



Sault Ste. Marie Tribe of Chippewa Indians
2006 ANNUAL REPORT



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Overview from Chairperson Aaron Payment

Administrative efficiencies save \$8.4 million in three years!

Let me begin like I do each year in the Annual Report by expressing to you my appreciation at the honor bestowed upon me by the people to lead our tribe to serve as your chair. Even when negative board and tribal politics threaten to diminish our morale, the people of the tribe step up and remind us of all the good we can accomplish when we work together as a tribe. I cannot express enough, the gratitude I feel when members leave a phone message, letter or email expressing their thanks. It makes it all worthwhile.

Chi McGwitch, Negee!



Chairperson Aaron Payment (supported by Unit 3 Director Fred Paquin) testifying in Congress on H.R. 2120, a bill sponsored by Congressman Bart Stupak to resolve the reservation status of the Kewadin Shores Casino.

We have had some significant challenges this year with a tightening of our gaming markets at both the Kewadin and Greektown levels. This is likely to get even more challenging with at least three tribes in Michigan planning to open new gaming facilities this year and both our competitors in Detroit — MGM and Motor City casinos — opening their permanent sites ahead of us. Rather than dwell on the increased threat, we are choosing to see this as a challenge to make our customer service even better. Our new facility in St. Ignace is meeting our budget projections despite the National Indian Gaming Commission’s refusal to allow gaming on the new state-of-the-art, smoke-free gaming floor. We are still working to resolve the issue through a federal court challenge and though federal legislation sponsored by Congressman Bart Stupak. For the court case, I submitted 12 pages of testimony chronicling that our tribe took all the correct steps so that the gaming space would be legal. Additionally, I testified in the United States Congress with the endorsement of the Secretary of Interior on our bill. Please contact your members of Congress to urge them to support H.R. 2120. While some members of our tribal board and more strident members continue to play the blame game, others are working diligently to try to resolve the matter.

We have seen modest increases both at our Kewadin Casinos at about 3 percent last year and at 4 percent for Greektown Casino. We are trying our best to do more with less. Shown on the chart below, though our gross revenue is growing only slightly, we

have been able to show constant net gains by spending less and operating more efficiently. Thank you to Kewadin Chief Operation Officer Tony Goetz and all of our Kewadin Team members for being part of the solution.

To further illustrate how we are doing more with less, the chart below shows that for each year from 2004 to today, we are operating more efficiently than ever and have returned to the tribal coffers a total of \$8.4 million since I have been chairperson. Recall that during the transition period, with \$2.66 million stolen on election night in 2004, I instructed managers to look for 5 percent, 10 percent, and 20 percent operational reductions. For the first time in our history, we balanced the annual budget, and turned back unspent dollars without reducing services.

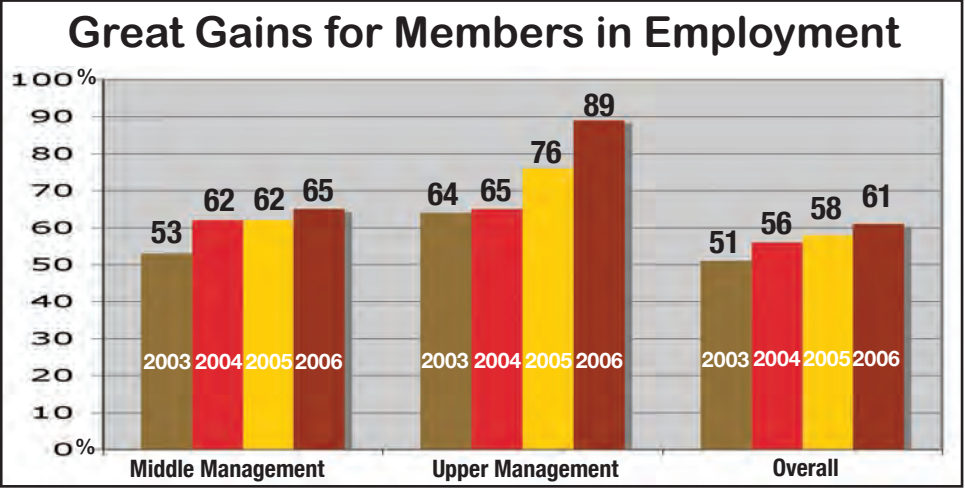
A tightening of our Upper Peninsula gaming markets underscores the value of having branched out into other gaming venues like our Greektown casino. The permanent expansion is currently on time and on budget. By October 2008, we will have added 25,000 additional square feet of gaming space, a 400-room hotel, a new 3,000 bay-covered parking garage and a theater and entertainment venue. When I became chair we opted to not build a \$517 million new casino and instead re-invest in our existing casino to not lose our existing equity. This cost about \$210 million thus saving about \$307 million.



Chairperson Payment pictured with Ken Cockrel Jr., president of the Detroit City Council at the groundbreaking for the permanent casino.

Tribal members in Kewadin Casino and tribal governmental employment have seen phenomenal gains for the last three years with member representation increasing by 10 percent overall and by a whopping 25 percent for upper management positions (see chart at top of page). I am proud to say that for the first time in our history, 100 percent of the chairperson’s executive team are tribal members. Additionally, with two tribally-mandated minimum wage increases we experienced over the last year, our entry level employee salaries have kept pace or exceeded the state minimum wage. Additionally, we have tried to keep the costs for health insurance for employees reasonable by minimizing premium increases from 15 percent in 2004, 10 percent in 2005, and no increase in 2006!

My office staff works especially hard to try meet the needs of our members. We work



closely with the various services divisions. Often, as we are the first point of contact, we briefly determine the members’ needs and refer them to the appropriate division. The membership liaisons and my support staff are all deeply caring and hard working individuals. Below you can see the volume of contacts we have made since 2004.

Additionally, rather than wait for members to come to me, I have gone out to meet members where they reside in communities like Sugar Island, Sault Ste. Marie, Kincheloe, Brimley, Hessel, Newberry, Naubinway, Drummond Island, Manistique, Escanaba, Marquette, Munising, St. Ignace, Mackinac Island, and even south of the bridge to Mackinac City, Cheboygan, Petoskey, Pellston, Okemos, Grand Rapids and Detroit.

One of the greatest services we provide is our annual elder checks. In 1998, the elder check was \$900. I am proud to say that in December 2003, as a board member, I made

2004	7 Member Meetings
2005	16 Member Meetings
2006	62 Member Meetings
2007	41 Member Meetings-to date

the motion to increase the elder dividend to \$1,600. We have seen a steady increase in the total outlay each year, but in January this year, we saw an increase of over \$800,000 because of our special enrollment that previously locked out our own people.

I am proud to welcome home each of our new Members and do so with a personal letter and offer of assistance from my office. I regret that we currently have little to offer those outside of the service area (63.2 percent of our members).



Sandy Gardner with her grandsons (with Mohawks) at the 2007 Sault Tribe Summer powwow.

Greektown Casino Revenue		
Year	Gross Revenue	Change
2004	\$324,728,205	-
2005	\$338,138,862	4%
2006	\$351,138,862	4%

Enrollment Increases		
Month/Year	Population	Change
January 05	32,238	-
January 06	33,703	5%
January 07	37,531	11%

Additionally, many members do not live to 60. Both my mother and father lived just to the age of 60. My aunt was just 50. None benefited from the Elder dividend. I genu-



inely hope to some day be able to lower the age and expand services to all Members regardless of where they live.

From the statistics, we are seeing steady improvements. My excitement is nonetheless tempered and I am not yet satisfied that our members who live outside of the Upper Peninsula are still waiting their turn for representation and services. I do have faith, however, that with our new Constitution, we will usher in a new era to ensure that we all benefit from our membership in our tribe.

2007 MEMBER MEETINGS

Unit	1	Time	Location
Aug	20 th	6pm	Kincheloe, MI (Location-TBA)

Unit	2	Time	Location
Sep	19 th	5pm	Newberry Tribal Center

Unit	3	Time	Location
Sep	26 th	6pm	Mackinac Island Town Hall

Unit	4	Time	Location
Aug	1 st	5pm	Manistique Tribal Center

Unit	5	Time	Location
Aug	11 th	11am	Munising Tribal Center

Detroit		Time	Location
Sep	9 th	12pm	Detroit, MI Greektown Casino, Olive Room

Midwest		Time	Location
Aug	26 th	12pm	Grand Rapids, MI (TBA)

N. Michigan			Time	Location
Sep	23 rd	6pm	Petoskey, MI (Location-TBA)	

Locations are Subject to Change.
Call to Confirm:
1-888-94-AARON

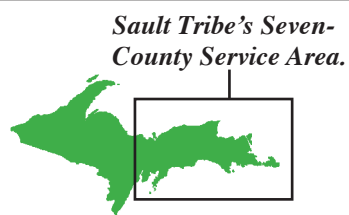
Kewadin Casinos Revenue			
Year	Gross Revenue	Net Revenue	Change
2004	\$123,699,357	\$115,785,205	-
2005	\$126,594,126	\$117,845,419	2%
2006	\$126,794,408	\$121,144,894	3%

Chair’s Office Member Contacts				
Year	Phone	Email	Total	Change
2004	907	350	1257	-
2005	3571	735	4306	+3,049
2006	4140	916	5056	+750

Operational Savings (in millions)			
Year	Budget	Actual	Savings
2004	\$34.6	\$30.7	\$3.9
2005	\$35.1	\$32.4	\$2.7
2006	\$33.1	\$31.4	\$1.7
Total Savings = \$8,417,157			

Elder Dividend Amounts \$1600 each		
Month/Year	Amount	Change
January 05	\$ 4,056,473	-
January 06	\$4,133,811	2%
January 07	\$4,957,562	20%

Sault Ste. Marie Tribe of Chippewa Indians Units



The Sault Tribe's service area is divided into five units covering seven counties in the eastern Upper Peninsula of Michigan.

Sault Ste. Marie Tribe of Chippewa Indians Board of Directors



Dennis McKelvie
Vice Chairman
Unit I Representative



Lana Causley
Secretary
Unit II Representative



Cathy Abramson
Treasurer
Unit I Representative



Joseph Eitrem
Unit I Representative



Todd K. Gravelle
Unit I Representative



DJ Hoffman
Unit I Representative



Robert LaPoint
Unit II Representative



Keith Massaway
Unit III Representative



Fred Paquin
Unit III Representative



Denise Chase
Unit IV Representative



Thomas Miller
Unit IV Representative



Shirley Petosky
Unit V Representative

Board Officers' and Directors' Phones (906 area code)

Dennis McKelvie, Vice-Chairman
H 632-7267
Lana Causley, Secretary
H 484-2954
Cathy Abramson, Treasurer
H 635-3054
Joseph Eitrem, Unit I
H 632-8567
Todd K. Gravelle, Unit I
H 635-5740
DJ Hoffman, Unit I
H 635-6945
Robert LaPoint, Unit II
H 493-5311
Keith Massaway, Unit III
H 643-6981
Fred Paquin, Unit III
H 643-8878
Denise Chase, Unit IV
W 341-6993 H 341-6783
Thomas Miller, Unit IV
H 644-2527
Shirley Petosky, Unit V
H 387-2101

Chairperson's Office



Aaron Payment
Chairperson

Aaron Payment,
Chairperson
W (906) 635-6050
H (906) 632-2446

Sault Tribe Administration
531 Ashmun St.,
Sault Ste Marie,
Michigan, 49783
(906) 635-6050

WIN AWENEN NISITOTUNG

The newspaper of the Sault Ste. Marie Tribe of Chippewa Indians.
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Janice Manning.....Administrative Asst.
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Win Awenen Nisitotung 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.

Win Awenen Nisitotung is not an independent newspaper; it is funded by the Sault Tribe and published 13

times a year by the Communications Department. Its mission is to inform tribal members and non-members on the activities of the tribal government, member programs and services and cultural, social and spiritual activities of tribal members.

Subscriptions: regular rate \$13 per year; \$10 for senior citizens; \$25 to Canada; \$35 to other foreign countries. Subscribe by sending your name and mailing address

to the address with your check or money order made out to *Win Awenen Nisitotung*.

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Tribal Centers

Sault Tribe Administration
531 Ashmun St.
(906) 635-6050

St. Ignace Lambert Center
225 Wah Seh Dr.
(906) 643-8103

Hessel Tribal Center
3535 Nopaming Dr.
(906) 484-2727

Escanaba Tribal Center
3500 Ludington St., Suite 210
(906) 786-9211

Manistique Tribal Community Center
5698 W US-2
(906) 341-8469

Grand Island Chippewa / Victor Matson, Sr. Community Center
622 W. Superior Street, Munising
(906) 387-4721

Newberry Health and Community Building
4935 Zee-Ba-Tic Lane
(906) 293-8181

The mission of the health program is to “provide high quality patient-centered health care that is responsive, courteous and sensitive to individual, family, community and cultural needs with an emphasis on disease prevention and health promotion.”

The Sault Tribe’s health infrastructure is spread out over seven counties in the eastern Upper Peninsula which includes Chippewa, Mackinac, Luce, Schoolcraft, Marquette, Alger and Delta counties. The Health Division consists of six health clinics and four community health sites that provide primary care clinical services to tribal members and their families.

This large rural area covers approximately 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 is the tribe’s largest governmental program, with an operating budget of over \$26.7 million and employing 290 people. The medical, optical, dental and traditional healing staff recorded approximately 53,500 patient visits in 2006.

The Sault Tribe’s Health Division, as listed by health sites, experienced the following accomplishments in 2006.

Rural Health Program

The Sault Tribe’s Health Division opened a pharmacy and optical departments at the Manistique Tribal Community Center in August 2006. The following tasks were also achieved:

- The Escanaba Tribal Community Center facility was relocated in November 2006.
- Preliminary planning and coordination of the details of the relocation, occupancy and operations for the Munising Tribal Health Center move into the new “Lincoln School” facility which opened in March of 2007.

- Coordination of all new facilities and programs into compliance with CARF and AAAHC accreditation standards.

- Submitted the IHS equipment funds request application to secure funding to equip the new Munising Tribal Community Center facility.

Community Health Program

The Community Health Program maintained their commitment to implement a strategic health plan by accomplishing the following tasks in 2006:

- Continued 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.
- Enrolled and screened women for breast and cervical cancer under our BCCCP agreement with the LMAS District Health Department and Michigan Department of Community Health.
- Continued efforts of our systems approach to tobacco cessation under combined efforts of Community Health educators, pharmacy, medical and nursing staff at all health center facilities. A total of \$60,212 was spent on tobacco cessation pharmaceuticals for clients. Tobacco prevention and tobacco cessation efforts are supported by the tribal board approving the tobacco tax exemption modification (effective March 1, 2005).

- Provided direct services to tribal elders through services provided by Community Health nurses, technicians, nutritionists, health educators and diabetes nurse educators.

- Continued implementation of the Healthy Heart Project (diabetes cardiovascular second year of funding) and was the first year of active patient enrollment and services for this project. Staff added a new group education series – “Honoring the Gift of Heart Health” — a six-class series that is offered four times throughout the year.

- Successfully completed final year of a demonstration project funded by the Centers for Disease Control for rapid HIV testing in our clinics. Fiscal year 2006 was the final year of a two-year demonstration project.

- Successfully wrote a new grant for HIV prevention for American Indian women. The “IKWE – Indigenous Knowledge Worth Knowing” HIV prevention project is funded by the Office of Women’s Health for two years starting Sept. 1, 2006.

- Implemented year three of the grant project, “Steps to a Healthier US: a Community Focused Asthma, Diabetes and Obesity Prevention Project.” This is a five-year project to support primary prevention efforts aimed at asthma, diabetes and obesity incorporating physical activity, nutrition, tobacco cessation, reduction of second hand smoke exposure and stress management. 2006 services included casino wellness activities, programming at Bahweting School, physical activity programming and other prevention efforts.

Behavioral Health Program

The Behavioral Health Program committed necessary management and staff resources to meet CARF standards and to become an accredited behavioral health service with our survey scheduled for the following year. This program also accomplished the following objectives:

- AISA services were successfully transferred to the Health Division in April 2006. Administrative and program changes were necessary to allow for a smoother program operation and service provision.

- Submitted an extensive screening, brief intervention, recovery and treatment grant to SAMHSA. Our grant made it to final review but did not receive funding during this program cycle.

- Established or continued our Shedawin recovery meetings and craft nights in 2006.

- Completely reviewed and modified the Behavioral Health Program policy and procedure manual as needed for program integration and accreditation.

- Expanded services with the addition of a counselor from Rural Health.

- Continued with cultural and wellness community activities such as seasonal spiritual gatherings, teen wellness camps, regalia and parent life-skills sessions to promote healthy lifestyles and ways to reduce substance use and abuse.

- Increased the amount of clinical supervision for counselors and improved client care and client satisfaction with services and are addressing this on an on-going quality improvement basis.

- Expanded counselor training and all counselor clinical credentials necessary for accreditation, billing and the establishment



Dr. Michelle Kroupa-Kulik examines a curious infant at the tribe’s Munising Health Center.

of a quality program.

Lambert Center

- Implemented a controlled substance committee which began operating in 2006 for Lambert Center patients taking narcotic medications.

- Participated in the Mackinac County drive-thru flu shot clinic in November 2006 with numerous patients immunized.

- Prepared for CARF and AAHC accreditation by updating all Lambert Center and department-specific policy and procedure manuals; updating all infection control, safety and QI policies and plans; insured all staff were prepared for inspection and were competent in all relevant policies and procedures.

- Continued in the planning of the joint venture with Mackinac Straits Hospital for the future Lambert Center in St. Ignace.

- Completed the exterior repairs of the existing Lambert Center with replacement of the roof and painting of the exterior walls.

Traditional Medicine

Traditional Medicine provides services at nine health service facilities by three traditional practitioners and two traditional practitioner assistants. Patient visits numbered 1,973 and patient education in-services reached an additional 399 individuals. A total of 2,372 individuals were provided some form of traditional medicine service in 2006. Services included:

- Two fasting camps on Sugar Island were conducted and a sweat lodge was activated in Manistique in addition to the sweat lodges in Sault Ste. Marie and Munising.

- The practitioners, assistants and various volunteers again supplied the program by harvesting and processing traditional medicines used by the program.

Sault Tribal Health Center

- AISA and mental health services were transferred to the Health Division in April 2006. Staff successfully made the administrative and program changes necessary for smoother program operation and continuous service provision.

- The chief optometrist helped prepare the Manistique Tribal Health Center optical clinic for services which included supply orders, set up all equipment to operation-

al status, ordered and displayed all frames, stocked all files with needed educational materials and forms, hired and trained an optometrist and optical technician and served the first patient on July 21, 2006.

- CARF and AAHC accreditation preparation was implemented by updating all health program and department-specific policy and procedure manuals, updating all infection control, safety and QI policies and plans, ensuring all staff were prepared for inspection and were competent in all relevant policies and procedures, and updating MSDS manual.

- The Sault health center optical department completed a phone study on macular degeneration and patient compliance with the use of recommended vitamin therapies. Nutritional counseling was offered for all patients with macular degeneration.

- Collective pharmacies in the Sault, St. Ignace and Manistique filled 127,240 prescriptions in 2006, which is a three percent increase over the previous year, and an increase of 30 percent over the past five years. Prescription volume continues to increase resulting in greater numbers of patients intervened and counseled by our pharmacists.

- The chief pharmacist helped prepare the Manistique Tribal Health Center pharmacy for services, which included supply orders and stock medications, set up all equipment to operational status, set up and stocked all shelves, hired and trained a supervising pharmacist and technician and dispensed their first prescription on July 24, 2006.

- Assisted and participated in a multi-agency mass immunization clinic at five different sites in Chippewa County in November 2006. Over 3,100 residents were immunized during this surge capacity assessment emergency preparedness exercise with over 130 staff attending with a satisfactory competency assessment. Jackie McLean also did the fair in Manistique for other health staff.

- Co-sponsored an infectious disease symposium in May 2006 as part of our Chippewa County emergency preparedness plan.

Health Services and Programs

- Presented a Quality Improvement Fair. Over 260 people attended and 60 agencies were represented at this very successful program.
- The patient registration, data entry and billing departments at respective facilities all play an important part in making sure that our third party revenue goal is met each year. This year’s goal was \$4.6 million. Our total revenues for fiscal year 2006 were \$4.3 million. We implemented two billing software packages in 2006 – Medaxis for medical billing and Dentrix for dental billing. Much work was done to ensure collection of pharmacy co-pays for non-natives.
- The Kinross Community Clinic continues to provide excellent care to our members and others who live in that community. We continue to provide various services through our provider mix – Dr. Werner on Mondays, Dr. Sherman on Tuesdays and Wednesdays and Pat Pyle, FNP, on Thursdays and Fridays. In 2006, over 3,000 patient care visits were provided.
- The medical records department reports a number of major accomplishments including filling all vacant positions and updating position descriptions, clearly defining and outlining all critical work functions, decreased waiting times for processing record releases and in tracking releases of PHI on RPMS, writing or updating privacy policies and procedures, removing deceased and inactive patient files to secure archive storage and more timely processing of loose paperwork within 48 hours in the medical records. The Sault medical records department was reorganized emphasizing adequate and competent staff and communication and compliance with all applicable policies and procedures.
- The dental programs in the Sault, St. Ignace and Manistique completed extensive upgrades to the information and radiology systems resulting in a state-of-the-art system. The Dentrix system, under a special funding arrangement from the tribe, was installed and became operational in all Sault Tribe dental clinics. Much planning, equipment installation and setup, dental and billing staff training and efforts were required to accomplish the monumental task of a fully operational dental charting and billing system. Additionally, the radiographic system was upgraded to a fully digitized dental X-ray system with all images stored in electronic format at all dental clinic locations. All this was accomplished with minimal interruption to patient services.
- The health program submitted an IHS tribal management grant to support our electronic health record (EHR) initiatives. Unfortunately, we did not receive funding but we will resubmit this grant next year.

Rural Health Program Goals

- By September 2007, bring the Manistique Tribal Community Center to full operations by transferring the Munising patient prescription services from the Lambert Center pharmacy to the Manistique pharmacy by hiring a physician and nursing assistant in the medical-clinical area and by hiring billing clerks in the business office.
- By June 2007, bring the new Munising Tribal Community Center to full staffing, occupancy and operations.
- In collaboration with the division administration and operations staff, secure CARF and AAAHC accreditation of the Manistique, Munising, Escanaba and Marquette facilities.
- Continue collaboration with the Indian Health Service to secure in excess of \$100,000 of equipment funding for the new Munising Tribal Community Center.
- We will be working towards an integrated RPMS EHR for our network of clinics and community health facilities.

Community Health Program Goals

- Continue efforts to implement 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, technicians, HIV prevention staff, nutritionists, diabetes program staff and health educators.
- Successfully implement grant funded projects that include two Indian Health Service diabetes grants, a new HIV prevention grant and the “Steps to a Healthier US” grant.
- Seek out and write grants to support the efforts of the tribal health services programs and priorities of the strategic health plan.

Behavioral Health Program Goals

- Preparation for the CARF survey March 7–9, 2007, and participate in all aspects of the mental health program survey.
- Analyze CARF survey results and implement all required elements outlined in the mental health survey report and plan of correction timeline as indicated and required for accreditation.
- Continue implementation of mental health productivity benchmarks identified as the “dedicated effort of all clinical therapists to gradually increase their face-to-face client encounter time to total at least 60 percent of their work time.”
- Implementation of alcohol and substance abuse productivity benchmarks identified from other National Alcohol and Substance Abuse Counselor benchmarks to gradually increase the face-to-face client encounter time as a percentage of work time.
- We will be working towards an integrated RPMS EHR through the implementation of the Behavioral Health GUI at our clinics and community health facilities where services are provided.

Lambert Center Goals

- Continue in the planning of the joint venture with Mackinac Straits Hospital for the future Lambert Center in St. Ignace.
- Work towards an integrated RPMS EHR for our network of clinics and community health facilities.
- Continue working on further integrating alcohol and substance abuse, mental health, traditional medicine and family practice primary care services across our health care delivery system.

Traditional Medicine Goals

- Increase our traditional medicine patient visits by 10 percent in 2007 by expanding services and being more efficient in terms of scheduling.
- Increase the number of days that fasting camp occurs from 10 to 20 days each year – 10 days in the fall and 10 days in the spring.
- Maintain the level of traditional medicine collection and production to meet ex-



In September 2006, the Manistique Tribal Community Center was made fully operational by transferring the Munising patient prescription services from the Lambert Center pharmacy to the Manistique pharmacy. For information on the pharmacy department, please contact Dr. Kourtney Bradley, pharmacist or Martha Johnson, pharmacy technician I (L-R) at (906) 341-9544 ext. 29711 or (866) 401-0043 (main reception).

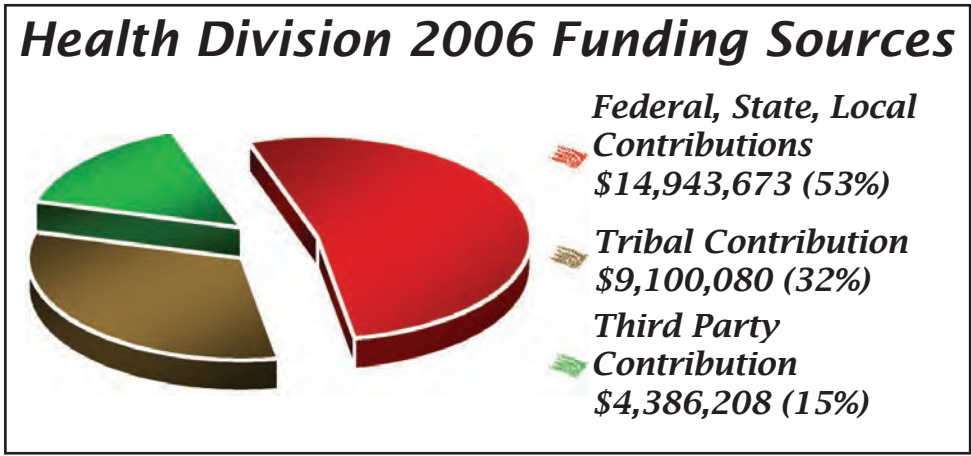
panding traditional medicine service demand.

Sault Tribal Health Center Goals

- The optical department will increase glaucoma patients’ understanding of their disease and the need for treatment and to increase compliance of usage of their glaucoma medications and will increase the selection of frames available in the Sault by 20 frames.
- The pharmacy will increase automation to improve workflow and to reduce potential for errors through the use of barcodes and other equipment.
- Recruitment of a pharmacist for the Lambert Center is important for smooth operation as well as improving the scheduling of required meetings and trainings to allow active pharmacy participation.
- In August 2007 we will be doing another similar emergency preparedness conference similar to last year’s with a focus on the barriers to preparedness for rural communities; “Rural and Ready” is the theme.
- Successfully meet all regulations and standards necessary to achieve CARF accreditation of our Behavioral Health Service and AAAHC accreditation of our health program. This is an on-going process and demonstrates a continual collective effort to assure quality services based upon national standards of care.
- Pending CARF accreditation, billing for mental health and substance abuse services will begin. There has been no third party revenue collected for these services for a number of years.
- We will be working towards an integrated RPMS EHR for our network of clinics

ics and community health facilities. Primarily, the preliminary steps of maximizing RPMS applications, completing EHR team and RPMS ‘super-users’ trained and getting hardware and network enhancements completed will occupy much of our efforts in 2007 with an EHR implementation date in April 2008 planned.

- We will continue recruiting for a full-time mid-level practitioner or physician to staff the Kinross Community Clinic five days a week. This will help provide for a more stable patient care environment.
- Medical records will be focusing on internal and external customer satisfaction, educating members on their privacy rights and processes we use to secure their information, completing site reviews at other tribal clinics to promote standardization of medical records and privacy policies and procedures and actively participate in preparation for EHR.
- Re-submit the IHS tribal management grant.
- Work in cooperation with Inter-Tribal Council of Michigan, Inc., to write and submit a SAMHSA access to recovery grant in which the Sault Tribe’s ability and resources to support substance abuse treatment and recovery would be greatly enhanced.
- We hope to creatively address the ever increasing patient volume and demand along with the budget constraints anticipated in 2007 and 2008 without negatively impacting patient services.
- Continue working on further integrating alcohol and substance abuse, mental health, traditional medicine and family practice primary care services across our health care delivery system.



Contacts (906 area code)	
Health Center Marquette	228-3593
Detour Medical Center	297-3204
American Indian	
Health & Family Center	(313) 846-6030
Health Center - Escanaba	786-9211
Health Center - Hessel	484-2727
Health Center - Kincheloe	495-5745
(Kinross Community Clinic)	
Health Center - St. Ignace	643-8689
Health Center - Manistique	341-6993
Health Center - Munising	387-4614
Health Center - Newberry	293-8181
Health Center - Sault	632-5200

Education Division

The Education Division is dedicated to the concept that all students, from earliest childhood to adulthood, can learn and master basic educational skills. Students can succeed regardless of previous academic history, family background, socio-economic status, gender or ethnic identity. We believe that the primary purpose of our programs is to instill all students with high expectations of academic success and competent thinking skills while fostering growth in social/emotional behaviors and positive attitudes.

Early Childhood Education

The Child Care Center is a full-day, year-round, licensed child care program for 50 children from infancy to five years old. It serves Sault Tribe members and employees. There is a daily fee for these services, although there are subsidies available for income-eligible families. It is offered in Sault Ste. Marie only. One Head Start classroom operates out of the Child Care Center for full-day services, with income-eligible families paying only for before and after-school childcare.

The Early Head Start program is for pregnant moms and children from infancy to three years old. Center-based services are offered in Sault Ste. Marie and home-based services are offered in Chippewa, Mackinac and Luce counties. This year-round program serves 50 children, with a priority on serving income-eligible families and children with disabilities.

Head Start is a school readiness program for children aged three to five years. Except for the one full-day classroom offered at the Child Care Center, Head Start is a part-day program offered during the normal school year. There are three classrooms — two in Sault Ste. Marie and one in St. Ignace. These three classrooms serve 60 children, with a priority on serving income-eligible families and children with disabilities.

K-12 Services

Youth Education and Activities (YEA) provides academic, cultural and leadership activities for school age children throughout our seven-county service area. Academic services include tutoring, homework and computer labs and school supplies. Cultural services include regalia-making classes, dance classes, craft classes and field trips to powwows and spiritual gatherings. The Circle of Life program is offered each summer. Leadership opportunities include tribal youth council, teen court and community service projects.

The Workforce Investment Act (WIA) office provides employment opportunities for young people who are aged 14-21, throughout the seven-county service area. The majority of students are hired for summer employment.



Hessel’s student recognition dinner brings the community’s youth and elders together around the drum.

Higher and Adult Education

Adult Education/G.E.D. assistance is provided to Sault Tribe members in Chippewa County at no cost. Adult learners can also get career testing, resume writing and other services. Members in other counties can be referred to appropriate agencies that provide similar services.

Higher Education provides three different types of assistance: grants, awards and scholarships. Need-based grants are for full-time students at Michigan public colleges. Self-Sufficiency incentive awards are for full or part-time students attending college anywhere. Honorary and tributary scholarships are awarded each summer, most are \$1,000 per scholarship.

Vocational training is available to all Sault Tribe members, regardless of location, to obtain a certificate or license required for gainful employment. Members can receive up to \$500 per year for costs associated with gaining or maintaining required licenses or certificates for their field of work. Members can qualify under income guidelines for up to \$3,000 per year for tuition, fees and other costs to pursue vocational training. This



funding is limited and is available on a first-come, first-served basis.

2007 Goals

- Early Childhood Education**
 - Maintain 100 percent enrollment in home-based Early Head Start program.
 - Improve playground area at Child Care Center.
 - Increase mental health services for children and families in order to minimize wait times for observations, evaluations, testing and short-term services.
 - Upgrade surveillance system at Head Start/Early Head Start facility.
 - Begin offering on-site college classes for teaching staff who need to earn bachelor’s degrees to comply with anticipated requirements.
- K-12 Services**
 - Work with Sault Area Public Schools to develop classes in Ojibway culture and

- language.
 - Increase staffing at the Friends of Anishnabe Youth Teen Drop-In Center.
 - Operate the Summer Youth Employment Program throughout service area.
 - Increase YEA program opportunities for west end of service area.
 - Search for funding opportunities to continue the Young Scholars program.
- Higher Education**
 - Promote vo-tech assistance grant program.
 - Operate Summer Internship Program.
 - Improve the timeliness of the tributary scholarship checks, goal is early August.
 - Offer college classes at the worksite for Sault Tribe employees at minimal expense to the team members.
 - Work with Community Consolidated School Services to begin offering enrichment classes for elders.



Education Director Angeline Matson (L) and Chairperson Aaron Payment (R) the Martha Miller Tributary Scholarship to Sault Tribe member Jessica Martin (middle) for \$1,000. 2006 marks the first year of the Miller Scholarship, which will be awarded annually.

CONTACTS	
Adult Education Two Ice Circle Sault Ste. Marie 906-635-7786	1301 Marquette Ave Sault Ste. Marie 906-635-5055
Higher Education Department Two Ice Circle Sault Ste. Marie 906-635-7784	Youth Education and Activities Program in Sault Ste. Marie Two Ice Circle Sault Ste. Marie 906-635-7010
Head Start and Early Head Start 2076 Shunk Road Sault Ste. Marie 906-635-7722	Youth Education and Activities Program in St. Ignace 225 Wa Seh Drive, St. Ignace 906-643-7262
JKL Bahweting Public School Academy	Child Care Center 2218 Shunk Rd.

Financial highlights of the tribal organization

- The tribe’s total governmental as-
sets increased to \$89 million (3.07 percent)
over the course of this year’s operations
while total assets from business-type activi-
ties increased to \$776.5 million (13.79 per-
cent). Total primary governmental assets in-
creased \$96.8 million (12.6 percent).
- Total liabilities in governmental activi-
ties increased \$10.28 million (22.61 per-
cent), and total liabilities in business-type
activities increased \$66.5 million (11.93
percent). Total primary governmental liabil-
ities increased \$76.4 million (12.7 percent).
- During the year, the tribe’s expenses
were \$8.4 million greater than the revenues
generated by grants and other revenues for
governmental programs.
- In the tribe’s business-type activities,
total revenues increased by \$13.69 million
while total operating expenses increased by
\$3.38 million, the majority of which is from
an increase in the cost of sales in the Gam-
ing Authority.
- The total cost of the tribe’s programs
increased \$3.39 million. This is due primar-
ily to increases in educational expenditures.
- Dollars spent on member services in-
creased \$3.8 million (8.4 percent) while
grant revenues increased \$1.9 million (7.2
percent).
- The General Fund reported a deficit of
\$11.85 million.
- Major capital projects include the com-
pletion of the construction phase and the
opening of new gaming and lodging facil-
ities in St. Ignace. Plans and construction
were completed for the renovations of the
former Lincoln School Building in Munis-
ing. This building is used for member ser-
vices and a community center and opened
in March of 2007.

Net assets

The tribe’s combined governmental and business-type net assets increased by 12.04 percent between fiscal years 2006 and 2005 to \$189 million. (See Table A-1.)

Net assets of the tribe’s governmental activities decreased 18.63 percent to \$33.3 million. \$163 million of combined assets are invested in capital assets (buildings, equipment, and so on). The tribe’s business-type activities net assets increased to \$156 million.

Changes in net assets

The tribe’s total revenues (excluding special items) increased by 3.04 percent to \$522 million. (See Table A-2.) The tribe’s revenue comes mainly from gaming and federal sources.

The total cost of all primary activities increased by \$6.78 million (1.42 percent) due primarily to higher interest costs in the business-type activities. This is shown on the “Interest Expense” 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 opera- tions of governmental-type activities and business type activities separately.

Governmental and business-type activities

- Revenues for the tribe’s governmental activities increased 3.07 percent, while total expenses increased 5.4 percent.
- Revenues for the tribe’s business-type activity increased 3.04 percent and expens- es increased 0.82 percent.
- 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.
- The cost of all governmental activities this year was \$66.3 million.
- The cost of those services was paid from the following:

Table A-1 — Tribe’s Net Assets

	Governmental Activities		Business-Type Activities	
	2006	2005	2006	2005
Current and other assets	\$31,160,029	\$29,261,082	\$450,560,564	\$450,250,827
Capital assets	\$57,888,669	\$57,136,639	\$325,993,666	\$232,183,255
Total assets	\$89,048,698	\$86,397,721	\$776,554,230	\$682,434,082
Current liabilities	\$36,976,872	\$31,572,191	\$77,112,717	\$49,887,602
Long-term debt outstanding	\$18,757,197	\$13,884,164	\$543,390,581	\$504,466,158
Total liabilities	\$55,734,069	\$45,456,355	\$620,503,298	\$554,353,760
Net assets				
Invested in capital assets, net of related debt	\$40,814,396	\$39,994,008	\$122,194,034	\$93,150,760
Unrestricted (deficit)	(\$7,499,767)	\$947,358	\$33,856,898	\$34,929,562
Total net assets	\$33,314,629	\$40,941,366	\$156,050,932	\$128,080,322

- Taxes of \$17.7 million
- Charges for services of \$10.6 million
- Operating grants of \$29 million

Business-type activities

Revenues of the tribe’s business-type activities increased by 3.04 percent to \$464 million, and expenses increased 0.82 per- cent to \$417 million. (Refer to Table A-2).

Factors contributing to these results in- cluded:

- Stabilization of gaming revenues and increase in other revenues.
- Decrease in gaming cost of sales and decrease in operating expenses.
- Increase in Gaming Authority interest expense.

General Fund budgetary highlights

Over the course of the year, the tribe’s board of directors 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 pro- gram’s fiscal year.
- Amendments and supplemental ap- propriations are approved as needed by the programs during the course of the fiscal year.
- Year end modifications are made dur- ing the calendar year as needed for pro- grams with non-December year ends.

Even with these adjustments, actual ex-

penditures were \$8.6 million over the final budgeted general fund amounts. This is due, in part, to the \$15.6 million transfer for oth- er activities.

The most significant positive variances were as follows:

- Tax collections were greater than ex- pected.
- Gains and distributions were high- er than anticipated thus increasing amounts available for appropriation.

Capital assets

At the end of 2006, the tribe has invest- ed \$583,944,284 million in a broad range of capital assets, including land, machinery and equipment, buildings, roads and vehi- cles. (See Table A-3.)

Capital outlay

This year’s major capital asset additions included:

- Gaming equipment and facilities for \$107,859,877.
- Tribal business equipment and im- provements of \$1,260,632.
- All Tribal Internal Service Funds of \$4,316,677.

The tribe’s fiscal year 2007 capital bud- get projects spending another \$2.7 million for non-gaming capital projects, and \$5.08 million for casino improvements. The tribe plans to finance these projects with its ex- cess cash reserves.

Greektown has commenced construction on its expanded complex in downtown De-

troit. When completed, it will consist of a 400-room hotel, an additonal 25,000 square feet of gaming space, 2,900 additional park- ing spaces, additional bars and restaurants, and convention and entertainment facilities. It is anticipated that the expanded complex will cost approximately \$290 million and will be financed with new debt.

Long-term debt

At year end, the tribe had \$521 million in bonds, notes and leases outstanding an increase of \$57 million over the last year. Government debt increased by \$491,724 or 3.9 percent to \$12,945,852. This is due to the financing of the Munising Community Center.

Economic factors and next year’s budgets and rates

The following three indicators were tak- en into account when adopting the General Fund budget for fiscal year 2007 (FY2007):

- The value of the Canadian dollar con- tinues to improve.
- Greektown Casino has begun construc- tion on its permanent site.
- The increase in casinos in the state of Michigan and the province of Ontario will continue to affect Kewadin Casino’s Gam- ing Authority future gaming revenues.

\$8.1 million was appropriated in the General Fund budget for operations, a de- crease from final FY2006 budget. The tribe will use its revenues to finance current and expected future programs, program expan- sions into outlaying areas and the expected impact of inflation on those programs.

The largest FY2007 budgeted expendi- tures are for direct services, consulting and subcontracting, and expansion of member services. If these estimates are realized, the tribe’s budgetary General Fund balance is expected to remain steady by the close of FY2007.

As for the tribe’s business-type activi- ties, we expect that the 2007 results will also improve based on these items:

- Gaming expansion.
- Reduction in operating costs.

Contacting the tribe’s financial management

This financial report is designed to pro- vide our members, grantors, investors and creditors with a general overview of the tribe’s finances and to demonstrate the tribe’s accountability for the money it re- ceives.

Contacts

Questions about this report or additional financial information should be directed to the Sault Ste. Marie Tribe of Chippewa Indians Administration Office, 523 Ashmun, Sault Ste. Marie, MI 49783. Phone 906-635-6050.

Cultural Division

It is with great pleasure that we have prepared for you the division's 2006 annual report. We have had an exciting year with many accomplishments. As you read through our program descriptions and highlights from the past year, we hope you are able to recall the sense of belonging you felt while attending these gatherings. If you have not participated in or aren't familiar with the division, we hope, after reading this report you, will seek out the many learning, gathering and sharing opportunities offered.

Ngi chi-nendmami gii zhibiimaang maanda mzinagan gaa nakmigziiyaang 2006. Ngii maamiikwendmami gaa zhi gshkeyiiziiyaang. Piichi gindamaan gaa naangzheyaang, mkwendaang gegii gaa zhi debendaawziiyin giishpin gaa zhaanenh gaa dinokmikziyaang. Giishpin gaa zhaasiinenh ednokmigziiyaang, shkwaa gindamon maanda gaa zhibi-imaang gga gjitoon wii bi zhaayin gegoo miinwaa ngoji maangjidiyaang.



AT REST — Above, left, Bucko Teeple conducts a repatriation ceremony for ancestral remains laid to rest at Wadjiwong Gchi-Twaawin Jiibayaki (Brady Park Burial site). Construction and installation of an ornate gate featuring American Indian symbolism (pictured above, right) for the cemetery took place October 2006.

Anishinaabemowin *The sound of the Ojibwe language*

In 2006 we delivered Anishinaabemowin in the following communities: Manistique, Newberry, Hessel and Sault Ste. Marie. We continued with our popular lunch bunch series in Sault Ste. Marie, providing an additional hour of language during the lunch hour, making it convenient for tribal members and team members to attend. Total class participation reached nearly 1,300 at all locations.

The program also provided language instruction to the Manistique Youth Education and Activities Program, the Michigan Elders Association and the Little Learners Summer Program. Numerous members and programs contact the department for assistance with translations and spelling.

Nancy Debassige received her certification as a language instructor from the Nishinaabemowin Immersion Instructors Program. This was a great accomplishment for Nancy and our program.

2007 is full of challenges and opportunities for the program. We are planning on expanding classes to the Kinross area as well as working with area schools and youth. We plan on working with the Education Division to bring Anishinaabemowin instructors back into our Head Start and Early Head Start classes. We look forward to the coming year and the opportunity to be part of the effort to bring the language back.

Naadin Eshpendaagwak *Getting back what is important to us*

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. Cecil Pavlat is the cultural repatriation specialist. This office is responsible for facilitating the repatriation of ancestral remains and/or sacred objects removed from their original burial sites. Under the Native Ameri-

The Sault Ste. Marie Tribe of Chippewa Indians Anishinaabe Bimaadziwin (Cultural Division) envisions a community that is healthy, happy and secure in their own identity, living in their culture with a positive outlook and actively willing to participate fully.

can Graves 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. Also education of private landowners so that 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. This office also addresses current and future tribal member burial issues and assists with special projects within the Cultural Division

2006 Achievements

- Administrated National Park Service, Native American Grave Protection and Repatriation Act (NAGPRA) grant for fiscal year 2005-06, completed June 30, 2007.
- Hosted NAGPRA conference, June 7-8, 2006.
- Developed plan of action from conference.
- Completed transfer of TCP database to searchable database.
- Attended and completed NAGPRA training October 26-28, 2006.
- Organized and participated in quarterly Michigan Anishinaabek Cultural Preservation and Repatriation Alliance (MACPRA) meetings.
- Completed structure over fire pit area at the Niigaanagiizhik Building.
- Assisted in the construction and installation of an ornate gate with American Indian symbolism at Wadjiwong Gchi-Twaawin

Jiibayaki, (Brady Park burial site) Oct. 30, 2006.

- Administration of the Niigaanagiizhik Building and supervision of maintenance position.
- Facilitated Sugar Island powwow celebration.
- Assisted with annual Anishinaabemowin Language Conference.
- Facilitated re-structuring of the cultural leave process.
- Amended employee policy and procedure.
- Reviewed and updated all forms.
- Development of new training regarding cultural leave process.

2007 Goals

- Continue Niigaanagiizhik management and supervision of maintenance position
- Reburial of ancestral remains at Wadjiwong (Brady Park) that were disinterred from there in 1855.
- Assist with acquisition of Wequayoc burial site near Hessel, Mich., for future repatriation reburial as well as for use by tribal members at no cost.
- Continue facilitation of cultural leave policy and procedure.
- Continued facilitation of tribal and community needs regarding tribal traditions and ceremonies.
- Assist with Gem Island access road project.
- Continue assistance with organization and facilitation of MACPRA.
- Complete administration of FY 2005-07

NAGPRA grant, June 30, 2007.

- Assistance with special projects.

Wii Nsaatamaageng *Providing understanding — cultural training*

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

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 (native and non-native) with the information about who we are, they can assist others to heal and grow in the knowledge, culture and spirituality of Bahweting Anishinaabe.

2006 Achievements

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

2007 Goals

- “What Was Never Told” training program delivery manuals.
- Development and delivery of tribal department in-services.
- Research grant opportunities for cultural projects.
- Delivery of cultural training on a monthly basis to new and existing team members.
- Develop a train the trainer program for divisions to present a cultural component at their monthly meetings.

Cultural Division

Gaa-Bi-Zhiwebag

The passage of events that took place — history

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

The development of a tribal history curriculum and the presentation of information to members and the community is the primary focus of the department. The five series of courses currently being created are Great Lakes history, village life, Native art, Anishinaabe voice and Native American film. These are introductory classes that will be developed into longer courses in the future.

Another aspect of the office is the preservation and display of our tribal history. The historical knowledge gathered by the department will be shared with tribal members so they can appreciate the sacrifices our ancestors made and understand how these choices and decisions continue to impact the future success of the Sault Tribe.

2006 Achievements

- Completed the Administration for Native Americans (ANA) social and economic development strategies planning grant for a tribal interpretive center. Final report and operational plan sent to the ANA and distributed to the Sault Tribe Board of Directors.

- Began development of history department programming and tribal history curriculum. Started presenting history lecture series to tribal members, team members and the general public. Served 65 students in 2006.

- Gave history presentations to elder groups, tribal programs and school classes (Sault Ste. Marie, Rudyard, Lake Superior State University and Northern Michigan University). The department served 1,065 people.

- Researched and archived tribal history documents, photographs and videos.

- Participated as an active member of historical societies in Sault Ste. Marie and Sugar Island. The history department's participation in these organizations helps ensure that accurate information about tribal history is presented locally.

2007 Goals

- Continue developing and teaching introductory tribal history curriculum. Expand programming to those interested members throughout all of our communities.

- Develop historical resources for the Great Lakes Tourism Project. By focusing on tourism, tribal history can be shared with the many visitors that come to Northern Michigan.

- Research and prepare materials for tribal departments that request historical information. Continue presenting tribal history to the school systems, tribal organizations and the general public.

- Catalog and organize library resources for the use of the tribal membership. The Communications Department is in the process of transferring the elder video series into a DVD format for the resource library. Combined with the book materials we already possess, the collection will serve as the core of a cultural and historical library.

- Research and catalog elder video interviews by subject and geographical location. Begin the process of distributing these interviews to the outlying communities.

Anishinaabeg edinokiiwad Working to sustain themselves

The Mary Murray Culture Camp is a place where all tribal members can go to learn about their traditional values. The camp



Our youth learn traditional crafts such as birchbark basket making at the Mary Murray Culture Camp on Sugar Island.



Sault Tribe member and veteran Ed Cook posts an eagle staff at the dedication of the monument on the tribal reservation in the Sault on September 11.

provides oral teaching of life skills and values that have been passed down for generations. The camp consists of three full-time staff members who dedicate their time coordinating all of the annual camps in Sault Ste Marie and the western end areas, they also oversee and assist the local and out-lying powwows, as well as other cultural events in the seven-county service area. This department 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 programs.

2006 Achievements

- Funding for the nature trail confirmed; engineering and construction will start in the fall of 2007.

- Hosted 18 annual camps, four of which were in the western end of the service area. These camps served an average of 40 people per camp or a total of approximately 720 members.

- Last year, the citizens of Sault Ste Marie voted us best community event in the city. This award was for our annual summer powwow and gathering. Approximately 5,000 participants and spectators, 379 dancers and eight drums from the U.S., Canada, Wisconsin and Minnesota attend each year.

- The Mary Murray Scholarship program was developed, we are working with the other tribal scholarship programs.

- Sugar bush was held for six weeks this spring with four schools, five tribal departments and over 120 participants attended.

- Bahweting School signed a contract to host their language immersion program at the Mary Murray Culture Camp.

- A "Learn to Sew" program was started and is doing well, this program helps members learn the basics of sewing a ribbon shirt and regalia. This year, we have taught members to make their own powwow attire.

- Assisted in the coordination of tribal powwows in Manistique, Munising, Newberry and Kinross.

- Met the cultural and ceremonial needs of the community and the tribe.

2006 Special events

- Assisted with the planning and dedication of the Native American Veterans Memorial.

- Participated with the NCAI; drum and dance presentation and craft booths.

- Drum and dance presentations.

- Peace and harmony training upon request.

2007 Goals

- Completion of the nature trail at the Mary Murray Culture Camp.

- Continuing our 18 annual camps.

- Assisting Munising, Manistique, Newberry, Hessel, Kinross and Sugar Island with annual powwows.

- Planning the annual Sault Tribe spiritual gathering and powwow.

- Assisting with an addition to our veter-

ans memorial.

- Continue practicing the tradition of sugar bush.

- Develop and complete the planning of the Mary Murray Scholarship program.

- Research and development of possible Ojibway village at the Mary Murray Culture camp.

- Continue the "Learn to Sew" program.

- Continue the cultural and ceremonial needs of the tribal community.

- Upon request, continue peace and harmony training for tribal departments.

- Continue promoting the Mary Murray Culture Camp to increase and maintain financial resources (i.e. rentals, grants, special fundraisers etc.).

Contacts

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Cultural Division 2006 Funding Sources



Anishinabek Community and Family Services

Mission: to promote, advocate, and develop programs that will maintain individual dignity, support family life and promote personal growth within our culture and spiritual heritage.

Anishnabek Community and Family Services manages 31 grant contracts with funding from the U.S. Bureau of Indian Affairs, Indian Health Services, Department of Health and Human Services, Department of Justice, USDA, State of Michigan, and the Sault Tribe. The contracts are combined to provide the most efficient services within three primary components which include child placement, advocacy resources and direct assistance.

Child Placement Services

Binogii Placement Agency is licensed by the State of Michigan and has funding through a purchase-of-service contract that provides foster care and adoption services to all children ages newborn to 18 enrolled or eligible for enrollment with the Sault Tribe of Chippewa Indians and reside within Alger, Chippewa, Delta, Luce, Mackinac, Marquette and Schoolcraft counties.

Foster Care Services

Tribal children and families of children in out-of-home care receive Foster Care Case Management Services with the goal of safely reunifying the family as soon as feasible and appropriate. Services may include mental health counseling for the child, parent and family; psychological evaluations; substance abuse counseling or referral for inpatient treatment; family support services including intensive home based services; home-based mental health services; parenting skills education; financial assistance; referrals to other appropriate community services or agencies and case management. In 2006, there were 64 children in foster care.

According to the Sault Tribe Planning and Development Division, the per capita income of American Indians living in the seven-county service area is between 30 to 38 percent less than that of the non-native population. Family stress, unemployment, fewer economic opportunities and lack of education are contributing factors that place many Native children at-risk for abuse or neglect. Substance abuse and mental health issues are the leading cause of out of home placement resulting from a protective services complaint. Funding in these areas have been dramatically reduced at county and state levels in the past few years. This has resulted in a substantial increase in protective services complaints and out-of-home placements.

Reunification

Reunification services provide support to the family and the child during the transition from foster care to safely returning home. Appropriate services are identified and may include intensive home based services; outpatient or home based counseling; substance abuse counseling; parenting education; financial assistance through ACFS Direct Services; and day care assistance.

Services are provided to the families for a minimum of three months after the children have been returned to ensure the continued safety of the child(ren) and to minimize the recurrence of the circumstances that necessitated the removal. In 2006, 28 children continued in relative placements, two guardianships were established and there were 20 reunifications.

Adoption Services

Binogii Placement Agency provides adoption services to Sault Tribe children available for adoption in the seven-county service area. Binogii performs adoption ac-

tivities which consist of adoptive family recruitment, adoption placement, supervision, case management and court related support. In 2006, Binogii Placement Agency had 11 adoptions. These adoptions were to tribal relatives and other tribal families.

Adoption and Foster Care Promotion and Recruitment

ACFS is authorized to complete adoptive home studies and license foster homes and relative placements located on reservation land for the care of children as provided for in the Sault Ste. Marie Tribe of Chippewa Indians' Tribal Code, and through a contract with the State of Michigan that supports state issued licenses to homes located off tribal lands.

Priority is given to locating a relative or other tribal member willing to accept the responsibility of caring for children removed from their families. In 2006, 30 of 70 children removed from the home were placed with a relative (42 percent), and 10 children were placed with another tribal family (14 percent) and 30 children were placed in non-tribal homes (44 percent).

The primary goal of the agency is to reunify the child with the parents if at all possible. However, if the child cannot return safely to their parent's care, efforts are made to provide the child with permanency. Permanency can be achieved through adoptions or guardianships with relatives. When adoption is the permanency planning goal, the agency makes every effort to recruit family members or other tribal members to adopt.

Family Support Services

Facilitate and reinforce family system changes through early identification of tribal families and individuals experiencing stress. A brief summary of services include adolescent in-home assistance, family continuity, in-home care, protective services, family violence prevention, and Indian child welfare.

Adolescent In-Home Assistance Program

The AIHA program was designed in response to a need to provide services to the juvenile delinquent population and for those adolescents experiencing behavioral problems who are at risk for becoming involved with the criminal justice system. In 2006, AIHA provided services to 25 youth.

The goal of the program is to reduce the number of youth removed from their homes as a result of delinquency and assist in the early return of youth to their homes that have been removed as a result of delinquency. To effectively treat the adolescent, it is essential that the entire family be involved.

The AIHA program is a culturally specific, strengths based, holistic system of care, therapeutically modeled after behavior modification types of treatment. It provides advocacy, support and connections with community based services that enable families to remain together. The goal is to successfully reunite the family with the adolescent in an out of home placement, and assists with problem solving that will assure family continuity, permanency and healthy relationships.

Child Protective Services

The CPS goal is to protect children from abuse and neglect, promote the integrity and stability of families and provide permanent places to live for children who cannot



Day care provider Misty Ferguson reads to her daughter Teagan, left, and Jocelyn Joseph. Misty and her mother care for 12 children and are licensed through Tribal Child Care Assistance and Licensing administrated by ACFS.

safely remain with their own families. Child Protective Services is not a voluntary program. In 2006, there were 172 reports of suspected child abuse or neglect, 88 of those cases were screened out, 29 were substantiated and required further action, 54 were unsubstantiated and may have included referrals to other prevention services.

Protective services activities are implemented so children can continue to remain safely in their own homes. Prevention is a voluntary program. Services are provided to assist families with a need that they have identified based on assessment of risk to the child, services may include intensive home based services, referral for home based therapy, referral for substance abuse counseling services, referral for direct assistance or emergency financial assistance, referrals to other tribal programs or community agencies or parenting instruction.

In-Home Care/Family Continuity

This program provides intensive in-home services to families that are at risk of having their children placed in foster care. This program focuses on the safety and risk issues identified during a CPS investigation where the decision is made that children can be maintained safely in the home. Services include crisis intervention, counseling, parenting and other skills training, assistance with housing, day care, and financial assistance for food, utilities, clothing and medicine, referrals to other appropriate agencies, as well as services to assist in the early return of children to their homes (reunification services). Support services are provided during this time to ensure success of the family.

The result of these programs are substantial to the community and families we serve. If these services were not available we would have an increased number of out of home placements. In 2006, 72 children received In-Home Care Services and 29 received Family Continuity for a total of 101 children.

Child Advocacy Center

The Child Advocacy Center offers a safe place for a child who may be a victim of physical or sexual abuse or neglect; where they can be interviewed by trained professionals from ACFS Child Protective Services and Sault Tribe Law Enforcement. The

Tribe has an established multi-disciplinary team with trained forensic interviewers on staff. The team is comprised of professionals from Sault Tribe Law Enforcement, the Federal Bureau of Investigations, Sault Tribe Mental Health, Sault Tribe ACFS child welfare staff, Advocacy Resource staff, the prosecutors office and the United States Attorney's Office.

The Child Advocacy Center operates within developed guidelines and protocols, and will be fully equipped for investigative purposes in 2007. ACFS intends to apply for accredited membership with the National Children's Alliance in 2007.

Approximately 10 forensic interviews took place at the Dawn M. Eavou Child Advocacy Center in 2006. The center is also used by child placement staff for supervised parenting time for families who have had their children removed from their care. It is a child friendly environment that allows positive interaction for children with their parents. Supervised visitation takes place at the center on almost a daily basis.

Nurturing Parenting Program

The Nurturing Parenting Program provides in-home parenting skills instruction for at-risk families. Participation in the program is most often court ordered as part of a reunification plan; however some parents have elected to voluntarily participate as a prevention strategy. Based on the immediate and long term needs of the family, instruction is provided on a number of matters such as child development, budgeting, coping with stress, health and nutrition. On average, parents complete their requirements for the program in five to eight months. In 2006, there were 34 participants.

The establishment of this service has alleviated reliance on outside community agencies where waiting lists were long and has been responsive to the needs of parents, thereby addressing the safety and well being of children.

Prevention Services

Prevention Services for families is a home-based family-focused program designed to prevent child abuse and neglect by preserving and strengthening family life. The goal of the program is to assist families in recognizing their needs and help develop and maintain their own support network.

Anishinabek Community and Family Services

Services can include parenting education, housekeeping, budgeting, etc. In 2006, Prevention services were provided for 42 cases. It is our goal for families who receive prevention services will not enter the protective services or foster care component of ACFS child placement. In 2006, 42 families received prevention services of which none entered protective services or foster care. The program has been very successful and we are hoping to expand in this area for the coming year by hiring another caseworker to provide mainly prevention services.

Indian Child Welfare Monitoring

The Indian Child Welfare Act (ICWA) was passed in 1978. The Act applies to any state proceeding in which a child cannot be returned to the custody of the parent upon request. It applies to all proceedings in which a child has been removed from their parents care and placed in foster care, termination and adoption proceedings. The ICWA gives the tribe the legal right to intervene in all state proceedings involving an Indian child other than custody or tribal court proceedings. The child placement component of ACFS receives notice of all Sault Tribe children involved in state court proceedings throughout the United States. The caseworker's role is to monitor the case and report to the Sault Tribe Child Welfare Committee to ensure that the provisions of the ICWA are followed. In 2006, Binogii Placement Agency monitored 137 cases. Of those 137 cases, the workers participated by phone or in person at approximately 15 court hearings. The caseworker presents the case to the Sault Tribe Child Welfare Committee to ensure that the provisions of ICWA are followed. The committee makes recommendations regarding placement and permanency planning in all cases involving an Indian child. The worker then acts as an agent of the committee and reports back to the primary agency or court on behalf of the committee with recommendations from the tribe.

Family Violence Prevention

ACFS strives to maximize service capabilities and ensure the availability of accessible emergency shelter and related assistance to victims of family violence. The program works closely with the Advocacy Resource Center to ensure provision of services to clients. The objective of the program is to provide timely access to shelter services, provide for shelter costs, other than a family violence shelter, when deemed appropriate and related assistance such as meals and clothing vouchers if the family has been left without adequate clothing and is not able to gain access to belongings as a result of a family violence situation. In 2006, this funding source provided \$16,373 worth of services.

Advocacy Resource Center

The Advocacy Resource Center provides comprehensive assistance to victims of crime. The staff of the Advocacy Resource Center are dedicated to providing a wide variety of services to all victims of crime, with a special focus on women and children who are in abusive relationships. There

are three components to the Advocacy Resource Center, including advocacy, legal aid, and the Lodge of Bravery, which is a domestic violence shelter.

The Advocacy Resource Center employs three victim advocates to provide assistance to victims of crimes to manage their trauma and assist with resolution of victimization. Victim advocates may assist with the completion of crime victim compensation applications or filing for personal protection orders. Information on how the criminal justice system works and case status is provided to those with criminal cases pending. Victim advocates may attend court hearings to provide emotional support, as well as provide testimony on behalf of a victim. In 2006, 347 persons received advocacy services including crisis counseling, follow up contacts, criminal justice support, information and referrals, and transportation assistance.

Lodge Of Bravery

For women and child victims of domestic violence in need of safety, the domestic violence shelter provides a safe place to stay. While residing at the lodge, advocacy services as described above are available, as is a women's talking circle, an educational support group for women in or leaving a violent relationship. In 2006, a total of 825 shelter nights were provided to 29 women and children.

Legal Aid Services

Legal aid services are available only to victims of domestic violence, sexual assault or stalking to assist with civil court proceedings, such as divorce and child custody or support. The legal aid attorney may also assist with personal protection orders and can represent the victim in these matters. In 2006, 79 clients received legal aid services addressing 124 issues ranging from protection orders, divorce, custody, support and parenting time.

Direct Assistance Services

The direct assistance component is made up a variety of programs that provide case management and actual financial assistance to tribal members in need.

General assistance offers temporary financial assistance to individuals and households of tribal members. Employable adults were also provided with employment services.

In 2006, 180 members received services for a total of \$166,742; 36 percent of the cases were for medical reasons. Of the remaining 64 percent, 75 percent found employment or received funds for only one or two months.

Native Employment Works assists members with obtaining and retaining employment through identification of barriers to employment while providing limited supportive services to reduce or eliminate those barriers. Eligibility criteria includes tribal members and non-Native spouses, residency, income guidelines or referral. In 2006, there were \$20,265 worth of expenditures for employment works services.

Emergency Assistance is available to those members who are faced with an

emergency situation that is through no fault of their own. Ongoing and routine costs that are not of an emergency nature will not be provided, such as insurance, old bills and utilities. In 2006, 81 cases were approved for Emergency Assistance which included \$21,545 worth of services.

The Direct Assistance Services program also administers community service block grants which provide emergency assistance as a safety net to those members facing immediate and urgent needs where sufficient, timely and appropriate assistance is not available from any other source. In 2006, this funding source provided \$17,985 worth of services to 83 applicants.

Employee Emergency Assistance is offered to Sault Tribe employees who are in need of assistance for emergencies related to fire, death, accident and serious medical situations that require out of town travel. This program requires three months of uninterrupted employment prior to assistance; there are no income guidelines. In 2006, employees received \$12,807 for emergency services.

Elders' heating assistance was funded by the tribe to assist elders 60 and older who are not eligible for the federally funded Low Income Home Energy Assistance Program (LIHEAP). Eligibility includes tribal membership, residency in the seven-county service area and income guidelines. In 2006, this funding provided \$25,950 worth of services for community elders.

LIHEAP offers four distinct types of services which include heating assistance, crisis energy assistance, cooling assistance and weatherization assistance. In 2006, 1,317 households received funding from LIHEAP, with total expenditures of \$429,467.

Sanitation services assisted members who were in need of services pertaining to water or waste systems including home improvement projects that require new plumbing, additions to homes, newly built or purchased homes and homes with existing systems that have failed or are failing. In 2006, a total of 22 families were served throughout the service area.

The Home Improvement Program offers home repair in a manner consistent with housing regulations Section 8. In addition, a home may be replaced if found to be beyond repair at a reasonable expense. In 2006, a project for a new home was completed from 2005 and \$14,139 was spent for major renovations.

All enrolled members of the Sault Ste. Marie Tribe of Chippewa Indians are eligible for funeral assistance from the Sault Tribe Funeral Fund. Each eligible applicant shall be eligible for up to \$3,000 for funeral expenses only. The funeral fund will process requests for burial, cremation, burial lots and head stones. In 2006, 150 applicants for funeral assistance were approved for a total of \$430,273.55.

Child care funding strives to increase the availability, affordability and quality of child care for eligible children. In 2006, 124 families received services and 218 children were funded for day care with \$287,985 in expenditures.

Licensed day care providers providing day care to children of Sault Tribe members are eligible for the same child care payments provided to day care operations licensed by the State of Michigan. There are 264 licensed child care providers in the tribe's seven-county service area.

The tribe's USDA Food Distribution Program strives to provide members with nutritionally balanced food for a healthful diet. Services are provided in Alger, Antrim, Benzie, Charlevoix, Cheboygan, Chippewa, Delta, Emmet, Grand Traverse, Leelanau,



CONTACTS (906 area code)

Sault Tribe Health Center
Third floor ACFS
2864 Ashmun St.
Sault Ste. Marie, MI 49783
632-5250/1-800-726-0093
Fax 632-5266

Advocacy Resource Center
1111 Minneapolis
Sault Ste. Marie, MI 49783
632-1808 or 635-7705/877-639-7820
Fax 635-7706

Dawn M. Eavou
Child Advocacy Center
(Private Address)
Sault Ste. Marie, MI 49783
632-4001
Fax 635-8251

Food Distribution/USDA
3601 Mackinaw Trail
Sault Ste. Marie, MI 49783
635-6076/1-888-448-8732
Fax 635-3658

Kincheloe Office
60 Kincheloe
Kincheloe, MI 49788
495-1232 or 6042
Fax 495-4091

Lambert Center
225 Wa Seh Dr.
St. Ignace, MI 49781
643-8103/1-877-444-5608
Fax 643-8902

Manistique Tribal Center
5698 W. Highway US-2
Manistique, MI 49854
341-6993/1-800-347-7137
Fax 341-6995

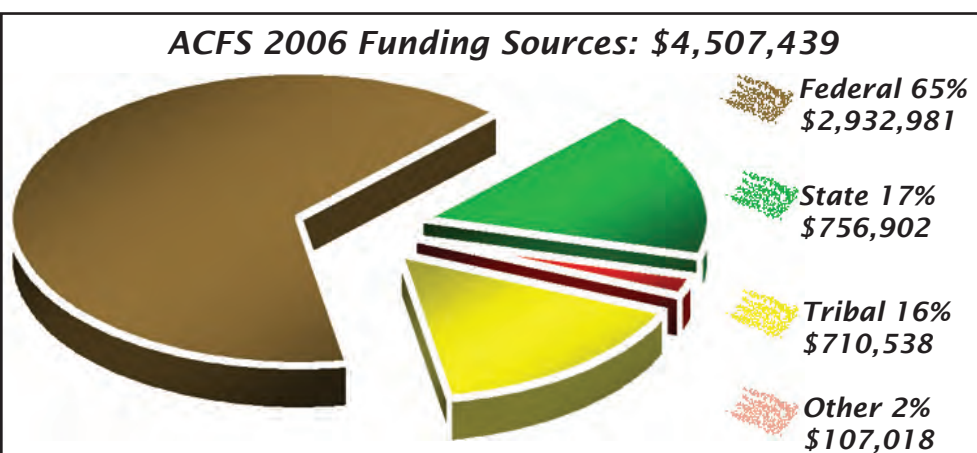
Munising Office
622 W. Superior Street
Munising, MI 49862
387-3906
Fax 387-1750

Luce, Mackinac, Manistee, Marquette and Schoolcraft counties. In 2006, 9,714 family members received \$651,586 worth of food.

Goals For 2007

As state resources are reduced or eliminated, members look to the tribe in replacing these services:

- Ensuring that the state recognizes and upholds the purchase of the service contract for child welfare services provided by the tribe.
- Ensuring that services for the most fragile of Michigan's citizens are maintained.
- Increase employment opportunities in the Upper Peninsula.
- No reduction of day care services.
- Ensuring that state contracts are paid in a timely manner.



Elder Services

The mission of the Elder Services Division is to “provide high quality In-Home; Access; and Community Based Services for tribal elders and their spouses to assure maximum health and independence.”

The Elder Service Division is proud to be a part of helping tribal elders with a wide array of services provided by dedicated team members made of professionals specializing in home care, transportation and meal programs. Elders’ service providers are based throughout the service area with a staff of about 30 team members. In addition to the Sault, Elder Services are based at the Hessel and Manistique tribal centers and the McCann Building in St. Ignace.

Access 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.

In-Home Services

In-Home Services includes personal care, respite care, homemaker aides, the Elders’ Health Self-Sufficiency Fund, through which elders can receive dentures, eyeglasses, durable medical equipment and supplies.

Community Services

Community Services consists of five meals sites in Sault Ste. Marie, St. Ignace, Hessel, Manistique and Mackinac Island. The elders attend daily or weekly meals at

the congregate meal programs and home-bound elders receive home delivered meals from most of the sites. Elders’ programs are based at the meal sites where elders are the focal point with services and programs together for easy accessibility.

2006 Accomplishments

Accomplishments this year have been tremendous. Team members traveled over 80,000 miles to provide over 40,000 direct service contacts delivering meals, providing home care visits, transportation and needed medical equipment. The Sault Tribe Elder Services Division is considered a model program in Indian Country and has been recognized on a national level by other professional organizations.

2007 Goals

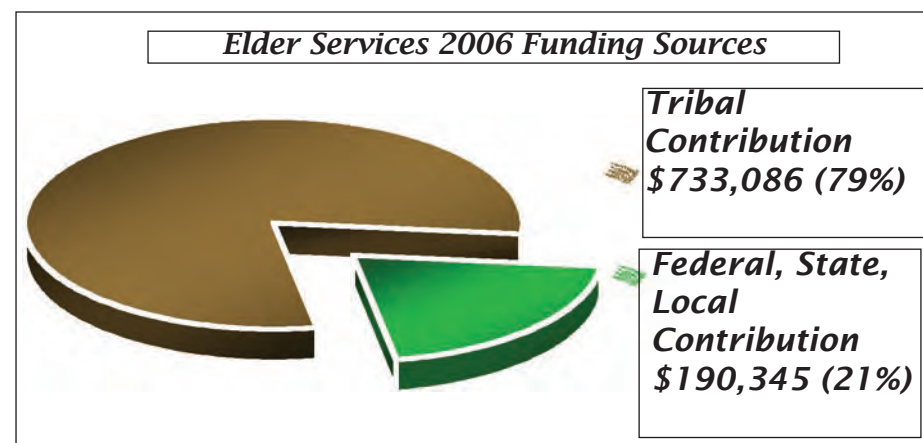
Future goals for 2007 include hopes to offer such programming as a hospital-ity house for affordable accommodations for out-of-town patients, establishing an elders’ hotline and elders providing a strong foundation for the new Maagwejjig “Gift Givers” Volunteer Program.

Contact

Elder Services Division
2076 Shunk Rd., Sault Ste. Marie, MI
Phone: (906) 635-4971
Toll Free: (888) 711-7356
Fax: (906) 635-7005



Elders Frisky Young, Bouncer Cadreau and Frank Shannon gather with Norma Castro at the elders garden.



Front and center — Tribal elders gather around a totem pole handcrafted locally and donated to the Nokomis-Mishomis Building in Sault Ste. Marie. The elders sit at the forefront of the the tribe’s towering Kewadin Casino and Hotel complex, with the tribe’s chairperson, Aaron Payment, pictured middle, left, and Elder Services Director, Holly Kibble, middle, right.

Recreation Division

The Recreation Division is dedicated to promoting healthy and happy lifestyles, by providing safe, enjoyable and traditional activities for a variety of ages, while creating bonds of mutual respect between individuals and communities.

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, an aerobic room, conference rooms, concessions, pro shop and a state-licensed child care center that provides 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 family activities.

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.

Recreation Agreements

To supplement tribal facilities and programming, the Sault Tribe has negotiated recreation agreements in the following areas at minimal or no charge to tribal 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.
- Gwinn with the West Branch Fitness Community Center.

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



Let's Play! – Ice hockey is one of many sports offered by the Recreation Division at the tribe's Chi Mukwa Community Recreation Center.

room, locker rooms, spas and saunas, indoor walking track, personal training, fitness classes and clubs.

Significant Statistics

- More than 8,000 attended the Homier Tool Shows held in June and October.
- More than 1,350 attended the Nightmare on Bear Street Halloween Party.
- More than 1,900 attended the Sault Tribe Children's Christmas Party.
- More than 500 attended the New Year's Eve Sobriety Powwow.
- Approximately 2,150 tribe members participated in public skating.
- Approximately 1,000 tribe members participated in open volleyball and basketball.
- A Bear Necessity summer recreation programs had 128 participants (63 percent tribal members).
- A Bear Necessity after school program had an average of 19 participants per month (12 tribal members-63 percent).
- A Bear Necessity collaborative after school program with Bawheting School had an average of 77 participants per month, 62 percent of whom were tribal members.
- The Chi Nodin Running Club had 29 participants and 129 Billy Mills Race participants.

Services & Programs

- Public skating
- Learn To Skate
- Drop-in hockey

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

2006 Achievements

- Hosted 29 birthday parties and five babyshowers.
- Held six totzones.
- Hosted Red Hacker basketball tournament with 52 teams.
- Hosted three adult hockey tournaments and four youth hockey tournaments.
- Secured Soo Indians a hockey team for the 2006-07 season.
- Obtained State of Michigan renewal daycare license for A Bear Necessity after school and summer recreation programs.
- Hosted 12 school skates or fun days including Sault Tribe Head Start, Early Head Start and Child Care Center.
- Bawheting School After School Collaboration.
- Celebrated 10th Anniversary.

2007 Goals

- Enhance human development and resources by continuing education courses and facility team member trainings.
- Streamline existing accounting policies and procedures.
- Develop and implement facility rules and guidelines along with a "caught being good" program.
- Continual training for staff on emergen-

cy procedures and safety protocol, including updating facility evacuation diagrams.

- Preventative maintenance on large facility equipment to minimize expenses on depreciated equipment.
- Develop outside grounds including completion of nature trail and playground equipment.
- Establish the Chi Nodin Running Club in the Kinross and St. Ignace areas.
- Work with local and surrounding area hockey personnel to secure a competitive hockey club to base their team out of the Chi Mukwa Community Recreation Center.
- Establish agreement with Bawheting Elementary School to provide after school recreational programming for up to 100 students.
- Increase after school program enrollment to average 25 participants per month.
- Establish a coffee and cappuccino club in the concessions department.
- Increase Pro Shop revenue by working with local youth and adult organizations on team orders of merchandise and equipment.

Recreation Contacts

Chi Mukwa Community Recreation Center
2 Ice Circle
Sault Ste. Marie, MI 49783
906-635-RINK or 1-800-588-RINK

Events Management
906-635-4758

Fitness Department
906-635-4935

Concessions
906-635-7465

Pro Shop
906-635-4906

Tribal Recreation
906-635-7770

Youth Program
906-635-4777

Recreation Funding Sources for 2006



Revenues
\$565,099 (85%)

Tribal Contribution
\$99,336 (15%)



FUTURE PROTECTORS — Above, Graduates of the Junior Police Academy pose with the staff in the back row. The 38 children in the class received trophies, certificates and police duffle bags. The Junior Police Academy provides a one-week residential training program for our tribe's young men and women, ages 11-17, in areas of leadership, physical development, courtesy, respect, conflict resolution and police training. This program is held at the U.S. Forest Service Bodney Bay facility in Moran, Mich. Cadets are paired with Sault Tribe law enforcement officers from their communities in the hopes of building relationships that are founded on trust and mutual respect in an effort to establish open lines of communication with no costs to the youth.

Law enforcement enforces all tribal, state and federal laws on tribal lands and assists all who request help.

The Law Enforcement Department conducts conservation, public safety and detention duties. The Tribal Police Department was created to ensure residents and visitors on tribal lands are afforded protection of personal well being and protection of their personal property. The police further have the responsibility to protect all other property, public, private and tribal.

The goal of the Conservation Department is to enforce treaty fishing laws and ensure the tribe's right to self-regulate its fishing activity. In 1979, the Tribal Conservation Department was established and charged with the enforcement of laws governing treaty fishing rights in the ceded waters of the 1836 Treaty. The department has the responsibility to ensure that persons exercising the tribal right obey joint federal regulations, tribal regulations and any other emergency order issued by the tribe's board of directors.

Additional tribally regulated hunting and fishing in the interior of the 1836 Treaty ceded lands are now under negotiation with the state of Michigan.

In 1983, the tribal officers were given responsibility of enforcing the Tribal Law and Order Code in the Sault Ste. Marie trust lands. Law Enforcement provides patrol and other police services to all sites.

The department provides enforcement of all tribal law codes, the Michigan Motor

Vehicle Code as adopted by the Tribal Code and any ordinance enacted by the tribe's board of directors. The department provides assistance to citizens, to all other units of tribal government and to other tribal, state and federal law enforcement agencies. The goal of the Tribal Police Department is to ensure all persons have equal protection under the law and assist all who request help. The department has a sworn duty to maintain order for the protection of life and property.

The Sault Ste. Marie Tribe of Chippewa Indians Youth Detention Facility was created by the Sault Tribe Law Enforcement Department in order to provide a safe, secure, temporary shelter for male and female tribal youth aged 11-17, charged with tribal, state and federal infractions of the law including status offenses. The facility is also available to other youth when space is available.

The youth facility provides structured supervision, support activities, health-related services, substance abuse, mental health services and focuses on furthering the educational, cultural and social development of the youth.

Its vision is to further the development of positive social skills for the youth and families we serve and to advance the overall safety of the community in which we live.

Its mission is to provide the highest qual-

ity of structured care to our youth through a variety of creative and cultural programs and services that teach accountability and provide protection to the community.

The facility main line is 906-643-0941.

2006 Law Enforcement Achievements

- Completed 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 and 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.
- Increase 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 \$200,000 in grant funding through the U.S. Department of Justice.
- Renovations started on Boedney Bay, U.S. Forest Service property, under 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 elders and disabled.
- Juvenile justice.
- Crime prevention.
- Public safety.
- Conservation.

- Youth detention.
- Bike safety classes.
- School safety fairs.
- Spring cleaning on reservation sites.
- Youth camp.
- Junior Police Academy.

Contacts

Law Enforcement / Conservation Main Office

2175 Shunk Road
P.O. Box 925
Sault Ste. Marie, MI 49783
906-635-6065
Emergency: 906-635-6063

Satellite Offices

Kincheloe Public Safety
4884 W. Curtis
Kincheloe, MI 49788
906-495-5889

St. Ignace Public Safety
1130 N State St
St. Ignace, MI 49781
906-643-7100

Manistique Public Safety
5630 U.S. Highway 2
Manistique, MI 49854
906-341-8317

Youth Detention Facility
906-643-0941

Significant Statistics

Conservation

- 122 commercial fishing permits issued.
- 987 subsistence fishing permits issued.
- 1,666 hunting and fishing permits issued.
- More than 33,300 active permits.

Patrol Activities

- Arrests: 6,710 calls resulting in 478 arrests.
- Traffic/Parking Enforcement: 521 stops resulting in \$987 fines collected.



Tribal Court

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

The court has jurisdiction over ordinances 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 of directors appointed two attorneys to the appellate court, creating a five-member panel. Tribal court opened 643 new cases and the appellate court heard two.

Indigent Defense Counsel

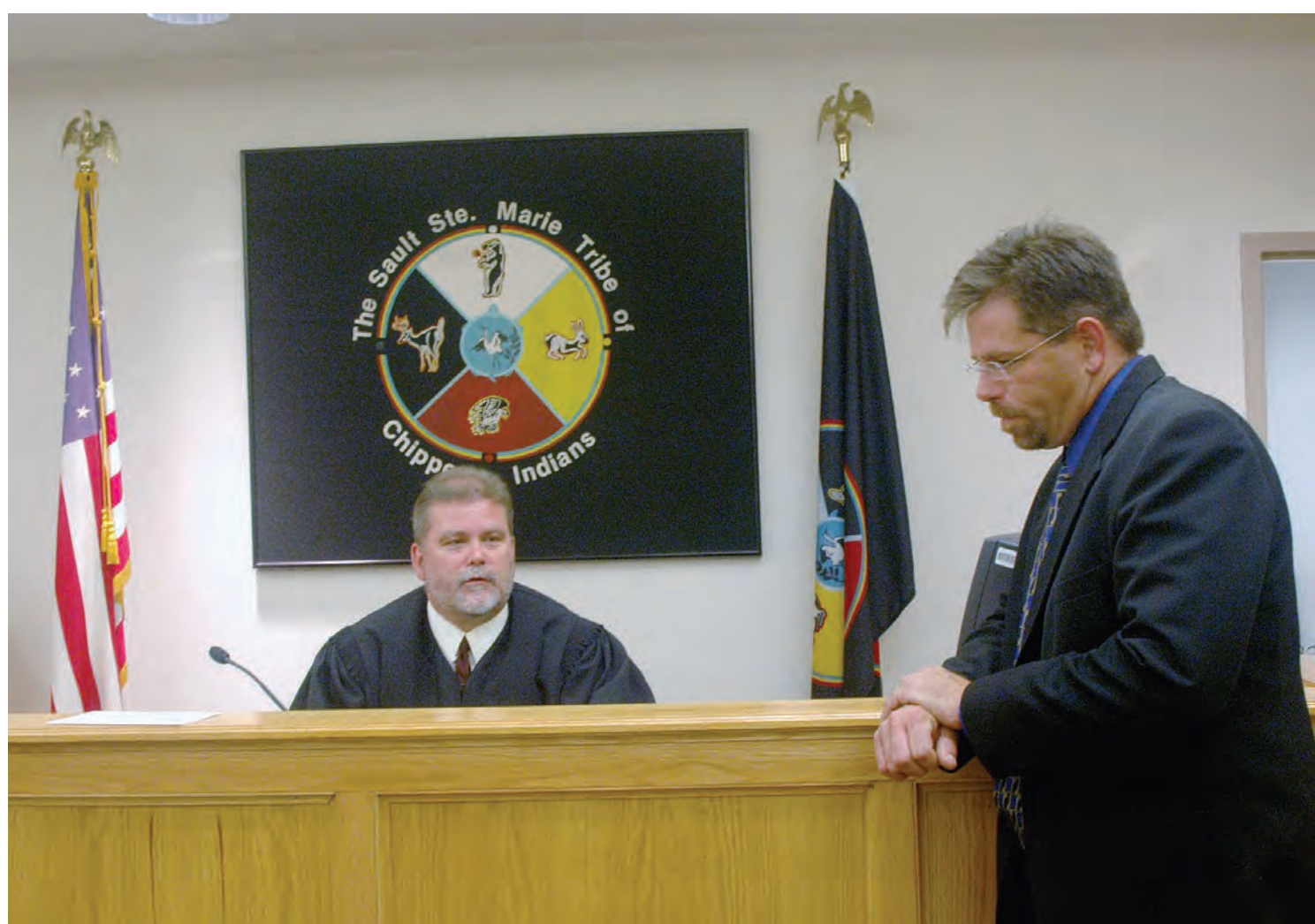
The indigent defense counsel is a tribal program that assures members coming before the court for neglect and abuse cases are represented by an attorney. The tribe sets aside funds to hire attorneys to represent indigent tribal members in the tribe's service area. The tribe contracts defense counsel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

Gwaiak Miicon Program

Gwaiak Miicon (Drug Court) 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 lead alcohol-free and other drug-free lifestyles. The program was implemented in 2000 from a federal grant. After the grant ended in December 2003, the tribal court continued the program under the Probation Department.

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



Prosecuting Attorney James Bias confers with Judge Charles Palmer in the tribal courtroom.

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

Ezhkiniigijig Dibaaknigewin (Teen Court) is a program designed to be an alternative to traditional criminal justice proceedings 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 in a developmental phase and looking forward to recruiting new members

in the fall.

Court Enhancement Grant

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. This was a two-year grant in the amount of \$115,272. The Center for Court Innovation, coupled with the Bureau of Justice Affairs, awarded 10 recipients with a Criminal Justice pilot program. Tribal Court is honored to be a representative of Tribal nations as the only tribally affiliated recipient.

This grant will support training and travel for Bekaadziwin (Peacemaking). Bekaadziwin translated means "A Peaceful Life." It is a restorative process that consists of all parties coming together and working together to resolve dispute. Bekaadziwin was first introduced by the late 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 the process now in its final developmental stages.

2006 Achievements

- Reorganized space in order to better serve the needs of the court.
- Traveled to all seven counties in the service area to better serve the community.
- Organized and presented a children's carnival at the tribe's annual powwow.
- Continued to provide Guardian Ad Litem to represent children.
- Continued to provide defense counsel for member representation in criminal cases.

2007 Goals

- Continue education and certification of staff members.
- Contract with associate judge.
- Continue Teen Court initiatives.
- Continue and implement Bekaadziwin.



Cal Burnside (middle), a tutor who also sits on the mentoring council, and John Block (R), juvenile probation officer, present Richard Lewis (L) with a ribbon shirt after he completed the juvenile healing program at the Tribal Court. Brother John Hascall also presented Lewis with the eagle necklace he is wearing.



Contacts

Sault Tribe Courthouse
2175 Shunk Road
Sault Ste. Marie MI 49783

(906) 635-4963

Court and Law Enforcement Funding Sources



Inter Tribal Fisheries and Assessment Program

To provide the Chippewa/Ottawa Resource Authority and its member tribes with a comprehensive program of biological services necessary for the monitoring, management and regulation of the fishery resources within the 1836 treaty-ceded waters of the Great Lakes.

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 under U.S. vs. Michigan with the biological expertise necessary to represent tribal interests. Since that time, ITFAP has expanded to provide 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 the State of 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 subcontracts, 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).

Staffing has remained constant since 1992, consisting of five biologists, four technicians, one fisheries aide (seasonal) and one executive secretary.

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 subunits. 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:

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 populations and to develop appropriate harvest limits/guidelines.

Harvest and Effort Statistics

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

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.

Environmental

Environmental issues on the Great Lakes have increased dramatically in recent years, many of which have the potential to greatly impact tribal fishing op-



ITFAP fishery technicians Jason Clingaman and Amanda Handziak conduct fish sampling on the tribe's Research Vessel Atikameg.

portunities. 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.

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 Nunns Creek Fishery Enhancement Facility. Similar to the fisheries management program, the hatchery program also receives funding support from Bay Mills and Grand Traverse Band.

ITFAP is located at 179 W. Three Mile Rd. in Sault Ste. Marie, 906-632-0072.

2006 Accomplishments

- 157 field trips to monitor tribal fish catches, or conduct assessments.
- 16,739 fish samples collected; 11,404 fish aged, 3,516 processed.
- 900 commercial catch reports, and 1,500 subsistence harvest reports processed.
- 172 tribal and inter-governmental fisheries and environmental meetings or conference calls for Great Lakes issues.
- Participated in determining harvest limits/guidelines for whitefish and lake trout in 30 management units.
- 36 reports/presentations/position papers to one or more of the CORA member tribes, conservation committees or CORA board.
- 50 reports/presentations related to Great Lakes fisheries and environmental activities and issues.
- 516,000 walleye summer and fall fingerlings stocked into treaty waters of the Great Lakes/St. Marys River.
- 32 meetings/conference calls related to inland rights negotiations.
- Progress on research grant from the Great Lakes Fishery Trust to examine natural mortality factors in whitefish in lakes Huron and 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, St. Marys River Binational Public Advisory Council (co-chair). Represented tribal interests on over 30 intergovernmental committees and task groups.

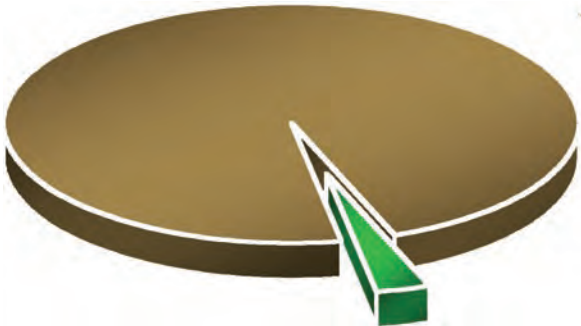
- Appointed to represent CORA on the National Aquatic Nuisance Species Task Force.
 - Conducted fish contaminant monitoring program in Lake Michigan.
 - Assisted with organizing tribal action with environmental issues in the St. Marys River, particularly sewage treatment issues around Sugar Island.
 - 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.
 - Participated in the ongoing negotiations related to inland treaty rights.
 - Began addressing issues related to a new fish virus in the Great Lakes called Viral Hemorrhagic Septicemia (VHS).
- ## 2007 Goals
- Seek adequate base federal and inter-tribal funding support for 2007.
 - 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 methods for addressing problems associated with VHS (fish virus) in the hatchery.
 - Achieve stocking targets for summer and fall fingerling walleye.
 - Assist in instituting cormorant control efforts in treaty waters of Lakes Huron and Michigan.
 - Conduct fish contaminant monitoring program for Lake Huron.
 - Complete work under the USDA fish marketing grant.
 - 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 wall-eye rearing pond site, including building a second rearing pond with assistance from a grant from USDA.
 - Assist with the inland treaty rights negotiations process.



ITFAP staff process fish samples from the treaty waters of the Great Lakes.

ITFAP 2006 Funding Sources



Federal, State, Local Contributions \$1,029,579 (97%)
Tribal Contribution \$31,651 (3%)

Housing Authority

Quality, Affordable Homes and Healthy Communities

The Sault Ste. Marie Tribe of Chippewa Indians Housing Authority continues to provide a variety of options for tribal members to secure safe, decent and sanitary housing.

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

The Housing Authority manages subsidized rental and home ownership housing programs, which offers low-income tribal families affordable, safe and sanitary housing.

Emergency Housing Assistance

A few years ago, Sault Tribe Housing formed a partnership with Anishnabek Community and Family Services to provide emergency housing assistance. The goal of the housing assistance is to provide a safety net to those members of the tribe facing homeless situations where sufficient, timely and appropriate assistance is not available from any other source. Eligible applicants may receive up to \$750 for first-month rent, security deposit or a one-time rental payment to keep from being evicted.

During 2006, 16 families were provided financial assistance through this program.

Development Department

The construction focus in 2006 included near completion of 12 new units of elder housing on the newest housing community, Odenaang, “A Place of Many Hearts,” named by tribal elders. These units are uniquely situated in a horse shoe shape with each building containing four units of housing respectively. Housing management is very excited to have constructed beautiful one and two-bedroom units nestled into a peaceful parcel of land away from the hustle and bustle of the casino. The units will be ready for occupancy summer 2007.

A work group continued between Housing administration and the tribe’s Real Estate Department to develop necessary policy and procedure to lease the first 27 open market lots to tribal members ready to construct their own home. The work group achieved much success and plans to accept land lease applications in this summer. Any interested persons may contact the Housing office at (906) 635-7702 to be added to the mailing list.

Service Department

The purpose of the Service Department is to maintain safe and sanitary housing for tribal 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.

Every three years, the Service Depart-



The Sault Tribe Housing Authority resident services staff (L-R) Cory Hall, Linda Schmalz, Cathy Menard, Mariea Mongene, Dana Patrick and Mary Lester.

ment is responsible for conducting an extensive maintenance assessment for the purpose of budgeting for future large-scale repairs, such as furnace replacement, roof replacement and floor or appliance replacement. In 2005, the Service Department completed 4,475 routine work orders, 249 after hours emergency work orders and 61 vacant unit maintenance work orders.

The Housing Authority operates water systems on four housing sites. This year 77 septic tanks were pumped and inspected as part of the routine preventative maintenance plan.

Completed a joint water and sewer expansion project with Indian Health Service. The project extended water and sewer service to the quadplex elderly units under construction at Odenaang and included the installation of a new lift station.

A second joint water and sewer project with Indian Health Service occurred, 59 homes on the St. Ignace housing site were connected to city water and sewer.

Modernization Department

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

Modernization staff were responsible for a special project of moisture remediation this year. Whenever there is water, there is bound to be a leak whether from the roof, the plumbing or near the foundation. A very talented group of men replaced drywall, windows, sashes, siding, bath tub surrounds and any items related to preventative restoration.

Staff completes a variety of needed work, such as roof replacement, exterior painting, installing new flooring and window replacement. In 2006, the Modernization Department completed over 175 miscellaneous work orders, painted the exterior of 35 homes in St. Ignace, replaced the handicap accessible showers in Sault Ste. Marie units, replaced 120 windows, restored 61 vacant units, replaced seven furnaces and installed 45 new roofs on St. Ignace units.

Occupancy Department

The focus of this department is maintaining resident files, recertifying current tenants, rent determinations and processing rental and homeownership applications. In 2006, 322 applications were processed, and 58 families moved into homes on nine various housing sites in the seven-county service area.

A new rental assistance voucher program was developed this year and will be implemented in 2007. This program allows working families the option to secure housing off the existing housing sites while having a portion of their rent paid. The rent subsidy is the same as those families who live in housing, the family pays 25 percent of their adjust gross income for rent with Sault Tribe Housing paying the remaining balance up to fair market rent for the county.

Resident Services Department

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 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. In 2006, the staff completed 1,570 homes visits throughout the 498 homes.

Community events were coordinated by Resident Services staff to include drum socials, housing site clean-ups and holiday events.

Housing Site	No. of Homes 2006
Sault Ste. Marie	179
Newberry	24
Marquette	10
Manistique	38
Kincheloe	110
Hessel	23
Escanaba	25
St. Ignace	70
Wetmore	19
TOTAL	498

Home Ownership

Housing management was pleased to offer down payment assistance again in 2006. Eligible first time home owner applicants can qualify for up to \$5,000 to pay for closing costs and down payment.

The home ownership staff provides a variety of services to tribal members who wish to learn more about becoming a home owner or are ready to purchase their first home. Education is offered regarding financial management, home maintenance, applying for a mortgage, limited credit repair, the HUD

Section 184 Loan Guarantee program and other mortgage products offered through USDA and local lenders.

Financial Assistance to Counties

Each year the Housing Authority provides financial assistance to each county or township of 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 \$74,873.

Payment in Lieu of Taxes (PILT) ‘06	
Sault Ste. Marie	\$19,950
Soo Township	\$7,050
Schoolcraft	\$5,700
Alger	\$2,850
Delta	\$3,750
Mackinac	\$13,950
Marquette	\$1,500
Pentland Township	\$3,623
Kinross Charter Twp	\$16,500
TOTAL	\$74,873

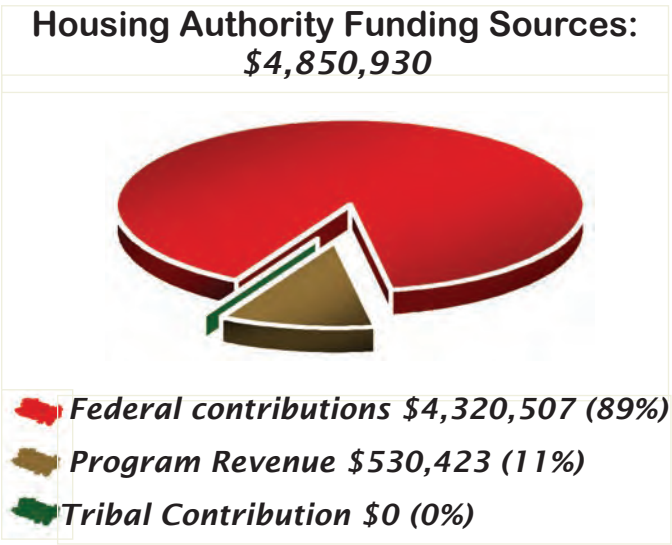
2006 Accomplishments

- Purchased warehouse complex located at 154 Parkside, Kincheloe for administrative office.
- Served 16 families through the Emergency Housing Assistance program administered through Anishnabek Community and Family Services.
- Partnered with Community Action to complete rehabilitation on a tribal member’s privately owned home.
- Six tribe members each received \$5,000 in down payment assistance to purchase their first home.
- Ninety-nine members across the state of Michigan accessed and were given HUD Section 184 Loan Guarantee mortgages.
- Provided \$20,000 to fund cultural immersion camps at the Mary Murray Culture Camp on Sugar Island.
- Modernization department installed 54 new windows in Wetmore, 66 in Manistique rental units.
- Hired a grant specialist.
- Twenty homes in St. Ignace were converted from propane to natural gas.
- Ninety-eight percent of Sault Tribe Housing team members are tribal members.

2007 Goals

- Develop a 10-year strategic plan.
- Implement the newly developed rental assistance voucher program.
- Complete a housing needs assessment in the seven-county service area.
- Develop a foreclosure prevention program.
- Develop a credit repair program and offer community sessions.
- Provide residential inspection certification training for 10 field superintendents and carpenters.
- Provide lead base paint containment/abatement certification training for field superintendents and carpenters.
- Complete the final elders housing quadplex at Odenaang.
- Move 12 elders into the newly constructed housing at Odenaang.
- Collaborate with the Sault Tribe Real Estate Office to market and lease 27 lots at Odenaang. Tribal members may construct a home of their choice.
- Update and enhance an emergency response plan for all nine housing sites and three offices.
- Convert the remaining 39 homes in St. Ignace to natural gas.

Contacts
Administration (906) 495-5598
Development (906) 495-5555
Home Ownership (906) 635-7702
Modernization (906) 495-5555
Occupancy/ Applications (906) 495-1450
Resident Services (906) 495-1450
Service/Maintenance (906) 495-5598



Human Resources

The Human Resource Department handles hiring for governmental, casino and enterprise vacant positions. We take a proactive approach to recruit applicants with the necessary education, skills and experience that will best compliment departments with open positions. Our recruiter actively attends colleges, universities and conducts local job fairs. Job openings are advertised in local and major newspapers, journals, radio stations and the Internet. Daily job openings and updates can be accessed by calling the Human Resources toll-free hotline.

Employment Opportunities

Those who are looking for a different position within the tribe, or know of anyone interested in employment with the tribe, may view daily job opening updates on the Web site www.saulttribe.com. Current listings are available at the hotline 1-866-635-7032.

Tribal job openings are posted 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

Human Resources employs a full staff to ensure its services are meeting team member and organizational needs. Human Resources provides a wide range of training classes from motivational to technical training classes as well as management and customer service classes.

The training facility, featuring a conference room and a 10-unit computer lab, is located at 2186 Shunk Road at the casino. Staff also conduct off-site training across the tribe's seven-county service area. Training classes are open to all Sault Tribe members and their families.

Compensation

Human Resources is responsible for job descriptions, organizational charts, market studies, pay plans, establishing appropriate rates of pay for new and existing job titles and evaluating and assisting depart-

ments 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, seen as the employer of choice by setting the market.

HRIS — Human Resource Information Systems

Human Resource is responsible for reviewing, designing and assessing all systems that deal with compiling and reporting information. The objective is to automate or design 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 designs and runs query reports provided to management and government agencies, and maintains systems to ensure efficient processing and generation of reports. HRIS maintains personnel files to ensure documents are retained in compliance with applicable laws and policies, and administers the Human Resources Intranet and Internet sites.

Human Resource Representatives

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

Representatives assist in the development, interpretation and enforcement of personnel policies for governmental, casino and enterprise operations. Human Resource representatives work to maintain team member relations by promoting consistency in the application of policies, conducting internal investigations, processing Family and Medical



JOB FAIR — Kewadin Shores first job fair attracted nearly 140 applicants. Applicants heard about the job fair through venues such as the tribal newspaper, radio commercials, and mailed flyers. Four other job fairs were held in February and March of 2006 which generated a generous pool of applicants for the expanded facility. Pictured above, Ross Yule, left, talks with Kewadin Shores Housekeeping Manager Roberta Louzon at the St. Ignace Job Fair.

Leave Act requests, conducting annual team member surveys, processing background checks, and conducting drug testing.

Employee Relations Specialist

The employee relations specialist position was created as a result of feedback received from a team member survey. This position is an advocate for team members to help resolve workplace issues concerning policies, procedures, practices and other issues that might arise following the guidelines established within the personnel policy. The employee relations specialist acts as a liaison for team members when working with supervisors within the organization.

2006 Achievements

- Tribal members make up 61 percent of the tribe's workforce, peaking at 64 percent

in August 2006.

- An employee relations specialist position was established to advocate for team members.

- Employment and Training has been centralized at the Sault Ste. Marie Human Resources office.

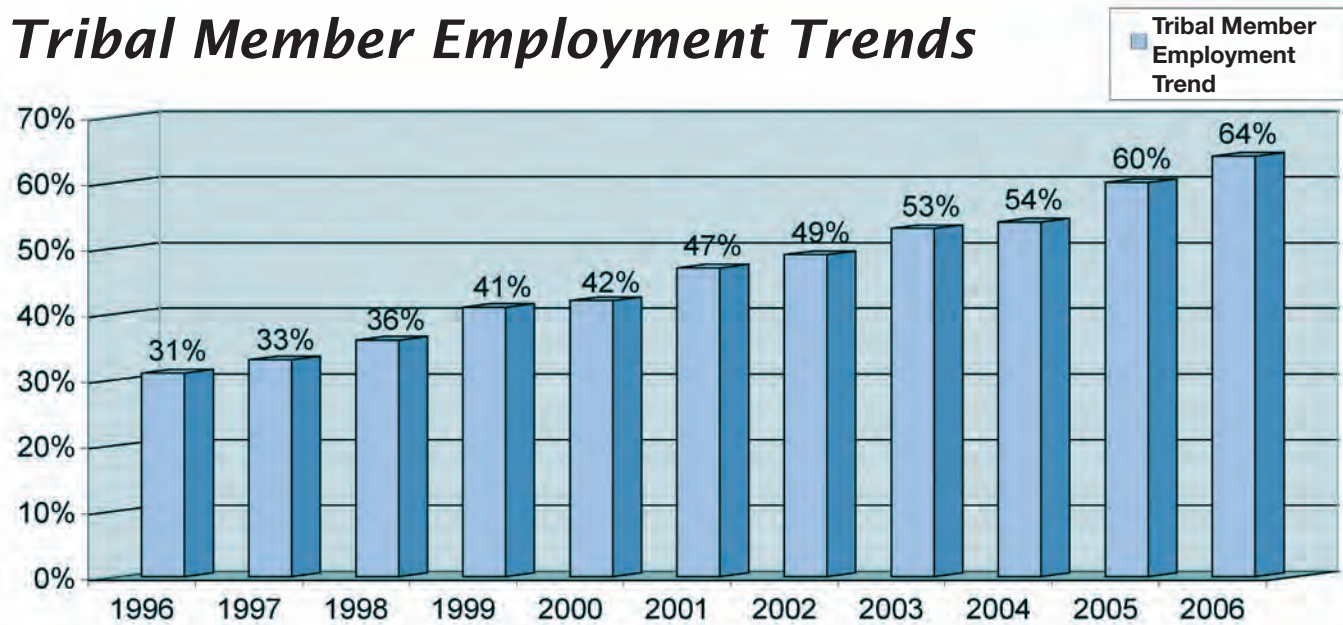
- A minimum wage increase was implemented to remain competitive with a State of Michigan increase.

- Staff for St. Ignace Casino expansion were hired and trained.

2007 Goals

- Develop new computer classes.
- Further develop recruitment plan to promote career development for high school students.
- Actively work with the tribe's board of directors to update personnel policy and procedures.
- Get input from team members through team member surveys and meetings.
- Further develop employee relations area.

Tribal Member Employment Trends



Contacts

Human Resource Administration

Main Line (906) 635-4937

Fax (906) 635-4918

Employment Department

Main Line (906) 635-7032

Toll Free 1-866-635-7032

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



In 2006, 151 students were employed under the Workforce Investment Act Summer Youth Program. This was a record from previous years when the tribe employed an average of 98 students over a five-year period. Because Kewadin Casinos made transportation available to outlying areas, students were able to work at 18 sites throughout the tribe's service area.

Non-Gaming Business

The tribe's non-gaming businesses provide many benefits to tribal members, including job opportunities, tax revenues that fund member programs and products and services that support the tribe's gaming operations. Tribal 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 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 tribe's membership programs and services. In 2006, the non-gaming enterprises paid \$711,089 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. A Kewadin Casino Inn is located in Manistique, and the Kewadin Casino Lakefront Inn is located 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 a 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 tribe's two Midjim 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 tribal 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 Greek-



town Casino, Kewadin Casinos, tribal hotels and other entities. This business also offers expertise on purchasing special industry items for the tribe's casinos and hotels, and enhances the tribe's purchasing power by providing services to Greektown Casino that result in lower prices for the tribe and the casino.

Team members can deduct their purchases from their paychecks, which increases revenues for Northern Hospitality and provides team members with a unique method of paying for furniture and fixtures.

Tribal Real Estate Property Management

DeMawating Development, Sawyer Village, and Eagle Ridge are property management companies and economic enterprises of the Sault Ste. Marie Tribe of Chippewa Indians.

DeMawating Development is located on approximately 130 acres of tribal trust land in Kinross Township, Chippewa County, Michigan, and consists of 207 properties. DeMawating offers both sales and rental properties to tribal members and others of all income levels, and primarily serves an affordable housing population who work within a 40-mile radius. The 2006 DeMawating occupancy rate was 85 percent.

Sawyer Village is located on the former KI Sawyer Air Force Base in Gwinn, Mich., and consists of 275 housing rentals, two hangars, warehouse, daycare center, and shoppette. Sawyer Village offers rental properties to tribal members and others of all income levels. Village Management was able to stabilize the company's occupancy rate by year-end by providing outstanding

value and customer service to current and prospective tenants.

The Sawyer Village team manages Eagle Ridge. Located on Division Street in Marquette, Mich., it consists of 16 apartment rentals. Eagle Ridge offers rental properties to tribal members and others of all income levels. It held a 98 percent occupancy rate in 2006.

2006 Accomplishments

- DeMawating completed its plan to sell 11 as-is stock sales units.
- DeMawating completed its 2006

plans to replace windows in the DeMawating rental units that are the single-family homes. In spring 2007 the replacement schedule will be initiated and additional units will receive new windows.

- The DeMawating office building underwent remodeling and upgrading projects.

- Sawyer Village installed windows in five townhouse buildings, installed siding on four buildings and gable roofs on seven buildings. New address numbers were also made and placed on the Falcon Street townhouses.

- Sawyer replaced roofs on five duplexes buildings (10 units) and the lower hangar roofs on buildings 421 and 422.

- The Sawyer Village office reception area was remodeled.

- Eagle Ridge replaced balconies on six apartments, patio doors on five apartments, and windows in four apartments, and replaced a hot water heater in building 2529.

2007 Goals

- DeMawating's plans to complete office renovations started in 2006 including installation of new signs on the building, new flooring and other minor renovations; replace windows in 14 units; and replace needed roofs, furnaces, exterior painting and interior renovations as needed.

- DeMawating plans to initiate a rehabilitation loan program allowing Native Americans who have purchased as-is units from DeMawating to borrow dollars for rehabilitating their homes.

- Sawyer plans to replace windows in the remaining three townhouse buildings, replace siding on eight townhouse buildings and gable roofs on three townhouse buildings, and replace roofs on five duplex buildings (10 units).

Sawyer plans to create a Web site for Sawyer Village.

Eagle Ridge plans to replace windows in the four apartments, replace siding on both buildings, and landscape the exterior.



General manager and director of retail operations, Jeff Behling, re-opened the Northern Hospitality furniture and flooring store in late October 2006 at its new Ashumn Street address in downtown Sault Ste. Marie.

Non-Gaming Businesses Use of Funds 2006



 **Operating Expenses after Adjustments** \$14,115,927 (85%)

 **Capital Expenditures** \$1,260,632 (7.5%)

 **Tribal Taxes** \$711,089 (4.2%)

 **Net Debt Paid** \$562,621 (3.3%)

Contacts

DeMawating Development
42 Wood Lake
Kincheloe, MI 49788
Phone: (906) 495-2800
Fax: (906) 495-7346

Sawyer Village
(also managing Eagle Ridge)
250 Voodoo Avenue
Gwinn, MI 49841
Phone: (906) 346-3919
Fax: (906) 346-4028
www.sawyervillage.com

Kewadin Casinos

In 1979, the Sault Ste. Marie Tribe of Chippewa Indians introduced its first form of gaming, Bingo, to Sault Ste. Marie. On November 15, 1985, Kewadin Casinos was opened in Sault Ste. Marie. Since this time, the tribe has developed four additional casinos (St. Ignace, Hessel, Manistique and Christmas) throughout the Upper Peninsula and has expanded each site as needed to compete with increasing competition and to meet customer needs.

The profits from Kewadin Casinos have allowed the tribe to move closer to its goal of self-sufficiency; improve and increase membership services throughout the seven-county service area; offer better housing, health and child care services, and educational services; and much more. The profits also allow the casinos to provide donations, contributions and sponsorships to the surrounding community.

This year brought a wealth of activity to all of Kewadin's casino properties, from renovations, new facilities and notable donations, to team member programs and accolades.

Kewadin Cares — Donating to help others in need

In January, the America United Campaign, started by the Iron Mountain Police Department, received a semi-truck full of furniture from 25 Kewadin Casino hotel rooms. Items included mattresses, box springs, dressers, night stands, photos, lamps, mirrors and bed spreads.

The shipment was delivered to the Habitat for Humanity group in Covington, La., to help victims of Hurricane Katrina rebuild their homes. Nearly 20 volunteers from the Sault Ste. Marie Police Department, Chippewa County Sheriff Department, the First Church of Christ, Weir Furniture, Habitat for Humanity and Kewadin Casinos helped load the abundance of furniture. The total donation value to the American United Campaign was \$50,000.

Annually, the casinos donate nearly \$140,000 to area sponsorships and events, and nearly \$2 million to local governments in the form of 2 percent payments.

Kewadin has given \$23 million to local communities in the Upper Peninsula as part of its semi-annual 2 percent payments since 1993. These payments helped local governments with projects such as:

- Street construction
- Police and fire upgrades
- Emergency response vehicles
- Recreation and health services
- Community projects
- School projects.

Kewadin annually invests \$140,000 to be a major sponsor of local events such as:

- Annual Sault Ste. Marie I-500 Snowmobile Race
- St. Ignace Car Show
- Les Cheneaux Annual "Snow Fest"
- Sault Ste. Marie River Rampage
- Local fund-raisers for families, communities and clubs.

Kewadin revenues supports Sault Ste. Marie Tribe of Chippewa Indian programs that allow Tribal members to receive services such as:

- Health Care
- Child Care
- Head Start
- Activity Centers
- University Scholarships.

Kewadin supports a variety of Chamber of Commerce and Convention and Visitors



Palace of the North

Pictured in all its palatial glory is the main lobby of Sault Tribe's Kewadin Shores Hotel and Casino in St. Ignace, which opened in June 2006.

Kewadin North Locations

Kewadin Casinos Sault Ste. Marie

(906) 632-0530

Kewadin Casinos St. Ignace

(906) 643-7071

Kewadin Casinos Manistique

(906) 341-5510

Kewadin Casinos Christmas

906) 387-5475

Kewadin Slots Hessel

(906) 484-2903

Bureau offices in order to better the entire area.

Kewadin Team Members – Backbone of the casino

Without a solid, dependable group of Kewadin Casino team members, the organization would not survive. Kewadin is fortunate to have 1,300 incredible team members who provide top notch customer service on a daily basis. This year, new programs including quarterly team member appreciation parties, a free wellness program, and new team member of the year procedures and prizes were put in place to acknowledge Kewadin Team Members for their hard work.

"We can not succeed with out all of our team members and we recognize how valuable they are to the Kewadin organization," Tony Goetz, chief operating officer, said.

At the events, breakfast, lunch or dinner was provided and cash prizes were given away.

Renovating facilities to improve customer service

In April, the final renovation at Kewadin Sault was unveiled. The Dream Catcher Restaurant opened with new flooring, seating, decoration and scatter buffet stations along with a larger dessert bar.

Highlighting the renovation were the scatter buffets, which allow chefs to prepare entrees as needed directly behind the buffet line, offering guests the best in food preparation.

The restaurant upgrade is the final phase in a Sault casinos renovation project that began in November 2003. Nearly every area of the casino has been updated and renovated including the gaming rooms, the "Trail" area, deli, and hotel rooms.

Later in the year, Kewadin Casino's Manistique completed a variety of renovation projects to better improve the facility, including a new roof. Other projects over the past year include construction of office

space, and the addition of new carpeting on the gaming floor, the Mariner Cove Restaurant and the Gift Shop. In addition, the facility was painted in 2005 featuring a "northern" color scheme. The Team Spirits Bar also received a new etched window.

Finally, in November Kewadin celebrated the grand opening of its newest Kewadin Casino in St. Ignace. Kewadin opened the non-gaming areas of the St. Ignace facility in June 2006 and the gaming area in October 2006. The new facility includes a 25,000 square-foot gaming floor featuring slots and table games, a 30,000 square-foot entertainment area, an 81-room on-site hotel, the 225 seat Horseshoe Bay Restaurant, the 125-seat Northern Pines Lounge, the Whitetail Sports bar, and the Campfire Deli.

Kewadin Casinos 2006 Statistics

Total Salaries & Wages	30.2 million
Total Fringe Benefit Cost	8.7 million
Total Slot Payouts	285.0 million
Total Table Payouts	25.0 million
Total Keno Payouts	1.5 million
Total Bingo Payouts	0.3 million
Fiscal Year 2% Payments	2.0 million

Kewadin Casinos offering top notch entertainment

Each year, Kewadin Casinos unveils entertainment unlike any other in the area. In 2006, the entertainment team hit it big by bringing critically acclaimed performer and 2005 Entertainer of the Year, Keith Urban, to the area. Nearly 8,000 people packed the house on July 14 to hear this country super star.

Having this type of celebrity event in Sault Ste. Marie was an incredible opportunity for the area — not only to gain exposure for our community, but to boost tourism traffic. Nearly all area hotels were booked the weekend of the concert.

2006 was also big for entertainment in Kewadin St. Ignace. The casino, which opened

an entertainment area, hosted two incredible acts to celebrate the new facility. Merle Haggard played to a sold-out audience on July 26 and "Train" proved to be very beneficial to all casino departments.

Customers hit it big in 2006

Customers of Kewadin Casinos won \$285 million in slot jackpots and credits and \$5.8 million in payouts from promotional token machines in 2006. Of the total jackpots won at Kewadin, 6,472 ranged from \$1,200 to \$1 million and 114 were from promotional or tournament events.

Gaming innovation

Christmas came early for casino guests as interactive slot games, including Claws & Paws®, Balls-O Bucks® and Sherlock at the Murder Mansion®, offering more chances to win and a more interactive experience, hit Kewadin Casino's Sault Ste. Marie and St. Ignace gaming floors. Kewadin was the first casino in the state to receive these games.

Provided by ID Interactive, LLC, the slots offer a relatively new and different concept in gaming in that a bonus structure and re-spin feature offer more opportunities for customers to win.

In addition to the ID Interactive games, Kewadin now offers 12 of the Big Event Monopoly games at the Kewadin Sault and St. Ignace sites.

Team members supporting the community

The 2006 holiday season was brighter for families across the Upper Peninsula thanks to the employees of Kewadin Casinos. All casino properties participated in a giving program or drive this year.

Nearly every department at the Sault casino sponsored a family through the Department of Social Services with 15 families being sponsored. Kewadin's Manistique casino sponsored a can-a-thon and toys for tots drive in conjunction with WLUC-TV6 in Marquette for team members and patrons, Kewadin Christmas adopted two local families and Kewadin St. Ignace sponsored an employee food drive.

Also last Christmas, the casino's Food & Beverage department sponsored a Christmas party for the tribal youth, team members adopted families for Christmas through the tribe's Anishnabeck Community & Family Services, and the tribe's Human Resources Department sponsored a giving tree at the casino.

Looking into the future

The future for Kewadin looks bright. Amid heavy market competition, Kewadin is gearing up to unveil a new marketing campaign, as well as new and exciting promotional events and tournaments. Working together as a team to increase customer service opportunities and better service our internal and external customers will be key in the coming years.



Contact Information

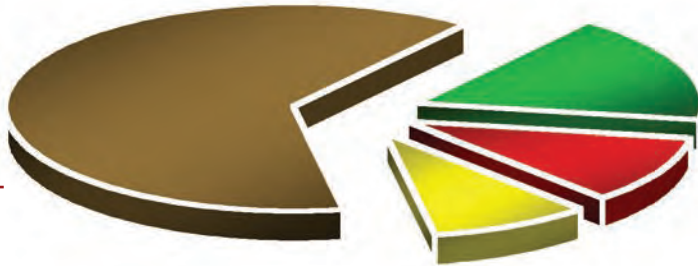
Visit www.kewadin.com or call 1-800-KEWADIN (539-2346).

Kewadin Casinos Use of Funds for 2006

2006 Source of Funds

Total Revenue	\$126,794,408
Loan Proceeds	\$25,000,000
Cash	\$7,339,909

Total \$159,134,317



Operating Expenses \$100,392,793 (63%)

Capital Expenses \$27,365,499 (17%)

Tribal Taxes \$17,000,004 (11%)

Debt & Interest Payments \$14,376,021 (9%)

Greektown Casino

After a strong 2006, Greektown Casino is poised for major improvements in 2007 and beyond. Greektown Casino is the Sault Tribe's most significant business asset and is the first commercial casino in the nation to be owned and operated by a Native tribe off reservation property.

Greektown Casino opened in November 2000 and each year has been named "Best Casino" in Detroit by readers of the state's two largest daily newspapers.

Greektown Casino revenues help fund education, health care, elder care and other important programs and services for Sault Tribe members. The casino will be a significant source of annual revenues for the Tribe once the property's construction notes are retired.

Located at 555 E. Lafayette in the heart of Detroit's popular Greektown Entertainment District, the casino features:

- 75,000 square feet of Mediterranean-themed gaming action.
- More than 2,400 of the latest and hottest slot machines and more than 80 table games, including Detroit's largest poker room.
- A direct stop on the Detroit People Mover, downtown's elevated rail line. Step off the People Mover into the upper level of Greektown Casino!
- Close proximity to more than 1,500 hotel rooms at downtown Detroit's finest hotels, including the Atheneum Suite Hotel & Conference Center and two Marriott properties — the Courtyard and Renaissance Center. The two Marriott hotels are direct stops on the People Mover.
- Free parking with casino validation in 3,400 valet and self-park spots during

the day and 4,050 spots at night. Free valet parking is available beneath the main entrance porte-cochere.

With Sault Tribe Board members, Chairman Payment and local dignitaries present, Greektown Casino broke ground on the construction of the permanent Greektown Casino Resort in June 2006. As of July 2007, construction is moving forward on time and on budget. Greektown Casino also posted a strong financial performance in 2006, with revenues up \$13.1 million to \$351.2 million compared to \$338.1 million in 2005.

2007 Goals

The casino's new 3,000-space parking garage will open on schedule in fall 2007. The walkway connecting the hotel/parking garage to the casino will be completed in fall 2007. The new 400-room hotel and 25,000-square-foot gaming floor expansion will be complete by fall 2008.

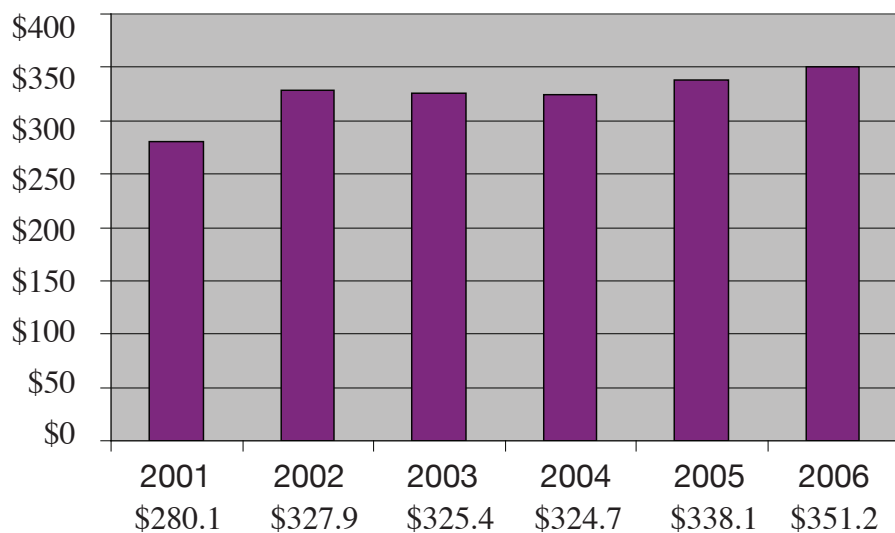
Notable Statistics

- *Ground-Breaking:* February 1999
- *Grand Opening:* November 10, 2000
- *Project Budget:* \$275 million (\$475 million for permanent casino)
- *Team Members:* 2,100 (2,500 at permanent casino)
- *Visitors/Guests:* 15,000 per day
- Greektown Casino streams \$5 million back to the Tribe each year to fund tribal member programs and services.
- Over \$3.5 million in charitable donations to date.



HISTORIC MOMENT — Sault Tribe Chairperson Aaron Payment, second from right, watches as tribal board member Bob LaPoint turns over a shovelful of dirt at the ground breaking for the permanent Greektown Casino Hotel, and parking garage. "This is a significant day for the City of Detroit and a historic moment for Greektown Casino," said Marvin Beatty (far right), a local Greektown Casino investor. Also in the ground breaking photo are (L-R) Hills Howard, a Greektown partner, and Unit I representatives' Joe Eitrem and Dennis McKelvie.

2001-2006 Total Casino Revenue in Millions



Contact Information

General Info: (313) 223-2999
Toll Free: (888) 7714-FUN
Hotel Reservations: (800) 772-2323
Employment/Jobs: (888) 771-4386

Greektown Casino Use of Funds for 2006

2006 Source of Funds

Total Revenue	\$351,265,783
Loan Proceeds	\$34,525,000
Cash	\$12,905,243
Total	\$398,696,026



- *Operating Expenses* \$176,289,866 (44.22%)
- *State and City taxes* \$91,190,427 (22.87%)
- *Capital Expenditures* \$80,494,378 (20.19%)
- *Interest and Fees Paid* \$38,721,355 (9.71%)
- *Tribal & Minority Distributions* \$6,250,000 (1.57%)
- *Lac Vieux Settlement* \$5,750,000 (1.44%)



Structuring Spaces — Construction crews work on Greektown Casino's permanent 3,100-space parking garage. When complete in late 2007, Greektown Casino will have the most convenient casino parking in Detroit.



City at Night — Greektown Casino's 400-room hotel and 3,100-space parking structure will be attached to the expanded casino via a pedestrian walkway and is scheduled to be completed in fall 2008.



Community Contributions

Over \$24 million awarded 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 \$24.3 million to local governments throughout the entire service area.



New playground for Brevort children — Brevort Township received \$5,000 in the spring of 2006 to finish its new playground for area children. Sault Tribe and Kewadin Casinos donated \$15,000 to the project over the past two years. Shown at the playground are (Front, L-R) Kewadin Shores Casino manager Darcy Chase, Unit III Director Fred Paquin; Township Clerk Susan Steltzer, Unit III Director Keith Massaway, Township Treasurer Dan Litzner, (Back, L-R) volunteers Diana Peterson, Mark Butkovich, Judi Batkovich, Wayne Peterson, Greg Peterson, Ashley Peterson, Joe Stelzer, Alley Stelzer and Joe Stelzer.



Free flu shots— Over 3,000 vaccinations were administered at the fourth annual community flu clinic held Nov. 2 at six sites in Chippewa County. The event provides free flu vaccinations to county residents. Several health agencies took part including the Sault Tribe Health Center. At left, Devin Driedric gives tribal member Peggy Clement (L-R) her flu shot.



Tribe raises \$2,000— Sault Tribe hosted a soup and frybread luncheon fundraiser for Walk for Warmth, an annual event to raise money for low-income families and individuals needing emergency energy assistance such as heating bills. All the soups and desserts were donated by community members. Volunteers' Robert Captain, Bill Connolly, Jeff Holt, and Allison Vallier (L-R) work the soup and frybread line at the bingo room of the Kewadin Casino in the Sault.

Total Community Contributions for 2006: \$4,396,487

Tribal Board and Administration Contributions \$4,331,633

\$ 1,997,458
631,748
50,513
55,509
13,695
682,208
157,461
2,400
29,798
152,970
12,958
427,555
11,088
3,733
92,548
10,000

2% Funds
Board of Directors Initiative
Children's Christmas Party
Chi-Mukwa Membership Subsidy
Day Care Subsidy
Donations to Tribal Programs
Elder Gift Certificates
Elder Snowplowing
Elder Thanksgiving & Christmas Dinners
Employee Gift Certificates
Foster Care Christmas (Board Subsidy)
Funeral Assistance
Gifts and Flowers
Graduation Parties
Powwows
United Way

Contributions from Team Members and Tribal Community \$64,854

\$ 47,999
3,650
13,205

Dress Down
Relay for Life
United Way



Raising health awareness for local students — The Chippewa County Health Department's Sault Adolescent Health Care Center, located in the Sault Area High School, received nearly \$20,000 from Kewadin Casinos and the Sault Tribe as part of their two percent distributions. The center is the only facility of its kind in the U.P., offering a variety of services to high school, middle school, alternative education and career center students including immunizations, mental health services, substance abuse counseling, educational sessions, career center and sports physicals, asthma care, nutritional counseling and, soon, primary care as well. At left, clerical outreach worker Anne Suggitt shows the wellness screening computer to (L-R) John Sherry, Cathy Abramson, Tony Goetz, Nancy Heyns, Teri Kowalski, DJ Hoffman, Rosemary Blashill and Aaron Payment. Some of the equipment the center was able to purchase with the two percent money includes an exam table, pediatric table, a wheel chair, vision and hearing screening equipment, a diaper deck and a health storage cabinet.

Self-Sufficiency

The Tribal Self-Sufficiency Program was established to give more tribal members access to more programs and services. In 1996, the tribe's chairman and board of directors crafted a plan to expand membership benefits beyond geographic and income boundaries, though the demand for "need based" programs and services will continue.

The Anishinaabeg principle of planning seven generations ahead guided the self-sufficiency plan. The self-sufficiency program invests funds into interest-earning accounts. Annually, based on the performance of investments, the interest is used to fund specific programs and services, while the principal remains intact.

In the spring of 1996, the board of directors used business revenues to create the first Self-Sufficiency Fund. The fund was established with \$4 million in order to generate \$400,000 annually to help send members to college. Under the plan, each qualifying member could receive up to \$1,000. Since the fund was established, the number of members attending colleges and universities has increased tremendously. In 2006, members collected \$850,000 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 members.

In 1998, the 161-year old 1836 Treaty land claim finally became reality, allowing the tribe to establish an elders fund with \$19.6 million in settlement monies from the federal government.

To decide how the land claim dollars 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 board of directors 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 elders age 60 and older.

Though the national economy and stock markets have decreased in value in the past few 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 \$43,894,477, including \$31,906,910 to elders. Soon, payments from the funds will exceed the amounts originally invested and the principal of each fund will remain intact.

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

- **Over \$8 million to education programs.**
- **More than \$3.5 million to the Funeral Assistance Program.**
- **More than \$3.4 million to elder health and employment payments.**

As reported in last year's annual report, members support expanding members' benefits through self-sufficiency funds and establishing more funds.



Where we come from — Our elders teach us a lifetime of experience and accumulated wisdom to be passed on to the generations of children and grandchildren yet to come. The Self-Sufficiency Fund assures the tribe's ability to show our elders the appreciation they deserve. Above, elder John "Roy" Dutcher displays his hand crafted eagle staff at the elder's 2006 summer picnic.



... And where we are going — With the self-sufficiency fund, the tribe is able to help ensure coming generations of leaders, warriors and parents have the resources they need to obtain a good education and achieve their own self-sufficiency. Above, LSSU graduate and 2005 Outstanding Native American Graduating Student Anglea Ellis (R) poses with LSSU's Stephanie Sabatine and alumni Kathleen Flesher (left and middle).

How the Self-Sufficiency Fund Works

Self-sufficiency dollars are provided to the membership in addition to program and services operating expenditures. Interest from the Self-Sufficiency Fund is the annual interest earned by investment of the funds. Only the interest is used for members' payments while the principal remains intact. This maintains the funds' earning power for future generations of members. The 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 out from these funds.

2006 Elder Elder Payment Comparison

Payment with Fee	1,600
Payment Without Fee	630

Education Fund Payment Sources For 2006



2006 Education Fund Payments Total: **\$850,000**

Elders' Land Claim Payments for 2006



2006 Elders' Land Claim Payments: **\$4,700,170**

Funeral Fund Payments For 2006



2006 Funeral Fund Payments: **\$427,555**

Elder Health and Employment Payments For 2006



2006 Elder Health / Employment Payments: **\$586,453**

Total Self-Sufficiency Payment Sources For 2006



2006 Self-Sufficiency Fund Payments: **\$6,564,178**



Teachings of the Seven Grandfathers

Nbwaakaawin — Wisdom

Use good sense.

Zaagidwin — Love

Practice absolute kindness.

Mnaadendimowin — Respect

Act without harm.

Aakwade'ewin — Bravery

Use courage to choose.

Debwewin — Truth

Be faithful to reality.

Dbaadendiziwin — Humility

Treat all life equally.

Gwekwaadiziwin — Honesty

Tell the truth.

