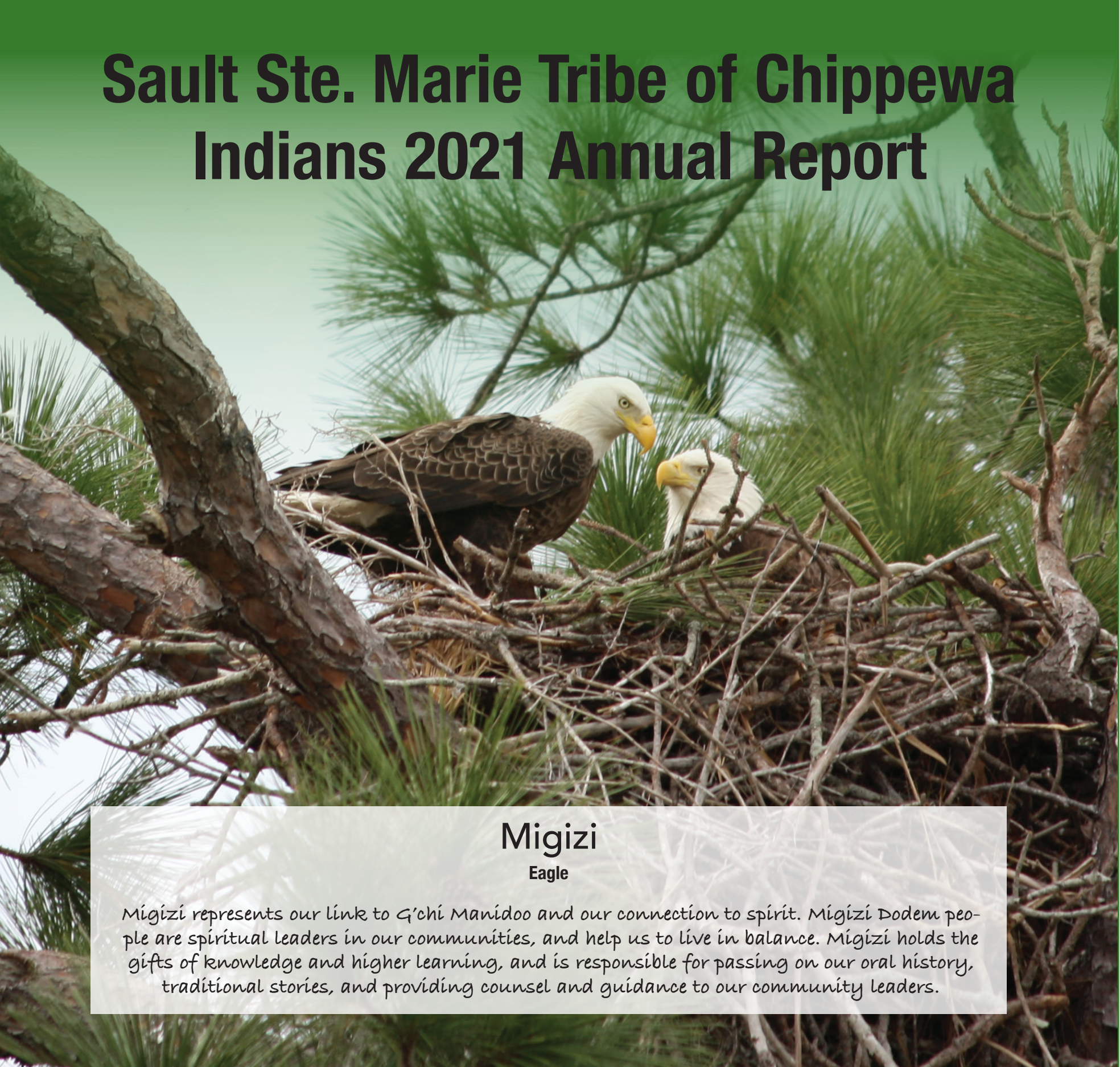


Sault Ste. Marie Tribe of Chippewa Indians 2021 Annual Report



Migizi

Eagle

Migizi represents our link to G'chi Manidoo and our connection to spirit. Migizi Dodem people are spiritual leaders in our communities, and help us to live in balance. Migizi holds the gifts of knowledge and higher learning, and is responsible for passing on our oral history, traditional stories, and providing counsel and guidance to our community leaders.

the Seven Grandfathers Teachings

Debwewin—	Truth	—Be faithful to reality
Gwekwaadziwin—	Honesty	—Tell the truth
Aakdewin—	Bravery	—Choose with courage
Nbwaakaawin—	Wisdom	—Use good judgment
Minadendmowin—	Respect	—Act without harm
Zaagidwin—	Love	—Practice absolute kindness
Dbaadendizwin—	Humility	—Treat all life equally



Win Awenen Nisitotung Special Section

Inside ...

2020 Executive Overview	2	Natural Resources - Wildlife	9	Housing Authority 1	16
Board of Directors	3	Language and Culture	10	Housing Authority 2	17
Financials 1	4	Facilities	11	Education	18
Financials 2	5	Health 1	12	Recreation	19
Tribal Court	6	Health 2	13	EDC	20
Law Enforcement	7	ACFS 1	14		
Natural Resources - Fisheries	8	ACFS 2	15		

Tribe adapts to pandemic, offers more services

While the COVID-19 Pandemic continued and with its staffing and closure challenges, the tribal government and its programs continued to provide ongoing services to the membership. The tribe's emergency order stayed in place throughout 2021, as did the Special Executive Task Force formed in 2020 to guide the tribe's actions to counter the virus. By the end of 2021, the tribe had administered 16,529 COVID vaccinations.

Among its achievements for the year, the tribe completed the new Anne Suggitt Early Childhood Center. The Sault Tribe Board of Directors unanimously approved an ACFS request in 2020 to build an early childhood center to house Head Start and Child Care, located next to the Big Bear Arena. The Child Care Development Fund paid for the new construction, which included additional classrooms and a corridor connecting the center to the Big Bear. After 18 months of planning and construction throughout the pandemic, the building was completed in Spring 2021. The building was named for Anne Suggitt, a dedicated 30-plus year Early Childhood Programs team member who had recently retired. ACFS led the project in collaboration with Administration and numerous staff from across the tribe participating on the project team.

As part of a national pilot project, the tribe formed an inter-departmental team from Advocacy Resource Center (ARC), Communications, Planning & Development, Law Enforcement and the Executive Office, working with the US Justice Dept. and Uniting Three Fires Against Violence, to write a tribal community response plan (TCRP) for Murdered or Missing Indigenous Persons. Sault Tribe then hosted a national meeting on TCRPs at Sault Ste. Marie Kewadin Casino.

Negotiating the next Great Lakes Consent Decree continued between the five Chippewa Ottawa Resource Authority tribes, and the state and federal governments. The tribe's Fisheries Program continued to provide crucial information to our negotiation team for decision making purposes.

Our Wildlife Program took the lead on two projects, manoomin (wild rice) revitalization with the BIA and fire stewardship with the USFS.

The following are some further examples of continuity of essential services delivered by the tribe's governmental departments during 2021.

Anishnaabek Community and Family Services – Longtime USDA Director Tony Nertoli passed away unexpectedly in November 2021. This was a significant loss for ACFS and the USDA Program, not to mention our community. Tony was a tribal member who spent his life helping his people, and losing his 40-plus years of expertise in the food commodity program was a hard loss.

During 2021, ACFS's ARC



**Executive Director
Christine McPherson**

case managers provided 3,330 advocacy support units to 240 survivors who had 297 minor children as secondary beneficiaries. The ARC's Aakdehewin Gaamig (Lodge of Bravery) Emergency Temporary Domestic Violence Shelter provided 707 shelter advocacy units during the 2,211 shelter nights that were provided to 29 adults and 16 children.

Communications Division – Communications published 12 issues of the tribal newspaper, online and in print; made daily updates to the website, tribal-wide Intranet and official Facebook; and wrote and disseminated press releases to the media, along with special projects. A 2020 annual report to the membership was produced in August 2021 and sent to all tribal members' homes. Throughout 2021, the tribe was in the midst of the COVID-19 pandemic and communication was key. The division provided dedicated space on the tribe's website and tribal-wide Intranet for COVID-19 documentation, updates and news, and kept it updated daily and weekly. Communications strongly promoted COVID-19 safety precautions, testing and vaccinations via tribal media.

Education – Following its concept map of medicine wheel teachings, Youth Education and Activities (YEA) enriched the lives of 1,600 students. YEA provided academic support, classroom presentations and after-school programming in 15 schools. On-site programming was conducted at all seven sites to enhance students' academic success, cultural knowledge and leadership abilities. Examples of services included homework helpers, tutoring, culture and craft class, Tribal Youth Council, Circle of Life Summer Programming, community gatherings and holiday celebrations.

Environmental Program – Staff presented "Energy Justice for the Anishinaabek" at the United Nations Conference on Climate Change. During 2021, staff also conducted uranium testing in tribal members' private wells. Of 21 wells tested so far, four exceeded drinking water maximums.

Fisheries Program – Several staff members served on numerous committees to protect treaty rights, such as the Technical Fisheries Committee, Modeling Subcommittee, and lakes Huron, Superior and Michigan Technical Committees. In 2021, the Fisheries Management

Program donated 167 pounds of fillets and 288 pounds of smoked lake trout and Menominee that were caught in fish assessment surveys.

Health Division – COVID-19 Vaccination Clinics took place at all five tribal health center sites. A new Emergency Health Order was written and circulated regarding guidelines for staff and directors as employees become exposed and test positive for COVID. These guidelines helped steer managers and supervisors on how to proceed with quarantine and testing.

Many virtual services were developed and deployed during the pandemic. Among these, Behavioral Health began offering Tele-Psychiatry services through a 9-month SAMHSA grant. The department also partnered with Tribal Court to hold a virtual recovery walk reaching over 1,000 people.

Information Technology – For faster processing and security compliance, Information Technology upgraded and added servers. These physical servers host the health centers virtual servers that run the applications for patient records, scheduling appointments, dental records, consent forms, education forms and procedures. Numerous servers were replaced in Health, Tribal Court, Management Information Services, Planning & Development, and casinos, mostly for security compliance.

Language and Culture – The Repatriation and Historic Preservation Specialist works on matters related to the Native American Graves Repatriation

Act and the Michigan Native American Graves Repatriation Act. Through the Repatriation Office, four ancestors were returned to Mother Earth in 2021. The specialist also consulted with numerous university, state and federal offices.

Throughout 2021, the Language Program offered online Anishinabemowin lessons every Wednesday and Thursday, and a language lesson and a language calendar in each tribal newspaper.

Law Enforcement – Sault Tribe Law Enforcement was awarded a \$628,902 COPS grant and a \$70,200 Stone Garden Homeland Security grant.

Recreation – Many Sault Tribe events and activities were held at the facility throughout the year, including CPR classes, drive-thru health fair, a children's Christmas Party and monthly Child Welfare committee meetings. The facility teamed up with local agencies and Sault Tribe departments to provide community distribution events for essential services. Sault Tribe Health Center's COVID vaccine clinics were hosted throughout the year. There were 27 clinics with 8,290 persons vaccinated at Big Bear Arena.

Tribal Court – In 2021, 574 new cases were filed in Tribal Court, which is just below the 5-year average of 650 cases filed per year. The Court closed out 611 cases in 2021, held 1,320 hearings and issued two marriage licenses. Tribe Court held nine adoption hearings to finalize the adoptions of tribal children and six juvenile guard-

ianships established. In addition, over 2,500 orders were issued by the Court in 2021.

Wildlife Program – In 2021, the Wildlife Program, in collaboration with the Center for Cooperative Ecological Resilience at Michigan State University, successfully received funding to begin leading a manoomin (wild rice) Stewardship Plan for the Great Lakes Basin. This plan is funded by the Bureau of Indian Affairs and will engage tribes from Minnesota to New York to develop strategies to build resilience and restore wild rice populations.

In late 2021, the Wildlife Program completed its Inter-Agency Ishkode (Fire) Stewardship Plan in partnership with the US Forest Service-Hiawatha National Forest. This plan incorporates community input and seeks to address fire stewardship through an adaptive management framework.



Seniors were offered the COVID-19 vaccine first, in January 2021.

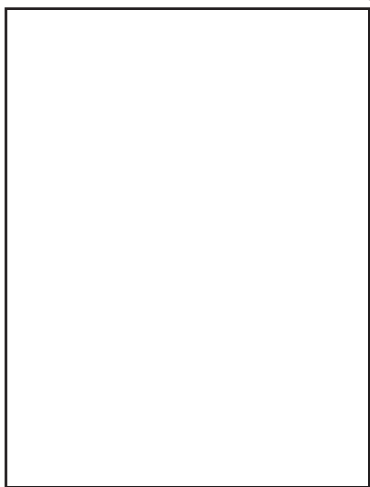


The newly constructed Anne Suggitt Early Childhood Center opened Spring 2021.



MMIP meeting with tribal, local, state and national law enforcement, Attorney General, Michigan Governor and Secretary of the Interior, among others, discuss tribal MMIP community action plans.

Tribe's governing body: Board of Directors



VACANT
CHAIRPERSON



BRIDGETT SORENSON,
DIRECTOR, UNIT III



KIMBERELY LEE,
DIRECTOR, UNIT II



DARCY MORROW
DIRECTOR, UNIT IV



KIMBERLEY HAMPTON, SECRETARY
DIRECTOR, UNIT IV



AUSTIN LOWES, VICE CHAIR
DIRECTOR, UNIT I



ROBERT MCRORIE
DIRECTOR, UNIT I



SHAWN BOROWICZ
DIRECTOR, UNIT III



LANA CAUSLEY-SMITH,
DIRECTOR, UNIT II



MICHAEL MCKERCHIE,
DIRECTOR, UNIT I



ISAAC MCKECHNIE
DIRECTOR, UNIT I



TYLER LAPLAUNT, TREASURER
DIRECTOR, UNIT V



BETTY FREIHEIT
DIRECTOR, UNIT I

Board is governing body

The Sault Tribe Board of Directors is the governing body of the tribe. There are 12 board members and one chairperson, elected to four-year terms. The board members represent the five units of the tribe's service area in the eastern Upper Peninsula of Michigan. Five board members represent Unit I, two board members represent Unit II, two board members represent Unit III, two board members represent Unit IV, and one board member represents Unit V. The chairperson is elected at large. Regular meetings are held twice a month, usually on Tuesdays. See www.saulttribe.com/government/board-of-directors for meeting schedule, live meeting link, board votes and minutes, reports and more.

Tribal Board Contacts

DJ Hoffman, Unit I
1309 Park St.
Sault Ste. Marie, MI 49783
(906) 203-0510
djhoffman@saulttribe.net

Michael McKerchie, Unit I
410 Dawson St.
Sault Ste. Marie, MI 49783
(906) 322-7768
mmckerchie@saulttribe.net

Isaac McKechnie
1938 E. 9th Avenue
Sault Ste. Marie, MI 49783
(906) 203-4787
imckechnie@saulttribe.net

Robert McRorie
1600 Marquette Ave.
Sault Ste. Marie, MI 49783
(906) 379-8068
rmcrorie@saulttribe.net

Austin Lowes
1405 Bingham Ave.
Sault Ste. Marie, MI 49783
(906) 203-2545
alowes@saulttribe.net

Betty Freiheit
820 W. 28th Ave. Apt A-1
Sault Ste. Marie, MI 49783
(906) 379-8745
bfreiheit@saulttribe.net

Lana Causley-Smith, Unit II
PO Box 531

Hessel, MI 49745
(906) 322-3818
lcausley@saulttribe.net

Kimberly Lee
3078 W. Nopaming Street
Hessel, MI 49745
(906) 379-8965
klee@saulttribe.net

Bridgett Sorenson, Unit III
2334 Shore Dr.
St. Ignace, MI 49781
(906) 430-0536
bsorenson@saulttribe.net

Shawn Borowicz
2986 Mackinaw Trail
St. Ignace, MI 49781
(906) 379-8511
sborowicz@saulttribe.net

Kimberly Hampton
khampton@saulttribe.net
1116 N County Road 440
Manistique, MI 49854

Darcy Morrow, Unit IV
102 South 5th St.
Manistique, MI 49854
(906) 298-1888
dmorrow@saulttribe.net

Tyler LaPlaut
3001 Island Reach Road
Marquette, MI 49855
(906) 440-8294
tlaplaut@saulttribe.net

Sault Ste. Marie Tribe of Chippewa Indians seven-county service area

The tribe's seven-county service area consists of the seven easternmost counties in Michigan's Upper Peninsula: Marquette, Delta, Alger, Schoolcraft, Luce, Mackinac and Chippewa.



Main offices are in Sault Ste. Marie and satellite offices with administration and health services are in Hessel, St. Ignace, Manistique, Escanaba, Newberry, Marquette and Munising.

Sault Tribe organization 2021 financial highlights

Financial Highlights

The Tribe's total governmental assets increased to \$350 million or 115.7% over the course of this year's operations and total assets from business-type activities decreased to \$121 million or (3.79%). Total primary governmental assets were \$471.4 million at 2021 year-end, an increase of \$183.2 million or 63.6%.

Total liabilities in governmental activities increased to \$264.3 million or 228.1%. Unearned revenues make up \$171.2 million of this increase, most of which is from ARP Act of 2021 COVID-19 grants. Total liabilities in business-type activities decreased to \$24.7 million or (35.7%). Total primary governmental liabilities were \$289 million at 2021 year-end.

During the year, the tribe's expenses and transfers were \$4.1 million less than the revenues generated by grants, taxes and other sources for governmental activities.

In the tribe's business-type activities, total revenues were \$89.2 million while total expenses, taxes, gain on disposal of capital assets and transfers were \$83.1 million.

The General Fund reported an increase in expenditures of \$9.9 million or 83.2% for the year due to increases in General Government expenses funded with ARP Act of 2021 COVID-19 grants.

The Tribe's MERS Defined Benefit Pension Plan for law enforcement employees reported



The USDA was able to make improvements to its building, add a room and buy two vehicles.

a net pension asset of \$79,916 in the government-wide financial statements.

Tribal external debt reduction payments amounted to \$6,561,891.

Major capital projects

Began work on a new building for the Child Advocacy Center. This is a joint project using Department of Justice funds and the Tribal Building and Equipment Fund. It is expected to be occupied in June 2022.

The Tribal Building fund purchased land, buildings, equipment, vehicles and made building improvements totaling \$3,155,455, which includes the new Early Childhood Center construction of \$2,115,885 as noted above.

USDA Food Program competed an addition to its building to better serve tribal members at a cost of \$1,634,910. The program was also able to purchase two

new vehicles at a cost of \$80,645.

Building and Grounds improvements at the school and its campus totaled \$137,845. Equipment purchases included a tractor, an outdoor cinema and office furniture totaling \$77,500.

Sault Health Center added building improvements and new equipment in the Dental Department for \$872,693 and \$40,666 respectively.

An Invasive Species Surveillance Grant provided for the purchase of a new 16-foot boat and trailer in the amount of \$52,030.

The Bureau of Indian Affairs (BIA) provided funding for the Lake Michigan Whitefish Programs to purchase a new vehicle and a remotely operated vehicle for a total of \$89,346.

The Department of Justice provided funds for the Office Against Victims of Crime program to purchase a stand-alone

generator and a mobile interviewing unit for a total of \$349,502.

CARES-use of funds in 2021

With the extension of the spending deadline for the CARES funds, we were able to continue affording Tribal members with computers and other needed technological advances. These included desk computers, laptops, scanners, printers, ipads, etc.

Funds were also used to upgrade the Tribal website to allow for improved virtual activity and improvements in the Tribal cellular phone system and Tribal database management.

The Tribal Building and Equipment Fund completed its new office/garage using CARES funds for a total cost of \$472,414. Other Tribal buildings that were afforded improvements using CARES funds were the Cultural Building (restrooms) and the Mary Murray Building as noted above.

The Inter-Tribal Fisheries Dept received CARES funds in the amount of \$119,152 for the purchase of an Electro-fisher Boat and Trailer.

In 2020, CARES funds were used to begin construction of 16 emergency housing units at various locations throughout the Tribe's service area. These units were completed in 2021 for a total cost of \$3,292,843 and are totally furnished.

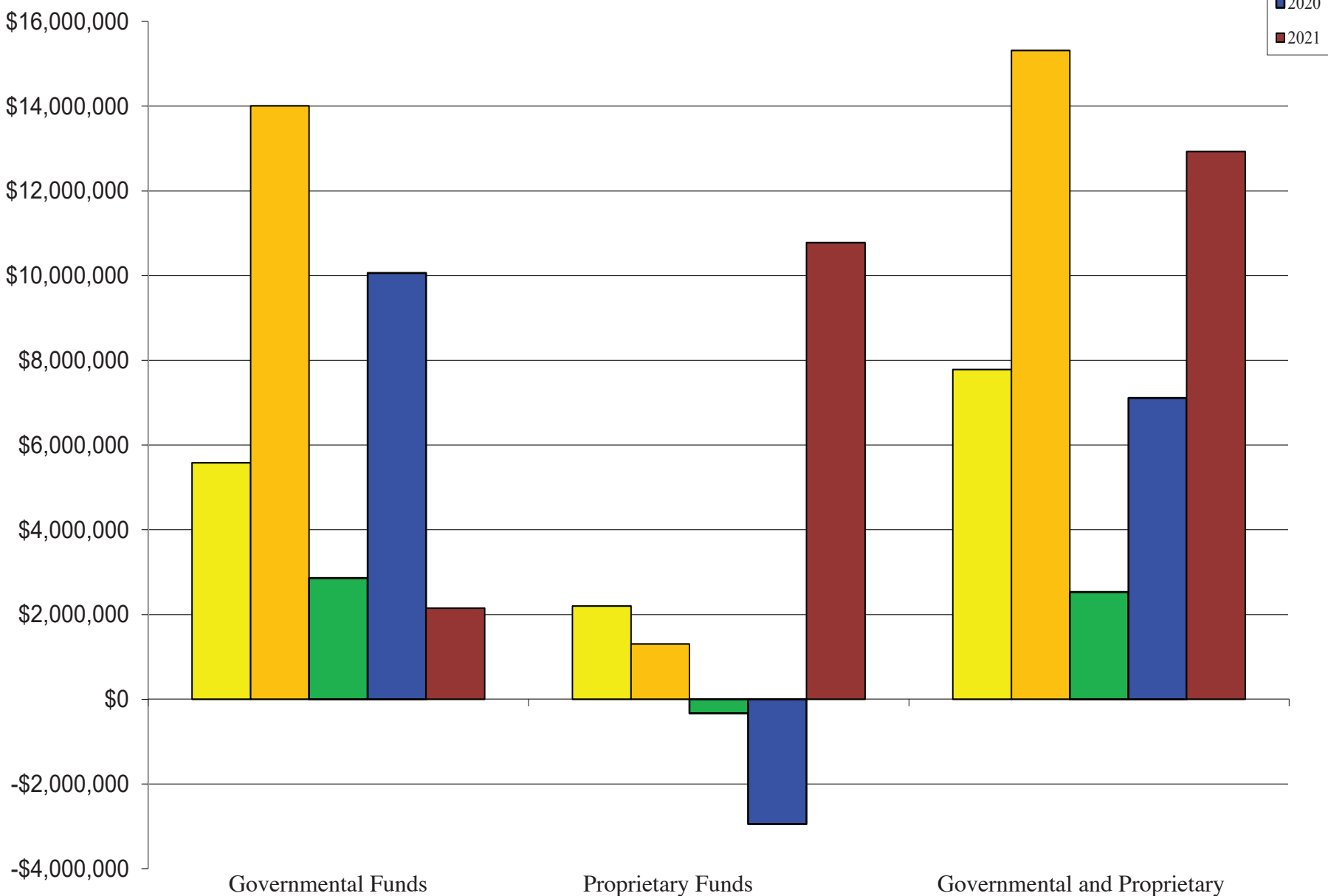
CARES funds also provided a number of Tribal businesses with the ability to upgrade systems and equipment at their locations during 2021. The two MidJim's each replaced bottle/can return machines that limited the contact portion of the process. Northern Hospitality replaced its Point-of-Sale terminals and made façade improvements. White Pine Lodge replaced its fuel pumps and related Tribal member discount software as well as completed common area improvements.

A new ventilation system was installed at the JKL School using CRAES funds at a cost of \$329,206.

CARES funding provided for the purchase of mobile pharmacy and mobile medical office, a mobile specialty vehicle, two pickup trucks and other equipment in the amount of \$611,173.

The JKL Fiduciary Committee completed the construction of its new Storage/Garage Building at the JKL Bahweting School at a cost of \$275,488 and was made possible due to the funds received under the CARES funding.

SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS
Five-Year Comparison of Profit and Loss



Sault Tribe 2021 financial highlights continued

Kewadin Casinos were also able to take advantage of the “Revenue Loss” provisions in the CARES act in the amount of \$3,979,885

ARPA — use of funds in 2021

In May 2021, the Sault Tribe was fortunate to receive over \$235,394,000 in American Rescue Plan Act (ARPA) funds. The Tribe then began the process of distributing some of these funds directly to Tribal members. So far over 40,725 members each received \$2,000 for a total of \$81,450,000.

The ARPA funds were also used to make a \$808,500 down payment on 38 “Market-based” homes for the Tribal service area.

Another critical element of the ARPA funding is the provision for the computation of “Revenue Loss.” This is a calculation of the Tribal-wide loss of revenues beginning in March 2020 with the onset of the COVID pandemic and initially ending at December 31, 2020 and comparing it to 2018 and 2019 revenues. The goal is to gauge the impact this loss of revenues had on the ability of the Tribe to provide services to members and fund the administration of the organization and use ARPA funds to supplement this loss in revenues. For 2021, the Sault Tribe was able to use \$9,491,251 of ARPA funds in this manner.

With the opening of the new Early Childhood Center, the vacated space in the Mary Murray Building was remodeled using ARPA funds into office/interview space for the Tribal Adolescent and Placement Service Departments of ACFS.

Enterprise Major Projects

One of Kewadin Casinos’ major projects in 2021 was to commence an upgrade to its Video Surveillance System. This will be completed in 2022 and is expected to cost of \$3.8 million.

Additional Casino improvements totaled \$1,240,685 with the major project being the replacement of 34 slot machines for a total of \$660,300.

The Sault Casino also completed a major overhaul of their East Parking Lot for a total cost of \$239,400. This included the infrastructure replacement and new paving.

Non-Gaming Enterprise funds procured additional properties, buildings and improvements along with equipment additions in the amount of \$3,016,000. Among the more notable items were the purchase of two Eastern Upper Peninsula golf courses and the Property Management Companies continued the systematic replacement of roofs and furnaces for units at both the DeMawating and Sawyer locations.

Sault Tribe Housing Authority fixed asset additions and improvements totaled \$4,055,195 and consisted of Land Improvements, Building and Structures, Equipment and Machinery and Vehicles. In addition, the Authority received a \$6,494,593 Emergency Rental Assistance Program Grant as part of the American Recovery Program Act (ARPA).

Expenditures under this program for 2021 were \$2,517,450 with over 600 tribal member households receiving assistance.

New grant awards in 2021 consisted of the following expenditure amounts:

- Department of Treasury – OIG Coronavirus Relief Funds \$235,394,000
- Bureau of Indian Education – CRRSA COVID Funds \$1,555,040
- Bureau of Indian Education – ARPA Funds \$3,766,700
- US Fish and Wildlife – Invasive Species \$53,950
- MDHHS – Domestic Violence Cares Act \$61,625
- Tribal Governments – Violence Against Women \$176,100
- Admin. for Children & Families – CRRSA COVID Funds \$357,938
- Admin. for Children & Families – ARPA Funds \$1,455,581
- Indian Health Services Sanitation Grant \$402,000
- Department of Commerce – Thrive Grant \$57,893
- Bureau of Indian Affairs - NABDI Grand \$70,000
- Health and Human Services – SAMSHA Grant \$205,467
- Indian Housing Block Grant CARES COVID-19 Grant \$259,621
- Emergency Rental Assistance Program Grant \$2,517,450

Governmental Activities

Table A-2 presents the cost of each of the Tribe’s five largest programs—health and welfare, public safety, recreation and culture, education, and general government as well as its judicial services, public works and interest expense.

The cost of all governmental activities this year was \$198.9 million.

The cost of those services was paid from the following:

- Taxes of \$29.8 million
- Charges for services of \$18.7 million.
- Operating and Capital Grants of \$157 million.
- Component unit distributions of \$3.3 million.
- Interest, dividends and other revenues of (\$14 thousand).

The increase in governmental net position for 2021 was \$4.1 million.

Business-type Activities

Revenues of the Tribe’s business-type activities were \$89.1 million and expenses were \$77.7 million. (Refer to Table A-2). Business-type activities provide all of the governmental tax revenues, and the increase in net position for the businesses in 2021 was \$9.1 million after taxes.

As the Tribe completed the year, its governmental funds reported a combined fund balance of \$21.9 million, an

improvement in combined fund balance of \$2.1 million from 2020. The primary reason for the increase in fund balance is highlighted in the analysis of governmental activities. In addition, these other changes in fund balance should be noted:

Debt service expenditures were \$3 million.

\$22 million net was transferred out to other activities from the General Fund, an increase of 19.4% from 2020.

General Fund Budgetary Highlights

Over the course of the year, the Tribe’s Board made several

changes to the Tribe’s budget. The budget process falls into three categories:

Original budgets are approved by the Board prior to the beginning of the program’s fiscal year.

Other financing uses of funds were lower.

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

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

Even with these adjustments,

actual expenditures were \$6.8 million more than the final budgeted general fund amounts. The actual excess of revenues over expenses and other uses was \$10.1 million more than the final budget anticipated. This is due, in part, to higher tax and other revenues, less debt service costs and fewer transfers out than the final budgeted amounts.

The most significant variances were as follows:

Tax revenues and other revenues were significantly higher.

Debt service costs were less.

General government costs were more.

FINANCIAL ANALYSIS OF THE TRIBE AS A WHOLE

Net position. The Tribe’s combined governmental and business-type net position was \$182,300,939 for 2021. (See Table A-1.)

	Governmental Activities		Business-type Activities		Total	
	2021	2020	2021	2020	2021	2020
Current and Other Assets	\$ 295,073,971	\$ 107,697,898	\$ 22,294,411	\$ 26,283,427	\$ 317,368,382	\$ 133,981,325
Capital Assets	55,117,353	54,667,103	98,835,601	99,432,880	153,952,954	154,099,983
Deferred Outflows of Resources	42,891	31,905	-	-	42,891	31,905
Total Assets	\$ 350,234,215	\$ 162,396,906	\$ 121,130,012	\$ 125,716,307	\$ 471,364,227	\$ 288,113,213
Current Liabilities	\$ 231,927,506	\$ 48,171,986	\$ 2,083,008	\$ 16,678,496	\$ 234,010,514	\$ 64,850,482
Noncurrent Liabilities	32,346,216	32,366,340	22,606,191	21,727,892	54,952,407	54,094,232
Deferred Inflows of Resources	97,539	50,587	-	-	97,539	50,587
Total Liabilities	264,371,261	80,588,913	24,689,199	38,406,388	289,060,460	118,995,301
Net Position						
Net Investment in						
Capital Assets	47,539,065	48,443,103	93,020,956	98,112,784	140,560,021	146,555,887
Restricted	-	-	604,022	-	604,022	-
Unrestricted	38,323,889	33,364,890	2,807,135	(10,811,565)	41,131,024	22,553,325
Designated	-	-	8,700	8,700	8,700	8,700
Total Net Position	\$ 85,862,954	\$ 81,807,993	\$ 96,440,813	\$ 87,309,919	\$ 182,303,767	\$ 169,117,912

\$47.5 million of governmental assets are invested in capital assets (land, buildings and equipment) with \$93.0 million of business assets invested in the same manner.

Change in net position. The Tribe’s total revenues from primary activities (excluding special items) was \$298 million. (See Table A-2.) The Tribe’s revenue comes mainly from gaming revenues, charges for services, taxes and federal sources.

The total cost of all primary activities was \$276.5 million and included both governmental and member services along with business-type operating costs excluding transfers and taxes.

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

Governmental and Business-type Activities

- Revenues for the Tribe’s governmental activities increased 54.3%, while total expenses increased 100.0%.
- Revenues for the Tribe’s business-type activities increased 30.4%, while total expenses increased 7.1%.

Table A-2
Changes in Tribe’s Net Position

	Governmental Activities		Business-type Activities	
	2021	2020	2021	2020
Revenues				
Program Revenues:				
Charges for services	\$ 18,682,786	\$ 19,536,612	\$ 83,270,328	\$ 68,099,925
Operating grants and Contributions	154,904,343	91,516,536	-	-
Capital grants and Contributions	2,047,244	5,379,367	-	-
General Revenues:				
Taxes	29,768,393	18,090,920	-	-
Interest/Dividends	(10,175)	736,071	175,945	89,522
Component unit distributions	3,250,000	-	-	-
Other	(4,646)	(79,898)	5,717,178	188,732
Total Revenues	\$ 208,637,945	\$ 135,179,608	\$ 89,163,451	\$ 68,378,179
Expenses				
Gaming Authority	\$ -	\$ -	\$ 60,664,348	\$ 55,625,224
Other	-	-	16,992,589	16,892,090
Judicial	1,461,787	461,575	-	-
Education	9,627,407	10,146,117	-	-
Health and Welfare	153,128,402	70,761,073	-	-
Recreation and Culture	3,895,345	2,849,052	-	-
Public Safety	4,540,925	4,237,840	-	-
General Government	19,495,493	7,215,022	-	-
Public Works	3,468,644	501,099	-	-
Interest Expense	3,245,479	3,334,779	-	-
Total Expenses	\$ 198,863,482	\$ 99,506,557	\$ 77,656,937	\$ 72,517,314
Excess	\$ 9,774,463	\$ 35,673,051	\$ 11,506,514	\$ (4,139,135)
Gain (loss) on Disposal of Capital Assets	-	(44,829)	-	-
Transfers	(5,719,502)	(16,389,347)	5,719,502	16,389,347
Taxes	-	-	(8,095,122)	(17,553,937)
Change in Net Position	4,054,961	19,238,875	9,130,894	(5,303,725)
Net Position - Beginning	81,807,993	62,569,118	87,309,919	92,613,644
Net Position - Ending	\$ 85,862,954	\$ 81,807,993	\$ 96,440,813	\$ 87,309,919

Tribal Court 2021 accomplishments and plans

One of the most important aspects of our tribe's sovereignty is the exercise of our jurisdiction through the tribe's judicial system. It is the Tribal Court's responsibility, and therefore that of the Judge, Court Administrator/Magistrate and all Court staff, to adjudicate the cases that come before it. Our Tribal Court hears a wide range of cases, as authorized by our Tribal Code, including child welfare, juvenile delinquency, adult criminal, conservation, landlord-tenant, general civil lawsuits, and personal protection orders. Appeals from the trial level court's decisions can be filed with the Tribal Court of Appeals. Our trial level Tribal Court consists of the Chief Judge, the Court Administrator/Magistrate, the Court Clerk, the Deputy Court Clerk, receptionist, two probation officers, the Specialty Court Coordinator, and a part-time field surveillance officer/bailiff.

Court Administration

In 2021, 574 new cases of various case types were filed in Tribal Court. The Court held 1,320 total hearings during 2021, including arraignments, pre-trials, motion hearings, plea hearings, bench trials, jury trials, sentencing, dispositional review hearings, and permanency planning hearings. While the majority of hearings took place in Sault Ste. Marie in the George K. Nolan Judicial Building courtroom, over one-third of the hearings were held by Zoom videoconference to allow litigants to appear for court remotely from locations within the service area, and even across the country, including from jails and prisons. In addition, the Court issued about 2,500 Court orders and opinions the past year. In 2021, the Court was able to hold nine adoption hearings and finalize six juvenile guardianships this year as well, which are always among some of the most joyful days at the court.

The Tominac family adoption celebration at Tribal Court, July 9, 2021.

The Ingalsbe family, following Gideon's adoption hearing in Tribal Court.

The Wilkins family and guests, following Braxton's adoption hearing in Tribal Court, November 2021.

This year, the Court was able to purchase and complete implementation of a new case management system. FullCourt Enterprise (FCE) was approved and completely funded by the Bureau of Indian Affairs Office of Tribal Justice Support. All Court staff put in a significant amount of hours getting us through implementation to going live in September. The new case management system allows the judge and court staff to more easily manage case records and electronic data, and streamlines payment processing. It replaces the Court's previous outdated 2009 case processing system. With the implementation of FCE, the Court is now able to accept payments for various fines and costs owed online at www.cite-payusa.com and as well as by Visa/Mastercard/Discover cards at the Tribal Court.

Throughout 2021, the Court

worked towards final implementation of the Tribal Access Program, as previously awarded to Sault Tribe (Tribal Court, ACFs, Tribal Prosecutor's Office) from the U.S. Department of Justice. This year, the Court began fingerprinting offenders on our TAP kiosk in order to enter convictions into national databases. The Tribal Access Program allows the tribe to obtain criminal and civil background information and help fill the extensive data gaps and communication that currently exist in Indian country. Sault Tribe now has the ability to input criminal and civil orders, such as active bench warrants, protection orders, bond conditions, and orders of conviction. Entry of Tribal Court orders into the Tribal Access Program enables the tribe to more effectively serve and protects its members by making sure our Court's orders are known, not only in Indian country, but across the nation. Responsibility for managing Sault Tribe's the Tribal Access Program participation rests with the Tribal Court, and requires extensive oversight to ensure compliance with all U.S. Department of Justice regula-



The Tominac family adoption celebration at Tribal Court, July 9, 2021.



The Ingalsbe family, following Gideon's adoption hearing in Tribal Court.



The Wilkins family and guests, following Braxton's adoption hearing in Tribal Court, November 2021.

tions.

Probation Department

The safety of individual victims and the community is the foundation of the services of the Tribal Court Probation Department. Those services are tailored to the individual needs and circumstances of each probationer and are intended to facilitate accountability, while providing opportunities for personal growth. In 2021, 48 adults and 13 juveniles were sentenced to terms of probation with Tribal Court and were ordered to complete services. Again, probation staff had to adjust some of their usual monitoring practices this year, due to ongoing pandemic restrictions, but they were still able to provide intensive probation oversight using technology like Zoom, phone calls and text messaging to meet with clients virtually. The Court made significant use of electronic monitoring devices like GPS tethers and Soberlink devices in lieu of placing offenders in jail, and probation staff still conducted 1,062 drug screens and 813 preliminary breath tests of probationers and defendants on bond. This year, Tribal Court probationers completed 700 total hours of work service in the community.

Tribal Court operated the Gwaiak Miiicon Drug Court for the 22nd consecutive year. Drug Court is a program for offenders who have substance use disorder and who are at high risk of engaging in further criminal conduct without intervention. Drug Court, as a treatment court, combines Court oversight with substance abuse treatment services to focus on the reasons an offender engages in criminal activity.

If, as a tribal community, we can treat the "why" someone commits crime, we can reduce crime. Each week a team of ser-



Tribal Court staff participated in Orange Shirt Day on Sept. 30 to honor boarding school victims and survivors. Pictured L-R are Denise Porter, Nick DePlonty, Angel LaVake, Alicia Roy, Emily Kiekhafer, Jen Metro, Traci Swan, and Jocelyn Fabry. And Gordie.

vice providers from the tribal criminal justice and treatment systems, including probation, defense attorney, prosecuting attorney, Behavioral Health treatment providers, law enforcement, peer recovery coaches, and judicial staff, meets prior to each review hearing to discuss how each client is doing and determine if there should be updates to their services, any sanctions imposed to address non-compliance, or any incentives handed out to reward and promote compliance. In 2021, we held two graduation ceremonies at the Court to celebrate participants' successful completion of the program and their continued sobriety.

The Court continued its Domestic Violence (DV) Court program this year for offenders convicted of abusive crimes against an intimate partner. DV Court is a specialized docket that allows the justice system to have intensive oversight on cases, enhances victim safety, and holds offenders accountable while offering them rehabilitative services to deter repeat offenses. Participants must attend frequent Court review hearings, attend Men's Group, complete a Behavioral Health assessment and treatment if recommended, and write a series of essays on power and control.

Tribal Court Probation staff were trained in the Men's Education Group Duluth Model, and were able to be offering the group weekly in June 2021. The curriculum is 26 weeks, and we also incorporate cultural teachings and two sweat lodges into our program through collaboration with Traditional Medicine. This group has been a much-needed, yet missing, service within our community for a few years. Tribal Court and ACFs clients attend, and we also accept referrals from state court and Bay Mills Tribal Court for a fee.

Other 2021 Accomplishments

Tribal Court staff regularly participated in community events in 2021 and also serve on many community workgroups and committees focusing on tribal and community justice issues.

— Judge Fabry sits on the Board of Directors for Families Against Narcotics (FAN) of Chippewa County. Court Administrator/Magistrate Swan served on the Chippewa County

Communities that Care coalition throughout 2021, whose focus is to reduce youth risk behaviors. Swan also serves our tribe on the national VAWA Inter-Tribal Work Group and Judge Fabry serves on the Board of Directors for the Michigan Association of Treatment Court Professionals, the Michigan Tribal State Federal Judicial Forum, and the Michigan Supreme Court Child Welfare Leadership Workgroup.

— Sept. 23-20, 2021, Tribal Court and Behavioral Health again partnered to host the tribe's 11th annual Recovery Walk to celebrate those in recovery and to recognize the strength of our local recovery community. The walk this year was a virtual event, with participants walking at any time during the week in celebration of those in recovery.

— Tribal Court staff regularly present at state- and national-level trainings regarding tribal justice issues. This year, among several other presentations, Judge Fabry presented at Bay Mills Indian Community's VAWA/ICWA Noojimo'iwewin Conference regarding Tribal Court jurisdiction in Domestic Violence cases. Court Administrator/Magistrate Swan presented at the VAWA Inter-Tribal Workgroup annual conference.

Tribal Court staff participated in Orange Shirt Day on Sept. 30 to honor boarding school victims and survivors.

Tribal Court Goals for 2022

— Advocate to increase jurisdiction of the Tribal Court under the 2022 VAWA Reauthorization and the Tribal Law & Order Act.

— Obtain additional space to effectively operate the Tribal Court, to allow for victim safety, client privacy, adequate jury space, and space for public resources.



Please like "Sault Ste. Marie Chippewa Tribal Court" on Facebook for current information on court events, jury duty, court closures and other items of interest.

Law Enforcement 2021 overview, 2022 goals

Sault Tribe Law Enforcement (STLE) manages and oversees the general administration of police services and public safety, treaty rights and conservation licensing and enforcement, Sex Offender Registration and Notification Act (SORNA) responsibilities, and oversight of the Sault Tribe Youth Facility (STYF). STLE also manages several federal grants, from writing grant proposals to managing the awards, which includes budget development, compliance assurance, project implementation, and closing out once all objectives are achieved. STLE develops and manages approved budgets – in 2021, STLE was responsible for 12 separate budgets (department operations, grant awards, etc.) totaling \$4.9 million.

STLE is made up of a sworn police force of 25 officers that serve Sault Tribe's 7-county service area and its 1836 Treaty Area for conservation enforcement activities, which includes the Chief of Police, four Sergeants and 20 patrol officers who are located throughout the service delivery area, one Office Manager, and two Emergency Dispatch / Licensing Coordinators. Sault Tribe Youth Facility (STYF) operates a 25 -bed correctional facility that houses youth ages 11-17. STYF employs a Facility Administrator, 12 Detention Officers, two lead maintenance staff, and two lead cooks.

STLE officers respond to a wide variety of complaints in addition to performing community policing services that include attending community events and providing educational services to local schools. Although the COVID-19 pandemic continued to have some impact on the way STLE operated in 2021, operations slowly started to return to normal. An example of some of the responsibilities our officers have in the service delivery area include traffic safety, responding to complaints including but not limited to domestic violence, sexual assault, suicides or attempts, natural or suspicious deaths, driving under the influence of alcohol or drugs, and child abuse or neglect. Officers also engage in community activities such as attending community fairs and events and going into local schools to provide educational presentations to children of various ages.

STLE officers provide conservation enforcement services as well by patrolling and enforcing Great Lakes (tribal Code Chapter 20) and Chippewa Ottawa Resource Authority codes for commercial, subsistence or subsistence gill netting gillnetting, and recreational fishing; and inland hunting, fishing, and gathering codes (Tribal Code Chapters 21 and 23).

Almost every day of the year you will see a STLE conservation officer out on patrol, either on the road or on the water. While conducting water patrols, officers check nets to ensure they are being placed code compliant and check fish on boats they encounter on the lakes to ensure daily catch limits are code compliant. STLE's conservation enforcement duties are defined in tribal code.



STLE 2021 team members.

Officers that conduct road patrols stop and talk with fishermen and check licenses to ensure they are engaging in authorized activity, they patrol through campgrounds where camping permits were issued to tribal members engaging in treaty gathering rights, make sure there are no issues or questions members have regarding their treaty rights, they return phone calls to members who call with specific questions where they cannot find answers in the Tribal Code. This is just a sampling of what our conservation officers do on a daily basis.

STLE's licensing office handles so much more than just issuing treaty licenses. They accept and enter receipt of treaty licensing catch reports. They accept and enter any court or prosecutor documents that are required to be entered into the Law Enforcement Information Network (LEIN), including warrants and personal protection orders. They are the first point of contact for any community members who come to or call STLE for any purpose, be it treaty licensing, filing a complaint, following up on a complaint, requesting police report copies, and responding to walk-in and phone questions regarding treaty licensing and ensure that officers respond to questions that are code related. They dispatch STLE officers to non-emergency calls (emergency calls must be called in to 911).

In 2021, this office issued over 4,400 Inland harvest cards with over 11,600 associated hunting tags, processed 661 bear applications and 691 elk applications, and entered 2,803 inland harvest reports; issued 46 commercial captain and 73 commercial helper licenses, and entered 544 commercial catch reports; and issued 168 Great Lakes subsistence gillnet licenses and 150 subsistence licenses, and entered 2,529 subsistence catch reports. They also assist in planning for and serving as counselors at the annual Jr. Police Academy when STLE is able to host it. For the past several years, due to COVID, STLE has had to make the hard decision to cancel it. These are a sampling of what STLE's front office takes care of each year for our member-



ship.

Some of STLE's 2021 accomplishments include the following:

- STLE hosted a retirement celebration for Detective Sergeant Michael Pins, who served Sault Tribe Law Enforcement for over 27 years!

- STLE successfully passed its 2021 Law Enforcement Information Network (LEIN) audit with the state of Michigan.

- STLE continues to support the goals and objectives of the Tri-County Drug Enforcement Team (TRIDENT) by dedicating one officer to serve on this team. TRIDENT's main goal is to eliminate illicit narcotics trafficking in Sault Tribe's and surrounding communities.

- STLE submitted numerous conservation articles to be published in the Sault Tribe newspaper.

- STLE's SORNA Project Coordinator submitted several articles to the Sault Tribe newspaper containing educational and safety information for our communities.

- STLE is active in the future of law enforcement by sitting on the Sault High Advisory Board, Lake Superior State University (LSSU) MCOLES Advisory Board, and hosting interns from LSSU and Sault High School.

- STLE participated in the MMIP TCRP Pilot Project by drafting STLE's section of the Protocol.

- STLE assisted at multiple community mobile food pantries hosted by JKL Bahweting School.

- STLE ensured continued compliance with Sault Tribe's Chapter 72 – Sex Offender Registration and Notification Code, which included ensuring that all offenders within Sault Tribe's jurisdic-

escapes.

- STYF continues to make progress with submitting repair and maintenance requests through the BIA's Maximo program to ensure that required maintenance on the facility is completed in a timely manner and that the BIA reimburses STYF for eligible projects.

- STYF employees successfully completed the state of Michigan's Handle With Care training.

- STYF maintained exceptional quality control of the COVID virus by maintaining a sanitary and safe environment for the residents in custody.

Several of the goals and objectives STLE has for 2022 include the following:

- STLE will continue to focus on and enhance community oriented policing objectives within each community it serves.

- STLE's Chief of Police will continue participating in the 2020 Consent Decree negotiations.

- STLE and STYF will look to host additional Sault Tribe member youth for the summer of 2022.

- STLE will increase the training available to its officers in conservation enforcement.

- STLE will continue to streamline its standard operating procedures to increase efficiency and productivity.

- STLE will continue to ensure that it remains in continued compliance with the Adam Walsh Act/SORNA requirements

- STLE will continue to work with the Natural Resources Department, IT Security and MIS to develop an online treaty licensing and reporting website for Inland Hunting and Fishing licenses and Subsistence licenses, as well as online reporting for Inland, Subsistence, and Commercial required catch reports. (Commercial fishermen will continue to schedule appointments to obtain their licenses as there are additional requirements that cannot be implemented online.)

- STYF will review, research, and implement various administrative and cost savings measures to increase efficiency at the youth center while providing the same level of care and services to its residents.

- STYF will ensure that all newly hired Detention Officers attend and successfully complete the Federal Corrections Academy.

- STYF will work with the youth in custody to develop and maintain a facility garden where the produce will be donated to community members.

- STYF will ensure that all training and certification requirements are met.

- STYF will continue to utilize BIA's MAXIMO program for necessary repairs and enhancements at the facility focusing on those projects that the COVID pandemic prevented in 2021 — roof, siding, parking, and so forth.

- STYF will maintain and enhance its relationships with agencies that it works with — tribes, county and state courts and so forth.

- STLE and STYF will be working to get back on track from all the temporary changes and restrictions put in place due to COVID-19.

tion were registered, updated, or verified.

- STLE had to cancel the 2021 Jr. Police Academy due to social distancing and mask mandates that were in place during the COVID pandemic.

- STLE officers successfully completed their annual firearms qualifications under state and federal regulations and we strive to ensure they are meeting their 40 hours of continuing education under MCOLES licensing standards.

- STLE conducted an internal survey of all officers and sergeants to determine areas of strength, and areas where development can be enhanced. This information proved valuable in making several administrative and structural changes within the department for better efficiency and identified several areas where additional training can be provided.

- STLE once again applied directly for, and was awarded, a Department of Homeland Security grant program which provides funding for STLE officers to assist the U.S. Border Patrol in providing increased border security along the northern border.

- STLE was able to purchase and supply sanitizing supplies and equipment to maintain safe and sanitary work and public environments with the state of Michigan Coronavirus Emergency Supplemental grant and successfully closed out this grant.

- STLE's Chief of Police participated in numerous 2021 Consent Decree negotiations.

- STLE wrote for, and was awarded, the FY2021 Coordinated Tribal Assistance Solicitation grant from the Department of Justice Community Oriented Policing Services (COPS) office. These grants provide funding for training, uniforms, equipment such as patrol vehicles, radios, body cameras, communications systems and so forth.

- STLE developed and submitted annual budgets as required and held spending at or below those budgeted amounts.

- STLE developed and submitted required grant reports.

- STYF maintained its goal of zero incidents, deaths, or

Fisheries Management continues to excel

The Fisheries Management Program is the biological program charged with implementing the fisheries management aspects of the 2000 and 2007 Consent Decrees. Fisheries has four programmatic focus areas that are interrelated and all play an important role in protecting and enhancing our members' ability to access treaty fishing rights: interagency fisheries management, harvest management and assessment, adaptive ecosystem management, and public outreach.

Assessment and Research

Assessments and research are a major activity of this program. Assessments are conducted on the Great Lakes (Superior, Huron, and Michigan) and inland lakes and rivers. In 2021, 12,326 samples were collected and analyzed, over 14,000 miles driven, and 2,608 structures were studied to determine the fish age.

Fisheries Independent

Surveys

Every year Fisheries staff conducts fisheries independent surveys across lakes Superior, Huron, and Michigan. This is always a monumental task and cover a larger spatial area with more net lifts and more samples than all other tribes put together. In 2021, we conducted the 3-year siscowet survey out of Grand Marais, Mich. Siscowets are a deep water morphotype of lake trout that are found in Lake Superior. These fish are different than "lean" lake trout as they have high fat content and tend not to be favorable to the commercial fishery.



Siscowet

Commercial Fishery Assessments

The sampling of the commercial harvest is an important part of the management of the Great Lakes fishery. This information provides needed insights into the sizes and age structures of the fish being harvested by the commercial fishery. Sampling of the commercial fishery is what goes directly into the MSC models to produce Harvest Limits. Staff samples commercial fishers in the northern Lower Peninsula and from Detour to Nahma, and Lake Superior.

St. Mary's River Aquatic Invasive Species Survey

Aquatic invasive species (AIS) are a primary challenge in maintaining healthy fisheries in the Great Lakes. Established invaders such as Zebra and Quagga Mussels, Spiny Water Flea and Round Goby have caused considerable harm to the ecosystem. Early detection is likely the best method for reducing the number of future invaders. In 2021, we continued an AIS monitoring program throughout the St. Mary's River. This is the first year the AIS survey has been conducted over three seasons (seasons being defined by water temperature).

This partnership with the US Fish and Wildlife Service continues to yield important insights in the St. Mary's River and is likely our best line of defense against new invasive species. In total over 4,599 fish from 66 different species were captured and no new invasive species were caught.

River Coregonid Surveys

Tied to our experimental whitefish rearing, the Fisheries Management Program has started surveying rivers looking for rivers that currently have whitefish or other coregonids migrating up to spawn. Pre-European settlement, river run whitefish were an important part of the overall population and also provided an easier opportunity to harvest. Once heavy logging took place across Michigan these populations disappeared due to the increased temperature, sediment loading, and destruction of spawning sites.

Fishing Tournaments

Sault Tribe Fisheries has long taken part in fishing tournaments in Sault Ste. Marie as (1) an easy way to collect a lot of biological data at one time, (2) as a way to conduct outreach to a large user group, and (3) as a way to make sure fish are being returned to the water in the best condition as they can be.

In 2021, two tournaments were held in Sault Ste. Marie. Aug. 13-14, the Masters Walleye Circuit was held with over 330 walleye being weighed in. A total of 83 walleye were sampled for age, diet, condition, and origin (hatchery or wild).

On Sept. 25-26, the West Michigan Bass Classic was held. This tournament focused on smallmouth and largemouth bass, neither of which have very much data available from the St. Mary's River. Unlike walleye, bass are very hearty and easily survive the stresses of a tournament with no bass dying due to handling.

In 2020, we noticed, during a bass tournament, that there were lesions on the sides of some smallmouth bass. In 2021, we partnered with Michigan State University to check for the cause of these lesions. Dr. Thomas Loch and his team sampled 20 bass with Sault Tribe staff. This sampling included taking swabs of the lesions and a blood draw to look for any virus causes.

Dr. Loch was able to track down the cause in most cases to the lesions. It was what was suspected, Largemouth Bass Virus. This virus is known to infect smallmouth bass but normally does not show symptoms such as the fish from the St. Mary's River.

Elder Meals Fish Donations

In 2021, the Fisheries Management Program took fish that were caught in assessment surveys to a HACCP-certified facility to have the fish processed. This facility fillets, debones, scales/skins, vacuum seals, and flash freezes the fillets. These fillets are then brought to the Fisheries Management Program to be donated to elder meal programs that are put on by Elders Services. A total of 455 pounds of filleted or smoked fish were donated.

Harvest and Effort Statistics



Fishery independent survey.



Rusty Aikens' LAW check.



Fish are tested for smallmouth bass virus.

Fisheries Management Program staff collect harvest reports (inland, subsistence, and commercial), processes, and analyzes the information to provide summaries of the harvest and effort. This information plays a critical role in the management of the resource. Not only are summaries of the data important but this data is also used in the models to help produce harvest limits.

Representation and Co-Management

Managing the fishery for two consent decrees requires a lot of representation on committees. Under the 2007 Consent

Decree, staff is on the Inland Fisheries Committee. The 2000 Consent Decree is different than the 2007 Consent Decree in that Sault Tribe is a co-manager of the Great Lakes. This puts the tribe on equal footing with the federal government and the state of Michigan. Staff represents the tribe on the Technical Fisheries Committee, Modelling Sub-Committee, Lake Superior Technical Committee, Lake Huron Technical Committee, Lake Michigan Technical Committee, St. Mary's River Fisheries Task Group, Lake Huron Lake Sturgeon Working Group, and others.

Fisheries Enhancement

In addition to the assessment activities, the FMP operates a fisheries enhancement program. This program has operated for nearly 30 years and has mainly raised walleye to stock into waters of the 1836 Treaty territory. In this time span, the hatcheries have stocked over 17 million walleye. In 2021 alone, over 350,000 walleye were raised. These fish were stocked at locations in Lakes Superior, Huron (including the St. Mary's River), and Michigan.

Lake Whitefish

Experimental Rearing

The Fisheries Management Program started an experimental project to rear whitefish in 2018. This project is funded by the Great Lakes Restoration Initiative and the goal is to rear whitefish in a manner to learn the best process to raise them in case research shows that large scale stocking could help the whitefish population.

In November 2020, whitefish brood stock was collected from Lake Huron. These fish were spawned out at the Nunns Creek Fisheries Enhancement Facility near Hessel, Mich. The eggs were hatched out on site and the fish were raised all winter and into the summer.

Multiple methods were used to raise these fish to look at the feasibility of rearing whitefish to different sizes and life stages. Building off of the success from 2020, whitefish were again reared in an earthen pond much like the rearing of walleye. This method showed promising results with the whitefish growing fast and showing natural abilities of gathering food. With ice out, 28,000 one-inch whitefish were stocked into the pond. Water temperatures, oxygen levels, phytoplankton, and zooplankton were checked every week. In October the pond was netted to retrieve the surviving fish. In the end of emptying the pond, there were 7,000 whitefish that averaged nearly 6.5 inches. These are the largest whitefish reared in a hatchery setting ever in North America.

The processes learned so far have garnered the attention of the regional Bureau of Indian Affairs office, which has acknowledged the advancements that Sault Tribe has had in the rearing of whitefish. Sault Tribe quickly gained international attention for this success and with numerous partners hoping to help with the project and increasing the work being done.

2022 Goals

- Build on to already established assessment and commercial sampling.
- Improve existing gillnet surveys to include more targeted species and sizes, and more locations.
- Continue and expand aquatic invasive species monitoring.
- Continue to expand research partners (federal, state, university and non-profit).
- Meet fish stocking numbers across the treaty territory.

Contact Information

Phone: (906) 632-6132
Address: 916 Ashmun Street, Sault Ste. Marie, MI 49783

Natural Resources *Wildlife* 2021 Highlights

Assessing Sault Tribe Inland Harvest

In 2021, Sault Tribe issued 59,013 individual harvest permits to approximately 4,412 Sault Tribe harvest license holders to exercise treaty rights within the 1836 Treaty Ceded Territory. Of license holders, approximately 4,014 members selected a hunting harvest license (includes hunting, inland fishing, and gathering), while approximately 334 members selected a non-hunting harvest card (includes inland fishing and gathering).

The Wildlife Program compiles an annual harvest and effort summary that is made available to the public each summer on the Natural Resources Department webpage at www.saulttribe.com.

Sault Tribe Trust Lands

During the spring and summer months of 2021, the Wildlife Program worked many weekends, nights, and were on-call handling bear issues on Sault Tribe trust lands. The Wildlife Program drafted a Black Bear Conflict Response Plan to set protocols to deal with future human-bear conflicts.

In total, Sault Tribe completed forest inventory on 732.7 acres in Sault Ste. Marie, MI (including the Gardenville parcel that was returned to the Tribe) and 80.6 acres in Hessel, MI, for a total of 813.3 acres (329.1 hectares) in 2021.

Center for Cooperative Ecological Resilience

The Wildlife Program, in cooperation with Michigan State University, established the Center for Cooperative Ecological Resilience (CCER) in 2019. In 2021, Sault Tribe Wildlife Program worked through CCER to fund projects through the BIA Great Lakes Restoration Initiative that will allow us to play a leadership role in planning for the stewardship of manoomin (wild rice) across the Great Lakes Basin and with the National Wildlife Foundation to lead a planning process focused on prioritizing habitat restoration and protection on the St. Mary's River.

Wildlife Assessment and Habitat Restoration Projects

The Wildlife Program leads many wildlife assessments and on-the-ground restoration efforts in the eastern Upper Peninsula and the 1836 Ceded Territory. In 2021, this work included ruffed grouse and secretive marshbird assessments, Canada lynx habitat assessments, research to understand the ecological response of forest communities to fire, inter-agency wildlife disease assessments (i.e., chronic wasting disease), and restoration of manoomin (wild rice) to coastal wetlands of the St. Mary's River.

Ruffed Grouse

Since 2018, the Wildlife Program has used a variety of methods to study habitat selection by ruffed grouse in the Hiawatha National Forest.



Assessment staff counting manoomin (wild rice) seeds for a germination viability study



A white-tailed deer in the Straits Fire Assessment area.

Ruffed grouse are an important subsistence species for many tribal members and this species is forecast to decline with future climate change projections. This ruffed grouse assessment will result in an adaptive management plan for ruffed grouse in the 1836 Ceded Territory.

During 2020, the bulk of the Wildlife Program's work focused on deploying GPS collar transmitters on ruffed grouse to collect information about their movement patterns. In 2020, the use of remote game cameras to detect grouse presence was also implemented. After recapturing the ruffed grouse and retrieving the collars, the GPS data and camera detection data can be paired with high-resolution land cover data to determine patterns in habitat selection and usage. This assessment will help the Wildlife Program to better understand the relationship between ruffed grouse occupancy and forest characteristics. GPS collaring of ruffed grouse came to an end in 2020.

Trapping efforts and the use of remote cameras to conduct multi-species occupancy surveys continued through November 2021. Two GPS collars were deployed and recovered successfully.

In 2022, ruffed grouse project work will focus on producing an

adaptive management plan. This adaptive management plan will have a strong connection to the Interagency Fire Stewardship Plan. Using analysis from the GPS collar points collected over the years, camera survey data, and survey route data, we will create an adaptive fire management plan informed by ruffed grouse habitat usage and preference.

This work is funded by the Great Lakes Restoration Initiative through the Bureau of Indian Affairs and the Tribal Wildlife Grant Program through the United States Fish and Wildlife Service, in partnership with the Hiawatha National Forest and Michigan State University.

Canada Lynx

Sault Tribe Wildlife Program seeks to assess snowshoe hare abundance on the major U.S. islands of the St. Mary's River (i.e., Sugar, Neebish, and Drummond Islands) to determine the forage suitability potential for Canada lynx. Also, we seek to quantify remnant boreal forest community patterns and conduct occupancy surveys for Canada lynx and snowshoe hare.

In 2021, the Sault Tribe Wildlife Program conducted habitat assessment work with multi-species occupancy surveys via combined track-fecal pellet surveys and camera traps.

Vegetation assessments were also conducted. In 2022, work will resume furthering our understanding for the future development of a management action plan for these islands.

Understanding Ecological Response to Fire

In 2021, the Sault Tribe Wildlife Program, in collaboration with the Hiawatha National Forest completed the Inter-Agency Ishkode (fire) Stewardship Plan, which integrates Sault Tribe priorities in the Hiawatha National Forest's fire management process. This plan is an adaptive management framework that will be a living document. It consists of three components, the plan itself, a community knowledge engagement summary, and the ecological response assessment framework. In 2022, we hope to begin the implementation of this plan in the Betchler's Marsh area south of RACO, Mich.

In 2021, the Sault Tribe Wildlife Program also collaborated with the USFS-HNF to begin a project that aims to understand the roles of both herbivory and fire in wildlife wintering complexes, specifically regarding northern-white cedar. The collaboration will result in prescribed burning and restoration of 100 acres of wintering complex habitat. Work in 2021 focused on quantifying forest health with vegetation assessments and growing our understanding of wintering complex value for multiple species with occupancy surveys via camera traps and snow track surveys. Moving into 2022, we will continue efforts to identify the occupancy and abundance of multiple species. Communication with USFS-HNF regarding burning timelines and pretreatment needs will continue to be an integral part of this project.

Manoomin (Wild Rice) and Coastal Wetland Restoration

The Sault Tribe Wildlife Program has been involved in invasive species management and coastal wetland restoration for a decade. This work has focused on innovative invasive species management and monitoring, restoration of coastal wetland vegetation, and determining the impacts of coastal wetland composition and structure for wildlife, including secretive marsh birds and waterfowl.

During 2021, the Sault Tribe Wildlife Program continued work to restore manoomin (wild rice) to coastal wetlands in the St. Mary's River, and specifically to the Munuscong Bay area. During 2021, the Wildlife Program seeded an experimental manoomin restoration site for the fourth consecutive year, with the intention of continuing to learn from this experimental restoration site over time. During 2021, the Wildlife Program expanded on these efforts by working to understand manoomin restoration feasibility in the St. Marys River at multiple coastal wetland sites. STNRD seeded an additional 1-acre plot in an additional site

in Munuscong Bay with plans to expand further in 2022.

Chronic Wasting Disease

2020 marked the beginning of the Chronic Wasting Disease (CWD) surveillance program for Sault Tribe's Wildlife Program. CWD is a terminal disease in cervid (deer family) populations and poses a great threat to Michigan's white-tailed deer herd. CWD-positive free-ranging deer have been documented in Michigan since 2015. White-tailed deer are an important subsistence resource for Sault Tribe members. Sault Tribe's Wildlife Program is committed to continuing to play a leading role in tribal CWD surveillance, research, education, and outreach.

For 2021, the Sault Tribe CWD surveillance program continued collecting samples to test for the disease. Collection was voluntary and testing was free for all members. The Sault Tribe Wildlife Program coordinated with other tribal natural resource agencies within the 1836 Ceded Territory to establish 24-hour sample collection sites. Sites were located at the main offices of the Sault Tribe Natural Resources Department, Bay Mills Indian Community Department of Natural Resources, Little Traverse Bay Bands Natural Resources Department, Little River Band of Ottawa Indians Natural Resources Department, and Grand Traverse Band of Ottawa and Chippewa Indians Natural Resources Department along with two extra sites for Sault Tribe in St. Ignace and Manistique. Collectively, the Tribes submitted 45 heads for testing. Fortunately, testing indicated that none of the collected samples were from CWD-infected deer.

Inter-agency Activities and Collaborations

In addition to harvest management and wildlife assessments, the Sault Tribe Wildlife Program engages in a number of inter-agency workgroups and committees. During 2021, Wildlife Program staff held leadership roles in the Wildlife Technical Committee, Michigan State University's Center for Cooperative Ecological Resilience, the Michigan Chapter of The Wildlife Society, and the Michigan Wild Rice Initiative. Wildlife Program staff also collaborated on processes and projects related to sharp-tailed grouse, Canada lynx, and grey wolves.

Communications

The Sault Tribe Wildlife Program regularly shares information regarding ongoing harvest management and assessment work through Sault Tribe's newspaper, Win Awenen Nisitotung, as well as on social media. You can find the Wildlife Program on Facebook ("Sault Ste. Marie Tribe of Chippewa Indians – Wildlife Program") and on Instagram (@saulttribewildlife). Wildlife Program maps, applications, and guides can also be found on www.saulttribe.com.

Sault Tribe Language & Culture 2021 overview

The Language & Culture Department works to provide meaningful programming to tribal members that promotes Anishinaabe Bimaadiziwin (lifeways) and our beautiful Anishinaabemowin (language). In doing so, we protect and preserve our lifeways that were handed down by our Ancestors for future generations.

The Language & Culture Department includes five parts:

- Anishinaabemowin (Language),
- Naadin Eshpendaagwak (Repatriation and Historic Preservation),
- Anishinaabeg Edinokiiwad (Mary Murray Culture Camp),
- Enaakinigejig (Administration), and
- Kinoomaage Miinwaa Gindaaso Gamig (Ojibwe Learning Center & Library).

Although closures and restrictions due to COVID-19 continued to change how we operated for much of 2021, the Language and Culture Department continued providing quality programming. Language and Culture staff use of online programming has been well received by community members near and far. We have had many participants, from classrooms at JKL Bahweting School to tribal members living in Oregon and Alaska.

Anishinaabemowin (the sound of the Ojibwe language)

This program aims to teach Anishinaabemowin to our communities, so we may keep our language alive and preserve our tribal sovereignty. The Language Program has four Anishinaabemowin Instructors. Before the pandemic, the Language Program provided in-person community language classes across our seven-county service area. Now we have adapted by providing livestream lessons, additional Facebook lessons, and assisting with many translations, projects, and events. The program is now actually able to service tribal member all over the country online and at their convenience. The number joining the livestreams or archived lessons is now in the thousands.

Additionally, the Language Program sponsors a language lesson page and a monthly calendar in the tribal newspaper, WinAwenen Nisitotung.

In June of 2021, the department was able to host the annual Baaweting Anishinaabemowin Language Conference. It was offered in person and virtually on-line with a variety of speakers and topics, fun language games and traditional crafts. The Department also applied and was awarded a one-year American Rescue Grant slated for the preservation on Native American languages. The grant will initiate a pilot program which will teach tribal children to become 'emerging' speakers. Children will incorporate the language into their lives by spending several hours a day after school immersed in Anishinaabemowin in a recreational setting.

Naadin eshpendaagwak (to get back what is sacred) Repatriation and Historic preservation Naadin eshpendaagwak (to get back what is sacred)



Veterans of U.S. branches of the armed forces were given homage by Sault Tribe Language and Culture staff with a gift bag giveaway on Dec. 18, 2021, at the Niigaanagiizhik Ceremonial Building parking lot. L-R are former Cultural Activities Assistant Sean Vandyke, former Cultural Activities Coordinator Josh Biron and Repatriation Specialist Marie Richards.



10th Annual Baaweting Anishinaabemowin Language Conference June 11-12 at the Niigaanagiizhik Building. Attendees Robin Clark, Bea Jackson, and Melissa Killips (front) work on quilling on birchbark.

Repatriation and Historic preservation

This program represents our Tribe on issues concerning the Native American Graves Protection and Repatriation Act (NAGPRA). This Act includes the return of ancestral remains, sacred items and items of cultural heritage removed from our homelands past and present.

Repatriation and historic preservation also deals with the present-day inadvertent discovery of Ancestral remains and sacred or traditional cultural properties taken from the tribe during construction projects. The Repatriation and Historic Preservation program deals with other applicable laws as well, such as the National Historic Preservation Act (NHPA), the Archaeological Resource Protection Act (ARPA), the National Environmental Protection Act (NEPA), and other lesser-known applicable laws. Additionally, this program addresses the tribe's policy concerning gravesites and their protection, working with all branches of government: tribal, federal, state, and local. The program works with community cemeteries regularly.

The program staff includes the Repatriation and Historic Preservation Specialist and the Niigaanagiizhik Ceremonial Building maintenance technician.

Additionally, the Repatriation and Historic Preservation

Specialist serves as the NAGPRA/MACPRA designee. There is also an elder advisor for all NAGPRA-related matters.

Consultations were conducted with these major institutions in 2021: United States Army Corps of Engineers, USDA Natural Resources Conservation Service, NPS Sleeping Bear Dunes National Lakeshore, NPS River Raisin National Battlefield, Federal Highway Administration, Michigan Department of Transportation, NOAA, University of Michigan, Karl May Museum, Michigan State University, Michigan Department of Natural Resources, Michigan State Historic Preservation Office, and Hiawatha National Forest.

Four Ancestors were returned to our Mother Earth in 2021.

The Niigaanagiizhik Ceremonial Building hosted a total of 112 events and ceremonies in 2021.

Anishinaabeg edinokiiwad (where the Anishinaabe work) Mary Murray Culture Camp MMCC provides meaningful camps, activities, and events that focus on land-based education and teaching life skills that uphold our Anishinaabe lifeways and traditions. 'Culture Camp' also assists in the planning and implementing of various community events, projects, and activities, including powwows, ceremonies, and cultural programming.

The staff includes the Cultural

Activities Coordinator, an Assistant and the Maintenance Technician.

Like everything, almost all activities at the Culture Camp were put on hold due to the pandemic. However, the Language and Culture staff continued creative programming with the use of social media and video conferencing. "Coffee with an Elder" became continues as a virtual event. Through well-structured COVID-19 safety plans, the department was able to have sugar bush at the Culture camp.

Staff also held the annual Jibey Feast (ghost feast) with food offerings only and sacred fire for families who wished to make offerings. In place of the annual Veteran's Powwow, the department held a small socially distanced ceremony and gathering for Veteran's Day. Renovation projects on the Culture Camp continued in 2021 with the focus on upgrading the exterior siding.

Enaakinigejig (those who make decisions) Administration Language and Culture's administrative responsibilities include: establishing, managing, and overseeing the policies and procedures within the Language and Culture Department, financial and human resource management, departmental operations and processes, communications, financial and budgetary administration, grant management, short and long-term strategic planning, and daily

administrative tasks.

Administrative staff also assists in developing and implementing culturally appropriate programming and assists Repatriation in responsibilities involving our Ancestors.

Administration includes the Division Director for Language and Culture and the Administrative Assistant.

Administrative staff processed employees cultural leave requests.

In addition, administration monitors and updated the information on Language and Culture's website posting weekly new language and culture lessons. The department also promoted activities of other cultural events that would be of interest to our tribal pages in 2020.

Kinoomaage miinwaa gindaaso gamig (learning and reading building) Ojibwe Learning Center and Library (OLCL)

The OLCL provides meaningful educational materials and space for our community and promotes the learning and preservation of traditional Anishinaabe ways.

The library features over 1,000 books that focus on Native American traditions, cultures, languages, and many more topics. The library also contains over 120 authentic cultural pieces, including baskets, beadwork, two full-size birch bark canoes, and more. In addition, numerous educational videos are available, along with a comfortable place to watch them. Besides direct access to culture and traditions, the OLCL also serves as the location for language classes (in-person and online) and space to hold meetings, events, or classes.

OLCL staff includes a part-time Library Aide.

The FY2021 Institute of Museum and Library Services Basic Grant was applied for and received.

2022 Goals

Ensure that our Anishinaabe Bimaadiziwin (Anishinaabe way of life) is available and welcoming for every person who seeks it.

Continue to plant seeds of positive Anishinaabe self-worth in our tribal members.

Increase community participation in our programming, land-based education, and ceremonies.

Increase community outreach and collaboration with others inside and outside of Sault Tribe.

Continue the department's use of Anishinaabemowin in both casual and professional settings to promote the use and revitalization of our language.

Continue integrating virtual platforms into our programming to serve our people living outside the service area.

To plan and work toward returning to our cultural gatherings and practices as safely as possible.

Contacts

Main Office (preferred): (906) 635-6050

Niigaanagiizhik Ceremonial Building: (906) 632-0239

Mary Murray Culture Camp: (906) 635-5604

Follow us on: Facebook at "Sault Tribe Language and Culture"

Livestream at <https://livestream.com/saulttribelanguage>.

Seven-county service area buildings, contacts

AREA CODE IS (906)

Sault Area Buildings Kewadin Casino Hotel & Convention Center 2186 Shunk Road Sault Ste. Marie, MI 49783 1-800-KEWADIN 632-0530 Sault Ste. Marie Employment Office 635-4937 or (866) 635-7032	1301 Marquette Avenue Sault Ste. Marie, MI 4978 635-5055 Fred Hatch Building 206 Greenough Street Sault Ste. Marie, MI 49783 Environmental Department 632-5575 Miskeke Gamig (Medicine Lodge) Sault Tribe Health and Human Services Building 2864 Ashmun Street Sault Ste. Marie, MI 49783 632-5200 (877) 256-0009 Laboratory Medical Medical Billing Medical Records Radiology Administration Dental 632-5260 Patient Registration Optical 632-5218 Pharmacy 632-5226 Behavioral Health 635-6075 Community Health 632-5210 Audiology, Traditional Medicine, Nutrition, Home Health Aide, Diabetes Coordinator Purchased Referred Care 632-5220 or (800) 922-0582 Urgent Care Walk-In Clinic – Monday through Friday, from 8 a.m. to 8 p.m. Closed weekends and holidays. Niigaanagiizhik Building Ceremonial Building 11 Ice Circle Drive Sault Ste. Marie, MI 49783 632-0239 Mary Murray Building/Bonnie McKerchie Building 2218 Shunk Road Sault Ste. Marie, MI 49783 ACFS 632-5250 or (800) 726-0093 Northern Hospitality 827 Ashmun Street Sault Ste. Marie, MI 49783 635-4800 Mary Murray Culture Camp 266 Homestead Road Sault Ste. Marie, MI 49783 635-5604 Powwow Grounds 10 Ice Circle Drive Sault Ste. Marie, MI 49783	Sault Ste. Marie, MI 49783 Sault Tribe Law Enforcement/Conservation 635-6065 For emergencies, dial 911 Sault Ste. Marie Chippewa Tribal Court 635-4963 Sault Tribe Prosecuting Attorney 635-4749 Midjim Sault 2205 Shunk Road Sault Ste. Marie, MI 49783 635-4782 Sault Tribe Construction 3375 South M-129 Sault Ste. Marie, MI 49783 635-0556 USDA/Food Distribution 3601 Mackinaw Trail Sault Ste. Marie, MI 49783 635-6076 Advocacy Resource Center 632-1808 or (877) 639-7820 Lodge of Bravery Advocacy Services Legal Aid Shedawin Building - Empty 2158 Shunk Road Sault Ste. Marie, MI 49783 Behavioral Health and Tribal Court Use Bi-Bagi (Call, Cry out, or Shout) Maintenance and Motorpool 2151 Shunk Road Sault Ste. Marie, MI 49783 Riverside Village 2210 Riverside Drive Sault Ste. Marie, MI 49783 498-9800 Odenaang Storage 1288 E. Bobcat Court Sault Ste. Marie, MI 49783 498-9800 Chippewa Storage 732 W. Spruce Street Sault Ste. Marie, MI 49783 498-9800 Gitchi Auto, Home, and Recreation 2270 Shunk Road Sault Ste. Marie, MI 49783 203-4491 Tanglewood Marsh Golf Course 2600 W 16th Avenue Sault Ste. Marie, MI 49783 635-7651 Storage 199 Three Mile Road Sault Ste. Marie, MI 49783 Kincheloe Area Buildings ACFS Kincheloe Office - Child Placement 60 Kincheloe Kincheloe, MI 49752 495-1232 Sault Tribe Housing Authority 154 Parkside Drive Kincheloe, MI 49788 495-1450 495-5555 (800) 794-4072 Maintenance (855) 205-2840 Administrative Office Public Works Home Improvement/ Weatherization Program Sanitation Program Rental Programs Home Ownership Programs Resident Services	Emergency Rental Assistance Program Enji Bgosendam Endaa'aad, "Their Home of Hope" Sober Living Homes 635-6075 DeMawating Development 42 Woodlake Kincheloe, MI 49788 498-9800 Youth Education and Activities Program - Rudyard/Kinross Rudyard Schools (Facility not owned by Sault Tribe) 11185 2nd Street Rudyard, MI 49780 487-3471, ext. 228 St. Ignace Area Buildings Kewadin St. Ignace 3015 Mackinac Trail St. Ignace, MI 49781 643-7071 1-800-KEWADIN St. Ignace Employment Office 643-4176 Sault Ste. Marie Employment Office 635-4937 or (866) 635-7032 St. Ignace Tribal Health Clinic & Human Services Center 1140 N. State Street, Suite 2805 St. Ignace, MI 49781 643-8689 or (877) 256-0135 Services: ACFS Acupuncture (starting soon) Administration Advance Directives After-hour Triage Audiology Case Management Clinical Medical Care Clinical Nursing Care Community Health Nursing Dental Clinic Diabetes Care DOT Physicals Health Education Hygienist Immunizations Laboratory Services Mental Health Nutrition Services Optical Clinic Pharmacy Smoking Cessation Sports Physicals Substance Abuse Traditional Medicine Triage Nursing Wellness Exams (all ages) Wellness Programs St. Ignace Elder Housing Complex 3017 Mackinac Trail St. Ignace, MI 49781 Elder Meals 643-6484 Lambert Center 225 WaSeh Drive St. Ignace, MI 49781 Head Start 643-9733 Membership Liaison 643-2124 Enji Maawanji' Iding (Former McCann School) 399 McCann Street St. Ignace, MI 49781 643-3189 Sault Tribe Youth Facility and Sault Tribe Law Enforcement 1130 N. State Street St. Ignace, MI 49781 Sault Tribe Youth Facility 643-0941	Sault Tribe Law Enforcement 635-6065 For emergencies, dial 911 Midjim St. Ignace 3045 Mackinac Trail St. Ignace, MI 49781 643-9906 Mackinac Trail Storage 5104 Mackinac Trail St. Ignace, MI 49781 498-9800 Youth Education and Activities Program - St. Ignace LaSalle Middle School (Facility not owned by Sault Tribe) 860 Portage Street St. Ignace, MI 49781 643-7262 Hessel Area Buildings Kewadin Casino Hessel 3395 3 Mile Road Hessel, MI 49745 484-2903 1-800-KEWADIN Hessel Community Tribal Center Sault Tribe Community Health 3355 N 3 Mile Road Hessel, MI 49745 484-2727 Elder Meals 484-2710 Veterans Services Officer (Clinical Social Worker) Anglea Ellis, LMSW - Clinical Social Worker - Visits every other week. Clinic Social Worker Office: -233-0211 Mobile: 221-2244 Cell: 233-0217 ACFS: every other Thursday beginning with the first Thursday of the month. Hours vary. 643-8689 ask for Angie Gillmore Youth Education and Activities Program 484-2298 Hessel Ridge Gchi Wajiwani Makwa (Bear on the Mountain) Golf Course 2061 N. Three Mile Road Hessel, MI 49745 484-2107 Wequayoc Cemetery 2354 E M-134 Hessel, MI 484-2727 Newberry Area Buildings Newberry Tribal Community Health Center 4935 Zeez ba tik Lane Newberry, MI 49868 293-8181 Fax 293-3001 Monday-Friday 8 a.m.-5 p.m. (Closed for Lunch) Membership Liaison: 643-2124 Community Gathering Space Community Health Program Services- Traditional Medicine, Nursing, Health Education, Nutrition, Immunization Clinics, Medication Pick-Up Anishnaabek Community and Family Services: By appointment only. Call 632-5250 or (800) 726-0093 Veterans Administration Services **After Hours Urgent Medical Care. Contact the Tribal Health Clinic that provides your primary medical care for nursing triage to local clinic.
Min Wabab Dan (Pleased with It) Sault Tribe Administration Building 523 Ashmun Street 531 Ashmun Street Sault Ste. Marie, MI 49783 635-6050 (800) 793-0660 Executive Director's Office Administrative Manager Efficiency Analyst/Trainer Legal Department Tax Office Budget Department Economic Development Chairperson's Office Assistant Executive Director's Office Membership Liaison-Unit I Board of Directors IT Security Facilities Accounting CFO Office Payroll Department Insurance Department Northern Travel Internal Auditor - vacant Employee Specialist - vacant CAC Grant Coordinator - vacant Legislative Department Planning and Development Transportation Department Communications Department 632-6398 MIS Telecommunications Gaming Commission 635-7042 The Dawn M. Eavou Child Advocacy Center 2163 Migisa Court Sault Ste. Marie, MI 49783 632-4001 Big Bear Arena 2 Ice Circle Drive Sault Ste. Marie, MI 49783 635-RINK (7465) www.bigbeararena.com Administration Youth Programs Events Management Operations Pro Shop Concessions TENANTS: All-In-One Fitness Club: 635-4935 Physical Therapy: 635-4905 Community Health: 635-4994 Education Division Main Line: 635-7010 Higher Education: 635-7784 Adult Education: 495-7305 Workforce Innovation and Opportunities Act: 635-4767 YEA Admin Office: 635-4944 Language & Culture Division: 635-6050 Anne Suggitt Early Childhood Education Center 4 Ice Circle Drive Sault Ste. Marie, MI 49783 Child Care/Head Start/Early Head Start 635-7722 or 632-5258 Joseph K. Lumsden Bahweting School Public School Academy	George K. Nolan Judicial Building, 2175 Shunk Road			

Sault Tribe Health Division overview for 2021

The Sault Tribe Health Division is comprised of four large ambulatory care facilities and five smaller nursing stations throughout the Upper Peninsula, Recovery Housing and the Fitness Club. The larger health facilities are located in Sault Ste. Marie, St. Ignace, Manistique, and Munising. The five nursing stations are in Hessel, Newberry, Escanaba (soon to be moved to Gladstone), Marquette and De Tour (expected to open during the fall of 2022). The tribal service area covers 8,500 square miles, which encompasses the



tribe's service area in seven rural counties in the Eastern Upper Peninsula of Michigan: Alger, Chippewa, Delta, Luce, Mackinac, Marquette, and Schoolcraft. The Health Division currently has over 11,422 active users of our Health facilities. It is comprised of about 300 health staff serving the Mission of the Division. Based on data collection from all Health Division Sites, in CY 2021 the Sault Tribe Health Division produced record high number of visits - 25,384 Medical visits, 8,686 Dental visits, 3,200 Optical visits and 16,140 COVID-19 vaccination visits for the grand total of 53,410 (which represented unprecedented 67.4% increase since CY 2020). The COVID-19 Pandemic continued to be a serious challenge; however, mass vaccination efforts and "drop off" self-collect testing organized at six sites helped bring down numbers of new COVID-19 cases so that some aspects of service could return to the new "normal". Services were structured to meet all safety requirements in accordance to CDC, OSHA and IHS recommendations. Our main priority was providing a safe environment for our patients and team members. At no time did we let our guard down during this pandemic. Medical appointments transitioned back to face-to-face from tele-visits without much disruption; however, providers continued to utilize audio/visual and telephone when needed. The Sault Tribe Health Division received a significant amount of external COVID-19 funding from a variety of funding sources. The total of these funds was nearly 40 million dollars. The funding was earmarked for a wide array of COVID related issues such as: testing, Payroll Protection, Medical Equipment, tele-health, vaccine related activities, maintenance and improvement, Mental Health, and improving public health capacity. These funds predominantly came from the Cares Act and American Rescue Plan Act (ARPA) the funds were passed down through various Federal agencies such as Indian Health Services and Centers for Disease Control. These funds were to be utilized in a multitude of ways to reduce financial burden on the Health Division and to improve its ability to respond to community needs, remove barriers to providing healthcare during the pandemic, providing financial support for the pandemic response and building capacity to respond to a public health emergency. This funding has been earmarked and or utilized for a number of projects that benefit the tribal pro-

grams and our ability to respond during the current pandemic situation. A planning team will continue planning and developing efforts in order to effectively spend these funds to maximize benefits to the Health Division and our Tribal communities and membership. Spending of this funding will continue over the next several years to continue to improve the Health Divisions capabilities to respond to our patients and community in a more effective and safe way.

Behavioral Health

The Sault Tribe Behavioral Health Program offers a variety of culturally sensitive outpatient services to eligible recipients. Some of the services provided are Intake and Assessment, Therapy, Psychiatric Evaluation and Follow-up Care (adult Sault Tribe members only), Crisis Intervention/Urgent Care (anyone), a wide array of Therapeutic Interventions (e.g. play therapy, cognitive behavioral, EMDR, etc.), Outpatient Services for Substance Use Disorders, Compulsive Gambling Counseling, Alcohol/Drug Education and Awareness, Employee Assistance Program, and Counseling. Psychological testing is available for five-year olds through elderly patients. Tele-psychiatric services are available for clients through a referral from their Primary Care provider or therapist. Home-based parenting education services are available for those pregnant with a Sault Tribe baby and Sault Tribe parents with children up to age five. Urgent care services are available during regular clinic hours for anyone. During CY2021 we were able to increase Psychiatry services with Tele-psych being added into the program.

Traditional Medicine

Traditional Medicine Department offered Spiritual, Physical, Emotional and Mental support to, tribal members, community members, staff of the Health Center and other tribal departments. Traditional Medicine provided services in various forms throughout the seven county service area. The department held monthly sweat lodges at the Sault Ste. Marie location. A new sweat lodge was put up at the Manistique Health Center. There were many events this year in accordance to all the recommended COVID safety protocols. Spring Fasting, Releasing and Women's Fast for Mother Earth was held at the Mary Murray Culture Camp located on Sugar Island. Traditional Medicine collaborated with Drug Court/DV court to offer services for healing and wellness. The program was



COVID-19 VACCINE CLINICS — Staff from various departments in the health center worked long hours to get the community vaccinated.



Volunteer Jesse Bowen lent a hand to Traditional Medicine to gather medicine plants.

asked with tobacco to assist the Judicial Court and ACFS with Adoption Blanket Ceremonies. Traditional Medicine collaborated with Sault Tribe Language and Culture and offered Tea and teachings on a virtual platform throughout the winter and spring season. On various occasions, Traditional Medicine Staff traveled within the 7 county service area to harvest medicine that is utilized for prescription medicine for patients' health and wellness. They would also like to offer their deepest gratitude to all the hunters who donated and supplied bear fat, it will be used for many things throughout the program. Traditional Medicine was asked to collaborate with Sault Tribe Fish and Wildlife Department and the US Forest Service to be part of their field work site visits on various locations that had gone through a controlled burn. This was to locate and see the changes of native plant species that were coming back to certain areas. In 2021, Traditional Medicine saw 814 tribal members, 147 other Native, and 86 non-Native patients/participants. There were 170 participants in sweat lodges.

Team Members' Health Service

Newly established Team Members Health Service was exceptionally busy during CY 2021 providing guidance to Team Members of the Sault Tribe on available treatments, quarantine, isolation, issuing quarantine/isolation letters, advising on COVID-19 miti-

gation measures at the workplace and for various events, promptly determining and communicating fitness for duty status, implementing federal (CDC) COVID-19 vaccination mandate for Health Division's Team Members and working on many other urgent occupational health matters for all Team Members of the Sault Tribe.

Clinical Services – STHC Medical/Nursing/Walk In Clinic

In addition to restoring services and the mass vaccination clinics, which vaccinated 9,406 community and team members, there were several projects being developed and continuing to evolve within the Sault Tribe Health Division. Diabetes became a re-energized focus in the form of the creation of a Continuous Glucose Monitoring (CGM) program in conjunction with Community Health and the Diabetic Grant Program. Research and final selection of the Libre Freestyle CGM was completed. Currently the CGM program is in the final stages of pulling all educational materials together for patient teaching and referencing packets. We are also working with the Libre manufacturer to educate and carry out a workshop for the Sault Tribe Providers, Nurses, Community Health Nurses, Diabetic Educators, and Pharmacists division wide prior to the formal roll out of the program. Staffing remains a major nationwide concern. We had 2 full time physician openings, a nurse practitioner opening, and both a registered and licensed practical nurse openings. We are utilizing locum tenens (temporary) providers and nurses to help with this void but these candidates are also in high demand and thus creating a shortage. Creative recruitment is an ongoing process. Still, we had 14,297 patient visits in 2021 between the Medical/Nursing and the Walk-In Clinic.

Laboratory

During 2021, the STHC Laboratory performed a total of 215,124 tests and processed an additional 10,743 send-out tests. COVID testing continued throughout the entire year at all of our Health Centers. A total of 13,259 COVID tests were performed across the entire Health

Division. The Laboratory continues to require scheduled appointments. This was started during the pandemic as a way to prevent multiple patients from being in the small waiting area, at the same time. Throughout this process we learned that scheduling appointments increases efficiency for this department and we will continue this process for now. The Phlebotomy Room is open M-F from 7:30 a.m. to 4:30 p.m.

Fitness Club

The Fitness Club, at the Big Bear, will be receiving some new equipment and is under new supervision. Maurice Young, is our new Fitness Center Supervisor and comes with years of fitness experience. Masks currently are not required at the Fitness Club.

Medical Records

In Medical Records, we added another Medical Records Referral position, which now makes 3 Referral Coordinators in the Sault. This has allowed us to keep up with the referrals coming from the providers on a daily basis. In 2021, there were 6,277 referrals generated for the Sault site and 11,141 referrals total throughout the division. In addition to the total Referrals for the division, Medical Records from each site collectively processed 5,807 Release of information requests and scanned 207,605 pages into patients' Electronic Health Record.

Community Health Nursing (STHC, St. Ignace, Hessel and soon to be added De Tour)

The Community Health Nurses and Technicians maintained elders' home-based care such as health monitoring, medication set up, lab draws, injections, and insulin start/adjustment. They also continued to deliver medications, incontinence supplies and other medical devices as needed. Community Health staff increased outreach numbers to promote services and provide valuable health education and screenings to our tribal communities. This included Drive-thru Health Fairs/Flu Clinics that were held in St. Ignace, Sault, Hessel, De Tour and Kinross; flu clinics were held September through December in various locations

Health Division 2021 overview — continued

throughout the service area.

Breast Cancer Awareness Educational giveaways distributed to clients at all three sites. Attended 7 Back to School open houses providing educational bags that included water bottle, hand sanitizer, coloring books, jump ropes, balls, and information on COVID. Provided COVID at home test kits and mask in Sault Ste Marie, Sugar Island, Kinross, Drummond Island, De Tour and Hessel utilizing our mobile medical unit. Provided 50 bags for Feeding America Truck each month with 1-2 educational materials included.

Community Health Education

Community Health Education provides health education program, services and activities to community and tribal members throughout the Sault Tribe's seven county service area. Among the notable services provided is the Physical Activity Referral Program. It provides medical fitness prescription to patients with serious medical conditions referred to the program by Sault Tribe medical providers. The Good Health and Wellness in Indian Country (GHWIC 1903) program collaborated with community coalitions across the Sault Tribe seven-county service area in an effort to improve land use design in ways that enhance walkability and connect everyday destinations with activity routes. There is also the Nicotine Dependence program (NDP) that provides tobacco education and cessation services throughout the seven county service area. The Tribal Practices for Wellness in Indian Country (TPWIC) grant provided kayak instructor training to staff and partners. Several seasonal/cultural workshops were offered to tribal members including: Manoomin Processing, and Bootagaan Making. In an effort to reinstate a healthy Traditional fresh foods diet among Michigan's Native Tribes, the "Food as Medicine" grant partnered with farmers' markets in Sault Ste. Marie, St. Ignace, and Manistique to offer a voucher program to YEA youth. Community Health Education participated in a Seed Distribution Event in which tribal members could sign up to receive a wide variety of seeds including peas, carrots, cucumber, kale, onion starts, and a "Four Sisters Seed Kit", an adaptation of the traditional Three Sisters garden with the addition of sunflowers. Throughout 2021, Community Health Education partnered with Sault Tribe Head Start, Sault Tribe Language and Culture, to translate and develop a children's story, The Little Red Hen, into Anishinaabemowin. With the assistance of a local videographer, a video was also created with Sault Tribe Language Instructor, Cecil Pavlat, reading the story in English and Ojibwe languages.

Pharmacy

The Sault Ste. Marie Tribal Health Pharmacy department continues to provide high quality pharmacy services to the patients we serve, reviewing and process-



Sault Tribe Health Division's first mobile medical office (MMO).

ing over 167,000 prescriptions in 2021. Pharmacy services are provided in Sault Ste. Marie, St. Ignace and Manistique where tribal pharmacies are located as well as in Munising where we have a decentralized pharmacist providing acute care medications and patient counseling. In addition to the day to day activities involved with providing prescription services, tribal pharmacists have also been very involved with the Health Division's Tobacco Cessation and Controlled Substance Committees. Throughout the Covid 19 Pandemic tribal pharmacists and all tribal pharmacy staff were very involved with vaccine storage and distribution as well as the vaccine clinics that were offered.

Dental

The Dental Department in Sault Ste. Marie was finally able to complete the renovations of their space. The process required moving to temporary location in the Auditorium at the end of May 2021, renovations were completed in December. Many significant improvements were accomplished including an additional operatory, better air exchange, ultraviolet disinfection, new equipment in the dental treatment areas as well as sterilization room. There were 8,686 dental visits in 2021 for

the Health Division's dental program - 3,185 in Sault Ste. Marie, 3,136 in St. Ignace and 2,365 in Manistique.

Clinical Services - Rural Health

Rural Health encompasses the 2 larger health facilities Manistique and Munising which provide Medical/Nursing, Dental, Optical, Pharmacy, Public Health activities provided by Community Health Staff, Nutrition Counseling and Behavioral Health Services, and the 3 smaller clinics in Newberry, Escanaba (will be moved to Gladstone soon), and Marquette provide Public Health Services administered by Community Health Staff, Nutrition Counseling, Medication pick-up, Information, Education and access to all other Tribal services. Manistique Dental Department is operating with one full time Dentist, one part time Dentist and full staff of Dental Assistants. They had a total of 2365 patient visits in 2021. We lost the services of Dr. Drew Lusby in Manistique. He moved to Alaska to start a general practice residency in May. Fortunately, Dr. Kyle Bosk was signed to help provide services to our patients in Manistique 3 days per week. There was also the Mobile Medical Office acquired and utilized for Covid-19 and Influenza Vaccination Clinics.



The late Greg Keway staffing the MMO in 2021.

There were a total of 3,130 participants that attended COVID Vaccination clinics across the 5 counties in 2020-2021.

Clinical Services - St. Ignace

Direct patient services were restored slowly but steadily and implemented with adjusted times to prevent bottlenecks and to allow adequate time between patients for proper cleaning/disinfecting. There was a constant reevaluation of the implementation of all services based on available surveillance data, and adjusted our approach to services according to the epidemiology of local, national, and global spread as well as continued to monitor the availability to maintain and sustain our critical PPE. Audiology and Traditional Medicine services have resumed in 2021. St. Ignace referral coordinators received/processed 2,133 referrals. Pharmacy was able to relocate from curbside to window pick-up safely and efficiently where they processed 43,661 prescriptions. Behavioral Health therapists continued to provide tele-Behavioral Health services without disruption. When in person services were restricted, Behavioral Health used audio/visual, and telephone to continue to provide regularly scheduled appointments, take new clients and provide urgent care services.

There were many COVID mass vaccination clinics throughout 2021 in Mackinac County, including Mackinac Island. Stacy Bohlen, NIHB Director and April Hale, Communications Lead participated in our mass COVID Vaccine Event held in St. Ignace at the Shores Casino Sprung structure in March. They came to promote the "Act of Love" mask campaign and invited our Tribe to join forces in their efforts. Additionally, they worked on a media campaign on the promotion of the COVID-19 vaccination program. In the St. Ignace Dental program, we were able to transition Dr. White to become a full time Sault Tribe team member.

Satisfaction Survey Results

After a clinic visits, random patients received a phone survey from JP Morgan & Associates to ask patients to rate their recent visit. In 2021, the overall satisfaction result was 89%, this is an increase of 9% over 2020 survey results. The highest scoring questions on the survey were regarding our providers and the care that is being given. The lowest scoring questions were related to access of services and promptly returned phone calls. We will continue to try and improve our processes to better serve the patients.



Sault Health Center's dental offices were renovated and reopened.



Rae Ann Brand NP was selected as the 2021 Team Member of the Year.

Anishinaabek Community & Family Services

Anishnaabek Community and Family Services has three primary components providing an umbrella of social services to tribal members and families throughout the tribe's seven-county service area.

Binogii/Family Services

includes several programs which improves outcomes for safety, permanency and well-being of children and families, which includes Adult Protective Services.

- Foster Care
- Adoption
- Foster and Adoptive Home Licensing
- Prevention
- Adolescent In Home Assistance (AIHA)
- Protective Services
- Indian Child Welfare Act (ICWA) Monitoring
- Family Continuity
- In-Home Care
- Parenting

The Advocacy Resource Center

provides supportive services to victims of crime in a culturally honoring manner.

- Advocacy
- Legal Aide
- Community Outreach
- AAKDEHEWIN GAAMIG (Lodge of Bravery) Shelter
- NAANDA NSWI KIDWENAN (Sexual Violence Services)
- Turning Points

Direct Services

provides assistance to tribal members experiencing financial and other difficulties.

- Emergency Assistance
- General Assistance
- Native Employment Works
- Child Care Development Fund

- Funeral Assistance
- Employee Assistance
- Low Income Energy Assistance Program (LIHEAP)
- Elder Heating
- Emergency Housing Assistance

— United States Department of Agriculture Food Distribution Program in Indian Reservations (USDA) Food Commodities

ACFS manages 40-plus grants, with funding from Sault Tribe, BIA, IHS, U.S. Department of Health and Human Services, the Department of Justice., USDA and the state of Michigan. The grants are used to provide the most efficient services within three primary components. ACFS has offices located in Sault Ste. Marie, Kincheloe, St. Ignace, Manistique and Munising.

Division Highlights

The most significant highlight is the passing of Tony Nertoli.

Tony provided service to our community most of his life. He was the USDA program director for over 40 years. He built a very successful program from the ground up. He took great pride in the program and the service that his staff provided to the membership. He was especially proud of accomplishing his long-term vision of having a storefront operation. He was able to meet this goal this past year. The storefront is fully operating. Tony rarely took credit for anything

giving all of the praise to the USDA staff and our management team. Tony's personal accomplishments were many and he took great pride in giving back to the community in whatever way he could. He was larger than life and his loss has left a significant void for our team and tribe.

Program Highlights

Binogii/Family Services

— The staff continued to represent Sault Tribe's interests and served as advocates for tribal children and families involved in the child welfare system by actively participating in cases and workgroups and providing written and verbal recommendations to tribal, county, state and federal partners on a variety of levels. This advocacy has resulted in ongoing policy, practice, funding and expected legislative changes that improve outcomes and access to resources for tribal children and families.

— Program staff continued to raise awareness and advocate for tribal legal rights and sovereignty by working to ensure ICWA and the Michigan Indian Family Preservation Act (MIFPA) protections are in place. Staff partnered and co-trained with MDHHS and other tribal partners on several ICWA Trainings in addition to networking and provided mentorship and discussion to various courts, attorney's, SCAO, MDHHS partners and other tribal representatives.

— The team continued as representatives on the MDHHS Tribal State Partnership group and the Michigan Tribal Social Services Director's group. During 2021 Child Placement Program Director Melissa VanLuven was nominated by the Michigan Tribal Social Services Director's group to serve as the Tribal Co-Chair for the Tribal State Partnership Group.

— Sault Tribe Binogii Placement Agency continued to be the only tribal state-licensed child placing agency in the state of Michigan. The agency has been in existence for over 37 years. Through the Binogii Placement Agency license and MDHHS contracts, tribal staff are able to conduct primary foster care case management, licensing, and adoption services for tribal children and families within the tribe's seven-county service area. This allows the tribe to ensure that children are kept within the community and placed within the tribe's priority of placement. During 2021, the agency completed a successful renewal inspection.

— Foster parent recruitment activities continued to be an ongoing priority for child welfare staff. The ability to have local tribal resources for placement for tribal children is critical for the program. The agency continued to work to recruit, train, and retain foster parents. The agency also worked diligently to identify and support relative care providers. In 2021, the program co-sponsored the Annual EUP Foster Parent Coalition Training which had to be conducted online due to the



Anishinaabek Community and Family Services staff Jennifer Gillotte-King, Melissa VanLuven and Jena McKerchie at the Missing or Murdered Indigenous Women Tribal Community Response Plan unveiling on May 25, 2021, at the Kewadin Casino. At right, ARC Director Jami Moran speaks at the event.

global pandemic, 87 staff and foster parents attended. The program also co-sponsored the first Foster Parent and Caregiver Appreciation Picnic. This event, held at Sherman Park in Sault Ste. Marie, was attended by 24 staff and 95 caregivers along with a variety of local first responders including Sault Tribe Law Enforcement. Other events included a foster parent Valentine Appreciation event for 54 foster parents, Foster Parent Night out event, and various recruitment activities in the community including the EUP State Fair outreach with 300 packets provided, Sidewalk Sales information and recruitment event for 60 participants and a Halloween Goody Bag event with over 500 bags being distributed. One tribal foster home was nominated by staff for an appreciation award and was selected for an appreciation gift. Staff assisted several tribal relative homes to successfully take advantage of a one-time \$3,000 licensing incentive offered by Michigan Department of Health and Human Services.

— Staff worked through the global pandemic to maintain operations and were extremely flexible in managing crises, using ongoing adaptations to maintain service provision. The programs received some limited additional COVID funding to support the ongoing pandemic response. The majority of this funding was allocated for direct client services to assist and support families. In addition, the funding allowed the agency to upgrade and re-locate all Child Welfare staff based in Sault Ste. Marie to the 2218 Shunk Rd. site. This has allowed for all Child Welfare staff to be housed on one location and provided safe office and meeting space and the expansion of a family friendly parent-child visit space to include an outdoor play area and kitchen access. It also allowed for upgrades to the parent-child visit rooms in Manistique and Kincheloe.

Binogii/Family Services 2021 Statistics

— Staff successfully maintained program operations providing services to 2,345 cases

in 2021. The agency provided family support services for 216 cases; foster home/relative home and adoptive home study services to 142 cases; direct foster care case management to 71 children; ICWA monitoring services to 426 cases; adoption services to 17 children; adult and child protective services to 111 cases; and processed 993 ICWA Inquiries.

— ACFS Parent Aide staff provided 1,070 supervised parent/child visits, 304 client transports, travelled 57,820 miles and provided services for 140 families.

— ACFS ICWA MIFPA Attorney attended 354 hearings and filed 67 new legal interventions, 54 in Michigan and 13 out of state.

Advocacy Resource Center

— Program staff participated in the first formal meeting of the Operation Lady Justice – Murdered and Missing Indigenous Person (MMIP) Sault Ste. Marie Tribe of Chippewa Indians.

— ARC Mobile Child Advocacy Center Forensic Interview RV Unit was delivered during the last week of March 2021. The Mobile Forensic Interview Unit RV will be used by law enforcement and children protective services to conduct forensic interviews of minor children who are alleged to have been abused or neglected.

— ARC April Sexual Assault Awareness Month Drive-Through Community Event was held April 1, 2021, and had 125 participants.

— ARC attended Missing or Murdered Indigenous Women Tribal Community Response Plan unveiling on May 25, 2021, at Kewadin Casino.

— ARC Wabano installation was completed during July 2021.

— ARC and Cultural Department hosted a Healing Ceremony/Memorial Walk awareness event on Aug. 20, 2021.

— ARC hosted the "Orange Shirt Day" during September 2021. The community participated in a contest that helped spread awareness on the boarding schools to increase knowledge about the Indian boarding school atrocities that happened to our relatives for decades.



— ARC hosted along with Uniting Three Fires Against Violence, Journey to Healing and Diane Pepler Resource Center participating in the Domestic Violence Awareness Parade.

— ARC website was finalized and went live during December 2021.

— ARC Stalking Awareness billboard designs were finalized during December 2021 and will be publicly displayed in several locations during 2022.

ARC 2021 Statistics

— During 2021, ARC Case Managers (Victim Advocates) provided 3,330 advocacy support units to 240 survivors who had 297 minor children as secondary beneficiaries.

— The ARC's annual number of advocacy clients served increased 21.6 percent during 2021.

— During 2021, ARC staff provided 1,208 advocacy support units through the delivery of financial assistance to 117 survivors who had 171 minor children as secondary beneficiaries.

— During 2021, \$107,922.35 in direct financial assistance was provided to survivors.

— During 2021, \$92,635.06 in supportive housing financial support was provided to 30 adult survivors, which totaled 4,080 nights of rental assistance.

— During 2021, ARC Legal Aid Program provided 1,378 advocacy support units totaling 813.26 hours to 59 survivors.

— The ARC's Aakdehewin Gaamig- Lodge of Bravery-Emergency Temporary Domestic Violence Shelter provided 707 shelter advocacy units during the 2,211 shelter nights that were provided to 29 adults and 16 children.

— During 2021, ARC staff facilitated 49 shelter group talking circles, which were provided to 18 adult and child shelter residents.

ACFS Division 2021 highlights

— During 2021, ARC staff participated in 309 community events and outreach activities reaching a total of 654,747 individuals, had a Facebook reach of 373,891 people, and reached an additional 416 people upon launching the ARC website.

— During 2021, ARC staff drove 16,213 miles providing transportation assistance to survivors and their children while additionally attending local community collaborative meetings and professional development events.

— During 2021, the ARC fielded 122 inquiries received from community members seeking assistance with locating available community supportive services.

— ARC participated in the first formal meeting of the Operation Lady Justice – Murdered and Missing Indigenous Person (MMIP) Sault Ste. Marie Tribe of Chippewa Indians.

— ARC Mobile Child Advocacy Center Forensic Interview RV Unit was delivered during the last week of March 2021.

— ARC website was finalized and went live during December 2021.

— ARC stalking awareness billboard designs were finalized during December 2021 and will be publicly displayed in several locations during 2022.

Direct Services

— USDA purchased a refrigerated van with COVID funds awarded by USDA Food Nutrition Services. The van was cus-

tom designed for the program. The van is used to deliver food to homebound members with a documentation from a medical provider that they are homebound. The van is also used to deliver at some of the tailgate sites.

— Submitted letter of intent to administer the Low-Income Water Assistance Program. ACFS received a new award through the Administration of Children and Families Health and Human Services Office of Community Service to assist families in the seven-county service area at risk of losing their water supply. The program assists families with a water disconnect notice from a utility company or sewage issues. The program opened Nov. 1, 2021.

— ACFS was awarded approximately \$4 million from the Child Care Development Fund (CCDF) to assist child care providers in the seven-county service area with mini grants to aide child care providers to sustain their programs and operations throughout the pandemic. The mini grants were awarded to all providers to include: family providers, in-home providers, aides, daycare homes and daycare centers. We were able to assist approximately 60 providers with \$2.2 million in mini grants. The funds are also being used to assist the Sault Tribe Child Care Center with operations for FY 2022 and 2023.

— ACFS was also awarded funds from the CCDF Program to assist essential workers in the seven-county service area with



USDA Commodity Storefront.

child care assistance despite their level of income. We were able to assist health care providers, teachers, social workers, law enforcement, and emergency responders and others. We assisted approximately 65 families and have continued the funding into 2022 until funds are exhausted.

— CCDF provided up to \$1,000 for utilities of choice to 50 providers throughout the seven-county service area.

— COVID supplies in the amount of \$400,000 provided to CCDF parents and providers throughout the pandemic.

— Child Care Assistance Co-Pays was and continues to be waived for all CCDF parents. Approximately 200 families have benefited from the program, which will continue into 2022 until program funds are exhausted.

— The CCDF program licensed four Family/Group Child Care Homes in Chippewa County. The program was able to assist these families with required health and safety items to become licensed. This was a significant accomplishment since we were able to expand options and available child care slots for parents and children.

— The Low Income Energy Assistance Program (LIHEAP) increased its benefit amount for FY 2022 to assist members with the rising energy costs.

Direct Services Statistics

— Emergency Assistance Program provided to 637 Families to assist with crisis situations.

— Low Income Energy Assistance Program provided heating assistance to 932 families.

— Funeral Assistance was provided to 211 families.

— Native Employment Works was provided to 43 families.

— General Assistance provided 744 units of service.

— USDA provided 3,998 units of service.

— Emergency Housing assisted 273 families in preventing homelessness.

— Elder Heating assisted 69 elders with heating assistance.

— Emergency Employee Assistance was provided to 72 employees.

— Child Care Assistance provided 1,021 units of service.

Contacts

ACFS Main Office

2218 Shunk Rd.,
Sault Ste. Marie, MI 49783
(906) 632-5250
(800) 726-0093

USDA

3601 Mackinaw Trail
Sault Ste. Marie, MI 49783
(906) 635-6076
(888) 448-8732

Advocacy Resource Center

2769 Ashmun St.
Sault Ste. Marie, MI 49783
(906) 632-1808
(800) 726-0093

St. Ignace Office

1140 N State St.
St. Ignace, MI 49781
(906) 643-8689

Manistique Office

5698 W HWY US-2
Manistique, MI 49854
(906) 341-6993
(800) 347-7137

Munising Office

622 W Superior St.
Munising, MI 49862
(906) 387-3906

SAULT TRIBE FACILITIES CONTINUED FROM PAGE 11

Kitchi-Miniss Ednakiiyaang
Gamig
Grand Island Chippewa Center
Victor Matson, Sr. Community Center
622 W. Superior Street
Munising, MI 49862
387-4721
(800) 236-4705
Fax 387-4727
Administration
Board of Director's Office
Membership Liaison 450-7011
Veterans Administration Services
Elder Luncheon Meetings
Community Gathering Spaces
Maintenance
Health and Human Service
Programs-Main Reception/
Patient Registration, Medical,
Traditional Medicine, Nursing,
Medical Records, Medical
Referrals, Pharmacist, Audiology,
Community Health, Nutrition,
Health Education, Behavioral
Health
Anishnaabek Community and
Family Services 387-3906
**After Hours Urgent Medical
Care 387-4721

Wetmore YEA Building
6379 Atik Ameg Drive
Wetmore, MI 49895
387-1014
Manistique Area Buildings
Kewadin Casino Manistique
5630 W US 2
Manistique, MI 49854
341-5510
1-800-KEWADIN

Chigibig Ningabi An (Near the
Western Shore)
Manistique Tribal Community
Center
5698W US Highway 2
Manistique, MI 49854
341-8469
(866) 401-0043
Fax 341-1321
Administration
Sault Tribe Law Enforcement-For
emergencies dial 911
635-6065
341-8317
Board of Director's Office
Membership Liaison 341-8469
Veterans Administration Services
Elder Meals 341-9564
Community Gathering Spaces
Maintenance
Health and Human Service
Programs- Main Reception/
Patient Registration, Medical,
Traditional Medicine, Nursing,
Medical Records, Medical
Referrals, Pharmacy, Dental,
Optical, Audiology, Community
Health, Nutrition, Health
Education and Behavioral Health
Anishnaabek Community and
Family Services 341-6993 or
(800) 347-7137
**After Hours Urgent Medical
Care 341-8469

Housing Authority: Escanaba,
Newberry, Manistique, Wetmore,
Marquette
1176 North Chitoma Drive
Manistique, MI 49854
341-8157
(888) 353-9502
Maintenance-Eastern and Western
End
(855) 205-2840

Youth Education and Activities
Program - Manistique
174 Zhigag
Manistique, MI 49754
341-3362

Marquette Area Buildings
Marquette Tribal Community
Health Center
(Not owned by Sault Tribe)
1229 West Washington Street
Suite 1
Marquette, Michigan 49855
225-1616
Fax 225-1633
Monday-Friday 8 a.m.-5 p.m.
(Closed for lunch)
Membership Liaison 450-7011
Community Health Program
Services- Main Reception,
Traditional Medicine, Nursing,
Health Education, Nutrition,
Immunizations, Medication Pick-
Up
Anishnaabek Community and
Family Services: By appointment
only. Call 632-5250 or (800)
726-0093
Veterans Administration Services
**After Hours Urgent Medical
Care. Contact the Tribal Health
Clinic that provides your primary
medical care for nursing triage to
local clinics.

Sawyer Village
250 Voodoo Avenue
Gwinn, MI 49841
346-3919
Harvey Properties
2250 US 41 South
Marquette, MI 49855
249-4223
346-3919

Escanaba Area Buildings
Youth Education Activities -
Escanaba Area
1226 Wigob
Escanaba, MI 49829
789-0972

Gladstone Area Buildings
Gladstone Tribal Community
Health Center
2002 Minneapolis Avenue
Gladstone, MI 49837
341-1836
Fax 786-0944
Monday-Friday 8 a.m.-5 p.m.
(Closed for lunch)
Membership Liaison- 450-7011
Community Health Program
Services-Main Reception,
Traditional Medicine, Nursing,
Telemedicine Clinics,
Health Education, Nutrition,
Immunization Clinics, Medication
Pick-Up
Anishnaabek Community and
Family Services: By appointment
only. Call 632-5250 or (800)
726-0093
Veterans Administration Services
** After Hours Urgent Medical
Care. Contact the Tribal Health
Clinic that provides your primary
medical care for nursing triage to
local clinic.

Gas Stations
The following gas stations are
offering the discount to Sault
Tribe members.
Tribal owned gas stations offering
gas and cigarette discounts:
Midjim Convenience Store
2205 Shunk Road
Sault Ste. Marie, MI 49783

Midjim Convenience Store
3045 Mackinac Trail
St. Ignace, MI 49781

Tribal owned gas stations offering
gas discount only:
White Pine Lodge and
Convenience Store
7889 E. W. M-28
Christmas, MI 49862

Not Tribal owned stations offer-
ing gas discount only:
Kinross BP
4440 Tone Road
Kincheloe, MI 49788

Cedar Pantry
159 W M-134
Cedarville, MI 49719

Newberry BP Express Mart
13975 M-28
Newberry, MI 49868

Freedom Value Center
501 W. Washington Street
Marquette, MI 49855

Manistique Oil Company
216 Deer Street
Manistique, MI 49854

Carnes BP
2300 Ludington Street
Escanaba, MI 49837

Sault Tribe Housing Authority 2021 in review

The Sault Tribe Housing Authority's mission is to "Improve the quality of life for tribal members through affordable and unique housing opportunities." Its vision is to "Create and sustain housing programs that promote improved quality of life, economic self-sufficiency and future growth for members of the Sault Tribe of Chippewa Indians."

2021 HIGHLIGHTS IHBG Competitive Grant – New Construction

In December 2019, the Housing Authority received notification that it was awarded a \$5 million grant for new housing construction. The grant through the U.S. Department of Housing and Urban Development (HUD) will allow for 40 more housing units to be placed at the Odenaang housing site in Sault Ste. Marie. There will be a combination of manufactured and stick built rental units constructed during 2020-2024. This project will increase the overall housing stock by nearly 10 percent, increase the housing opportunities in Sault Ste. Marie by 55 percent, and significantly decreasing the Sault Ste. Marie housing site waiting list by 46 percent.

In 2021, the modular home contractor set the eight two-bedroom modular homes. The units were ready and available the last quarter of 2021, tribal families moved in between Oct. 21 and Dec. 6, 2021. The subcontractor completed the four three-bedroom stick-built units. The units were ready and available the last quarter of 2021. The elder ADA four-plex building four units of two-bedroom units was 90 percent complete at the end of 2021. Slab foundations and infrastructure for the six stick built two-bedroom units were constructed, insulated and secured for the winter.

Housing Unit Rebuilds

On Sept. 2, 2020, the units located at 30 and 32 Shadow Wood were a total loss due to a fire. The demolition began as soon as possible to remove the charred remains that posed as a safety hazard. Housing met with engineers and developed a new layout and design that would follow American Disability Act guidelines and making the units designated for tribal elders. The Kinross housing site did not have elder designated units and this met that need. Due to the global pandemic, Housing experienced delays on material deliveries, limited bids, delays in utility connections, etc. The Housing team was able to overcome all obstacles and construct a beautiful two-bedroom duplex with attached one car garage. Construction was complete on Dec. 27, 2021, and the first elder resident moved in Jan. 26, 2022.

A unit located at 2367 Shunk Road had severe issues with mold and moisture due to the high ground water pooling in the area that continued to rise. All possible attempts to bring this unit to a habitable condition were exhausted. Including sump pumps, replaced floor joists, sub-flooring, exterior sheathing, rim joists, exterior floors, porches, lower kitchen cabinets, etc. An option of relocating this unit to a different location was considered, but it was determined that due to the current condition and the history of issues with this unit that would not be feasible. Demolition of this unit occurred on Jan. 26, 2021, and was rebuilt at a new location of 1654 East Polaris



Drive in Sault Ste. Marie. This new unit was complete and for occupancy on Dec. 29, 2021.

Emergency Rental Assistance Program – New Service in 2021

The Sault Tribe Housing Authority was awarded \$6,494,593.28 grant from the U.S. Department of Treasury to provide rental assistance to tribal members and households who have experienced a decrease in income due to the COVID-19 pandemic. Funds are used to pay rent, rent arrears, utilities and utility arrears, security deposit, hotel stay, and internet for renters to maintain their housing or secure suitable housing. The program began accepting applications April 5, 2021. By the end of 2021 a total of 1,088 applications were processed and a total of \$2,397,447.01 has been provided in assistance for eligible tribal members. This program was made available to the Sault Tribe members across the United States.

Home Ownership Assistance Fund

The Housing Authority was awarded a grant from the U.S. Department of Treasury to provide financial assistance to eligible tribal member homeowners who experienced financial hardships associated with the coronavirus pandemic. The assistance is intended to prevent homeowner mortgage delinquencies, defaults, foreclosures, loss of utilities or home energy services, and displacements of homeowners experiencing financial hardship after Jan. 21, 2020. Funding for this program is available until Sept. 30, 2025. A formal HAF plan must be submitted and approved

by the Treasury in order to draw down the remainder of the grant. The plan is nearly complete and should be ready to accept applications mid-September. Due to the amount of the grant this assistance will be available to members residing in the 7-county service area.

Emergency Utility Subsidy Program

This activity funds a short-term emergency utility subsidy program. The assistance is structured to provide a one-time payment of \$500 financial assistance for water and sanitation service; payments are made directly to utility companies. In 2021, 195 tribal member households were assisted. This program is open and still accepting applications.

Computer Kiosk Project

Housing received COVID-19 funding to place KIOSK stations in our outlying membership areas. The kiosks are equipped with a desktop computer, multi-function printer, and internet access to

assist the membership in a variety of ways. Such as applying for program assistance, printing documents, job searches and submitting employment applications. These stations are available during regular business hours and will help eliminate technology barriers. The kiosks are located at Newberry Tribal Health Center, Manistique Tribal Health Center, and Munising Tribal Health Center. Stop into your local tribal center to utilize this great service.

Manistique Fence Project

To ensure safety, the Housing Authority placed a 540-foot fence along the edge of the Manistique Housing site. This fence will help provide safety to children and pets living on the site whom may run out on the busy road. It also serves as privacy fencing for the residents and it looks appealing.

The Emergency Housing Assistance Program

This Emergency Housing Assistance Program is funded by the Housing Authority and

administered by Anishnaabek Community and Family Services. This program provided financial assistance to 135 families. These families received assistance with obstacles considered of an emergency in nature and the household is not able to resolve with their own funds. Assistance may be provided to prevent or remedy the housing emergency. Services can include first month's rent, security deposit and payments to prevent an eviction up to \$750 annually.

Homeownership Department

Home Improvement assistance includes the Weatherization Program (WX), Owner Occupied Rehab (OOR), Home Rehabilitation Program (HRP), Home Improvement Program (HIP) and Sanitation services for tribal members residing in the 7-county service area.

Weatherization: The Weatherization Program assists members with energy conservation improvements to make the home more energy efficient. Each eligible member selected could receive up to \$7,500; eligible applicants may receive assistance no more than every 5 years. This program opens in the spring of each year and runs until all funds have been exhausted. Applicants are selected based on a point system in which income and need for repair are taken into consideration.

The Housing Authority received 30 applications in 2021. Twelve applicants were selected to receive services. Eight weatherization projects were complete in 2021 with a remaining three to receive services in early 2022. Some of the repairs that were performed under the weatherization program this year include roof repair or replacement, window replacement, exterior door replacement, insulation, caulking, weather stripping, and energy efficient light fixtures and bulbs.

Owner-Occupied Rehab: The Owner-Occupied Rehab program assists members with energy conservation and replacement of substandard heating systems and water heaters. Each eligible member selected could receive up to \$6,500; this program can only be utilized once in a life time. This program opens the first of year and runs until all funds have been exhausted. Applicants are serviced on a first-come, first-served basis.

The Housing Authority received 46 applications in 2021. Sixteen applicants received new water heaters and 24 new furnaces were installed.

Home Rehabilitation Program: The Home Rehabilitation Program assists members with home rehabilitation services on homes that are privately owned by members. There is a one-year waiting list for this program and applicants are not guaranteed services. Applicants are selected by a point system with the highest points being serviced first. This is a once in a lifetime service.

The Housing Authority received 50 applications in 2021. Unfortunately, due to the pandemic, applicants were not able to secure BIDs on their projects. Local contractors were busy with large scale projects. The selected recipients will have the opportunity to request BIDs again during the 2022 construction season.

Sanitation: The Sanitation Services program assists members residing in the 7-county service areas. Grant funding is provided through Indian Health Services (IHS) for individual



To ensure safety, the Housing Authority placed a 540-foot fence along the edge of the Manistique Housing site.



Interior of a home that replaced an inhabitable house on Shunk Rd.



A beautiful new elder duplex replaced a Kincheloe home that was destroyed by fire.

Sault Tribe Housing Division report continued

water and sewer services. Each eligible member selected could receive up to \$41,500; this program is a once-in-a-lifetime service. Additionally, this program does not have emergency funding and the process from start to finish can be very long.

The Housing Authority received 33 applications in 2021. Fourteen applicants received brand new wells and 14 applicants received brand new sanitation systems. Additionally, two applicants received water treatment systems.

Down Payment Assistance Program

The Down Payment Assistance Program is available to qualifying tribal members who wish to purchase their first home in the Sault Tribe's 7-county service area.

This program provides financial assistance to first time homebuyers to help with down payment and closing costs if they meet all of the requirements. Assistance was provided to 17 families who became first-time homeowners.

Maintenance Department

The Housing Authority Operations and Maintenance Department completed the following projects on its 1937 Act Units: 29 low-rent units were vacated and received maintenance that brought them back into standard housing condition, eight units received moisture remediation services, and 30 low rent units received elder handicap adjustments. Additionally, 22 units had the bathrooms and kitchens renovated in Newberry, and 10 kitchens were replaced on the Marquette housing site. Finally, 26 energy efficient upgrades that consisted of appliance, furnace, and exterior door replacements.

The Maintenance Department team members wrote 3,511 routine and non-routine work orders on Low Rent 1937 Act Units and 243 routine and non-routine work orders for the NAHASDA low-rent units.

Resident Services Department

The Homeownership and Resident Service Departments provided activities related to the provision of self-sufficiency and other services. Activities include tenant lease monitoring and correction of lease violations, financial education, and provide referrals to outside agencies for tribal members. All tenants and homebuyers received a monthly newsletter with topics covering energy conservation, money saving tools, interior and exterior maintenance tips, basic safety practices and a monthly event calendar.

Housing staff facilitated 11 AMERIND fire safety poster contest events and mini-site clean ups. The Housing Authority provided financial support for tribal resident community events as follows: Two ACFS events entitled Family Fun Day, one snowshoe rentals, one residential school healing walk, and one celebrating woman's tea gathering. There were 11 in-person culture camps that were held including: winter ceremony,

sugar bush, release and fasting camp, 10th Annual Baawetting Anishinaabemowin Language Conference, birch bark harvesting, Anishinaabe culture day, young men's teaching group, fall ceremony, spirit feast, movie night, Veterans Memorial Ceremony, and moccasin-making workshop. Additionally, there were 35 virtual events held. These included coffee with a community leader, winter storytelling, tea & teachings, snow snakes' workshop, good morning & coffee talking circle, and coffee with an elder. There was a total of 862 virtual attendees.

In 2021, the Occupancy Specialist processed 338 new low-income rental and rental assistance voucher applications and prepared 48 move-in files. Families are moved in by Resident Services staff after they meet their move in requirements.

Resident Services Specialists completed 1,236 home visits this reporting period to assist residents in various capacities. They provide resources, assistance referrals for un-paid bills and rental obligations, money management and lease compliance.

The Housing Authority has established cooperation agreements with many of the local cities and townships that have housing sites. Each year payments are made to the local municipality for emergency, fire and police services, road maintenance and snow removal.

(See table at bottom.)

2023 GOALS

The Housing Authority is excited to share the goals for 2022:

- Launch a Housing Authority website with online submission for all of our service programs. This website will be full of community resources, community events, Housing events, and Housing will also be accepting online payments!

- Continue administering the Emergency Rental Assistance program through Sept. 30, 2022, or until funds are exhausted.

- Develop the required plan and implement the Homeownership Assistance Fund to assist tribal member home owners who have experienced a financial hardship due to the COVID-19 pandemic.

- Update the Micro Main property management software to the new cloud-based version.

- Update the HDS tenant accounting software to the new cloud-based version.

- Facilitate membership housing needs community meetings — these have not been done in few years due to the pandemic. Both the tribal Board of Directors and Housing Commission will be invited to participate with community members.

- The IHBG Competitive Grant project will construct eight units at the Odenaang housing site. Three of the units will be three-bedroom stick-built units. Four of the units will be two-bedroom stick-built ADA compliant units and one unit will be a two-bedroom stick-built home.



One of 40 housing units to be placed at the Odenaang housing site in Sault Ste. Marie.



The elder ADA four-plex building four units of two-bedroom units was 90 percent complete at the end of 2021.



Above, kids participate in one of many mini-site clean ups facilitated by Housing staff.

AREA	Units	2021
	2021	AMOUNT
Sault	118	18,381.01
Soo Township	63	9,450.00
Schoolcraft (Manistique)	38	5,700.00
Alger County (Wetmore)	19	2,850.00
Escanaba	28	4,200.00
Mackinac-(Hessel)	23	3,450.00
St. Ignace Township-(Pay City)	79	14,374.16
City of St Ignace	10	1,500.00
Marquette	10	343.74
Pentland Township (Newberry)	23	3,450.00
Klnross Charter Township	105	15,750.00
Total	516	\$79,448.91

Sault Tribe Education Division 2021 highlights

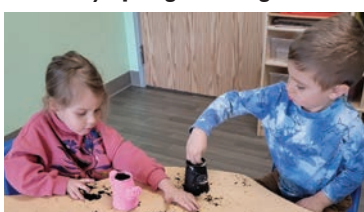
Early Childhood Programs Head Start, Early Head Start, Child Care Center

In 2021, Sault Tribe Early Childhood Programs served a total of 129 children including 85 preschoolers from 80 families and 44 infants and toddlers from 42 families. Head Start provides 40 part-day, part-year slots in Sault Ste. Marie: 20 full-day, full-year slots through its Child Care Center Partnership and 20 slots that were funded through an Extended Duration grant allowing full day, school year services in St. Ignace. Head Start and Early Head Start programs are federally funded through the Department of Health and Human Services Administration for Children and Families, Office of Head Start and American Indian and Alaskan Natives Program Branch.

The Child Care Center provided full-day, full-year services for 48 children and 42 families in Sault Ste. Marie. The Child Care Center partners with Head Start and Early Head Start providing before and after care services to children enrolled in the partnership. The Child Care Center is funded through the tribe and receives funding through ACFS Childcare Development Fund grant, Head Start, Early Head Start, and parent fees.



Raccoon Room Children (Annaliah, Easton, Braelynn and Caroline) Spring Painting.



Bear Room's Amira and Blake prepare their planters to grow flowers.

The Anne Suggitt Early Childhood Education Center in Sault Ste. Marie opened for services on July 19, 2021. The new facility houses Head Start, Early Head Start, and Child Care under one roof and is attached to the existing Big Bear Arena. The center has seven infant/toddler classrooms and four preschool classrooms with the ability to enroll 134 children making it the largest child care center in the Eastern Upper Peninsula. The new facility was made possible by a \$1.3 million grant from ACFS and additional funding secured by the tribe.

Contact: Shondra Gervais, Early Childhood Programs Manager, (906) 635-7722

Youth Education & Activities

Our mission is to build strong confident Anishinaabe youth with a solid educational foundation with values grounded in tradition by providing a balance of academic and cultural teachings. The Youth Education & Activities Program (YEA) consists of three components — academic, cultural, and leadership. Priority is given

to enrolled members of the Sault Ste. Marie Tribe of Chippewa Indians attending classes full-time in grades Head Start - 12th grade. Some activities require that we open eligibility to the entire community.

YEA sites are located throughout the 7-county service area, and we customize programming in each area to meet the unique needs in the communities we service. In 2021 while navigating through the COVID-19 Pandemic and with the ever-changing COVID policy, dealing with staffing changes and staff shortages, it is amazing to report that the YEA Program was able to provide services to over 1,600 tribal and non-tribal students in Head Start – 12th grade that provided academic, cultural, and social enhancement.

YEA provided tutoring services



Unit 2 Student Service Assistant Kristi Goodell helps students complete homework during the Homework Helpers Program at the Hessel Tribal Center.

in classrooms, in small group settings, on a one-on-one basis and virtual tutoring for students learning remotely. Almost exactly one year after the pandemic started YEA was able to start face-to-face activities in the YEA sites located outside of the school setting, offering homework helpers, computer lab and homework lab, reading circles and book clubs were also able to start back up.

With the opening of our face-to-face programming YEA conducted classroom presentations for character education using our Anishinaabe teachings, held after school programming at our schools, culture and craft classes in the classroom and at the YEA sites. Throughout the 7-county service area students learned the Seven Grandfather Teachings, and we taught participants how and why to smudge with our four sacred medicines. Students learned how to make double strand chokers, snow sticks and the traditional Snow Snake game. Some students learned about the many gifts that our fur relatives bring to us. Participants made birch bark crafts, leather crafts, loom beading, had regalia teachings and shawl making. Students learned about sugar bush and medicine gathering, making dream catchers and tobacco pouches. Orange Shirt Day was observed in all YEA locations, with the Boarding School traveling display set up in Pickford and DeTour Schools.

While dealing with the struggles and fears of the COVID-19 Pandemic, some of our Tribal Youth Council (TYC) groups remained strong and found time during the school day to conduct planning meetings while others met at the YEA building to plan their leadership activities and community service projects.

The Circle of Life Summer Program was an exciting time for our participants as some locations



Circle of Life Summer Program participants from Sault, Rudyard and Kinross, Manistique and Hessel enjoy an afternoon learning about water safety and kayaking at Soldiers Lake.

camped throughout the summer and others provided thrilling day trips, all while students learned more about our way of life while listening to traditional speakers. We held talking circles and worked on traditional crafts such as making and learning about the Native American flute. Most of our 2021 Circle of Life Summer participants received prevention education discussing the dangers of substance abuse. We learned the importance of a healthy lifestyle through physical fitness activities like hiking and swimming, we visited historical museums, received teachings on the sacred fire and had outdoor movie nights. These were all part of providing a memorable summer for our tribal youth.

However, with COVID still at high-risk YEA sites held their summer programming with little interaction with other YEA groups. To keep our students, staff and communities safe it was decided not to host the 2021 Youth Empowerment Powwow.

YEA remains grateful for the collaboration with MSU Extension and the Sault Tribe Community Health. MSU continues to offer community gardening programming and supplies, Seed SEVA program provided educational training to the YEA Staff to share with our families on growing and maintaining a sustainable food source. Sault Tribe Community Health program provides a huge amount of support in increasing knowledge on healthy lifestyles by providing resources for community garden kits and physical activity programming with the YEA students summer favorite, kayaking, and water safety.

While working closely with our local school districts and Title VI



Perfecting the skill of making fry bread during the Culture Club program in DeTour.

Indian Education Programs, the Sault Tribe Language & Culture Department, the Museum of Ojibwa Culture, our tribal Law Enforcement, Sault Tribe Housing Authority, Sault Tribe Traditional Medicine Program, Sault Tribe Board of Directors, Community Round-tables, the YEA Program was able to strengthen our community in times of uncertainty by building and strengthening relationships to deliver the best programming for our tribal youth and families. A few good examples of these programs are the tribal Children's Christmas parties and Christmas drive-thus, Easter parties and Halloween parties.

Even though we saw many staffing changes from the assistants to the top management, the YEA program stayed resilient in providing safe, fun, exciting activities in all of the service areas. Each and every one of us are proud to be providing services to our Anishinaabe students, and we look forward to the excitement 2022 will bring for our program.

Contact: Lisa Burnside, YEA Program Manager, (906) 635-7010

Higher Education

The Sault Tribe provides post-secondary education, services and other financial support to Sault Tribe members through the Higher Education Program. These programs include post-secondary education and assistance with Michigan Indian Tuition Waiver, Scholarship Program, Self-Sufficiency Incentive Award Program, and Need-based Grant Program.

The tribe's scholarship opportunity begins with the release of the annual application packet and scholarship essay topic. Sault Tribe students who are interested in receiving funding for the school year are required to submit a complete application packet, meet eligibility requirements, and provide required documents. Each year, this program offers a variety of competitive scholarships ranging from \$150 to \$1,000; each having their own eligibility requirements. Essays are blind scored by members of the Higher Education Committee.

The Sault Tribe offers BIA grant funding to Sault Tribe members enrolled as full-time (12 credits hours or more) undergraduate students who attend a Michigan state-supported public college. The student must be a resident of Michigan. Students are required to complete their annual FAFSA and submit to their respective post-secondary institution. The BIA grant awards students who have an unmet need as determined by their college's financial aid office. BIA grants are available for Fall and Winter semesters each year.

Self-Sufficiency incentive awards are available for FALL semester only. Students are required to submit completed applications, required documents, and grade reports prior to the deadline to receive consideration. The available funding is divided by the number of credit hours taken by all students who submit their fall grades. This is not a need-based program. The program only pays for C or better grades and will not pay for repeat courses.

In 2021, the Sault Tribe Higher Education Program provided financial/technological support to Sault Tribe members completing post-secondary education:

— Scholarship Program: 24 students received scholarships totaling \$22,150

— BIA Need Based Grants Program: 118 students received grants totaling \$139,778.12

Fall 2021, 61 students totaling \$69,889.06

Winter 2022, 57 students totaling \$69,889.06

— Self-Sufficiency Incentive Award Program: 364 students received SSIA funds for 4,455.5 credits hours totaling \$76,700

Contact: Diane McLeod-Maleport, Higher Education Specialist, (906) 635-7784

Workforce Innovation and Opportunity Act

WIOA is a federally funded program designed to help Native American job seekers access employment, education and training services to assist them in obtaining and keeping productive employment. Sault Tribe has operated very similar programs throughout the years. In 2021, WIOA provided employment and training services to 83 participants. Training Services provided through WIOA include:

— On-the-Job Training (OJT) provides opportunities for both employer and adult participants by reimbursing 50 percent of the trainee's wages during a specified training period.

— Work Experience Program is short-term, temporary employment for youth, often referred to as after-school employment.

— Summer Youth Employment provides up to 10 weeks summer youth employment to eligible applicants.

— Classroom training provides short-term skills training to adults in an institutional setting to obtain a license or certificate. (nurse's aide training, CDL, heavy equipment, etc.)

— Elder Employment Program provides part-time employment to Sault Tribe elders residing in the service area who are 60 or over.

Contact: Brenda Cadreau, WIOA Manager, (906) 635-4767

Adult & Alternative Education

In collaboration with Consolidated Community School Services (CCSS), Sault Tribe members can obtain their G.E.D Certification at several sites located in the Eastern Upper Peninsula free of charge.

For the 2021-22 fiscal year, 30 percent of pupils (youth) enrolled in CCSS programs self-reported being Native American, and 37 percent of adult education participants reported the same. Of those reporting as Native American, eight earned GED credentials, five earned high school diplomas, and 16 are expected to continue their studies this coming school year.

The 2022-23 academic year begins on Sept. 6. For information about program locations and hours of operation, please visit the CCSS Facebook page, website at www.ccss.eupschools.org or call the main office at (906) 495-7305. Information can also be obtained by emailing Tanya Pages at tpages@eupschools.org.

Tribal Recreation Division overview for 2021

The Recreation Division provides recreational opportunities for tribal members in the seven-county service area and for community members in Sault Ste. Marie and surrounding area through recreation agreements and tribally owned facilities.

Recreation Agreements

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

- Escanaba-YMCA and Sullivan's Health and Fitness
- Kinross / Kincheloe-Recreation Fitness Center
- Manistique-Yooper Fitness, High School Pool and Little Bear West Ice Arena
- Marquette-Northern Michigan University (NMU)
- Munising-Alger Parks & Recreation Center
- Negaunee-YMCA of Marquette County
- Newberry & Curtis-Helen Newberry Joy Hospital & Healthcare Center
- Sault Ste. Marie-Lake Superior State University (LSSU) and U.P. North Nutrition & 906 Gym
- St. Ignace-Little Bear East Arena

Most recreation agreements include full fitness centers with some facilities having swimming pool access as well as ice skating. In addition to a fitness center at LSSU, there are various athletic camps available at no charge to tribal youth as well as free tickets to LSSU hockey, basketball and volleyball games. Detailed information about recreation agreements throughout the seven county service areas can be found on www.bigbeararena.com, under the Tribal Departments tab, listed under Recreation.

Tribally Operated Facilities

The Sault Tribe owns and operates the Big Bear Arena 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, aerobic room, meeting rooms, dance room, indoor track, playground, nature trail, Pro Shop and Concessions.

The facility is home of the Sault High Blue Devils Hockey Club, Soo Michigan Hockey Association, the Academy of Performing Arts, Superior Storm Volleyball Club, International Volleyball League and Sault Women's Volleyball League. The courts and rinks also serve as a training center for the Soo Eagles Hockey Club, Lake Superior State Lakers and Soo Indians AAA Midgets Hockey Club.

Purpose Statement

The Recreation Division is dedicated to promoting wellness, athletic excellence, high principles and values and to creating bonds of mutual respect between individuals and communities.

Division Departments

The Events Management department develops and coordinates facility events and activities for tribal and community families as well as coordinate customer ice and space rentals. The department works closely with tribal and community programs to collaborate on programming.



BIG BEAR HOSTS 3-ON-3 BASKETBALL TOURNAMENT WITH YEA — These young ladies from the Soo Shooters (L-R Darah Maleport, Izzy McCord, Emeree Fabry and Blair Bennin) enjoyed the competition during a basketball tournament held at the Big Bear in August 2021.

The Youth Program department develops and coordinates the Summer Recreation Program for tribal and community youth, age 5-10 years old. The program is recreation-based and includes sports, arts and crafts, organized games, field trips, water fun days, nutritional programming and much more.

The Concessions department provides over-the-counter food and beverage services for activities and events held at the facility. The department also fulfills small food and beverage needs for trainings and seminars. Vending machines are also available throughout the facility.

The Pro Shop offers limited hockey accessories such as tape, laces, pucks and mouthguards. Skate sharpening is also available.

The Administration department oversees business operations, marketing, customer service strategies as well as safety and security of personnel and customers.

The Operations department ensures facility equipment is operational, maintaining the ice and dry floor surfaces, facility cleanliness and a safe environment.

The All-In-One Fitness Club, which is owned and operated by the Sault Tribe Health Center, is located inside the Big Bear Arena and offers free access to tribal members. The expanded fitness center includes state-of-the-art weight and cardio equipment, locker rooms, saunas, indoor walking track and fitness classes. Detailed club information can be found on www.bigbeararena.com, under the Fitness tab.

Additionally, the facility houses the Youth Education and Activities (YEA) department, Education department, the Workforce Innovation and Opportunity Act (WIOA), Community Health, Physical Therapy, the Language and Culture Division and is connected to the Anne Suggitt Early Childhood Center.

- Big Bear Services and Programs
- Public Skating
- Learn To Skate
- Drop-In Hockey
- Stick N Puck



BIG BEAR HOSTS HEALTH CENTER'S COVID VACCINATION CLINICS — Sault Tribe Health Center patrons had the opportunity to receive the COVID-19 vaccination over the course of 29 clinics held throughout 2021 at the Big Bear Arena. Health Center staff vaccinated over 8,290 patrons during the clinics by using the basketball and volleyball courts, meeting rooms and the lobby.

- Drop-In Figure Skating
- Drop-In Basketball and Volleyball
- Summer Recreation Program
- Pickleball
- Fitness Classes
- Totzones
- Baby and Bridal Showers
- Team Meals
- Birthday Parties
- School Fun Days
- Adult Volleyball Leagues
- Adult Hockey League
- Hockey Tournaments
- Hockey Leagues, Clinics and Tryouts
- Meetings and Trainings
- Special Events
- Private Ice and Space Rentals

2021 Accomplishments

Despite facility closures and limited capacity for events and activities during the COVID-19 pandemic, the following recreation accomplishments were achieved:

- 447 tribal member visits to NMU in Marquette
- 1,888 tribal member visits to the YMCA in Escanaba
- 50 tribal member visits to the pool at the high school in Manistique
- 2,336 tribal member visits to the Little Bear East in St. Ignace
- 2,607 tribal member visits to the LSSU SAC and 200 to the LSSU pool

- 1,010 tribal member visits to the All-In-One Fitness Club
- 146 participants for YEA's 3 on 3 basketball tournaments
- 725 participants at the Sault Tribe Children's Christmas Party
- 371 participants at the Sault Tribe Community Health Drive-Thru Flu Clinic and Health Fair
- 167,000 pounds of food was distributed to 8,382 people at the Feeding America Mobile Food Distributions
- 1,300 dairy boxes were distributed at the Farmers to Family Food Distributions
- More than 134 community youth practices were held in the courts
- More than 871 patrons participated in Public Skating
- Rented over 663 Rental Skates and over 21 Skate Aids
- Rented over 44 pairs of Snow Shoes
- More than 48 patrons participated in Stick N Puck and 35 patrons in Drop-In Figure Skating
- Hosted 29 COVID-19 vaccination clinics
- Hosted 25 birthday parties and celebrations and four meetings and trainings
- Hosted five school and organization fun days
- Hosted 16 adult soccer sessions

- Hosted one youth hockey tournament with a total of 7 teams and 960 players and spectators
- Hosted 11 high school hockey games and two tryouts
- Hosted 10 hockey tryouts, camps and clinics
- Hosted six college hockey games for LSSU's ACHA teams
- Hosted four college hockey games for Sault College
- Updated and distributed the 7-County Wellness and Recreation Guide
- Upgraded LSSU youth athletic camp registration to online platform
- Developed internal procedures for locker room key fobs and electronic access
- Installed new boilers to maintain hot water throughout the facility
- Installed new insulation in the Volleyball Court

The COVID-19 pandemic had significant impact on facility activities and events. The facility continued to establish many protocols to provide a clean and safe environment for facility patrons. This includes sanitizing stations, portable sinks, temperature kiosks, designated entrance and exit, enhanced cleaning procedures, social distancing signs and complimentary masks.

2022 Goals

- Collaborate with Education, YEA, Community Health, Fitness Center and the Cultural departments to develop new events and activities for the community.
- Collaborate with Sault Tribe Transportation department and other agencies to implement way finding signs throughout the city and upgrade current parking lot signage.
- Collaborate with the Training department to institute e-learning and training videos.
- Explore new ice activities including bumper cars, ice bikes and rideable skate aids including associated grant funding opportunities.
- Work with local agencies and the Sault Tribe Transportation Department to implement way-finding signs throughout city.
- Collaborate with the MIS Department to implement an app for smart phones for use in communicating with customers and promoting the Recreation Division.
- Secure additional long-term advertising contracts, including new locations throughout the facility.
- Update 5-Year Maintenance Plan and work with Facilities Management on building projects.
- Research and implement a hockey vending machine for the lobby to facilitate downsizing of Pro Shop.
- Implement digital locker room assignments and concessions menus.
- Create online LSSU ticket application and athletic camps registration.
- Continue to perform routine maintenance through facility and renovate as necessary.

Contact Information

Big Bear Arena
Two Ice Circle
Sault Ste. Marie, MI 49783
(906) 635-RINK
(800) 588-RINK
bookthebear@saulttribe.net
www.bigbeararena.com

EDC and (Non-Gaming) Enterprise 2021 Annual Report and Future Outlook

Overseeing the Sault Tribe's non-gaming enterprises is the Sault Tribe's Economic Development Corporation (EDC). With the support from and at the direction of the Sault Ste. Marie Tribe of Chippewa Indians Board of Directors (BOD), 2021 was a year dedicated to the vision of a vibrant, self-sustaining tribal community. The combined revenue for the Non-Gaming Enterprises was over \$18 million. (See Figure 1-2021 consolidated financials as prepared by the Sault Tribe Budget Department).

Commercial Enterprises

Midjim Convenience Store has two locations on reservation lands in Sault Ste. Marie and St. Ignace. The stores provide convenient access to food, gasoline, and other basic items for those who live on or near reservation lands. Also, Midjim Convenience Store has proven advantageous for enrolled tribal members to utilize the tribe's tax-exempt status on gasoline and cigarettes as it offers these items at a discount for members. The Midjim Convenience Store employs 16 people between the two locations. Tribal members received \$665,915 in tribal discounts between the two locations.

Northern Hospitality is a stalwart enterprise of the EDC. It features products in the flooring, furniture, and fixture categories. The business benefits the tribe by providing these items to, most notably, Kewadin Casinos and also other tribal departments.

Northern Hospitality offers expertise in purchasing special industry items for casinos and hotels. It enhances the tribe's purchasing power that results in lower prices for tribal departments. Tribal team members can use of payroll deduct — a unique method for team members to deduct purchases from paychecks over a set amount of time. Tribal members living in the tax agreement area can also take advantage of the tax-exempt status when purchasing from Northern Hospitality.

Northern Hospitality employs three people and furnished 13 emergency housing units.

Gitchi Auto, Home, and Recreation was created in 2018. It is a Class-A vehicle license facility specializing in selling Genuine Scooters, used autos, ATVs, RVs, Amish-made storage sheds, and Fairmont Homes. Gitchi has successfully won several bids to provide Sault Tribe Housing with quality Fairmont homes. In addition to contracting eight homes with Sault Tribe Housing, Gitchi purchased six homes for customers. Gitchi has made great strides since its creation with yearly sales exceeding \$1 million. EDC will continue to look for products to diversify Gitchi's offerings.

White Pine Lodge and C-Store, acquired in July 2019,

has become a welcomed addition to EDC Enterprises. It is located in Christmas, Mich., adjacent to Kewadin Christmas. It boasts of 48 rooms available, a combination of double-queen rooms and king-size suites. It operates 24/7 year-round and offers compli-



mentary continental breakfast and free Wi-Fi. It is generally full in the winter months of January through March and summer months of July through September with rates \$180-\$200 per night.

A convenience store attached to the lodge offers the same amenities and fuel discounts as MidJim Convenience Store. Tribal members received \$19,923 in tribal fuel discounts. White

Pine Lodge purchased new pumps, terminals and software to allow tribal members to use their tribal cards and credit cards at the pump. This project will be finished in 2022.

Real Estate/Property Management

Sault Tribe has developed expertise and a competitive advantage in property management and will consider any development in this sector with appropriate CAP rate as defined by the BOD.

Strategically building land base has been a key objective identified by the EDC.

In FY 2021, Sault Tribe purchased the following properties to add to the inventory:

- Chippewa County**
 - Land Donation, Sugar Island – 20 acres
 - JKL Expansion, Chippewa County Tax Sale – 4 city lots, Chaveriat Lot, 1 city lot, Sault Area Schools, 112 city lots
 - Bay Mills Land Swap, exchanged Chippewa Landing for Bay Mills land E. 10th/E. 15th Avenues contiguous to Sault Tribe land in Sault Ste. Marie, MI – 22 acres
 - Gardenville Vacant Land – 5 acres vacant land
 - Tanglewood Golf Course – 150 acres

- DeTour Medical Facility
- Emergency housing units: 10 properties

Alger County

- Emergency housing units: 1 property

Delta County

- Pearson's Warehouse – Escanaba, Mich.

Mackinac County

- Hillcrest – Condominium Community in Cedarville, Mich.
- Hessel Golf Course – 154 acres

- Emergency housing units: 4 properties

Schoolcraft County

- Emergency housing units: 1 property

The EDC will consider and analyze opportunities developed on Trust lands or potential Trust lands that offer an opportunity for competitive advantages.

The EDC has continued to establish a foothold in the billboard industry. We have 14 billboards operating on Tribal land.

Property Management Enterprises

DeMawating Development, located in Kincheloe and Sawyer Village, located in Gwinn, both have a long and a well-established reputation in both the tribal and their respective communities. Offering affordable housing and storage options particularly to tribal members and to the local community as well. Both locations have been very good investments for the Sault

Tribe. The Real Estate/Property Management Sector of the tribe employees 13-team members.

Sawyer Village: In FY 2021, Sawyer Village had a total portfolio equaling 464 — 218 units were residential and available to rent with 212 occupied for an occupancy rate of 97.25 percent. They offer 3- and 4-bedroom apartments, duplexes, and single-family homes. The price rate for a rental ranges from \$415 to \$750 per month. The remaining portfolio consists of commercial buildings for rent, hangars for storage, and 185 indoor/outdoor storage units. See www.SawyerVillage.com.

DeMawating Development: In FY 2021, DeMawating had a portfolio of 305 — 206 units were residential and available to rent with 201 occupied for an occupancy rate of 98 percent. They offer 3- and 4-bedroom duplexes and single-family home. The price for a rental ranges from \$450 to \$650 per month. DeMawating Development expanded the storage unit inventory by 10 units by building a brand-new storage facility at Odenaang. In 2021, DeMawating development had 67 storage units to rent with an average occupancy rate of 96 percent. They offer 10x10 and 10x20 units and the price range is \$65-\$85 per month. DeMawating has 50 open-market units under development at this time, with estimated completion dates staggering throughout the rest of 2022. See www.DemawatingDevelopment.com.

Business Development

Sault Tribe Thrive: In September 2019, the EDC was awarded a Minority Business Development Agency (MBDA) grant for \$485,000 to create Sault Tribe Thrive (STT); the grant was awarded once again in 2021 for two additional years. The objectives for this effort are: outreach, advocacy, and promote Sault Tribe Member Owned Businesses (MBEs). We are pleased to report that during 2021, there have been 176-plus MBEs served across the service region and the US. STT has provided over 525 hours of consultation and support services. Through this effort seven startups have been formed, 46 jobs created/retained and five contracts awarded.

STT also maintains a directory of MBEs and success stories. 2021 also had STT launching their web page and Facebook page. The web page had 9,809 views and 2,767 visitors while the STT Facebook page reached 11,302. More information on STT can be found on its website www.SaultTribeThrive.com.

Looking Forward

Current Projects 2021:

- Complete Crane industrial suites
- Sault Tribe Inc. progression and 8a development
- Complete EDA Land use grant activity
- Complete Unit 1 market-based housing
- Complete MEDC – Tamarack II renovation

Sault Ste. Marie Tribe of Chippewa Indians

Enterprises

Department:

Consolidated

Cost Center#

Fiscal year

Budget Period

2021

Jan-Dec

	Percentage of Change	Variance	Actual thru December 2020	Actual thru December 2021	YTD Budget thru December 2021	Variance	Percentage
Revenues							
Convstore	6.18%	108,998	1,764,449	1,873,447	1,719,455	153,992	8.96%
Convstore - Gasoline	46.96%	1,649,710	3,513,215	5,162,925	5,179,670	(16,745)	-0.32%
Convstore -Tobacco	-7.10%	(230,834)	3,249,323	3,018,489	2,823,299	195,190	6.91%
Rental	9.71%	258,640	2,663,902	2,922,542	2,752,210	170,332	6.19%
Hotel Rooms	33.63%	249,282	741,295	990,577	1,369,200	(378,623)	-27.65%
Flooring	-34.44%	(359,530)	1,043,858	684,328	1,001,076	(316,748)	-31.64%
Lighting	-1.52%	(111)	7,318	7,207	10,200	(2,993)	-29.34%
Furniture	-17.98%	(52,652)	292,858	240,206	309,600	(69,394)	-22.41%
Other	-17.09%	(643,340)	3,763,700	3,120,360	2,269,244	851,116	37.51%
Total Revenue	5.75%	980,163	17,039,918	18,020,081	17,433,954	586,127	3.36%
Cost of Goods Sold							
Convstore	3.82%	40,313	1,055,835	1,096,148	1,062,965	33,183	3.12%
Convstore - Gasoline	52.92%	1,649,204	3,116,260	4,765,464	4,357,233	408,231	9.37%
Convstore -Tobacco	-4.36%	(116,476)	2,668,857	2,552,381	2,248,508	303,873	13.51%
Commission/Comp	0.00%	0	0	0	0	0	0.00%
Other Purchases	-40.05%	(336,673)	840,565	503,892	727,200	(223,308)	-30.71%
Other	-38.08%	(1,293,774)	3,397,665	2,103,891	1,062,500	1,041,391	98.01%
Total Cost of Goods Sold	-0.52%	(57,406)	11,079,182	11,021,776	9,458,406	1,563,370	16.53%
Gross Margin	17.41%	1,037,569	5,960,736	6,998,305	7,975,548	(977,243)	-12.25%
Operating Expense							
Wages	11.44%	127,922	1,117,835	1,245,757	1,574,812	(329,055)	-20.89%
Fringe	4.07%	12,947	317,886	330,833	531,830	(200,997)	-37.79%
Advertising	-9.65%	(2,556)	26,485	23,929	26,837	(2,908)	-10.84%
Consult/Contract	27.90%	68,117	244,179	312,296	162,672	149,624	91.98%
Credit Card Charges	18.77%	24,627	131,175	155,802	130,295	25,507	19.58%
Depreciation	2.79%	27,084	969,919	997,003	1,005,929	(8,926)	-0.89%
Insurance	5.41%	5,694	105,199	110,893	112,994	(2,101)	-1.86%
Repairs/Maintenance	6.73%	23,915	355,518	379,433	443,540	(64,107)	-14.45%
Supplies	28.80%	36,415	126,455	162,870	134,615	28,255	20.99%
Travel/Training	-44.06%	(2,253)	5,114	2,861	29,640	(26,779)	-90.35%
Taxes	14.92%	45,659	306,085	351,744	328,704	23,040	7.01%
Space Cost	0.00%	0	780	780	840	(60)	-7.14%
Utilities	5.59%	18,262	326,633	344,895	338,830	6,065	1.79%
Other	20.30%	67,406	332,033	399,439	454,912	(55,473)	-12.19%
Admin Expenses	0.20%	180	89,870	90,050	102,680	(12,630)	-12.30%
Equipment	-32.77%	(9,117)	27,825	18,708	9,100	9,608	105.58%
Total Operating Expense	9.91%	444,302	4,482,991	4,927,293	5,388,230	(460,937)	-8.55%
Operating Income	40.15%	593,267	1,477,745	2,071,012	2,587,318	(516,306)	-19.96%
Other (Income) Expenses							
Interest Expense	53.28%	77,150	144,790	221,940	142,383	79,557	55.88%
Tribal Taxes	7.20%	51,001	708,572	759,573	737,665	21,908	2.97%
Other (Income) Expenses	-31.90%	83,447	(261,621)	(178,174)	(35,068)	(143,106)	408.08%
Total Other (Income) Expense	35.76%	211,598	591,741	803,339	844,980	(41,641)	-4.93%
Net Income (Loss)	43.08%	381,669	886,004	1,267,673	1,742,338	(474,665)	-27.24%
Transfer In (Out)	-94.02%	146,296	(155,603)	(9,307)	100,000	(109,307)	-109.31%
Corporate Tax	100.00%	1,660,157	0	1,660,157	0	1,660,157	100.00%
Net Income After Transfer	185.95%	1,936,916	1,041,607	2,978,523	1,642,338	1,336,185	81.36%
EBITDA	19.82%	536,904	2,709,285	3,246,189	3,628,315	(382,126)	-10.53%