



NOTTAWASEPPI HURON  
BAND OF THE POTAWATOMI

A FEDERALLY RECOGNIZED TRIBAL GOVERNMENT

ÉKMA PPON MZENEGEN  
ANNUAL REPORT  
2018



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## ADMINISTRATION

### 2018 ACCOMPLISHMENTS ■ 2019 GOALS

1. Completed all 2018 goals in the 2018 – 2022 Strategic Plan.
  2. Hired an Information Technology Department Director who has had a major positive impact on assisting Tribal government departments in conducting business with the proper tools.
  3. Developed Health and Safety Strategic Plan, consistent with the NHBP 2018 – 2022 Strategic Plan, establishing 15 strategic goals over six areas of responsibility including: occupational safety, risk management, emergency preparedness, protection, food safety and risk mitigation training.
  4. Revised Leadership meetings to allow better communication with Leadership, as well as providing time for Leadership team members to improve communication with each other.
1. Improve customer service across the organization by utilizing All Staff Meetings and the Human Resources Training and Development Coordinator.
  2. Work with Tribal government departments to maintain focus on the 2019 goals in the 2018 – 2022 Strategic Plan.
  3. Concentrate on policy changes that will positively affect the Community and employees.
  4. Upgrade access control system software and hardware.
  5. Schedule requested First Aid/CPR/AED training for the Health and Human Services Department.



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CHIEF EXECUTIVE OFFICER

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Front Desk Receptionist Jane Brown processes paperwork.

# TRIBAL GOVERNANCE



## FINANCE | ÉJE-SHONYAKÉK

### 2018 ACCOMPLISHMENTS

2018 was another great year for expanding services to Tribal Members, while further strengthening the Tribe's financial position. Building on the new programs launched over the past few years, the 2018 Comprehensive Tribal Budget included continuing commitments to education and health services, (along with many other strategic priorities), while adding a significant new general welfare program, the Tribal Member Benefits Program (TMBP.) The Tribe continued conscientiously building for the future in accordance with the Tribe's 2018-2022 Strategic Plan, funding the per capita distribution program, building reserves for future economic development, and making the additional deposits to the long-term investment fund, all while continuing to support critical services and government operations.

#### REVENUE ALLOCATION PERCENTAGES:

**56.67% GOVERNMENT OPERATIONS**

(includes 23.33% for the TMBP)

**23.33% PER CAPITA DISTRIBUTIONS**

**15% ECONOMIC DEVELOPMENT**

**5% LONG-TERM INVESTMENT**

**100%**

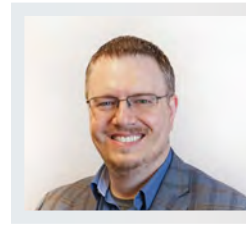
With the continued success of the FireKeepers Casino Hotel, the Tribal Council was able to

draw \$130 million to support Tribal programs. The Tribe's various departments worked together to develop budgets that mirrored the Tribe's Strategic Plan, while staying within our means. In total (between economic development, long-term investment, and operating reserves) the Tribe's cash reserves increased by approximately \$30 million or 15% during 2018.

Grant revenues, while still a significant funding source for the Tribe, now account for only 3% of our overall budget, as the Tribe continues to raise additional internal resources through casino distributions and cost reimbursements, taxes, and interest on investments.

Looking forward, the Tribe's adopted budget for 2019 increased the funding allocated to the TMBP, up to \$33,333 per adult Tribal Member. Total appropriations currently approximate \$144 million, with additional funding available for government operations, as needs arise.

The Tribe's annual financial and single audit for 2018 was concluded in early April 2019 by RSM, who has served as the Tribe's auditors for the past eight years, and again resulted in a clean (unmodified) opinion on the Tribe's financial statements and federal grant compliance. This represented the Tribe's 17th consecutive year with a clean audit.



**STEPHEN BLANN**  
CHIEF FINANCIAL OFFICER

#### CONTACT

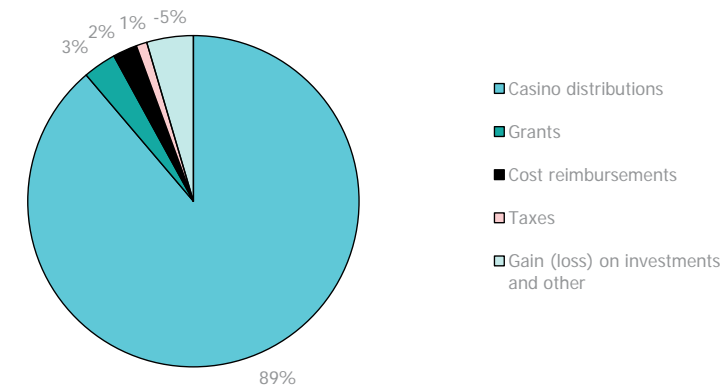
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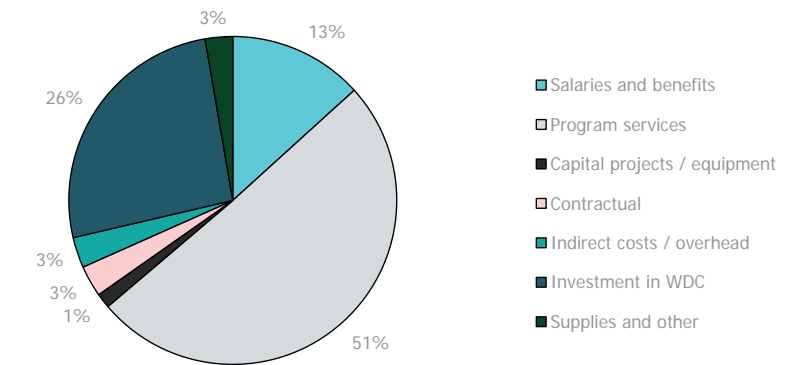
#### MISSION STATEMENT

1. Account for all Tribal operations in accordance with governmental GAAP;
2. Provide management and the Tribal Council with timely and accurate financial information to aid in the carrying out of their duties;
3. Ensure the Tribe's compliance with finance-related provisions of grants, contracts and other applicable requirements.

### 2018 REVENUE BY SOURCE — \$133M



### 2018 EXPENSES BY TYPE — \$105M

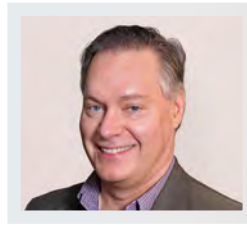


## FINANCE DEPARTMENT BY NUMBERS

1. ACCOUNT FOR 2000+ SEPARATE ACCOUNTS SPREAD OVER APPROXIMATELY 100 FUNDS.
2. PROCESS 300+ VENDOR CHECKS PER MONTH.
3. PROCESS 850+ CREDIT CARD PAYMENTS PER MONTH.
4. PROCESS 200+ PAYROLL CHECKS EVERY TWO WEEKS.
5. PROCESS 1,000+ PER CAPITA DISTRIBUTIONS EACH QUARTER.
6. PREPARE AND POST APPROXIMATELY 4,500 ROWS OF GENERAL JOURNAL ENTRIES EACH MONTH.
7. PREPARE AND SUBMIT 100+ GRANT FINANCIAL REPORTS PER YEAR.
8. PREPARE MONTHLY FINANCIAL STATEMENTS AND GRANT RECONCILIATIONS FOR ALL TRIBAL PROGRAMS.
9. OVERSEE THE ANNUAL AUDIT AND BUDGET CYCLES.

## LEGAL I EJE DBAKNEGEK 2018 ACCOMPLISHMENTS

- Managed the department's budget in such a way that all budget categories had positive variances, meaning the department's year-end expenditures were less than mid-year projections. The most significant variance was the line item for contractual services (outside legal counsel).
- Code Development: Made additional progress completing drafts of Tribal Codes in a wide range of substantive areas.
  - Codes completed and approved by Tribal Council:
    - Amendments to Bereavement Benefit Code
    - General Welfare Benefit Programs Code
    - Amended Revenue Allocation Plan Code
    - Mental Health Code
    - Probate Code
  - Codes being completed for approval:
    - Comprehensive Amendments to Gaming Regulatory Act
    - Vulnerable Adult Protection
    - Workers Compensation
- Participated in Tribal-wide efforts to develop and adopt the 2018 – 2022 Strategic Plan.
- Coordinated effort with outside counsel to obtain approval of Self-Governance Compact with the Indian Health Services for implementation in Fiscal Year 2018.
- Coordinated with other Tribal representatives to advocate for enactment of Senate Bill 616, amending the Michigan Child Protection Code to ensure access to protective service services for the Social Services Department.
- Led efforts to work with Michigan legislators and other stakeholders to develop legislation that would allow the Tribe to authorize internet gaming.
- Collaborated with representatives of the Pokagon Band of Potawatomi, participated in negotiations/meetings with representatives of the Michigan Department of Health and Human Services (MDHHS) to modify MDHHS procedures and restrictions on information/document sharing in protective service matters.
  - Real Property Acquisition Code
  - Environmental Protection and Historic Preservation Code
  - Tort Claims



**BILL BROOKS**  
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### MISSION STATEMENT

The Legal Department is responsible for protecting Tribal sovereignty and promoting the self-determination of the Tribe by providing legal services and counsel to Tribal Council and all departments and sub-divisions of the Tribal government. The client of the department is the Tribe, although Legal Department staff takes its primary policy direction from Tribal Council.

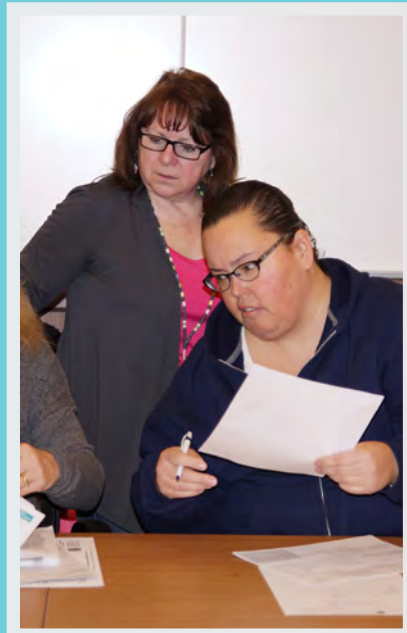
The Legal Department strives to support the efforts of Tribal Council in a number of areas including drafting legislation and resolutions, representing the Tribe in litigation

before administrative bodies and courts, and providing legal opinions as requested. The department also supports Tribal Council and all departments within the Tribal government by drafting or reviewing policy and contract documents for goods and services. The department provides general legal advice and counsel to Tribal Council and department heads as requested or required.

The Legal Department currently oversees implementation of the Tribal-State Tax Agreement. It also serves as liaison between the Michigan Department of Treasury and Tribal Members, regarding issues relating to tax benefits accruing to Tribal Members under the Tribal-State Tax Agreement. The department also manages the work of most outside counsel retained by the Tribe and outside counsel retained under applicable insurance policies to defend claims within the scope of insurance coverage.

## LEGAL I EJE DBAKNEGEK 2018 ACCOMPLISHMENTS CONTINUED

- Implemented revisions to the Members Legal Assistance Program for Fiscal Year 2018. The department continues to seek input from Tribal Members to identify areas of need for legal assistance in order to most effectively implement this program.
- Advocated for final approval of the Reservation Proclamation Request for the Pine Creek Indian Reservation by the U.S. Bureau of Indian Affairs in the Washington, D.C. office at this time.
- Coordinated with the Planning, Housing and Environmental Departments to prepare draft fee-to-trust applications for parcels immediately adjacent to the Pine Creek Indian Reservation for completion/submission in 2019.
- Coordinated with multiple departments to develop new or updated policies, primarily related to the Human Resources, Health and Human Services, and Information Technology departments.
- Litigation:
  - Coordinated efforts with other stakeholders to develop legal strategies and arguments to advocate with the U.S. Department of the Interior to prevent the expansion of off-Reservation casino developments.
  - Coordinated efforts between the department's attorneys and outside counsel to defend the Tribe's assertion of regulatory and judicial jurisdiction over non-members and authority of the Tribal Court to issue/enforce personal protection orders against non-members.
- Coordinated Volunteer Income Tax Assistance (VITA) tax preparation services for Tribal Members at the Pine Creek Indian Reservation, with a record number of Tribal Members receiving tax preparation services. A total of 148 Tribal Member tax returns were prepared through this program and additional returns were prepared under the enhanced program, implemented in 2018, that allowed tax preparation services for those not eligible for VITA.

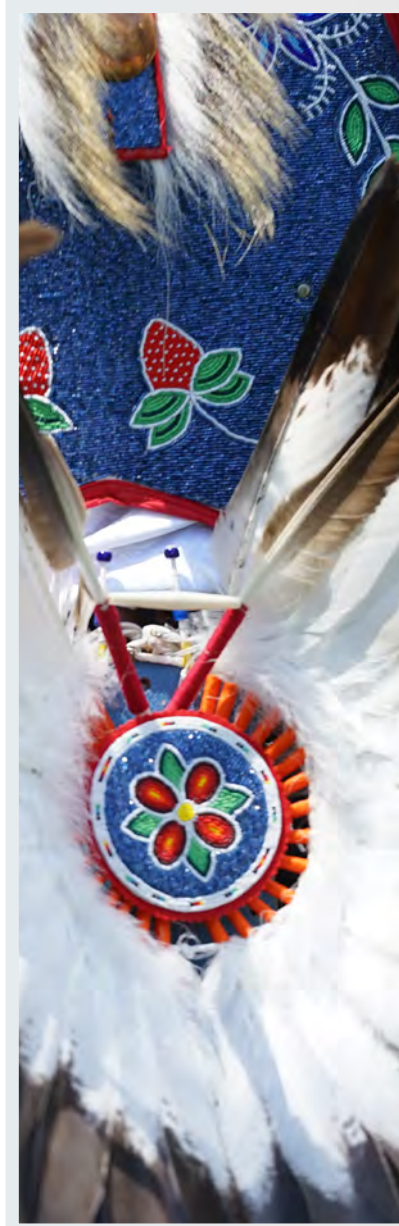


Top: Legal Assistant and Tax Officer Rebecca Griffin assists Tribal Member Jennifer Anewishki with her 2018 tax preparation.  
Bottom: Tribal Elder Claude Ryan celebrates as one of the 2018 VITA gift card winners.

## LEGAL | EJE DBAKNEGEK

### 2019 GOALS

1. Continue to put significant effort into completing drafts of Tribal Codes in a wide range of substantive areas.
2. Finalize fee-to-trust applications for other Tribal lands to expand the Tribe's Reservation land base.
3. Complete updates to contract templates, procurement procedures and governmental policies to improve the efficiency of procurement processes, while ensuring that procurement activities limit the Tribe's exposure to legal/financial liabilities.
4. Increase the level of participation in inter-governmental initiatives at the state level.
5. Undertake specific activities with Tribal Council to advance a coordinated strategy with the Pokagon Band of Potawatomi and Match-e-be-nash-she-wish Band of Potawatomi, as well as internal stakeholders (Tribal Membership, Tribal Environmental Advisory Committee, Culture Committee, etc.) to undertake initiatives related to hunting, fishing and gathering (including Wild Rice) within the Tribe's aboriginal territories. It is anticipated that this effort will involve a combination of code development, land-use and research initiatives, pursuit of cooperative agreements (i.e., Gathering Agreement with the U.S. Forest Service and Michigan Department of Natural Resources) and legal or ethno historic research.
6. Continue efforts to manage and adjust legal strategies to oppose off-Reservation casino projects and to advocate with representatives of the state regarding Tribal interests in connection with online gaming initiatives.
7. Continue to work with Tribal Council, the CEO and other stakeholders to continue the development of administrative infrastructure (Human Resources policies, etc.) to assist with managing future initiatives by the Tribe.





AUDREY WIEBER  
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**MISSION STATEMENT**  
The mission of Human Resources is to support leadership, department heads and staff in achieving personal and strategic goals. The HR team is focused on placing Tribal Members, spouses and other Native preference candidates, and providing the necessary tools and skills for future advancement. We intend to achieve this by attracting, recruiting, training, developing and retaining high-caliber staff. HR supports the preservation of the NHBP's traditions, language, culture and teachings by adhering to and respecting the Seven Grandfather Teachings of the Tribe.

## HUMAN RESOURCES | MADMO MIKCHÉWIJEK

### 2018 ACCOMPLISHMENTS ■ 2019 GOALS

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Recruited and acclimated a Chief Executive Officer, Health &amp; Safety Officer, Finance Director and Gaming Commission Executive Director. In addition, added a Tier 1 candidate for the Human Resources Generalist I position.</li> <li>2. Implemented Service Animals Policy, revised Normal Business Hours Policy with Flexible Work Hours Policy (to include flexible work hours), and revised Overtime and Compensation Policy, Domestic Violence and/or Victims of Crimes Leave Policy and Paid Time-Off Policy.</li> <li>3. Hired 34 new team members in 2018 including: 10 – Tier 1, 2 – Tier 2, 4 – Tier 3, and 18 – Other. Total workforce of 199 team members at the end of 2018.</li> <li>4. Revised employee benefit program for vision insurance for 2019 to include annual benefits, rather than biannual benefits, and raised the limit for Flexible Spending Accounts for Health Reimbursement to IRS limit.</li> <li>5. Conducted organization-wide Employee Satisfaction Survey in November 2018.</li> </ol> | <ol style="list-style-type: none"> <li>1. Recruit and hire a Training &amp; Development Coordinator for the Human Resources Department to coordinate and develop training programs for Tribal government employees.</li> <li>2. Utilize the Dale Carnegie Program on-site to further develop leadership team members.</li> <li>3. Continue to develop and utilize the Human Resources Information System (HRIS) to be able to view and run analytical reports to support strategic decisions.</li> <li>4. Review and update Human Resources Policies and Procedures as deemed necessary.</li> </ol> |
|--|---|



Tribal Member Trey Simmons participates in an exercise with Employee Relations Specialist Enhanced Donna Chippewa during the 2018 Youth Learn Work program.



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**MISSION STATEMENT**  
 The mission of the Planning Department is to facilitate the efforts of all departments to successfully accomplish the mission of the Nottawaseppi Huron Band of the Potawatomi; which is to guide the Tribe in the development and management of strategic planning; to secure the financial resources necessary to achieve the strategic goals of the Tribe; and to manage community development projects.

## PLANNING I ÉJE-NAGDÉWENDENÉK

### 2018 ACCOMPLISHMENTS

1. Managed 17 grants and contracts totaling approximately \$1.7 million. When combined with grants managed by other departments, the Tribe manages approximately 30 different grants and contracts totaling more than \$5 million. Adherence to grant management rules and regulations is a priority for the Tribe and has contributed to the successful audits completed at the completion of each calendar year.
2. Researched and secured 18 new or renewed grants to support the Tribe's strategic goals. These grants provide important funding for a wide range of initiatives including domestic violence support services, opioid use disorder support services, food sovereignty, young child wellness programs and road improvements.
3. Collaborated with the Calhoun County Road Department to complete road improvements to Q-Drive South.



Grant Writer Lakota Pochedley Dances in a Dance and Drum Social hosted by the Culture Department.

## PLANNING I ÉJE-NAGDÉWENDENÉK

### 2019 GOALS

1. Secure additional grant funding to support the strategic goals of the Tribe.
2. Continue to implement the NHBP Land Acquisition Plan.
3. Continue to implement the NHBP Capital Improvement Plan.

### 2018-2022 STRATEGIC PLAN

On January 18, 2018, Tribal Council adopted the 5-Year Strategic Plan for the period of 2018 to 2022. This plan was developed with strong input from Tribal Membership and resulted in the development of key visioning elements (vision, mission and guiding principles) that will guide NHBP to achieve five major strategic priorities: Expressing Sovereignty; Perpetuating Culture; Building Wellness; Financial Prosperity; and Organizational Excellence.

Top: Tribal Elder William Osborne, CEO Barry Skutt, Tribal Council Secretary Nancy Smit and Tribal youth Javier Chich plant a Maple Tree in commemoration of the 2018 – 2022 Strategic Plan. Bottom: Chief Planning Officer Dan Green interviews Tribal Member Katelynn Collyer during the 2018 Youth Learn Work program.

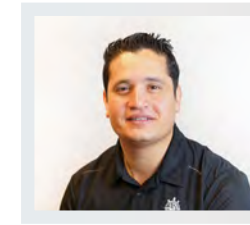


# TRIBAL OPERATIONS





19 Network Security Engineer True Dwyer interviews Tribal Member Chris Wilson at the beginning of the 2018 Youth Learn Work program.



**SHADI ALMAKAHLEH**  
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**MISSION STATEMENT**

The mission of the NHBPI Information Technology (IT) Department is to provide the highest quality technology based services, in the most cost-effective manner to facilitate NHBPI's mission as it applies to management, health services, historical preservation, public safety and end-user support. The IT Department continues to strive at increasing the productivity of our end-user base through the use of technology, while securing Tribal and patient information.

**INFORMATION TECHNOLOGY | SEBKI NENYAK**

**2018 ACCOMPLISHMENTS ■■■■■ 2019 GOALS**

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Replaced existing surveillance camera system and installed new access control and visitors management systems.</li> <li>2. Upgraded virtual VMware environment from version 5.1 to 6.5.</li> <li>3. Replaced more than 40 workstations and laptops with new models.</li> <li>4. Supported the Election Board by fulfilling technology needs, including laptops, conferencing tools, storage collaboration and work cellphones.</li> <li>5. Upgraded internet circuit from 10 Megabits per second (Mbps) to 100 Mbps.</li> </ol> | <ol style="list-style-type: none"> <li>1. Implement a new virtual private network (VPN) solution to replace the current system.</li> <li>2. Revise existing Information Technology (IT) Policies including personal social media and cellphone policy, and work to create new policies such as a password policy and equipment use policy.</li> <li>3. Pilot and implement Apple products for the Communications Department.</li> <li>4. Test and roll out a new software for the IT Helpdesk.</li> <li>5. Investigate and evaluate grants to cover some of the IT Department's initiatives.</li> </ol> |
|---|---|

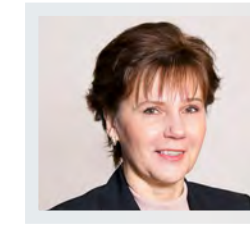


Desktop Support Technician Kurt Mitchell, far left, helps carry the NHBPI canoe on Employee Appreciation Day at Ramona Park in Portage, Michigan.

# GOVERNMENT RECORDS | ÉJE-NADWÉZIBE NIYAK MZENEGENKÉK

## 2018 ACCOMPLISHMENTS ■ 2019 GOALS

1. Amended the Government Records Code and Records Management Policies and Procedures to establish specific requirements to effectively and efficiently identify, manage, retrieve and provide access to official Tribal Records, in collaboration with the Legal Department.
  2. Processed enrollment applications in accordance with the Enrollment Code, and Enrollment Policies and Procedures. Maintained updated Tribal Membership database.
  3. Worked closely with outside providers and internal departments to confirm Tribal Members' eligibility for the Welfare Benefit Program, Health Care Program and Revenue Allocation Plan to ensure there was no delay in accessing programs. Processed ICWA enrollment verifications and provided Membership status verification to various agencies.
  4. Assisted the Planning Department in researching new grants and different services to address a need within the Tribal Community by providing demographic information reports.
  5. Attended an Annual Enrollment Conference, and completed Notary Public and Government Records trainings.
1. Continue Tribal Enrollment process in compliance with the Enrollment Code, and Enrollment Policies and Procedures.
  2. Host the annual Michigan Tribes Enrollment Directors Meeting, in collaboration with the Enrollment Committee.
  3. Continue to provide Membership verification to Tribal government departments and outside providers to assist in determining Tribal Members' eligibility for available programs and services.
  4. Continue training in the areas of enrollment and government records to seek opportunities for innovations and gain knowledge and skills that will allow us to assist Tribal Members and support Tribal government departments in the most efficient way.



LARYSA HILL  
MANAGER

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### MISSION STATEMENT

The mission of the Government Records Department is to safely and securely store and preserve official Tribal Government Records, implement a record management system to store, retrieve and make public records available to NHBP Tribal Members in a timely manner, serve internal government departments by providing records management assistance to government employees, and carry out the enrollment process as deemed necessary by the NHBP Constitution and bylaws.



Top: Enrollment Specialist Sandy Blair helps sign in Tribal Members at the Annual Membership Meeting. Bottom: Government Records Manager Larysa Hill assists Tribal Member Jennifer Anewishki check in at the Employee Health Fair.

## COMMUNICATIONS | NONAWEN

### 2018 ACCOMPLISHMENTS

1. Revised the content and frequency of the Turtle Press to better meet the needs of Tribal Members.
2. Installed production printing and mailing equipment in order to bring a large volume of printing in-house.
3. Executed transition from Honeywell system to new alert system, Everbridge, to allow us to communicate more effectively with Tribal Members and employees.
4. Installed upgraded presentation equipment in community meeting area in the Grand Rapids offices.
5. Implemented community outreach communication media:
  - a. Created and launched fully redesigned public website and Bkedé O Mshiké e-commerce website.
  - b. Increased production of video content used to promote NHBP events, programs and activities while also increasing awareness of NHBP's history and culture.
- c. Developed and executed marketing plan for 2018 – 2022 Strategic Plan.
- d. Produced and distributed the Programs, Benefits and Services booklet.
- e. Improved Facebook average daily reach by 38 percent and overall number of page likes by 29 percent.



Communications Coordinator Tracy Adkins helps Tribal Elder Gradus Tenbrink sign up for Everbridge.



**JUDI HENCKEL**  
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**MISSION STATEMENT**  
To provide Tribal Members with accurate, timely, well-presented, reliable information about NHBP events, programs and other benefits by writing, designing and publishing for digital and print media.

## COMMUNICATIONS | NONAWEN

### 2019 GOALS

1. Execute modifications to department organizational structure, increasing the capacity to meet the needs of Tribal government initiatives.
2. Complete design and installation of new outdoor signage.
3. Redesign Members Only website and develop plan to replace intranet to better meet the needs of those who use these platforms.
4. Create mobile application to be used for Pow Wow and other large events.
5. Amend Branding Guidelines.



Communications Manager Sara Moore, WOOD-TV's Jordan Carson and Environmental Department Director John Rodwan pause with Tribal Members Kevin Harris Sr. and Devonne Harris during filming for a promotional video highlighting the cultural significance of Maple Syrup making.

## HOUSING | BODÉWADMI ODAYNAHWAYNSUN

### 2018 ACCOMPLISHMENTS ■■■ 2019 GOALS

1. Completed improvements at off-site, Tribally-owned properties.
2. Collaborated with the Legal Department for Owner's Agent and title review responsibilities for acquisition of two local residential properties.
3. Administered Rental Housing Program at Pine Creek Indian Reservation and adjacent Mishkoswen Development with full occupancy of 34 Tribally-owned and operated residential units.
4. Administered perpetual housing and social services-related assistance programming: rental housing, homeownership, home repair/renovation, weatherization, emergency assistance, etc.

1. Collaborate with the Culture, Environmental and Planning departments, and the Department of Public Works, regarding community development projects at Pine Creek Indian Reservation (e.g., trail way improvements, local property improvements, etc.)
2. Collaborate with the Housing Committee and Planning Department regarding continued off-site residential development.
3. Continue administration of regular housing-related and social services-related assistance programming.
4. Complete structural, mechanical and weatherization improvements to Rental Housing Program Phase IV (2010) residences.



**BENJAMIN TENNEY**  
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**MISSION STATEMENT**  
It is the mission of the NHBP Housing Department to provide Tribal Members the opportunity to realize affordable, safe and decent housing through a variety of practical and effectively managed housing-related assistance programs and services. In all aspects and endeavors, the NHBP Housing Department will strive to promote the independent economic well-being and self-sufficiency of Tribal Membership.



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**MISSION STATEMENT**  
The mission of the Health and Human Services Department is to serve the Tribal Community by providing and coordinating access to quality, culturally based health and social services to promote overall wellbeing for the next Seven Generations.

## HEALTH AND HUMAN SERVICES | MNO BMADZEWEN

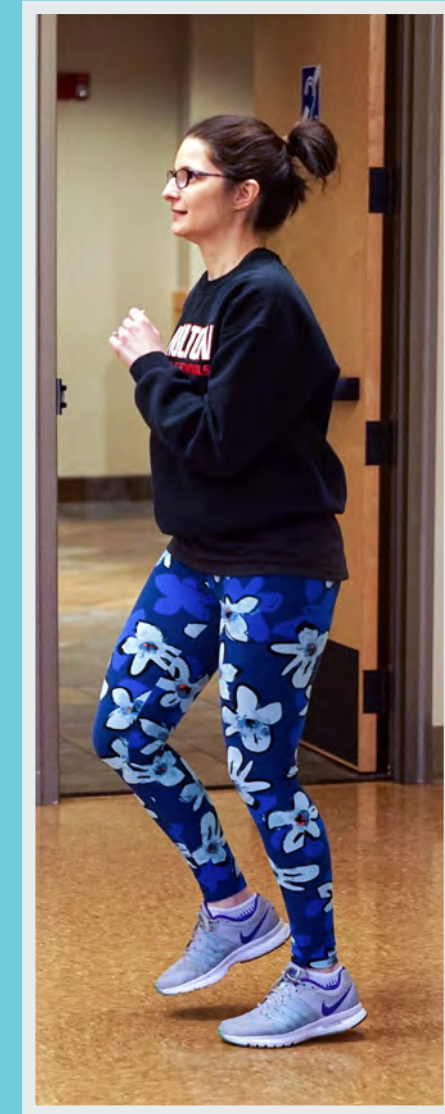
### 2018 ACCOMPLISHMENTS

1. Completed the 5-Year Community Health Improvement Plan. The priority areas of the Community Health Improvement Plan are:
  - a. Family and Community Cohesion
  - b. Diabetes and Cardiovascular Disease
  - c. Substance Abuse
2. Completed the objectives of two grants: the REACH grant and the Behavioral Health block grant.
  - a. The REACH grant focused on physical activity, nutrition, quality improvement and Tobacco.
  - b. The Behavioral Health block grant focused on developing trauma informed practices throughout the Tribal government.
3. Experienced a record number of participants in several programs: 5K (255 participants), Hold it for the Holidays (113 participants), Employee Wellness (51 500-point completers), and Winter Meltdown (118 participants lost a total of 288.9 pounds.)
  - a. New programs included a Food Preservation Class (13 participants) and the Winter Celebration, in collaboration with the Maternal Child

Health program and Membership Services Department, that served to connect Tribal Elders and youth (87 participants.)

4. Transitioned to a new Electronic Health Record system, The department moved from the antiquated Electronic Health Record system provided by Indian Health Services, to a more efficient and user-friendly Electronic Health Record system.

5. Key Service Data:
  - a. Social Services:
    - i. Intervened on behalf of 27 Indian Child Welfare cases involving 47 children.
    - ii. Provided voluntary supportive services to:
      1. 13 Elders & 3 vulnerable adults and their families
      2. 36 families that included 56 children
      3. 10 NHBP adults
      4. 2 NHBP foster homes
      5. 1 adoption & 2 guardianships

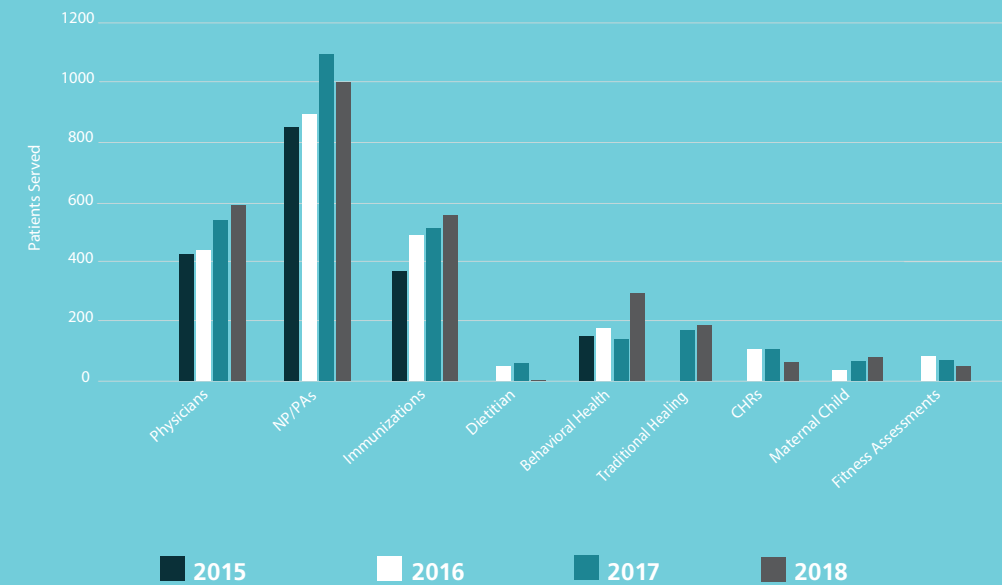


Right: Tribal Member Jenny Mutchler enjoys a Zumba class taught at the Grand Haven Community Center.

# HEALTH AND HUMAN SERVICES | MNO BMADZEWEN

## 2018 ACCOMPLISHMENTS CONTINUED

### HEALTH SERVICES



A graph of health services provided by the Health and Human Services Department.



Prevention Worker Love Kiracofe hugs Tribal Member Avrian Keith at a baseball outing.

# HEALTH AND HUMAN SERVICES | MNO BMADZEWEN

## 2019 GOALS

1. Establish Social Services as an individual department.
2. Optimize the new Electronic Health Record system and identify appropriate data collection to measure identified health outcomes and utilization of services.
3. Complete the feasibility for the expansion of the on-site employee clinic at FireKeepers Casino Hotel and the feasibility of an on-site pharmacy.
4. Complete the Assisted Living Needs Assessment.
5. Strengthen current services related to:
  - a. Primary care case management of complex chronic diseases.
  - b. Provider training to support the development of Medically Assisted Treatment services for Opioid Use Disorder.
  - c. Tele-psychiatric services to support Behavioral Health services.
  - d. Trauma informed practices.
  - e. Reduction of dental wait-times through the addition of dental personnel.
  - f. Health information: Moving Gwiwenzenmen to a digital platform and developing a Community Health Facebook group.



Health Educator Brianne Parrish listens to the crowd cheer for Tribal Member Doug Taylor at the Heart Health Gala.

# CULTURE | BODÉWADMI INADZEWEN

## 2018 ACCOMPLISHMENTS ■ 2019 GOALS

1. Expanded language services to the Pine Creek and Grand Rapids locations by adding a new Language Associate position within the department.

2. Began weekly cultural classes at both locations with a focus on Men's and Women's Traditional Dance style and Regalia.

a. Hosted several Drum and Dance socials at both locations.

3. Added a Culture office and three staff members in the Grand Rapids location to offer regular services and support for Tribal Members.

4. Hosted a trip to the Healing, Honoring and Remembering event at the Mount Pleasant Indian Boarding School site in Mount Pleasant, Michigan.

5. Renovated old sugar shack, which was gifted to us courtesy of Tribal Council, with assistance from multiple departments including Housing and DPW. The building will be used as a classroom to offer cultural classes.

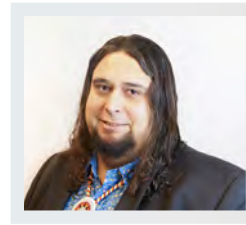
1. Enhance language learning opportunities by adding an additional full-time position at the Pine Creek location.

2. Offer more culture and language opportunities to Grand Haven families through Grand Rapids staff.

3. Enhance Medicine garden yield with the goal of providing Tobacco, Sage and Sweet Grass to NHBP internally.

4. Host Round Dance in collaboration with the NHBP Veterans Committee.

5. Continue to offer weekly culture, language, and Drum classes at both the Pine Creek and Grand Rapids locations.



FRED JACKO, JR.  
MANAGER

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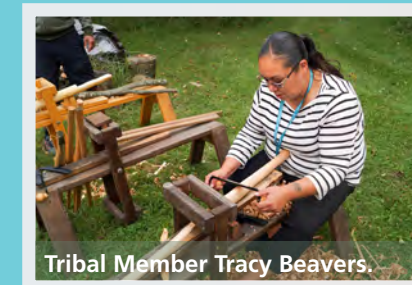
### MISSION STATEMENT

The mission of the Culture Department is commitment and dedication to the continuation and revitalization of the NHBP heritage and traditional lifeways. The department keeps close in heart, spirit and mind the sacrifices and prayers of our Ancestors with all departmental decision making. It is the CHPO commitment to honor all NHBP Ancestors through:

1. The education and revitalization of traditional Bodéwadmi culture, language and history.
2. The repatriation of the Tribal Ancestors, sacred objects and objects of cultural patrimony.
3. The protection, preservation and management of significant historical properties, traditional culture properties (TCPs) and archaeological sites.
4. The preservation and curation of significant cultural objects, archaeological artifacts and historical records.



Cultural Specialist Michael Medawis.



Tribal Member Tracy Beavers.



A Drum Teaching with TYP.



Cultural Specialist Kevin Harris II shows Michigan Governor Rick Snyder a traditional Wild Rice kettle boil.

## MEMBERSHIP SERVICES | MIKCHÉWIAK NADWÉZIBEK 2018 ACCOMPLISHMENTS

1. Served 178 post-secondary education students by providing programs that help eliminate out-of-pocket payments and/or the need for student loans.
2. Served 380 pre-K through 12 students by providing assistance that will equip students for college and careers. Students were offered support by offsetting the costs of school supplies, tutoring fees and tuition, while also offering rewards for grades and attendance.
3. Provided adult and continuing education services to 30 Tribal Members. Assistance included enrollment and travel fees for special interest classes, trainings and conferences. Assistance was also utilized for required career continuing education units (CEUs), certification fees, general education development (GED) testing and high school completion programs.
4. Hosted the first Tweener Outing on the Detroit Princess Riverboat. This event is specifically geared toward NHBP Tribal Members ages 18-49.
5. Promoted NHBP Tribal Member Camie Castaneda to the position of Northern Office Supervisor for the Grand Rapids office. This position provides direct oversight and assistance to both the northern Membership Services and Culture Departments employees.



The Education Office (L-R) EPS Education Specialist Michelle Simms, Education Office Coordinator Charles Hendrix, Education Office Coordinator Jason Chivis and Higher Education Specialist Andrea Rainer.



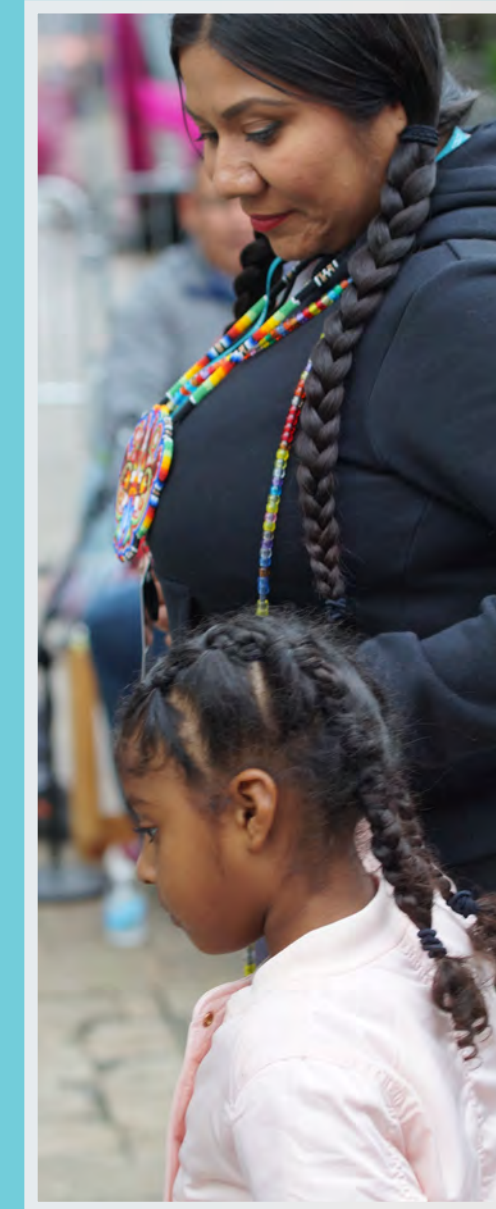
**TIESHA WILLIAMS**  
MANAGER

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**MISSION STATEMENT**  
It is the mission of the Membership Services Department to provide exceptional programs and services to enrich the lives of NHBP Members, families and Communities.

## MEMBERSHIP SERVICES | MIKCHÉWIAK NADWÉZIBEK 2019 GOALS

1. Facilitate the education component of the updated Revenue Allocation Plan (RAP) that requires any Tribal Member who turned 18 after January 1, 2018, to complete the newly introduced financial literacy requirement before the first per capita distribution of 2019.
2. Implement an NHBP Discount Program. The goal of this program will be to support local communities by increasing foot traffic of Tribal Members, as well as NHBP employees, into local businesses. This list is available to all Tribal Members, as well as NHBP employees, and will be distributed to all new hires.
3. Host a series of NHBP Tribal Elder input sessions. These sessions will help identify programs and services that the Membership Services Department can facilitate to support the well-being of NHBP Tribal Elders.
4. Collaborate with the Tribal Police Department to host an introduction to fishing outing.
5. Increase participation in the Michigan Indian Family Olympics (MIFO) by 25 participants over 2018's turnout. This includes increasing youth participation in the Tribe-to-Tribe Walking Challenge.



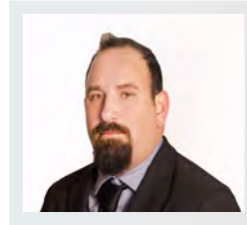
Left: Northern Office Supervisor Camie Castaneda Dances with her daughter, Tribal Member Asunciana Dandridge, during the Friendship Dance for the Cultural Spotlight at ArtPrize 10. Right: Tribal Members Mariesha Keith, Craig Chivis, Charmaine Mandoka, Kevin Harris II and Nickole Keith dedicate artwork for the Grand Rapids Community Center.

# BKEDÉ O MSHIKÉ

## 2018 ACCOMPLISHMENTS ■ 2019 GOALS

- 1. Record year sales totaling \$181,590.92, an increase of \$61,053.92 in sales from 2017.
- 2. Launched e-commerce website, providing access to items offered for Tribal Members who aren't able to visit the store on the Pine Creek Indian Reservation.
- 3. Expanded wholesale vendor list, increasing the number of Native vendors and Native-owned companies.

- 1. Expand e-commerce offerings to include items from the first NHBP Tribal Member artist.
- 2. Expand offerings in brick and mortar store to include freshly made food items.
- 3. Increase online marketing and visibility of website by expanding marketing channels.



**MATTHEW GOLDNER**  
MANAGER

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**MISSION STATEMENT**  
Bkedé O Mshiké's mission is to provide exceptional customer service experiences for Tribal Members, Tribal employees and the general public, while offering an environment that encourages growth, by offering personalized service, outstanding facilities and a sustained commitment to quality.

Store Manager Matthew Goldner and his daughter, NHBP Tribal Member Kendall Goldner, volunteer at the annual NHBP Pow Wow.



Store Clerk Sheila Spidle sells T-shirts at the annual NHBP Pow Wow.

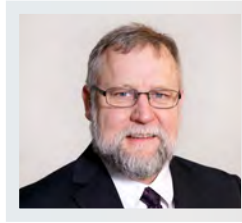
## ENVIRONMENTAL | MNO KI NENYAK

### 2018 ACCOMPLISHMENTS

1. Increased Tribal environmental capacity by hiring a Wild Rice Technician and Environmental Technician through the Job Bank program, both of whom are Tier 1 and receiving additional training in their respective areas.
2. Provided statewide leadership in the Wild Rice Restoration Program. NHBP hosted the Wild Rice Summit, coordinated the Wild Rice Steering Committee, and has completed nine years of Rice bed mapping and evaluation. Community tie-ins included the annual Wild Rice Camp, a second year Wild Rice Wednesday event and a Community Ricing visit to Tubbs Lake.
3. Helped coordinate a visit from Michigan Governor Rick Snyder, who, along with Tribal Council, paddled the new NHBP 10-person explorer canoe to collect Wild Rice. The department also constructed a dock and walkway for Wild Ricing on Tract 22, which allowed suitable access for the event.
4. Reinvigorated the Community Recycling Program, which will see further implementation in 2019. Increased recycling is also supported by the newly created NHBP Sustainability Plan.
5. Supported NHBP leadership and committees through research on environmental consultations for issues at both the local and Great Lakes level. Major topics in 2018 included the Enbridge Line 5 pipeline through the Straits of Mackinac, NorthShores Development on Lake Michigan, and local efforts to develop oil, gas and wind energy near the Pine Creek Indian Reservation.



Wild Rice Technician Nathaniel Spurr and Environmental Technician Robert Williams track Wild Rice in Tubbs Lake.



**JOHN RODWAN**  
DIRECTOR

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**MISSION STATEMENT**  
The NHBP Environmental Department is committed to the protection, enhancement and restoration of the Tribe's environmental, natural and cultural resources. These efforts are prioritized through the Strategic Plan and are conducted through interaction with the Tribal Council, Tribal Environmental Advisory Committee (TEAC), Membership-at-large, other granting agencies and other Tribal departments.

## ENVIRONMENTAL | MNO KI NENYAK

### 2019 GOALS

1. Implement large-scale Wild Rice restoration in the Kalamazoo River.
2. Reconnect the Pine Creek Wetland and complete a wildlife inventory on Lehr Lake properties.
3. Further implement Community Recycling and Energy Use Reduction Production.
4. Finalize Q-Drive restoration and expand access to natural resources for Tribal Membership.
5. Submit application to the U.S. Environmental Protection Agency for initiating a Tribal Stormwater Program.



Top: The NHBP Tribal Council and Environmental Department with Michigan Governor Rick Snyder on a canoe ride on Nottawa Creek to tour the Wild Rice beds. Bottom: Wild Rice Summit participants visit NHBP's Wild Rice beds on the Nottawa Creek to view the ongoing restoration progress.

## PUBLIC WORKS | WIGWAMKEJEK

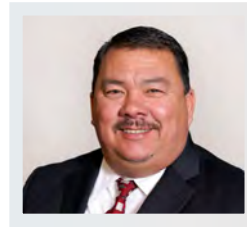
### 2018 ACCOMPLISHMENTS ■ 2019 GOALS

1. Collaborated with the Housing Department to complete off-Reservation property improvements including S-Drive, Q-Drive and Branch County properties.
2. Built new pole barn for heavy equipment and trucks to prolong life of equipment.
3. Collaborated with the Environmental, Housing and Planning departments to expand and improve the Pine Creek Indian Reservation trail way system.
4. Purchased new 46-passenger luxury coach bus.

1. Improve training for department staff.
2. Purchase smaller, more comfortable passenger bus for shorter trips.
3. Initiate planning for automatic car wash for General Services Administration (GSA) and NHBP vehicles for implementation in 2020 budget.



Left: Fleet Manager Steve Robinson teaches youth how to change a tire. Right: DPW Administrative Assistant Denise Day and Janitorial Supervisor Elizabeth Wilk check garbage cans at the annual NHBP Pow Wow.

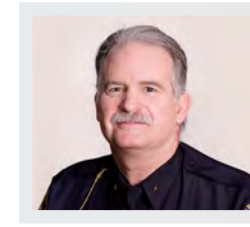


**DARREL VORCE**  
DIRECTOR

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#### MISSION STATEMENT

The Nottawaseppi Huron Band of the Potawatomi Department of Public Works is committed to the upkeep and maintenance of the land and facilities on the Pine Creek Reservation. The Department is dedicated to serve the residents and employees that work, live, and play within the Reservation. These services include: addressing the need for repair of Tribal homes and government buildings, lawn and grounds maintenance, event setup, and management of government-leased vehicles. The Department of Public Works has a mission to provide quality and timely service at the lowest possible cost.



**CARTER BRIGHT**  
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#### MISSION STATEMENT

The mission of the Tribal Police Department is to serve, protect and provide professional law enforcement to the Nottawaseppi Huron Band of the Potawatomi community, to preserve the peace and order within the Tribal lands, and the defend the sovereignty of the Tribe while respecting the right and dignity of all persons within its jurisdiction.

## TRIBAL POLICE | BAGANÉWNIKAN

### 2018 ACCOMPLISHMENTS ■ 2019 GOALS

1. Provided hunter safety training exclusive to Tribal Members and NHBP employees, which resulted in more than 20 Tribal Members receiving certification.
2. Completed the Emergency Operations Plan for the Tribal government.
3. Replaced wireless data cards in patrol vehicles with in-car modems, which improved communication with central dispatch and enabled us to activate in-car automatic vehicle locations.
4. Replaced and upgraded equipment, including expired body armor, uniforms and optics on patrol rifles and vehicles.
5. Hosted the Cops-n-Kids basketball tournament that included more than 20 Tribal youth in an effort to build positive relationships between Tribal youth and the department.
6. Completed Cross Deputization Agreement with the Branch County Sheriff's Office which resulted in all NHBP police officers being sworn in as Branch County Deputies. This will enable the department to better protect Tribal interests on Branch County properties.

1. Fill open police officer positions to bring the number of officers up to the authorized strength of 20 total. This will ensure that we are able to staff two officers full-time at FireKeepers Casino Hotel.
2. Fill an additional sergeant position with an existing police officer to provide better supervision.
3. Revise and adapt the Bureau of Indian Affairs (BIA) Law Enforcement handbook with specific additions that will be more restrictive in nature to ensure compliance with program reviews.
4. Expand the role of conservation officer and offer water safety training to Tribal Members, as well as a Tribal youth fishing program.
5. Work closely with the Environmental Department on shared projects:
  - a. Develop the role of conservation officer.
  - b. Facilitate a shared use of other equipment to assist conservation and police operations.
  - c. Assess suitability of land to be utilized for a mixed-use firearms range.
  - d. Use of Environmental Department's drone for police operations.



Top: Joe Cisco is sworn in as a police officer for the Tribal Police Department. Bottom: Police officer Larry Juday and School Resource Officer Frank Rugg debrief during an active intruder training.

# INDEPENDENT BODIES



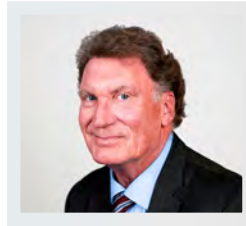
## GAMING COMMISSION | TADIWEN NAGANJEK

### 2018 ACCOMPLISHMENTS ■ 2019 GOALS

1. Reduced processing time of gaming license approval by 36 percent since 2017.
2. Approved business-related practices with FireKeepers Casino Hotel and added 68 non-Gaming Vendors and 2 Gaming Vendors in 2018, in addition to the current 209 vendors.
3. Assisted with the installation and verification of gaming equipment to maintain and exceed industry standards.
1. Identify potential threats related to gaming and enhance safeguards to minimize and eliminate vulnerabilities.
2. Strive to gain a thorough understanding of societal forces, their influence in the field of gaming, and how these forces impact casino operations and the Gaming Commission.
3. Increase understanding of the autonomy of the Gaming Commission and its differentiation from other Tribal departments.
4. Continue to carry out the overall mission of the Gaming Commission and strive for the highest level of protection of Tribal assets.



Tribal Elders Robyn Burlingham and Shirley English at the Baby Celebration ceremony.



**JOHN ROBERTS**  
EXECUTIVE DIRECTOR

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#### MISSION STATEMENT

The Gaming Commission, consistent with the Tribe's traditions and customs, shall protect the assets of the Nottawaseppi Huron Band of the Potawatomi by effectively, efficiently and fairly performing the functions, tasks and responsibilities delegated to the Commission by and through the Gaming Regulatory Act of 2010, its regulations, policies and the people who serve the Gaming Commission in its purpose under the law.



# ECONOMIC DEVELOPMENT



## FIREKEEPERS CASINO HOTEL | BODÉWADMIK 2018 ACCOMPLISHMENTS

We are proud to report that 2018 was our best year yet at FireKeepers Casino Hotel (FKCH) as revenues, earnings before interest, depreciation and amortization (EBIDA), customer satisfaction and employee engagement all exceeded our goals. These results mark our fourth consecutive year of record top and bottom line financial performance, an outstanding accomplishment and the best example of our consistent operating excellence. We continue to strive to be the best casino in Michigan and strive to expand that goal to becoming one of the best casinos across the nation.

The financial revenues earned of \$334 million set a record exceeding last year's previous record by \$8 million. We served an estimated 2.78 million patrons, providing each with the highest level of welcoming, engaging, enthusiastic and appreciative (WEEA) service, helping to make FKCH the casino of choice in the Midwest.

In 2018, gaming revenues of \$300.8 million increased year over year and exceeded budget expectations due to the increased win per patron in table games and win per slot machine in slots. The hotel, Event Center, Food and Beverage, and retail outlets all performed at an outstanding level, supporting the gaming

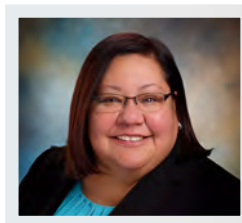
revenues. The hotel remained consistent with past years at an astounding 96 percent occupancy for the entire year.

Food and Beverage revenues increased year over year and budget expectations, providing the best food and service to all of our guests. Banquets continued to perform above budget, and last year as well, bringing more guests to the Event Center, off-site functions and ultimately to the gaming floor. We have become host for many corporate trainings, meetings, weddings and reunions, in addition to all of the wonderful marketing and entertainment events. The Event Center was host to a diverse group of headliners this year including comedy, country music, rock and roll music, as well as a nice Christmas show. We have a fun, vibrant and entertaining line up of acts underway for 2019 to keep the energy and excitement going.

Marketing has done an amazing job by increasing the quantity and level of play for our players in 2018. We have had tremendous giveaways, tournaments and promotions that has kept FKCH in the media virtually every day. Once the patrons come in to play and experience our gaming floor, promotions and all that we have to offer, they come back due to the service they receive.

We have received numerous awards throughout the year recognizing FKCH's great team. Some of these awards include:

- WWMT Channel 3: Best Casino in West Michigan
- Casino Player Magazine: Best Overall Gaming Resort, Best Dining & Best Hotel & Pool
- Meeting & Conventions: Best Gaming Property Midwest
- Fort Wayne Reader's Choice: Best Casino, Best Place to Gamble
- Social Media Awards
- VIP Promotions
- One of Michigan's Best & Brightest Companies to Work For (rated by our FKCH team members)
- AAA Four Diamond Award for the Hotel
- AAA Housekeeping Award
- Best & Brightest Places to Work in the Country (FKCH was the only casino to receive this award)



**KATHY GEORGE**  
CHIEF EXECUTIVE OFFICER

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## FIREKEEPERS CASINO HOTEL | BODÉWADMIK 2018 ACCOMPLISHMENTS CONTINUED

We know we must continue to move forward and make improvements so that we can continue to grow revenues and our reputation across the nation. We recently converted our coffee shop to be branded Gapi and are offering coffee, teas, smoothies and a number of other delectable offerings including salads, sandwiches, ice cream and other desserts. This year also saw the expansion of the Community Garden on the Pine Creek Indian Reservation and the building of a greenhouse. We look forward to the first harvest from the greenhouse in February 2019 to be distributed at Lunch and Learn sessions for Tribal Members, as well as a targeted start date of April 2019 for the implementation of a salad bar for the students and staff at Athens Area Schools.

The Fire Hub and the Kendall Street Pantry continue to operate well and continue to put the FKCH and NHBP names in the media, as well as the minds of community members as being a part of our community and doing great things for the people of Battle Creek.

In June, the third annual FireKeepers Casino 400 was held at Michigan International Speedway. The exposure on TV, radio and the internet provided FKCH and NHBP with over 100,000,000 potential

media impressions. Being the first and only Tribally-owned casino to be named a title sponsor for a NASCAR race is tremendous and we are looking forward to next year's event June 9, 2019. This event is a fan favorite of our gaming patrons, which helps our revenues on property.

In August, we hosted the fifth annual FireKeepers Casino Hotel Championship at the Battle Creek Country Club. We are proud to sponsor a stop on the Symetra Tour – Road to the LPGA, where world-class golf comes to the area with our name attached, so that it can be seen around the world. For the fifth year in a row, we were rated highly by the LPGA staff and the golfers for having one of the best tournaments, great volunteers and best welcoming party. Proceeds from this event benefit the Haven of Rest.

None of this can be done without our nearly 1,800 FKCH team members. This includes a mix of approximately 88 percent full-time and 22 percent part-time team members. We strive to provide WEEA to all of our guests and to exceed their expectations every day. We also have worked hard to make sure that we take care of our team members. We offer a competitive and comprehensive total

benefit package and are able to add in special employee events throughout the year. Employee favorites include the Calhoun County Fair Day, two employee rallies and WEEA day at the employee entrance several times throughout the year.

2019 will bring us into pre-construction mode for the hotel expansion process and we look forward to sharing those details with you as they become available. In addition, we are excited to be celebrating our 10th anniversary in August 2019! We are committed to working as a team to provide even better results in revenues, EBIDA, and guest and employee satisfaction this year. We are committed to also increasing the involvement of the entire team from the WEEA and safety/wellness committees, volunteering, seeing something and doing something, and other initiatives to further FKCH, NHBP and the community by doing a little better each day!

Thank you to all Tribal Members and Tribal Council for your support and encouragement, as well as the opportunity to work at the best casino for the best ownership group. We are proud to work with you and look forward to the best year yet at FKCH!



Top: Vice President of Marketing Jim Wise speaks to the crowd at the Greenhouse Ground Breaking Ceremony. Bottom: FKCH employee Jill Carpenter volunteers at the Chief Mogoquo Veterans Golf Outing.



# NOTTAWASEPPI HURON BAND OF THE POTAWATOMI

A FEDERALLY RECOGNIZED TRIBAL GOVERNMENT

