

# 2020

ÉKMA PPOŃ MZENEGEN // ANNUAL REPORT



**NOTTAWASEPPI HURON  
BAND OF THE POTAWATOMI**

A FEDERALLY RECOGNIZED TRIBAL GOVERNMENT

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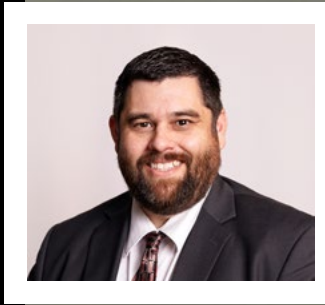
FIREKEEPERS CASINO HOTEL 51

# 2020



## 2020 ACCOMPLISHMENTS

1. Completed entrepreneurial training and posted to the Members Only website.
2. Coordinated COVID-19 response with the Health and Human Services Department, utilizing emergency management principals.
3. Developed uniform standard of protection for Tribal facilities.
4. Upgraded access point card readers to current security standards.
5. Developed and exercised Continuity of Operations Plans (COOP).



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## 2021 GOALS

1. Upgrade fire and intrusion systems across commercial and non-commercial facilities.
2. Upgrade surveillance camera system for better coverage and security.
3. Complete asset inventory.
4. Complete communication protocols for emergency response.
5. Complete Dream Management Coaching and start three more staff in the process.





**TRIBAL GOVERNANCE**

# FINANCE

ÉJE-SHONYAKÉK

## 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.

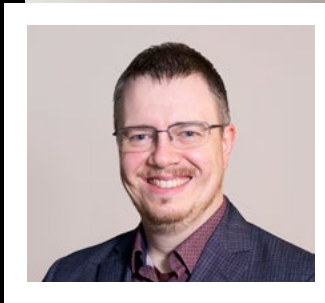
## 2020 ACCOMPLISHMENTS

Despite significant operational challenges, 2020 was a strong financial year for the Tribe. Through a combination of deferred spending on nonessential programs and activities, and one-time COVID-19 relief grants, the Tribe's reserves actually grew this year. We were able to maintain the significant investment in programs directly benefiting our Members (including per capita distributions, the Tribal Member Benefit Program, NHBP Healthcare, educational and housing benefits, and many others), without needing to lay off employees or sacrificing our commitments to economic development or long-term investment.

### REVENUE ALLOCATION PERCENTAGES FOR 2020 WERE AS FOLLOWS:

- 55.13% GOVERNMENT OPERATIONS  
*(includes 28.23% for the TMBP)*
- 24.87% PER CAPITA DISTRIBUTIONS
- 15.00% ECONOMIC DEVELOPMENT
- 5.00% LONG-TERM INVESTMENT
- 100.00%

The Tribe leveraged COVID-19 relief funding from the U.S. Department of Treasury to make a \$17 million business interruption grant to the FireKeepers Casino Hotel, which in turn enabled it to maintain its budgeted distributions to the Tribal government of \$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. With a strong performance from our investments, the Tribe's total cash reserves (including capital and long-term investments)



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### {FINANCE DEPARTMENT BY NUMBERS}

1. Account for 2000 separate accounts spread over 135 funds.
2. Process 250+ vendor checks per month.
3. Process 650+ credit card payments per month.
4. Process 200+ payroll checks every two weeks.
5. Process 1,500+ per capita distributions each quarter.
6. Prepare and post approximately 7,500 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.



## 2020 ACCOMPLISHMENTS

{CONTINUED}

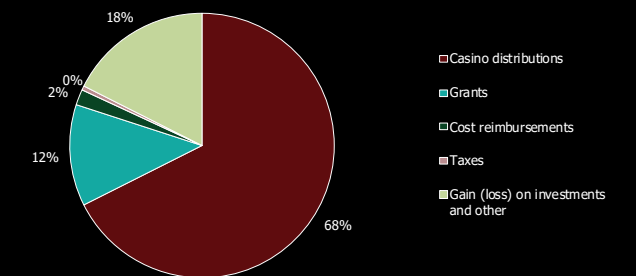
increased by approximately \$67 million or 27% during 2020.

Grant revenues took on an increased significance in 2020, growing by nearly \$19 million, due largely to one-time COVID-19 relief programs. For 2020, grant revenues amounted to 12% of our overall budget, while the Tribe's internal resources (casino distributions and cost reimbursements, taxes, and interest on investments) all remained relatively stable.

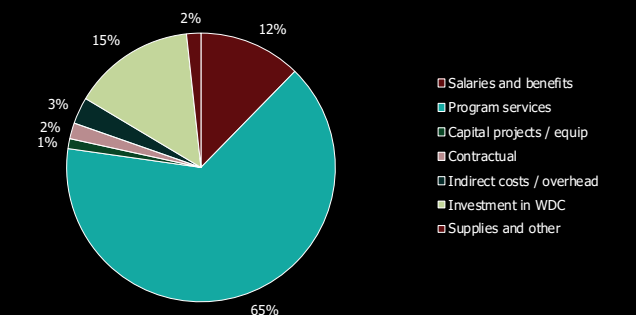
Looking forward, the Tribe's adopted budget for 2021 maintained the funding allocated to per capita distributions (\$25,000 per adult Tribal Member) and the TMBP (\$33,333 per adult Tribal Member). Total appropriations currently approximate \$148 million, with limited additional funding available for government operations, as needs arise.

The Tribe's annual financial and single audit for 2020 was concluded in April 2021 by RSM, who has served as the Tribe's auditors for the past ten years, and again resulted in a clean (unmodified) opinion on the Tribe's financial statements and federal grant compliance. This represented the Tribe's 19th consecutive year with a clean audit.

## 2020 REVENUE BY SOURCE - \$192M



## 2020 EXPENSES BY TYPE - \$176M



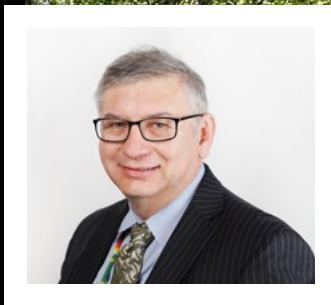
## MISSION STATEMENT

The Legal Department is responsible for protecting Tribal sovereignty and promoting the Tribe's self-determination by providing legal services and advisement to Tribal Council and Tribal Government departments or sub-divisions. The Legal Department's client is the Tribe, although its staff takes primary policy direction from Tribal Council.

The Legal Department promotes Tribal Council's efforts in all core legal functions to include research, drafting legislation and resolutions, representation in administrative or court litigation, and rendering requested legal opinions. The Department also assists Tribal Council and all Tribal Government departments by drafting, reviewing, and negotiating policies and contracts for goods and services. The Department provides general legal advice and counsel to Tribal Council and department heads as requested or required. The Department further manages the work of most outside counsel.

## 2020 ACCOMPLISHMENTS

1. Completed installation of Netdocs document management and Freshworks intake software to improve legal workflow.
2. Code Development: Made additional progress completing drafts of Tribal Codes in a wide range of substantive areas.
  - a. Codes completed and approved by Tribal Council:
    - Workers Compensation Code
    - Amendments to Membership Code
    - General Welfare Benefit Programs Code
    - Fireworks Code
    - Sex Offender Registration Code
    - Ogitchedaw Code
  - b. Codes/Procedures being completed or revised for approval:
    - Environmental Protection and Tribal Historic Preservation Code
    - Tort Claims Code
    - Domestic Relations Code
    - Human Trafficking Code
    - Children's Protection Code
    - Domestic Violence and PPO Code



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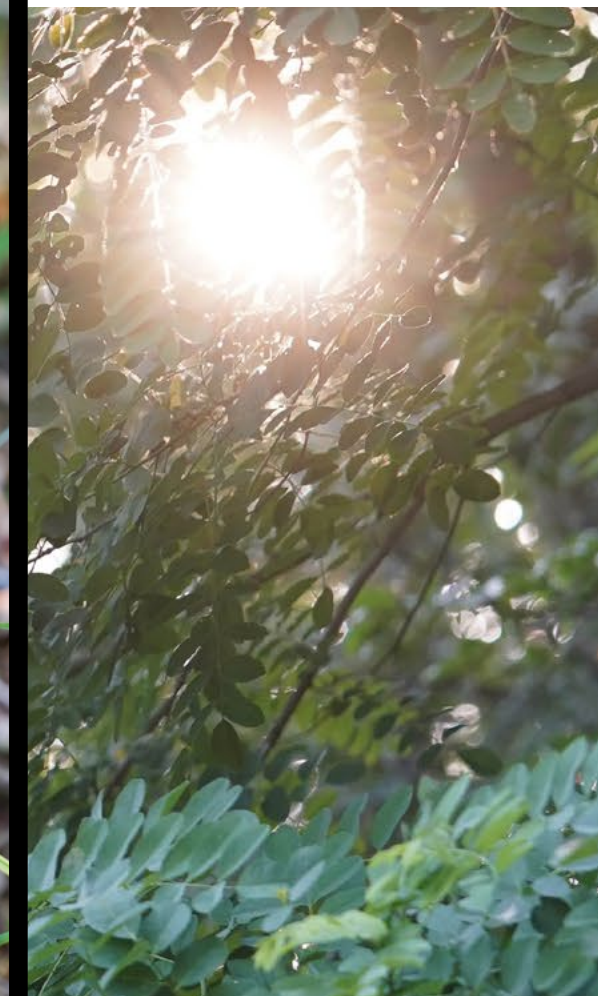


## 2020 ACCOMPLISHMENTS {CONTINUED}

3. Coordinated with multiple departments to develop new or updated policies to address COVID-19.
4. Coordinated efforts with Environmental Department to obtain recognition under the Clean Water Act for the Tribe by the United States Environmental Protection Agency for Treatment as State.
5. 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.
6. Vigorously negotiated several high-dollar contracts for goods and services to protect Tribal interests, which often included deference to Tribal sovereignty through agreements for NHBP Tribal Court jurisdiction or otherwise limited Tribal immunity waivers.
7. Strategically litigated certain advantageous positions in court and administrative proceedings, as well as effectively conducted comprehensive discovery efforts to prepare for evidentiary matters in 2021.

## 2021 GOALS

1. Continue to put in significant effort completing drafts of Tribal Codes in a wide range of substantive areas.
2. Fully staff the legal office by adding a paralegal.
3. Finalize fee-to-trust applications for other Tribal lands to expand the Tribe's Reservation land base.
4. 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.
5. Increase the level of participation in inter-governmental initiatives at the state level.
6. Restore Tribal hunting, fishing, and gathering rights within the Tribe's aboriginal territories. The Tribe has retained exterior counsel to provide a comprehensive strategy to reestablish Tribal treaty rights.
7. 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.
8. Continue to work with Tribal Council, the CEO and other stakeholders to advance the development of administrative infrastructure (Human Resources policies, etc.) to assist with managing future initiatives by the Tribe.
9. Improve the intake system for legal requests to assist Tribal Departments with their legal needs.
10. Continue preparing and executing successful litigation methods for positive outcomes in open cases.

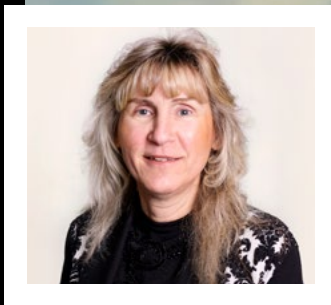


## MISSION STATEMENT

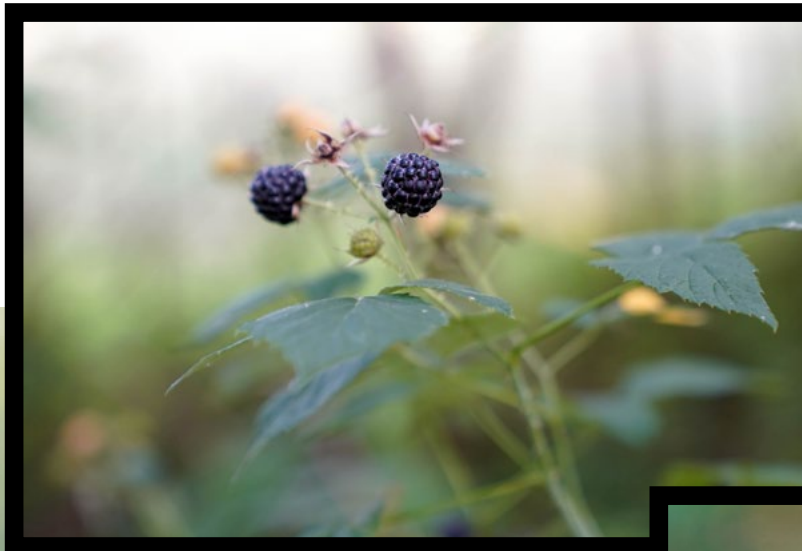
The mission of Human Resources is to support leadership, department heads and staff in achieving personal and strategic goals. The HR team is focused on placing Tribal Members, spouses and other Native preference candidates, and providing the necessary tools and skills for future advancement. We intend 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.

## 2020 ACCOMPLISHMENTS

1. Developed NHBP CARES Personal Leave Policy and Health Screening & Other Protective Measures Policy in relation to the pandemic.
2. Recruited 31 new team members, even in the face of serious challenges presented by the pandemic. Positions filled included Executive Director – Gaming Commission; Associate Staff Attorney; Advanced Practice Clinician – PRN; Indian Preference Project Coordinator; Business Office Manager – GR; and Community Health Outreach Manager.
3. Upgraded our AFLAC benefits from an individual to a group platform, increasing enrollment and reducing costs to team members.
4. In an effort to maintain a healthy environment, performed screening of team members, visitors and contractors for several months during the initial COVID-19 return-to-work phase.
5. Performed tracking of COVID-19 exposures and social contact tracing of team members.

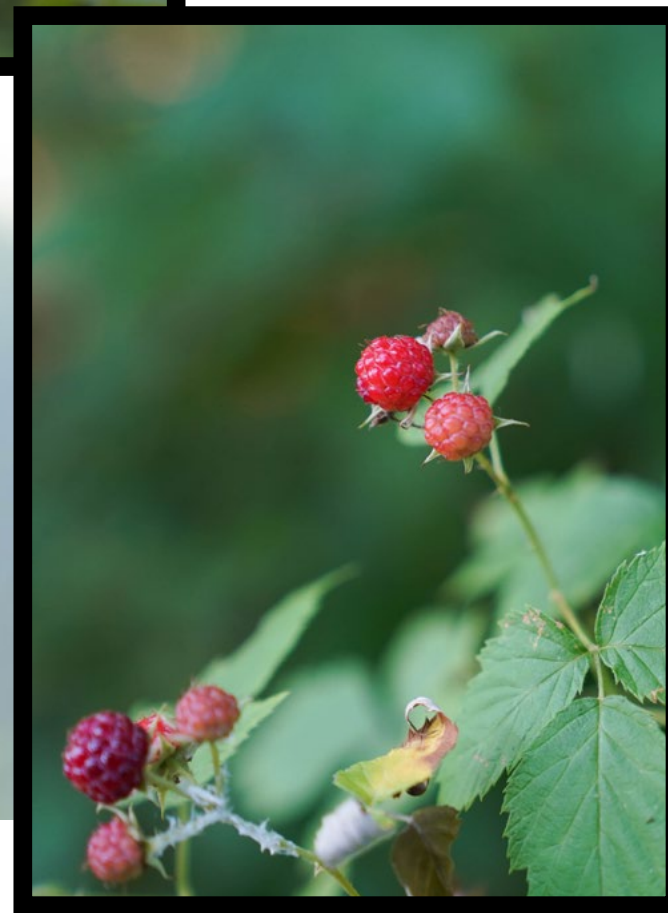


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## 2021 GOALS

1. Review and update job descriptions for Human Resources Department.
2. Redesign Leadership Development Program.
3. Update standard operating procedures for each Human Resources position and cross train staff.
4. In collaboration with the Finance Department, research a new Payroll/Human Resources Information System platform to meet the needs of both departments.
5. Develop a dynamic career track program within NHBP Tribal Government to meet future needs.





## 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.

## 2020 ACCOMPLISHMENTS

1. The Planning Department directly managed approximately 15 grants and contracts ensuring proper reporting and other grants management tasks were completed. When combined with grants managed by other departments, the Tribe manages approximately 35 different grants and contracts totaling more than \$5.4 million. Adherence to grants management rules and regulations is a priority for the Tribe and has contributed to the successful audits completed at the end of each calendar year.

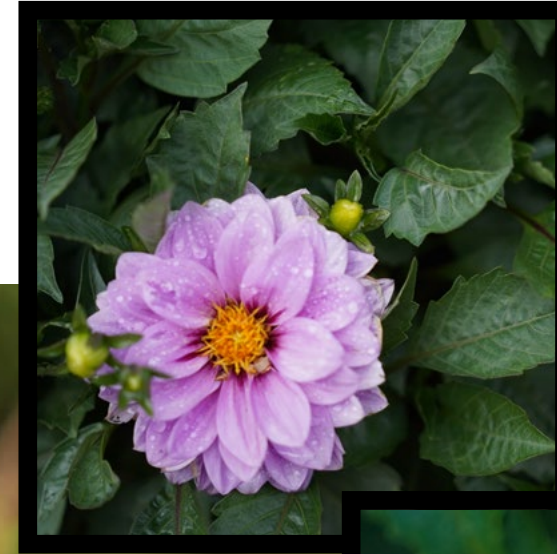


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2. Researched and secured 16 new or renewed grants totaling almost \$3 million dollars to support the Tribe's strategic goals. These grants provide important funding for a wide range of initiatives such as domestic violence prevention, community policing, young child wellness programs and road improvements.

3. Coordinated the receipt of approximately 18 different grants and contract modifications totaling over \$2.5 million dollars to support COVID-19 recovery and preparedness.

4. Coordinated the completion of Pow Wow grounds site conditions that include improved drainage, and pedestrian/vehicle surface enhancements.



## 2021 GOALS

1. Secure additional grant funding to support the strategic goals of the Tribe.
2. Manage grant funding to support NHBP's efforts to prepare and recover from COVID-19.
3. Continue implementing the NHBP Land Acquisition Plan.
4. Continue implementing the NHBP Capital Improvement Plan.





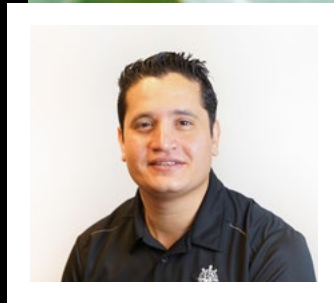
TRIBAL OPERATIONS

### MISSION STATEMENT

The mission of the NHBP Information Technology (IT) Department is to provide the highest quality technology based services, in the most cost-effective manner to facilitate NHBP'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.

### 2020 ACCOMPLISHMENTS

1. Provided high speed internet for Tribal Members living on Pine Creek Indian Reservation.
2. Completed a total revamp of Tribal Government networking equipment, such as expanding our network bandwidth, installing new firewalls and deploying more equipment. These changes helped make it possible for staff to make a smooth transition to working securely from home during the COVID-19 pandemic.
3. Kept our server infrastructure up to date, eliminating our employees' downtime when helping Tribal Members.
4. Upgraded phone system and voicemail to the latest release.
5. Replaced all old access readers with new units. The work was performed by NHBP staff, rather than be outsourced.



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### 2021 GOALS

1. Upgrade some of our security systems and appliances to keep the Tribe's information secure and private.
2. Replace all surveillance cameras with higher quality units. The work will be performed by NHBP IT employees, rather than be outsourced.
3. Implement a disaster recovery plan, that will give the Tribe the ability to recover in case of a ransomware attack.
4. Repurpose older iPhones and laptops by offering them to Elders rather than disposing of them.
5. Assist other Tribal government departments with implementing new systems and hardware that will benefit the entire organization and the Tribe. For example, AVS, Google Cloud, etc.

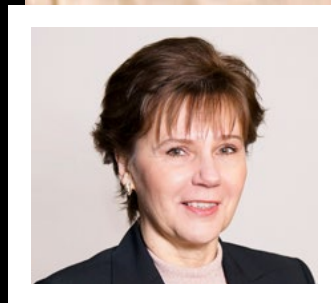


## MISSION STATEMENT

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.

## 2020 ACCOMPLISHMENTS

1. Processed enrollment applications in accordance with the Enrollment Code, Enrollment Policies and Procedures; scanned all enrollment documentation to ensure that all records are backed up in digital format.
2. Maintained up-to-date membership database and provided timely confirmation to outside providers and internal departments to confirm Tribal Members' eligibility for Welfare Benefit Program, Healthcare Program and Revenue Allocation Plan to ensure there are no interruptions or delays in accessing program.
3. Processed enrollment verifications requests under the Indian Child Welfare Act and provided Membership status verification to various agencies.
4. Provided numerous demographic reports to NHBP departments which enabled them to research and secure grant funding and improve services to Tribal Membership.
5. Initiated payments for Bereavement Benefits Program.



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## 2021 GOALS

1. Continue Tribal Enrollment process in compliance with the NHBP Enrollment Code and Enrollment Policies and Procedures.
2. Remain committed to effective record keeping best practices to ensure that essential documents are adequately protected and available upon request in a timely manner.
3. Continue support of internal departments in order to meet the strategic goals of the Tribe. We will remain dedicated to assisting and serving the NHBP Tribal Members with integrity, accuracy and utmost respect and confidentiality.
4. Continue training in the area of enrollment and governments records to enhance knowledge and skills that will allow us to assist Tribal Members and provide support to the internal departments in most proficient way.



### MISSION STATEMENT

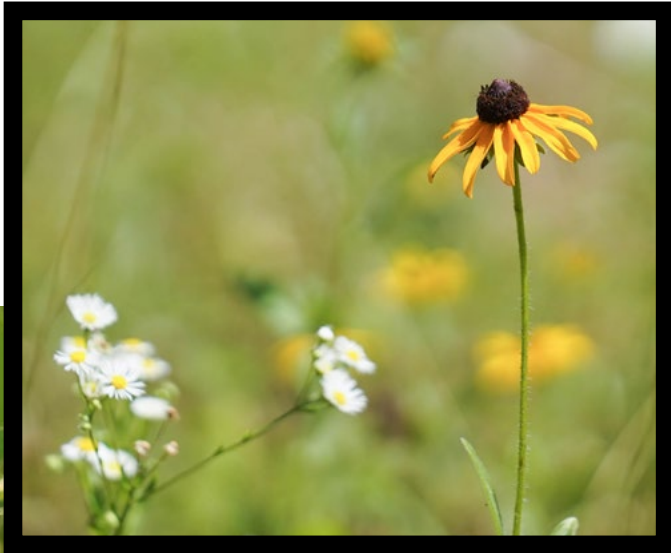
To provide Tribal Members with accurate, timely, well-presented, reliable information about NHBP events, programs and other benefits by writing, designing and publishing for digital and print media.

### 2020 ACCOMPLISHMENTS

1. Increased our library of digital Neshnabék artwork which allows our designs to be more reflective of Neshnabék culture.
2. Redesigned the public website to provide improved user experience and enhanced navigation, and ensure that the site is mobile friendly and compliant with the Americans with Disabilities Act (ADA).
3. Increased the number of Tribal households that have opted out of the print version of the Turtle Press which increased by nearly 500%.
4. Kept Turtle Press and all major publications on deadline during entire year, even in the face of serious challenges presented by the pandemic.
5. Implemented virtual meeting products to allow Tribal Council Business Meetings and Annual Membership Meeting to be held with all participants joining remotely.



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### 2021 GOALS

1. Continue to build our library of digital Neshnabék artwork by working with a wider variety of Neshnabék artists.
2. Assist with planning for 2022 Gathering of Potawatomi Nations which will be hosted by NHBP.
3. Assist Culture Department in making more online culture and language resources available to Tribal Members.
4. Implement a Printing and Mailing Task Force that will identify opportunities to reduce the amount of printed materials the Tribe produces and the number of mailings, decreasing waste.
5. Redesign the Members Only website to improve ease of use for Tribal Members.

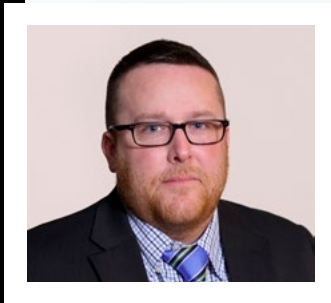


## MISSION STATEMENT

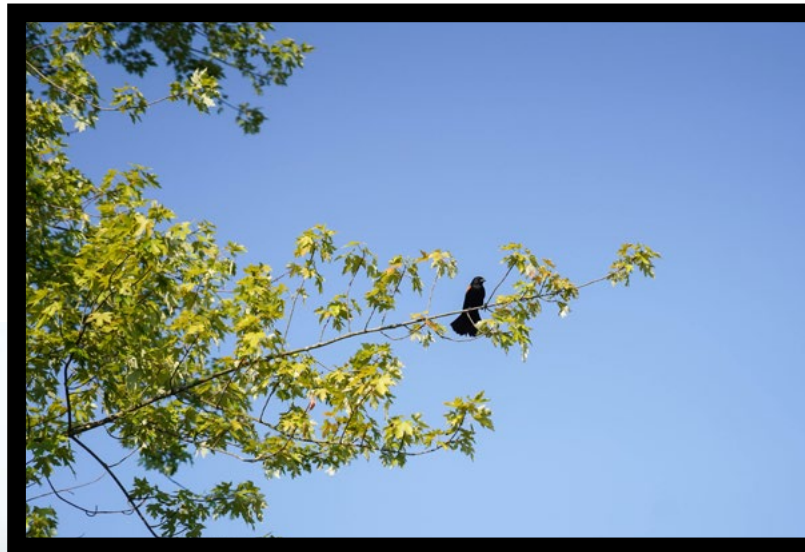
It is the mission of the NHBP Housing Department to provide Tribal Members the opportunity to realize affordable, safe and decent housing through a variety of practical and effectively managed housing-related assistance programs and services. In all aspects and endeavors, the NHBP Housing Department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

## 2020 ACCOMPLISHMENTS

1. Administered special 2020 U.S. HUD Indian Housing Block Grant – CARES Act award; collaborated with Planning and Information Technology departments on fiberoptic (high speed internet) expansion to homes on the Pine Creek Indian Reservation.
2. Initiated new Computerized Maintenance Management System for Housing Department work orders and asset tracking, including all components of residential properties operated by the Tribe, power equipment maintenance, and materials inventorying.
3. Administered the Rental Housing Program at Pine Creek Indian Reservation, Mishkoswen Development, and off-site properties (full occupancy of 33 Tribally-owned and operated residential units) and perpetual housing and social services-related assistance programming: rental housing, homeownership, home repair/renovation, weatherization, emergency assistance, etc.
4. Conducted major hardscape/landscape improvements at Rental Housing Program units (Shkop Lane and Pamptopee Trail corridors).
5. Conducted contract administration and project management duties for office space, break room, and visitor entry build-out of the Housing Department warehouse at the Pine Creek Indian Reservation.



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## 2021 GOALS

1. Collaborate with the Housing Committee and Planning Department regarding continued off-site residential development.
2. Continue hardscape/landscape and planting improvements at Rental Housing Program units.
3. Continue contract administration and project management duties related to structural, mechanical, and weatherization improvements at early-phase Rental Housing Program units.



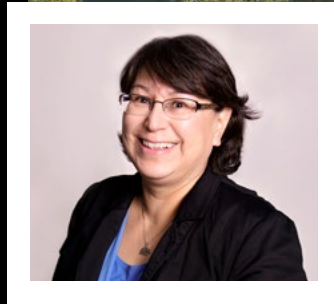
MISSION STATEMENT

To serve the Tribal community in accordance with the Health and Human Services Code of Ethics by providing and coordinating access to quality, compassionate and culturally based health services to promote overall wellbeing for the next Seven Generations.

2020 ACCOMPLISHMENTS

1. Pandemic Response:

- a. Community Education – Provided information to NHPB government and community members regarding COVID-19 symptoms, infection control and masks.
- b. Established Telehealth – Moved to a telehealth platform, Doxy.me, for all medical and behavioral visits.
- c. COVID-19 Testing – Received Abbott ID NOW rapid testing at the Pine Creek Health Facility and requested and purchased additional testing machines, allowing us to run two at each site.
- d. COVID-19 Vaccines – Prepared to receive and administer the first COVID-19 vaccines as approved by the FDA.
- e. Virtual Programming – Reconfigured several community health and behavioral health programs to a virtual format, or reduced participants to maintain physical distancing requirements such as reduced participation at Lunch and Learns, one-to-one support outings, virtual cooking classes, maternal child programming, fitness classes and recovery support groups.



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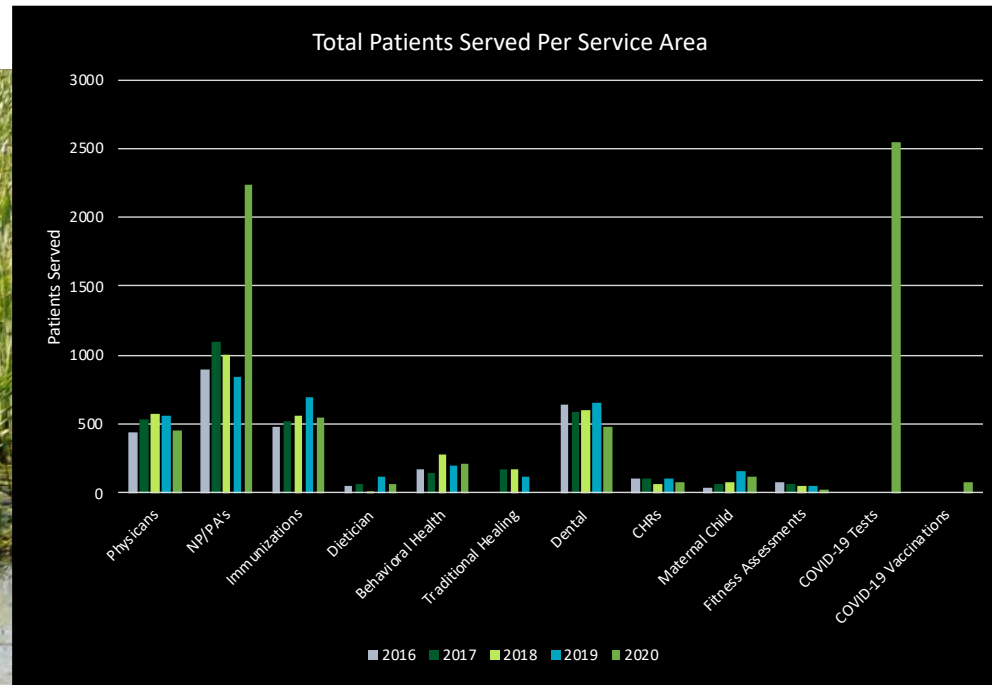
Left: Tribal Early Childhood Specialist Kailey Cline helps Tribal Member Mila Moore pick out a pumpkin at a healthy start playgroup.



2020 ACCOMPLISHMENTS {CONTINUED}

- 2. Administered NHPB Healthcare Program satisfaction survey with a 35% participation rate.
- 3. Completed FireKeepers Casino Hotel (FKCH) Clinic Expansion Feasibility to determine the location and cost of constructing a new clinic close to FKCH for their employees to reduce FKCH health benefits cost and to improve access to medical, dental, behavioral health services for Tribal Members and FKCH team members residing in and around Battle Creek.
- 4. Drafted and approved Infection Control Policies for dental services. Current medical infection control policies were reviewed and revised.

## 2020 ACCOMPLISHMENTS {CONTINUED}



## 2021 GOALS

1. Continue roll out of COVID-19 vaccines, and COVID-19 testing with monitoring of COVID-19 rates within the seven county service area.
2. Present FKCH clinic expansion to Tribal Members for feedback. Pending approval, begin formal planning for construction.
3. Utilize Indian Health Services Infection Control Consultant to assess health facilities to provide recommendations on infection control improvements required.
4. Complete a mock review of NHBP Behavioral Health to identify further requirements to meet the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation.
5. Build wellness through continued patient involvement, implementing a Medically Assisted Treatment (MAT) program for opioid misuse, collaborating on programming with other departments and strengthening coordinated case management for our most vulnerable and at-risk Members.

Above Left: Community Health Representative Pennie Jewell assists the Virtual Cooking Class. Right: NHPB Johnny Trosper, his wife, Rebecca Trosper and their daughter, NHPB Tribal Member Addison Trosper at the 2020 Gull Meadow Fun on the Farm Healthy Start Playgroup.



## MISSION STATEMENT

To serve the Tribal Community by providing and coordinating access to quality culturally based social services to promote overall well-being for the next Seven Generations.

## 2020 ACCOMPLISHMENTS

1. Received and processed 791 Indian Child Welfare Act (ICWA) notices:
  - a. 28 were NHBP families to whom NHBP Social Services provided outreach to offer supportive interventions and/or family strengthening supports.
    - i. 16 of the allegations were proven not true with evidence.
    - ii. 16 involved alcohol or other drugs.
    - iii. 13 involved domestic violence.
    - iv. 9 involved neglect.
    - v. 1 was court involved and the child was initially placed in a non-Native licensed foster home until a family placement was established.
2. Provided advocacy, support and services with 41 NHBP Indian Child Welfare identified cases involving 53 children.
  - a. 6 cases were NHBP parents with descendant children who are not enrolled or currently eligible to be enrolled with NHBP.
3. Provided voluntary supportive services to:
  - a. 21 NHBP vulnerable adults and/or Elders and their families.
  - b. 27 NHBP families that included 42 children.
  - c. 13 NHBP adults.
  - d. 2 NHBP foster homes.
  - e. 2 NHBP guardianships.



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## 2020 ACCOMPLISHMENTS

{CONTINUED}

4. In collaboration with Membership Services and Health and Human Services Department, provided COVID-specific activities such as:
  - a. Check-ins via a variety of means dependent upon the identified safety.
  - b. Meal and grocery support.
  - c. Necessary errands.
  - d. Facilitating needed appointments, services, moves, etc.
  - e. Providing updated information and education about COVID-19 and safety measures.



## 2021 GOALS

1. Continue development skills and efficiency with Social Services Department (SSD) software to meet the needs and requirements of NHBP Social Services to provide quality services, data tracking and reporting.
2. Fulfill the SSD expansion plan to include recruiting, hiring and onboarding the three open positions that will allow for increased service provision to NHBP Members.
3. Adapt family strengthening programming to occur virtually.
4. Continue to advocate for and work with the Legal Department on the needed Code amendments and then finalize the related policies and procedures to further express NHBP's sovereignty.
5. Continue to provide advocacy and education to agencies and systems that impact NHBP children, Elders, vulnerable adults and families.



**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 Culture commitment to honor all NHBP Ancestors through:

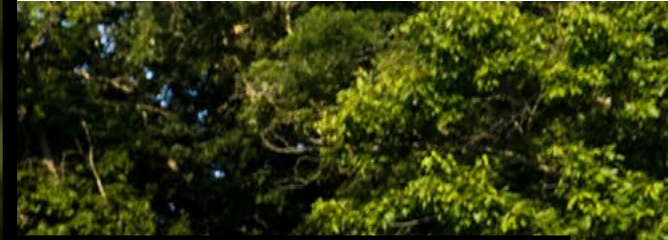
1. The education and revitalization of traditional Bodéwadmí culture, language and history.
2. The repatriation of the Tribal Ancestors, sacred objects and objects of cultural patrimony.
3. The protection, preservation and management of significant historical properties, traditional culture properties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

**2020 ACCOMPLISHMENTS**

1. Assisted the NHBP Nation during the pandemic by sewing thousands of masks for Tribal Members and other organizations.
2. Launched virtual learning platform with the Northern Culture team hosting lessons weekly.
3. Participated in Maple Syrup and Wild Rice harvests.
4. Hosted the Language Workshop in Grand Rapids.
5. In collaboration with Tribal Court, secured a grant-funded position to assist with Sacred Medicine harvest.



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**2021 GOALS**

1. Fill Northern Language Associate position.
2. Adopt Food Sovereignty Plan.
3. Complete move to new Culture Building at 1210 V Drive in Athens, Michigan.
4. Host Honoring Our Veterans Round Dance and second annual New Year's Eve Ogitchedaw Warrior Society Sobriety Pow Wow.
5. Enhance virtual learning opportunities for language and culture.

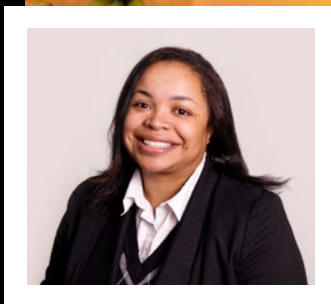


## MISSION STATEMENT

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.

## 2020 ACCOMPLISHMENTS

1. Served 188 post-secondary education students by providing programs which helped eliminate out-of-pocket payments and/or the need for student loans.
2. Served 421 pre-K through 12 students by providing assistance that equipped students for college and career readiness. Students were offered support by offsetting the costs of school supplies, tutoring fees and tuition, while also offering rewards for grades and attendance.
3. The NHBP Education Office updated pre-K-12 programming to meet the evolving needs of our students. The program updates are also addressed in the 2018 – 2022 Strategic Plan which aimed to increase the level of financial literacy among Tribal Membership. Financial literacy course requirements were implemented into each year for those in pre-K through grade 12.
  - a. The School Readiness Program, formally known as the Pre-K-12 Program, increased the available funding to offset the cost of school expenses such as supplies, clothing and other necessary items. Students are now required to engage in meaningful activities and lessons.
  - b. Updated requirements for the Education Incentive and Drivers Training Programs including the completion of high-quality, evidence-based financial literacy courses available through the NHBP Members Only website.



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## 2020 ACCOMPLISHMENTS

{CONTINUED}

4. Transferred two part-time bus drivers and two part-time transporters from the Department of Public Works. In addition, Membership Services successfully incorporated one full-time bus driver and one full-time transporter position into the organizational chart. The transition will allow the department to fulfill more transportation requests moving forward to support Membership.
5. Collaborated with various departments to assist in conducting wellness checks for all NHBP Elders. In addition, the Elders Specialist, Language Associate and Youth Specialists delivered craft kits, media baskets and engagement packages to program participants during the COVID-19 pandemic.



## 2021 GOALS

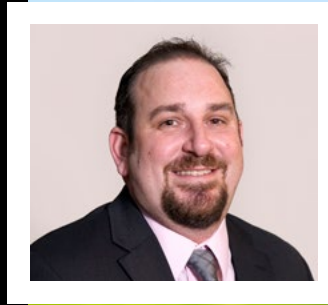
1. Transfer the VITA/Expanded Tax Assistance Program from the Legal Department. Frequently Asked Question (FAQ) section for each population.
2. Refine the education section of the NHBP Members Only website in collaboration with the Communications Department. The updates will provide ease of use for our three populations: Pre-K-12, adult and continuing education, and post-secondary students. The website will also include a comprehensive
3. Continue to develop a comprehensive plan for post-secondary recruitment, retention and graduation.
4. Continue to evaluate data collected from the Education Needs Assessment and Program Survey for implementation post-COVID-19.

### 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.

### 2020 ACCOMPLISHMENTS

1. Achieved record year sales, totaling more than \$215,000.
2. Expanded sales reach and relationships outside of Tribal Membership and Tribal operations to include FireKeepers Casino Hotel, Waséyabek Development Company, LLC, and subsidiaries.
3. Expanded wholesale vendor list.

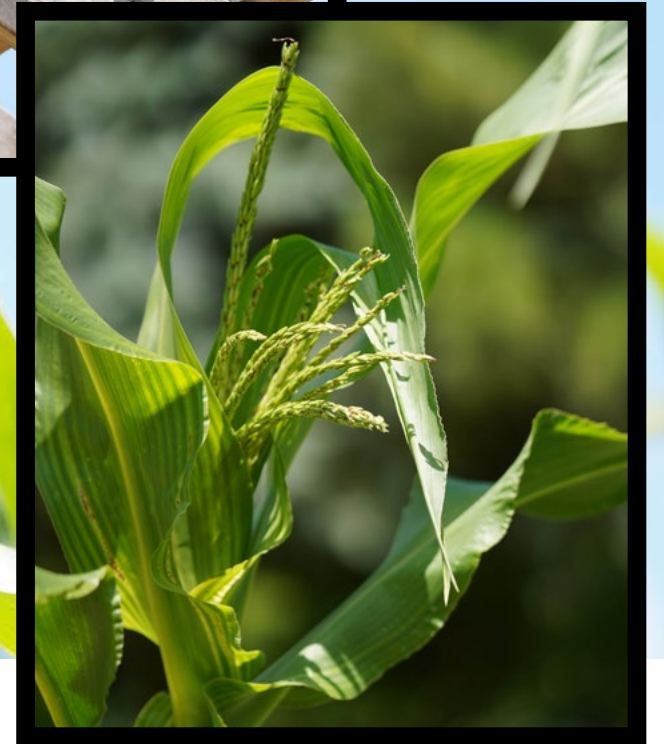


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### 2021 GOALS

1. Expand e-commerce website offerings and increase visibility.
2. Expand brick and mortar store offerings.
3. Expand relationships with other Tribally-owned entities.

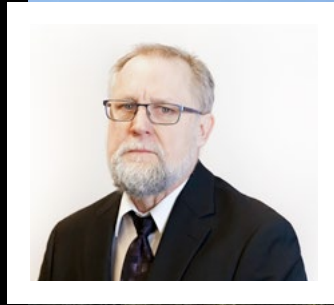


**MISSION STATEMENT**

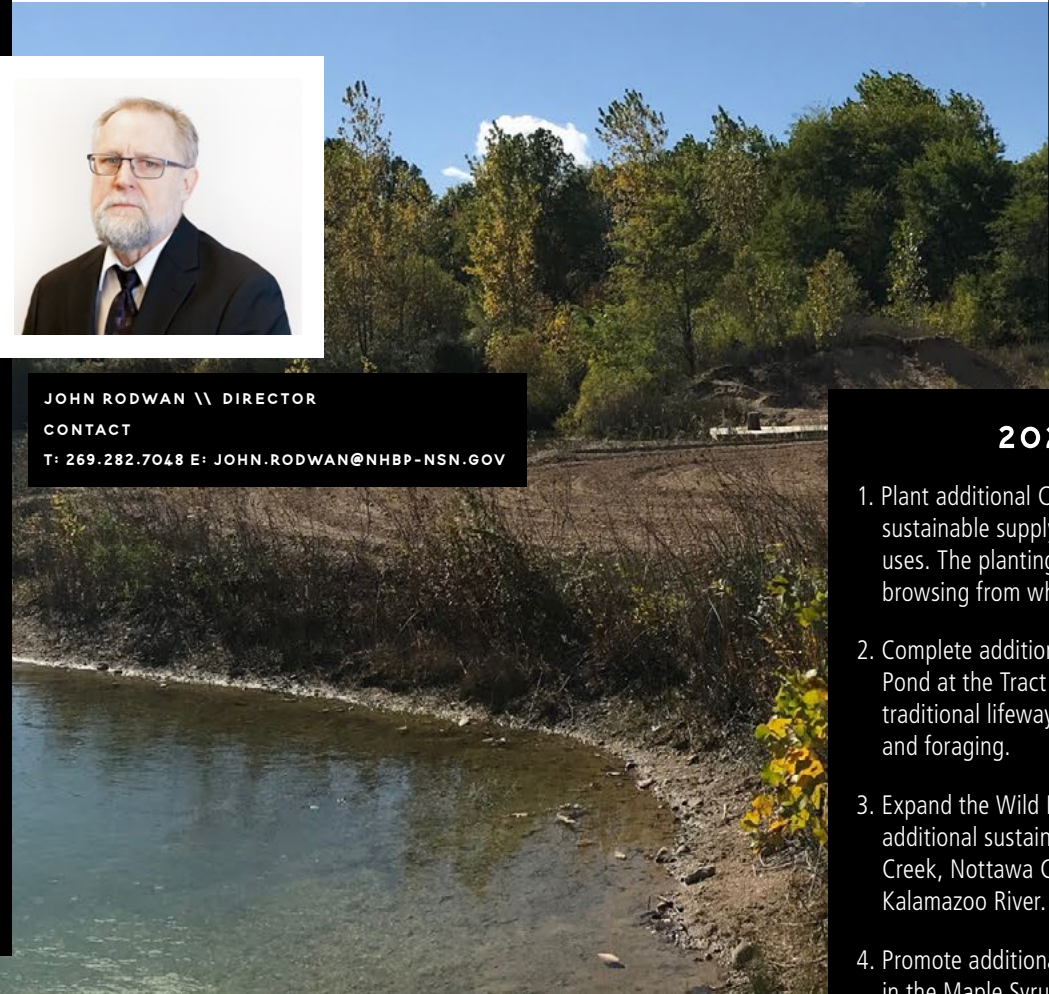
The NHBP Environmental Department is committed to the protection, enhancement and restoration of the Tribe's environmental, natural and historical resources. These efforts are prioritized through the Strategic Plan and are conducted through interaction with the Tribal Council, Tribal Environmental Advisory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

**2020 ACCOMPLISHMENTS**

1. Participated in numerous environmental and historical consultations with state and federal agencies.
2. Completed access improvements to Tribal properties:
  - a. Installed boardwalk dock at V Drive property to enhance access to the Nottawa Creek, which contains excellent Wild Ricing and angling opportunities.
  - b. Performed earthwork in collaboration with DPW at Gigo (fish) Pond to reduce shoreline slopes and improve parking, setting the stage for even more site improvements in 2021. The fish have been monitored and fed at regular intervals to ensure excellent angling opportunities.
  - c. Made dock improvements at the Wild Rice pond on The Reservation, which will promote our outreach and education efforts and provide improved access to Pine Creek.
3. Received Treatment as State by EPA for management of non-point source surface water on the Pine Creek Indian Reservation.
4. Expanded interdepartmental participation in Wild Rice Program.



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Above: Gigo Pond located on Sherwood Township's Tract 4 parcel.



Left: Culture Specialist Kevin Harris II and Environmental Technician Robert Williams, both NHBP Tribal Members, collect Wild Rice. Middle: Robert Williams collects and holds the Wild Rice that gathered in the bottom of their canoe. Bottom: Robert Williams, Tribal Historic Preservation Officer Doug Taylor, Environmental Director John Rodwan and Sr. Environmental Specialist - Water Eric Kerney make cider.



**2021 GOALS**

1. Plant additional Cedar trees to promote a sustainable supply of Cedar for ceremonial uses. The plantings will be fenced to deter browsing from whitetail deer.
2. Complete additional improvements to the Gigo Pond at the Tract 4 parcel to encourage traditional lifeways such as hunting, fishing and foraging.
3. Expand the Wild Rice program to create additional sustainable Wild Rice beds in Pine Creek, Nottawa Creek and tributaries to the Kalamazoo River.
4. Promote additional interdepartmental inclusion in the Maple Syrup and Wild Rice programs to ensure continuity of the programs and additional access for the community.

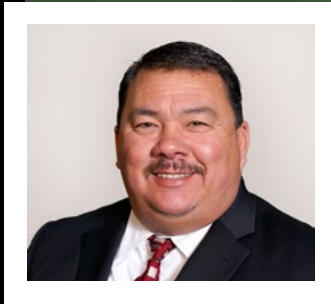


### MISSION STATEMENT

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 Indian 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.

### 2020 ACCOMPLISHMENTS

1. Provided water to Tribal Members in local area when a boil notice was issued for the entire Battle Creek area, as well as replacing The Reservation lift station floor when it was discovered the old flooring was deteriorating and could impact the lift station's ability to properly function.
2. Led the sanitization effort to ensure safety of Tribal Members and staff in government facilities through the use of the latest technology and daily cleaning and more detailed cleaning for areas that had been exposed during the pandemic.
3. Capitalized on the Commercial Driver's License training completed by the DPW Director and Fleet Manager to have work done to improve the reliability, capability, and interior of the Tribal buses used for various Tribal purposes throughout the year.



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### 2020 ACCOMPLISHMENTS

{CONTINUED}

4. Completed construction projects and improvements to facilities.
  - a. Installed Corian countertops in the exam rooms at the Grand Rapids Health Facility.
  - b. Increased offsite storage capability by improving and expanding the Skasgé pole barn.
  - c. Assisted Culture Department with improvement to their new V Drive location.
5. Responded to remove storm debris and clean up areas impacted by summer storm that left multiple trees in a weakened state, which ensured the safety of residents, as well as staff members working on-site.



### 2021 GOALS

1. Increase department capability by increasing the number of staff who possess commercial driver's licenses and training in landscaping best practices.
2. Ensure that various positions within the department have an effective back up in place.
3. Work with other Tribes to share workplace knowledge and best practices, policies and procedures.



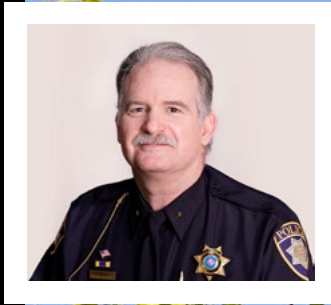
Top: Janitorial Supervisor Liz Wilk and Janitor Travis Brown clean floors. Bottom: DPW Director Darrel Vorce removes storm debris.

### 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 defend the sovereignty of the Tribe while respecting the right and dignity of all persons within its jurisdiction.

### 2020 ACCOMPLISHMENTS

1. Occupied the new office space at FireKeepers Casino Hotel, which has greatly improved working conditions and morale.
2. With the help of the Planning Department, secured a five-year Department of Justice grant to continue the School Resource Program.
3. Purchased an additional drone and trained another officer who obtained his Federal Aviation Administration license to operate the drone to allow us to expand the drone program.
4. Participated in the Shop with a Cop program.
5. Worked through the pandemic without reducing police presence.

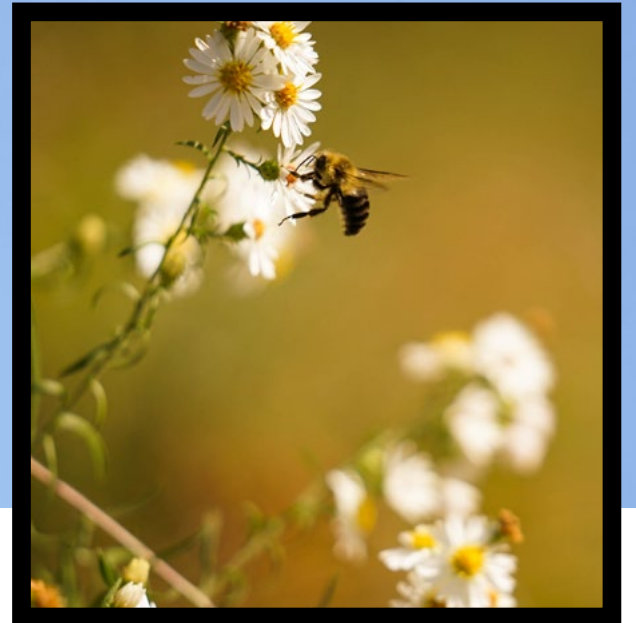


**CARTER BRIGHT \ \ CHIEF OF POLICE**  
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### 2021 GOALS

1. Promote one Sergeant to the rank of Lieutenant, allowing us to perform better succession planning and career development within the department.
2. Work with the Planning Department and Tribal Court on a long-term plan to construct a new Police/Court building, which is needed because we have greatly outgrown our current facility.
3. Continue to expand the role and responsibilities of the conservation program to complete the goals identified in the Strategic Plan.
4. Revisit the possibility of constructing a dual-use shooting range for the use of the police department and the Tribal community.





**INDEPENDENT BODIES**

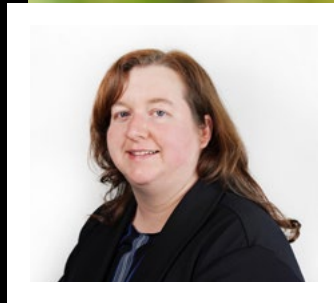


### MISSION STATEMENT

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.

### 2020 ACCOMPLISHMENTS

1. Composed and approved regulations allowing sports betting to commence.
2. Selected vendor for licensing software and completed software build-out, which is ready for implementation in 2021.
3. Approved reopening protocols for casino operations to commence after COVID-19 shut down and ensured continued adherence of protocols.
4. Adapted training plans to utilize virtual trainings and Zoom conferences for team member growth.
5. Updated employee license classifications for compliance with National Indian Gaming Commission (NIGC) requirements, and completed NIGC/FBI fingerprinting audit.



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### 2021 GOALS

1. Go live with licensing software, including online applications for casino applicants, especially in preparation of hiring casino staff for the new hotel tower.
2. Prepare for online gaming regulating.
3. Continue to create efficiencies for verification of software, completion of audits and licensing requirements, through training and working with casino.
4. Empower team to earn Association of Certified Fraud Examiners, adjudication and other training certifications.
5. Continue to carry out the overall mission of the Gaming Commission and strive for the highest level of protection of Tribal assets.



Above Left: Gaming Commission Chair Shirley English, who retired at the end of 2020. Right: Former Gaming Commissioner, currently the Gaming Commission Chair Chris Rogers. Middle: Gaming Commissioner Diane Potter. Bottom: Gaming Commissioner Tashina Kiley.



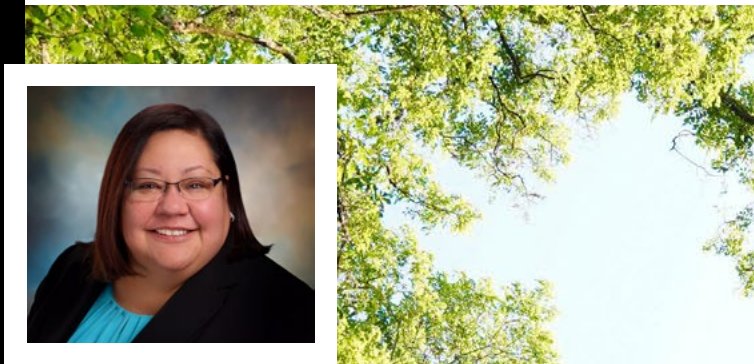
**ECONOMIC DEVELOPMENT**

## MISSION STATEMENT

Operate FireKeepers Casino Hotel a little better every day while creating a WEEA environment which produces Revenues and EBIDA for NHBP. Work to being the casino of choice and employer of choice while continuing to help the community at large.

## 2020 ACCOMPLISHMENTS

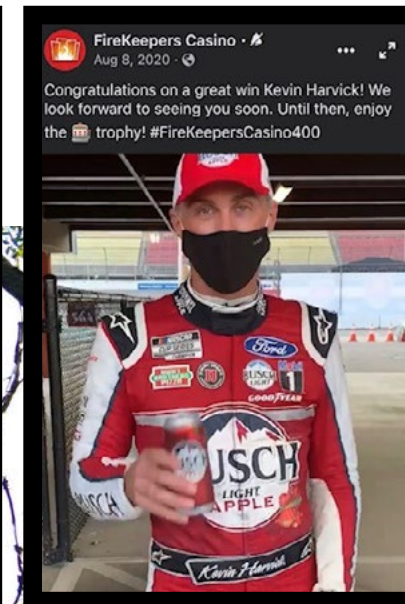
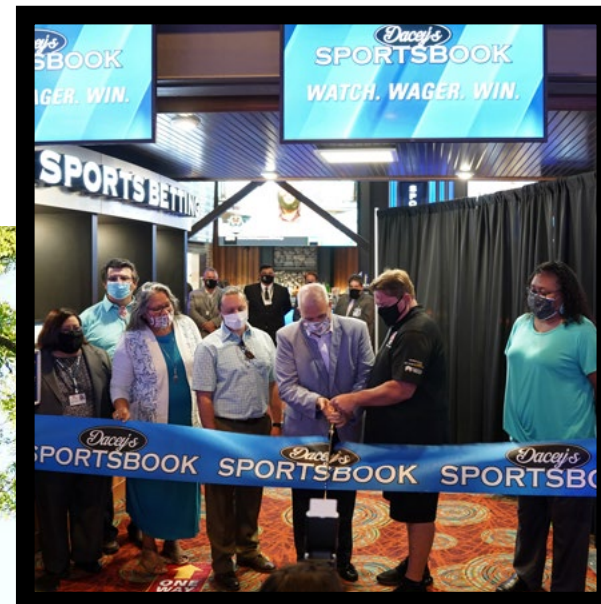
1. The financial performance of FireKeepers Casino Hotel (FKCH) was strong despite the impact of COVID-19. As a result of being closed for 74 days and re-opening at 50% capacity in Gaming and Food and Beverage (F&B), revenue was only short to budget by 14% and short to 2019 by 14.3%. Despite the revenue shortfall, EBIDA was strong and exceeded our expectations following the shut-down. Budgeted EBIDA goal was missed by only 1.5% and down to last year by 9.8%.
  - a. Gaming revenue missed budget by 12% and served over 1.9 million patrons.
  - b. F&B served over 632,664 covers. To comply with COVID-19 protocols we did not re-open Mijem Buffet, Chi-Monee's Food Court or banquets, and limited seating to 50%.
  - c. Hotel occupancy of 92.6% or 61,879 rooms occupied for the year.
  - d. PitStop sold 1.4 million gallons of gas.
  - e. Operating expenses were less than budget by 24.8% and -18.9% to 2019.
2. Maintained and improved our status of being the Employer of Choice continued on a variety of fronts during the year:
  - a. Recipient of Best in State Employer by Forbes Magazine.
  - b. Recipient of the National Indian Gaming Association Chairman's Award.
  - c. Offered CapTrust Financial Planning services to all employees.
  - d. No increase in health care costs to employees.



**KATHY GEORGE \ \ CHIEF EXECUTIVE OFFICER**  
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Left: The ribbon cutting ceremony for Dacey's Sportsbook. Middle: Kevin Harvick wins the FireKeepers Casino 400 race. Right: A Hotel Tower II worker hoists the ceremonial beam at the beam signing event.



## 2020 ACCOMPLISHMENTS {CONTINUED}

- e. Teledoc service continued at no charge to employees.
  - f. Improved TDR offerings.
  - g. PTO buyback and Employee Relief Fund expanded.
  - h. Employee Referral Program expanded.
  - i. Assisted employees through the shutdown of the casino as well as maneuvering through the unemployment process. In addition, brought back all employees who wanted to return and worked to place team members into new positions when their departments were not re-opened.
3. Welcoming, Engaging, Enthusiastic, Appreciative (WEEA) service provided to all of our guests and employees:
    - a. All departments are focused on WEEA service to our guests and each other.
    - b. PTO pool received thousands of hours donated by employees to help their fellow employees during their time of need this year due to COVID-19.
    - c. Received numerous letters and comments regarding the friendliness and effectiveness of team members following the shut-down, which helped our guests feel at-ease.



### 2020 ACCOMPLISHMENTS {CONTINUED}

4. Our community involvement and awards and accolades were many and brought exposure to FKCH and NHBP:
  - a. Recipient of the EPA Leadership Award for Food Recovery Challenge.
  - b. Recipient of Best in State Employer by Forbes Magazine.
  - c. Best Casino in Michigan – WWMT.
  - d. Best Casino and place to Gamble in Indiana – Fort Wayne Newspaper.
  - e. AAA Four Diamond Award and Best of Housekeeping Award.
  - f. Numerous awards for best of casino, rooms, food, games, promotions and staff.
  - g. Quality Inn received the Gold Award from Choice Hotels for being a top 10% performing hotel.
  - h. The FireHub and Kendall St. Pantry received numerous accolades from the city, state and nation. Served over 6,000 families at the pantry. Fresh Food Initiatives, Drives for Food, clothes and toys.
  - i. Greenhouse at the Pine Creek Indian Reservation has continued to grow and thrive. Provided vegetables and fruits for NHBP, lunch and learns, the FireHub and other events. Provided salad bar fixings for three needy schools in the local area. Established partnerships with Michigan State University and other entities to further crop production, ideas and funding. Harvested honey and bottled it for distribution as well as eggs from our chickens. We continued growing Tobacco, Sage and other needs identified by the Culture Department.
  - j. FKCH 400 NASCAR race at Michigan International Speedway in August. FKCH was visible in millions of homes across the world to see Kevin Harvick win our race.
  - k. FKCH Championship – Symetra Event – Road to the LPGA in August. FKCH was visible across the world of golf in the U.S. and also 28 countries across the world.
5. Developed, implemented and adhered to COVID-19 protocols to safely open and operate FKCH:
  - a. Worked in conjunction with the Gaming Commission, NHBP Health and Human Services Department and Calhoun County Health Department to follow CDC guidelines to develop and implement protocols to keep everyone safe.
  - b. The protocols we developed were shared and utilized at other casinos that opened after us, as well as other businesses in the area that adapted them for their use.
  - c. The key protocols included: temperature readings, face coverings, non-smoking instituted, sanitizing stations, social distancing by adhering to 50% occupancies, not opening high-traffic, uncertain spacing options like buffet, Chi-Monee’s, banquets, bingo, poker and valet. Created a new position of Cleaning Ambassador whose focus is to sanitize games, chairs, tables and other touch-point areas.

Top: FireKeepers Casino Hotel towers. Bottom: The finish line at the FireKeepers Casino 400.



### 2021 GOALS

Overall goal is for FKCH to operate a little better every day while providing WEEA service resulting in being the casino and employer of choice.

1. Exceed budgeted revenues and EBIDA for the property.
2. Maintain Employer of Choice status by taking care of our people who serve our guests.
3. Maintain Casino of Choice status by taking care of our patrons who choose FKCH for their entertainment and gaming needs.
4. Continue to be stewards of the community.
5. Open the hotel tower II expansion successfully to positively impact revenues and EBIDA.



