided to the membership in addition to the programs and services operating expenditures. **Interest from Self-Sufficiency Funds** is the annual interest earned by investment of the funds. Only the interest is used for member payments in order to maintain the earning power on the principal for future generations. **Tribal payment fee** is the additional fee paid by the tribe to members for the use of the funds to pledge to banking institutions. Without this fee, significantly fewer dollars would be paid to the elderly, education, funeral assistance, elder health and employment.



2005 Sources of funeral fund payments



2005 Sources of elder health and employment payments



HOUSING



The construction crew of the Development Department in front of one of the new quad units on Odenaang, which will be ready for occupancy in the fall of 2006.

PHOTO BY ALAN KAMUDA

“It had been a difficult year of funding reductions on the federal level. Housing team members recognized the need and took the initiative to identify other grant opportunities. We continue to seek leveraging options to meet our goals and look towards the future with increasing confidence. A quote from Abe Lincoln personifies the dedication and commitment of the housing authority team members, “determine that the thing can and shall be done and then we shall find the way.” The next 12 months will provide even more housing opportunities for our tribe members.”

- Carolyn O’Neil,
Housing Division Director

Quality, affordable homes and healthy communities for tribe members

The Sault Ste. Marie Tribe of Chippewa Indians Housing Authority continues to provide various opportunities of safe, decent and sanitary housing to all tribe members residing in the seven county service area.

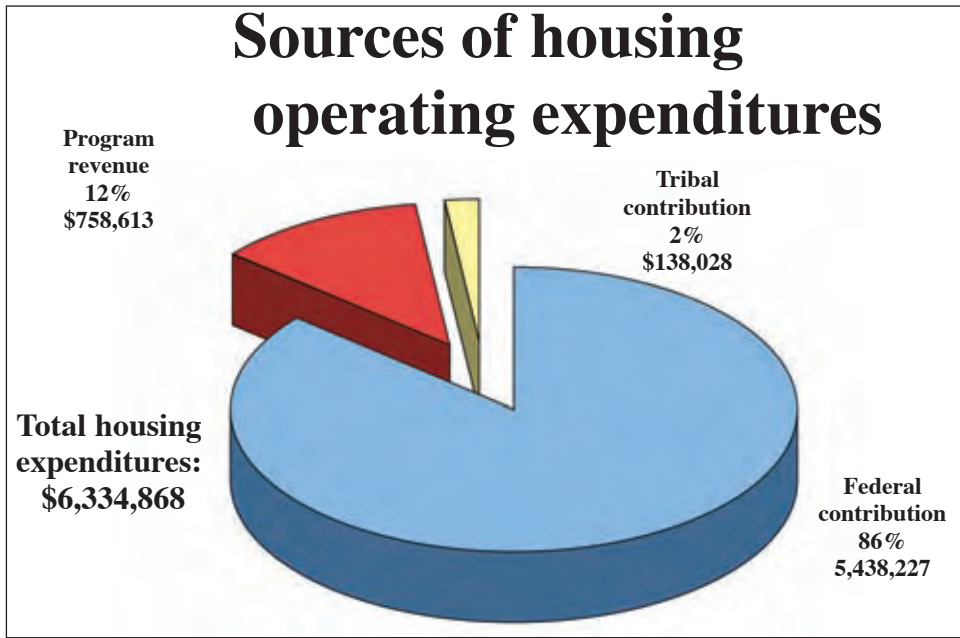
The single source of funding for housing is the Native American Housing Assistance and Self-Determination Act (NAHASDA) block grant provided by the Department of Housing and Urban Development (HUD). This grant is renewed annually based on congressional allocations and an approved plan prepared and submitted by housing administration.

A new and innovative way of providing housing opportunities to members across the entire state of Michigan was achieved this year. Sault Tribe Housing was approved by HUD Assistant Secretary of Public and Indian Housing for the Section 184 Loan Guarantee Program. Tribe members can achieve home ownership for the first time, refinance an existing mortgage and finance home repairs while receiving a HUD guaranteed loan.

Housing administration applied for and received a Rural Housing and Economic Development Capacity Building Grant. During the next three years the \$150,000 grant will provide funding for staff training and hiring a grant specialist to research and apply for additional funds. This initiative will provide longevity and expansion of services provided by the Housing Authority.

A partnership between housing administration and the Sault Tribe Real Estate Office continued to develop the necessary legal infrastructure to lease individual parcels of land at Odenaang. Land leases will be available to tribe members who wish to build a home in March 2007.

Tribe members can now receive up to \$750 for emergency housing assistance. A



collaboration between ACFS and Housing enables families who are homeless, at no fault of their own, to receive assistance for first month's rent and security deposit. Seventeen families received emergency assistance this year.

The construction focus of the **Development Department** in 2005 included completion of 15 new homes, six new homes at Odenaang along with nine homes in St. Ignace. These homes were occupied by late summer and early fall.

The development department broke ground for a new elder complex at Odenaang. This is an exciting new development with anticipated completion of the first eight units in fall, 2006. These units are one and two bedroom adjusted units with attached garages built in a small horse shoe shape to promote privacy and peacefulness for the elders.

The **Modernization Department** is a rehabilitation program to repair existing low rental homes and properties developed under the 1937 Housing Act by the Housing Authority.

Staff completes a variety of needed work, such as roof replacement, exterior painting, installing new flooring, and window replacement. In 2005, the modernization department completed 211 miscellaneous work orders, painted the exterior of 45 homes, rehabbed five bathrooms, replaced 62 windows, restored 95 vacant units, replaced bathroom fans, replaced one furnace and installed 38 new roofs.

A special projects work crew was developed to provide rehabilitation to homes that experience water damage. This crew is also responsible for a proactive approach implemented to inspect and prevent future water damage. They ensure proper site drainage, installation of rain gutters and maintenance measures to prolong the life of the housing unit and prevent future water damage. They completed over 50

work orders in 2005.

The purpose of the **Service Department** is to maintain safe and sanitary housing for tribe families. This department is responsible for the daily maintenance and repairs of the existing low rental homes along with maintenance and operations of the water systems.

The Housing Authority operates water systems on five housing sites. This year 25 septic tanks were pumped and inspected as part of the routine preventative maintenance plan.

In 2005, the Service Department completed 5,515 routine work orders, 214 after hours emergency work orders, and 95 vacant unit maintenance work orders.

The focus of the **Occupancy Department** is maintaining resident files, recertifying current tenants, rent determinations and processing rental and home ownership applications. In 2005, 91 families moved into homes on nine various housing sites in the seven-county service area.

Due to the increase in fuel and utility costs, a utility study was finished to adjust utility allowances for tenants. The utility allowance increased \$35-\$75 per month based on bedroom size. This was a direct reduction in rent charged to applicable tenants, giving families an increase in disposable income to cover utility expenses.

Housing Site	# of Homes
Sault Ste. Marie	178
Newberry	24
Marquette	10
Manistique	38
Kincheloe	110
Hessel	23
Escanaba	25
St. Ignace	70
Wetmore	19
TOTAL	497

The mission of **Resident Services** is to assist housing residents with their needs and concerns ensuring their continued

occupancy while providing training and counseling curriculums to enhance their quality of life, promote self-sufficiency, and build strong communities. The resident service specialists are responsible for move-ins, fire safety inspections, and home visits in both rental units and home ownership units. They provide resources and train residents on various topics such as loss prevention, fire safety, money management, neighbor dispute resolution, and rent/utility collection. The staff completed 1,506 homes visits throughout the 497 homes.

Numerous community events were coordinated by Resident Services' staff to include drum socials, housing site clean-ups, safety first, holiday events, yard beautification contests and youth activities.

2005 Accomplishments

- Completed 15 new units of housing, six at Odenaang in Sault Ste. Marie and nine in St. Ignace.
- Developed and funded a new emergency housing assistance program administered through Anishnabek Community and Family Services.
- Rent rates reduced from 30 percent of adjusted income to only 25 percent. Families pay less in monthly rent fees.
- Commenced construction of eight one and two-bedroom elder housing units at Odenaang.
- Awarded a \$150,000 Capacity Building Grant.
- HUD granted Sault Tribe Housing Authority request to expand the service area for the Section 184 Loan Guarantee Program to the entire state of Michigan.
- Provided \$40,000 to fund cultural immersion camps at the Mary Murray Cultural Camp on Sugar Island.

2006 Goals

- Increase organizational capacity to supplement NAHASDA funds and secure additional funding, providing increased opportunities for affordable housing.
- Develop and implement a rental assistance voucher program.
- Expand home ownership advocacy to educate, prepare and provide referral services for members regarding available mortgage and financing opportunities.
- Develop a foreclosure prevention program.
- Construct a four unit multi-family housing complex at Odenaang.
- Develop partnerships with local lenders to expand down payment assistance and home rehabilitation funding opportunities.
- Collaboration with the Sault Tribe Real Estate Office to finalize legal infrastructure, land leasing process and utility ordinance for Odenaang.

Each year the Housing Authority provides financial assistance to every county or township in which housing units are located. The funds are directed to each county government to offset the cost of services such as police, fire protection, ambulance, road maintenance and snow removal to name a few. In 2005, the Housing Authority made “payment in lieu of taxes” in the amount of \$74,654.

Sault Ste. Marie	\$22,004
Soo Township	\$6,150
Schoolcraft	\$6,150
Alger	\$2,850
Escanaba	\$3,750
Mackinac	\$12,600
Marquette	\$1,500
Pentland Township	\$3,600
Kinross Charter Township	\$16,500
Total	\$74,654

Housing Directory

- Administration (906) 495-5598
- Development (906) 635-8026
- Home Ownership (906) 495-1077
- Modernization (906) 495-5555
- Occupancy/Applications (906) 495-1450
- Resident Services (906) 495-1450
- Service/Maintenance (906) 495-5598