



Pokégnek Bodéwadmik  
Pokagon Band of Potawatomi

ANNUAL ACCOMPLISHMENT REPORT • 2010



## From the Chairman

# From the Chairman



**MATTHEW WESAW**  
Tribal Chairman/  
Gaming Authority CEO/President



**ERVIN "BUTCH" STARRETT**  
Tribal Council Vice-Chairperson/  
Gaming Authority Vice-Chairperson



**FAYE WESAW**  
Tribal Council Secretary/  
Gaming Authority Secretary



**TROLAND "TROY" V. CLAY**  
Tribal Council Treasurer/  
Gaming Authority Treasurer

Pokagon Band Tribal Citizens,

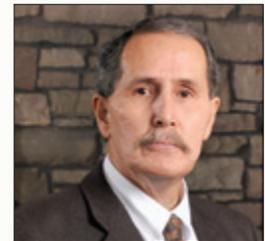
It is my privilege to share with you the Annual Report. I hope you will share the same sense of pride in the Band's accomplishments that I do as your chairman, and that Council does as your elected leadership. You, the tribal citizen, have been instrumental in the success of the Pokagon Band by participating in your government. That could be by employment with the tribe, elected or appointed to a board, commission, committee, or attending the various meetings and functions of the tribe. No matter what the level, your council appreciates your involvement and your comments as we work to meet our vision and values:

*The Pokégnek Bodéwadmi, Pokagon Band of Potawatomi, are a proud, compassionate people committed to strengthening our sovereign nation, a progressive community focused on culture and the most innovative opportunities for all our citizens.*

Council continues to participate at the local, state, and federal levels to develop and position the Pokagon Band as both a partner and innovator for the improvement of the quality of life for our citizens. The country recently completed local, state, and national elections. The face of the nation has changed. Due to the relationships we have developed and the firms we have working for us, our voice will continue to be heard. We have established relationships in Michigan with the new attorney general, the governor's chief of staff, and I have been appointed to a governor's advisory committee to review the delivery of law enforcement services. I was pleased that in the committee's first meeting the governor used a quote from the first meeting between him and me. I wasn't sure he was paying attention to my comments but it appears, based on his comments, he was. We continue to work on building relationships in the state of Indiana. Several of Governor Daniels' staff have been contacting members on our council, and I expect we will have them up for a visit. In addition, we have finally submitted our trust application for land we have purchased in Indiana. We don't know when the federal government will actually take the land into trust, but the process has begun. We have agreed on the firm that will provide the environmental assessment, which is a major part of the trust application process. It has taken many years, but we are finally there. Thank you for your patience and support on this issue.

We are consistently looking not for just the best people to hire, but also for the latest ideas in management and infrastructure best practices. While our government has grown, my hope is that the level of service we provide is growing too. This next year our staff will be exposed to a higher level of training, which will maximize our effort to provide the best customer service to our citizens. Your satisfaction will be our acknowledgement that we are doing our job.

We are scheduled to take possession of the Community Center out at Dailey Road in July of this year. This will be another milestone for the Pokagon Band. Once completed not only will it increase our ability to provide additional service, but will increase social activities for our people and accommodate larger meetings. In addition we are working with the master plan to develop the remaining property at Dailey Road so that we can build more homes. The master planning will also help us determine what additional infrastructure we should consider for the village. This is an exciting time for us. The Cultural Center design is still being developed. The committee is working with the design company and hopefully will have their first proposal this spring.



**LYNN DAVIDSON**  
Elders Representative  
Councilperson/Gaming  
Authority Board of Directors



**MICHAELINA MAGNUSON**  
Councilperson/Gaming  
Authority Board of Directors



**MARIE MANLEY**  
Councilperson/Gaming  
Authority Board of Directors

Mno Bmadsen, the board responsible for the tribe's economic development, has been working diligently to expand and diversify our economic base. Not only should this provide increased income in the future, but should also provide job opportunities for our citizens. They have several projects in the works and are developing other opportunities. While they may appear to be moving slowly, I prefer to believe they are diligent in their efforts, take their responsibility seriously, and are only going to move forward when they are sure the project will be a success. Thank you for all your work.



**ALICE OVERLY**  
Councilperson/Gaming  
Authority Board of Directors



**JOHN WARREN**  
Councilperson/Gaming  
Authority Board of Directors

Our casino expansion is on schedule and on budget. Hartford, which is providing construction jobs and well as the permanent casino jobs for our citizens, should be complete before the publicly announced October 1, 2011. We anticipate breaking ground on our Four Winds expansion as soon as our refinancing is complete. Concept drawings are almost finalized which will allow us to determine the necessary budget. In this particular case the expansion is being completed by proposing a budget first. Council is determined not to get too far into debt and, as stated many times, we will have a debt reduction plan to present when financing is complete.



**TOM TOPASH**  
Councilperson/Gaming  
Authority Board of Directors

Please note the efforts of our departments to expand and improve the services they provide for the Band. We have a tremendous group of employees who work very hard for the citizens. I hope you express your appreciation for their work when you see them. A "thank you" goes a long way.



**KELLY CURRAN**  
Tribal Council  
Executive Secretary



**STEVE WINCHESTER**  
Councilperson/Gaming  
Authority Board of Directors

Each year the Band expands the credibility we have established with other governmental units and our partners. This trust can only be developed by living up to our agreements. While others may approach this differently, at the end of the day, our *word* is what will define us as a people.



**JO SILVIA**  
Tribal Council  
Administrative Assistant

On behalf of Tribal Council, we consider it a privilege to work for our citizens, and look forward to your continued support as we move to improve the quality of life of all our people.

The Council appreciates the participation of all of our citizens, boards, commissions, and especially the participation of our Elders. There is much to learn from their experiences, and their willingness to share has not gone unnoticed.

We as tribal citizens should be very proud of what we have accomplished thus far, but we can't rest today. We must roll up our sleeves and pack our lunch, because there is endless work to do as we prepare for the next seven generations.

Thank you all for allowing us to work for you.

  
Matthew Vesaw  
Tribal Chairman



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# Treasurer's Report

## Treasurer's Report

Fellow Pokagon Citizens,

Our tribal treasury is secure and growing.

Immediately after I was elected treasurer in June 2008, I realized our tribe's rapidly growing financial position required two major efforts: 1) Our tribal government needed a trusted advisor to help Tribal Council sagely invest our burgeoning treasury; and 2) Our tribal government was in need of a plan for the future to prevent blind and inefficient spending. Therefore, I recommended to the Tribal Council that we obtain a financial advisor and create and implement a comprehensive tribal government plan. These recommendations were critical steps in moving our tribal government environment from the old federal grant-oriented environment to a new, performance-oriented government.

In last year's annual report, Chairman Wesaw reported the new tribal government vision statement that was the first major step of our tribal planning effort. Major strategic initiatives have been outlined under this vision as the basis of our annual action plans to be implemented by our tribal government. A study is also underway to measure the efficiency of our government operations. Once completed, the Tribal Council will use this information to decide the most efficient way of implementing the strategic initiatives and functions of our tribal government. In addition to our planning efforts, our financial adviser, Key Bank, has been in place for two years and has proven to be the trusted advisors we needed, particularly as we navigate what we hope to be final stages of this global recession.

This past year Finance Board has steadfastly worked to protect the cherished financial resources of our tribe. Among the changes implemented include appointing a new auditor; holding quarterly performance-based budget meetings for the Tribal Council, and recommending policies to the Tribal Council in order to maintain efficient spending and sound investments. As its chairperson, I can report that Finance Board has been and will continue to work with great sensitivity and concern about our tribe's financial resources. Even with the major recession of the past few years, we have managed to protect our tribe's investments and are now looking for investments to grow our cash reserves. With Finance Board's continued financial prudence, we can expect the continued growth and security of our tribal treasury.

As I approach the end of my term, I want to take this opportunity to thank you for the opportunity to serve you as tribal treasurer and I pray that our tribe continues to receive God's blessings.

Looking forward to continued service,



Troland "Troy" V. Clay



**TROLAND "TROY" V. CLAY**  
Tribal Council Treasurer/  
Gaming Authority Treasurer

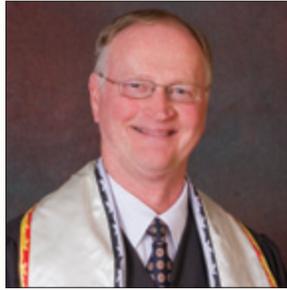
# Tribal Court

## Tribal Judiciary

The judiciary is an independent branch of government established by the Constitution of the Pokagon Band of Potawatomi Indians. The Tribal Court system consists of two levels: the trial level (Tribal Court) and the appellate level (Court of Appeals).



**MICHAEL PETOSKY**  
Chief Judge



**DAVID M. PETERSON**  
Associate Judge

**The Tribal Court Judges** are: Chief Judge Michael Petosky (Grand Traverse Band) and Associate Judge David M. Peterson, retired 5th District Court Judge for Berrien County, Michigan and practicing Michigan attorney.



**ROBERT T. ANDERSON**  
Chief Justice



**JILL E. TOMPKINS**  
Associate Justice



**MATTHEW L.M. FLETCHER**  
Associate Justice

**The Court of Appeals Justices** are: Chief Justice Robert T. Anderson (Bois Forte Band), associate professor of law and director of the Native American Law Center, University of Washington School of Law; Associate Justice Jill E. Tompkins (Penobscot), clinical professor of law and director of the American Indian Law Clinic, University of Colorado School of Law; and Associate Justice Matthew L.M. Fletcher (Grand Traverse Band), assistant professor of law and director of the Indigenous Law & Policy Center, Michigan State University College of Law.



The Judiciary of the Pokagon Band of Potawatomi proudly wearing the robes presented to the judiciary by the Pokagon Band. The robes were crafted by Pokagon Band artisans.

### Tribal Council and Judiciary Annual Joint Meeting

Each year Tribal Council and the judiciary, as separate branches of tribal government, meet face-to-face to collaborate in order to ensure that the needs of the Band, as a sovereign nation, and its citizens are met. Each updates the other on its accomplishments over the preceding year, and shares information about its work in progress, needs and future plans. It has been an exemplary best governmental practice and tradition.

### Court Staff

The Court has two full-time staff, supervised and provided guidance by Chief Judge Michael Petoskey. The chief judge and court staff work as a team in order to develop the infrastructure needed for the court and complete the everyday case work. The court administrator's duties involve the development and maintenance of the every day activities of the court under the supervision of Chief Judge Petoskey. The duties include such things as taking care of cases filed at the court, scheduling hearings, producing forms and orders for the court, administering the court budget, development of policies and procedures for the court, development of justice tools and court rules in conjunction with the judiciary, and supervising court staff.

Daily demands of everyday work has increased with the growth of the Band. In December 2010 the judiciary the hired the new position of the clerk of the courts/paralegal. The judiciary aspired to bring a highly-skilled and experienced person to the staff of the court to help handle the myriad matters now being handled and

processed. In addition, the judiciary realized the need to provide itself and the court administrator expanded capacity to focus on the continued development of sovereign judicial infrastructure to keep pace with community growth and development. The clerk of the courts/paralegal is also responsible to ensure that clerical duties and responsibilities of the Tribal Court are met.

### Overview of the Court's Work

The work of the Court involves: (1) meeting the needs of the tribal government because it is a federally-recognized sovereign nation; and (2) providing an independent, fair forum for resolving disputes, conflicts and adherence to tribal standards. Some of the duties and responsibilities are mandated by the Tribal Constitution. Other duties are the results of laws passed by Tribal Council. Yet other duties are the product of court rules, administrative orders and the inherent authority of the judiciary as a branch of government. The court meets these responsibilities by: (1) establishing general rules of practice and procedure before the courts; (2) collaborative governmental development for the implementation of the laws of the Band, court rules and administrative orders; and (3) the judicial processing of actual cases transferred or filed in the courts.

The Pokagon Band Constitution mandates that the Court of Appeals establish and amend general rules for practice, procedure and evidence in the Tribal Court and Court of Appeals. Court rules provide standard process and procedures: (1) for the practice before the tribal courts; and (2) the judicial processing of cases.



STEVEN H. RAMBEAUX  
Court Administrator



Frances Dostal, clerk of the courts/paralegal; Steven Rambeaux.

### **Court Rules and Administrative Orders**

The court relies heavily on its judiciary. The Court of Appeals is currently working on chapters of court rules and coordinating further planning efforts for future development of court rules and case implementation. The work is begun by the chief judge and court staff preparing a draft of a chapter of court rules for review by the justices of the Court of Appeals. After careful and thoughtful review and revision by the judiciary, the Court of Appeals adopts the chapter of court rules and publishes it for public comment. The chapters of court rules adopted and under current development by the Court of Appeals are:

- CHAPTER 1 *Procedures for Adoption of Court Rules;*
- CHAPTER 2 *Rules of Civil Procedure (Reserved);*
- CHAPTER 3 *Rules of Evidence;*
- CHAPTER 4 *Court Rules for Civil Infractions (currently under 1<sup>st</sup> draft development);*
- CHAPTER 5 *Court Rules of Appellate Procedure;*
- CHAPTER 6 *Court Rules for Recognition of Foreign Court Judgments;*
- CHAPTER 7 *Court Rules for Small Claims;*
- CHAPTER 8 *Court Rules for Judicial Conduct;*
- CHAPTER 9 *Court Rules of Ethics for Tribal Court Personnel;*
- CHAPTER 10 *Court Rules for the Appointment of Counsel;*
- CHAPTER 11 *Court Rules of Professional Conduct for Attorneys (Reserved); and*
- CHAPTER 12 *Court Rules for Contempt (1<sup>st</sup> draft prepared).*

Copies of court rules can be obtained from the Pokagon Band's Tribal Court webpage and from the court upon request.

The judiciary has adopted administrative orders to provide procedural rules in other matters mandated by the Band's Constitution. Much like court rules, administrative orders also provide standard procedures how the Tribal Court acts internally and with individuals, entities and other foreign jurisdictions. Administrative orders adopted by the judiciary are:

- 06-002-TC: *Tribal Court Procedures for Recognition and Enforcement of Foreign Court Child Support Orders;*
- 06-001-CA: *Order for Technical Revisions to Tribal Court Rules;*
- 06-002-CA: *Procedures for Review of Tribal Court Records;*
- 06-003-CA: *Tribal Court Procedures for Appeal of Membership Issues;*
- 08-004-CA: *Tribal Judiciary Procedures for Open and Closed Meetings and Proceedings;*
- 08-004-TC: *Order for Proportioning Per Capita Payments to Satisfy Two (2) or More Delinquent Child Support Obligations; and*
- 09-005-TC: *Procedures for the Allocation of Monies Received by the Tribal Courts (amended on November 24, 2010).*

Copies of administrative orders can be obtained from the Pokagon Band's Tribal Court webpage and from the court upon request.

### **Collaborative Development and Improvement of Justice Systems**

There must be collaboration to provide good working justice systems. Working together helps to educate and proactively plan. The Tribal Court continues to collaborate in all projects and with all departments in any way needed to further the development of the Pokagon Band community. The Tribal Court is collaborating with the Department of Social Services, the Presenting Officer and Pokagon departments in matters concerning child protection cases. Group discussions are focusing on providing all needed services to children and parents before the court. Also, the group is collaborating so that essential information is provided to the court to ensure effective services for children and parents.

In 2008 Tribal Council adopted the *Code of Offenses*. In 2009 the court worked collaboratively with the governmental branches and departments to develop the process and procedure to implement the Code. These cases have become a major part of the court's everyday caseload. Collaboration continues with the Office of General Counsel and tribal law enforcement. Currently, the court is

developing a chapter of court rules to further the processes and procedures. The chief judge, associate judge and court administrator are working with a law student from the University of Colorado Indian Law Clinic to produce flow charts and a draft a chapter of court rules. After the work is completed, a draft will be presented to the full judiciary for review.

**Development of Infrastructure for the Court**

A greater variety and volume of cases continues to be handled by the chief judge and court staff. Development of court infrastructure is an ongoing process that will continue in the future. This includes development in anticipation of new laws adopted by Tribal Council and cases which continue to increase with the growth of the Band. The chief judge and court staff devote a significant amount of time toward the development.

The chief judge and court staff have developed essential court forms and response letters to assist individuals and entities to function properly within the procedures outlined in the Pokagon Band Tribal Court rules and laws of the Band, especially with the larger geographical areas cases are coming in from and new types of actions. More than one hundred forms have been developed by the court. The forms have been adapted for use as automated documents by the court's case management system to save limited resources and staff time. In processes where two or more forms may be used in a case, the court has combined documents for efficiency of time. The court has also developed forms for use by citizens, the general public and attorneys which creates efficiencies for obtaining the proper information when a case is filed and after filing if needed. Packets of such forms have been developed to provide efficiency.

Another essential part of infrastructure development is the refining of forms and letters. The chief judge and Court staff develop forms and letters from the ground up. A "real world" use of court forms and response letters over a period of time provides the court examples of whether revision may be needed. For example, language may need to be changed or added to obtain essential information and explain court procedure. Revision of documents is an ongoing

process which helps to refine efficiencies within the court.

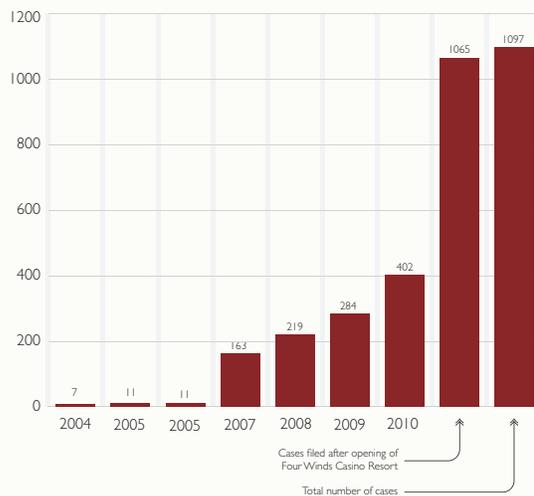
Forms can be obtained at the Tribal Courthouse. The Court is currently working to provide internet access to essential forms for tribal citizens over the Pokagon Band website.

**Judicial Processing of Cases**

The Pokagon Band Tribal Court is a court of general jurisdiction. Tribal Court continues to develop with growth in the community. The judiciary and court personnel are committed to providing a court system that reflects the values, culture and spirit of Pokagon Band community.

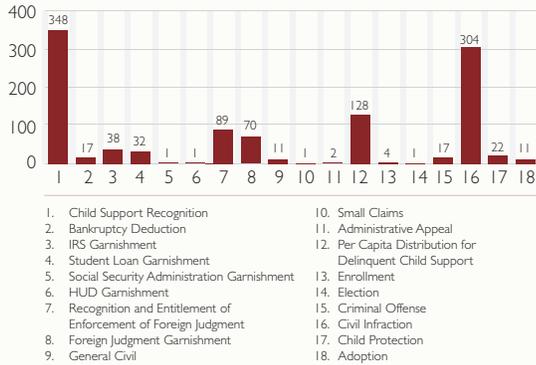
The court's inception began in 2003. After the development of the courthouse, appointment of judges and initial infrastructure, the first case was filed in 2004. The majority of cases in the beginning concerned child protection matters because it is important that decisions involving tribal children be made in the Band's own court. Thus, transfer of Indian Child Welfare cases from the state court to the Band's own court was a major impetus for the development of the tribal courts. However, with the economic development of the Pokagon Band, the court is addressing a variety of cases which greatly increased after the opening of the Four Winds Casino Resort. Each year there is an increase in the number of cases filed. As of December 31, 2010 1,097 cases have been transferred or filed in the court.

Number of Cases Filed  
From 2004 to December 31, 2010



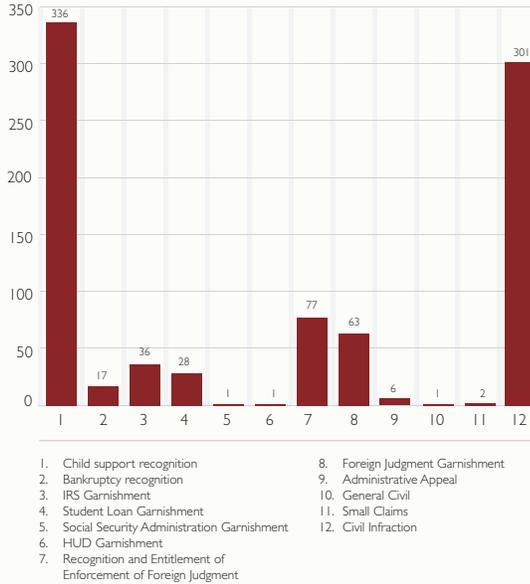
Cases Filed in Court by Type  
From 2004 to December 31, 2010

Total number of cases: 1,097



Cases Filed at Four Winds Casino by Type  
From August, 2007 to December 31, 2010

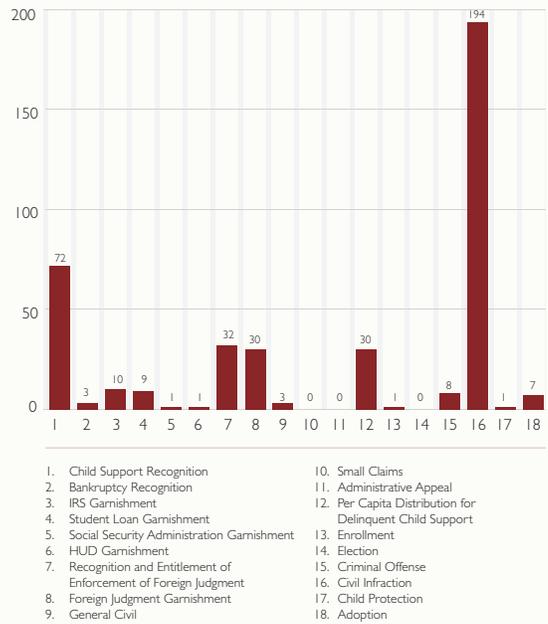
Total number of cases: 869



In 2010, 402 new cases were filed or transferred to the court. An average of 33 new cases was filed per month in 2010. This is a 42 percent increase from 2009. The cases consisted of 32 foreign judgment recognition matters, 51 garnishment matters, three Chapter 13 bankruptcy wage deduction matters, 72 child support recognition matters, thirty delinquent child support per capita collection matters, three general civil matters, one enrollment matter, eight criminal matters and 194 civil offense matters. One new child protection matter was transferred to the Tribal Court in 2010 and seven adoptions were filed based on child protection actions.

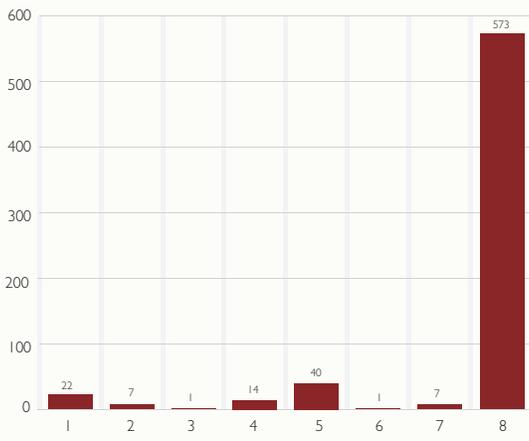
Cases Filed in Court by Type  
In 2010

Total number of cases: 402



With the adoption of the *Child Protection Code* by Tribal Council, cases concerning abuse and neglect of tribal citizen children may be removed from state courts and transferred to Tribal Court. An abuse and neglect case may also be directly filed in Tribal Court. This is significant in that the Tribal Court is able to protect the best interest of children in a culturally sensitive judicial system. Since the inception of the Court in 2003, 22 child protection cases have been transferred or filed in the Tribal Court affecting 35 children. Cases have a life of their own based on the needs of the children and parents involved and the progress made toward mitigating the circumstances that gave rise to the petition filed in the case. The work in these open cases is significant because tribal law requires frequent and regular reviews because new case information is to be continuously updated, the needs of the children and the parents frequently change and because the number of attorneys involved in each case. Seven ongoing child protection matters transferred or directly filed in 2008 and 2009 continued to be heard as directed by the *Child Protection Code*. One new child protection matter was transferred in 2010.

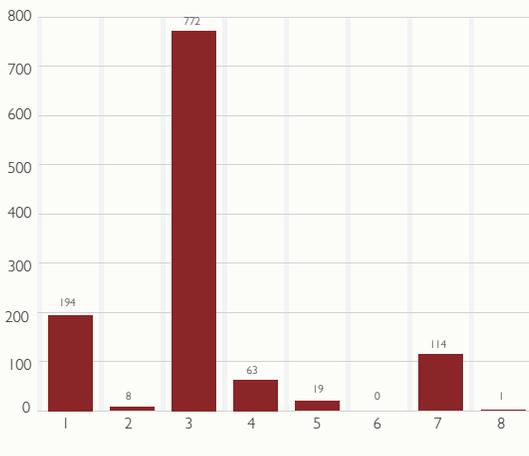
Child Protection Cases  
In 2010



- 1. Total number of Child Protection Cases 2004 to 2010
- 2. Ongoing Child Protection Matters from Prior Years
- 3. Child Protection Matters Filed or Transferred
- 4. Number of Children Involved in Child Protection Matters
- 5. Number of Hearings Held
- 6. Ongoing Adoptions from Prior Years
- 7. Adoptions Filed from Child Protection Matters
- 8. Number of Orders, Notices, and Other Court Documents Produced

The adoption of the *Code of Offenses* is a recent addition of jurisdictional responsibility for the Pokagon Band. Cases involving the *Code* have significantly increased the workload of the Court. In 2010, 194 civil infraction matters and eight criminal matters were filed. Thus, the Band is enforcing its community standards within its jurisdictional boundaries.

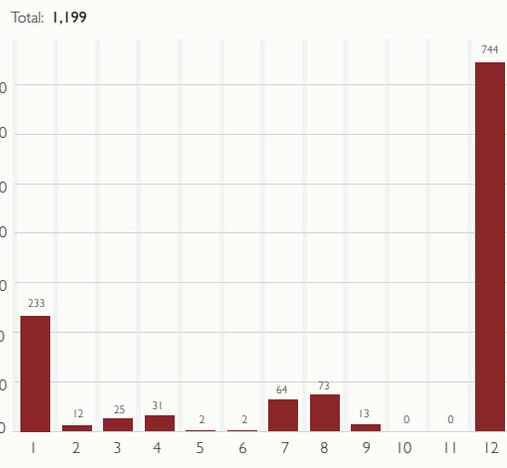
Code of Offenses Cases by Type  
In 2010



- 1. Civil Infraction Cases
- 2. Criminal Offense Cases
- 3. Number of Documents Produced by Court in Civil Infraction Cases
- 4. Number of Documents Produced by Court in Criminal Offense Cases
- 5. Criminal Matters, Arraignments, Conferences, Show Cause, Judgment, and Sentencing Hearings
- 6. Criminal Bench Trials and Jury Trials
- 7. Civil Infraction Initial Appearances, Conferences, Show Cause and Restitution Hearings
- 8. Civil Infraction Bench Trials

Foreign court orders and judgments must be recognized by the Tribal Court before they are enforced because of the tribe's separate sovereign status. The importance of this procedure is that it forces others to recognize and acknowledge the sovereign status of the Pokagon Band. In many instances the court will need to provide notices, enter orders, amend orders and terminate orders. The court produced 442 various orders, amended orders, termination orders and notices in certain matters involving the Four Winds Casino Resort.

Documents Produced in Cases  
for the Four Winds Casino Resort  
In 2010

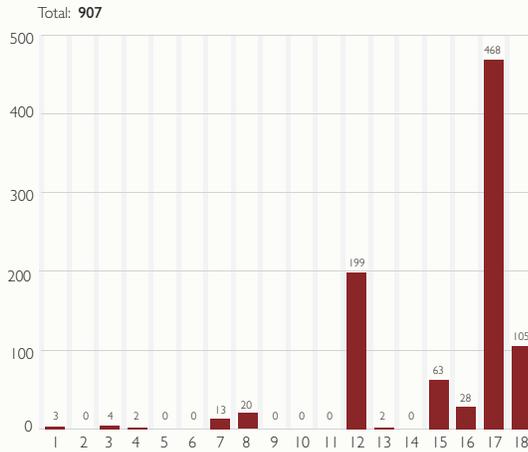


- 1. Child Support Recognition
- 2. Bankruptcy Deduction
- 3. IRS Garnishment
- 4. Student Loan Garnishment
- 5. Social Security Administration Garnishment
- 6. HUD Garnishment
- 7. Recognition and Entitlement of Enforcement of Foreign Judgment
- 8. Foreign Judgment Garnishment
- 9. General Civil
- 10. Small Claims
- 11. Administrative Appeal
- 12. Civil Infraction

## Tribal Court

For the Band, many of the court documents involve child protection and per capita redistribution for delinquent child support. The court produced 468 documents in child protection and 199 documents involving per capita redistribution for delinquent child support.

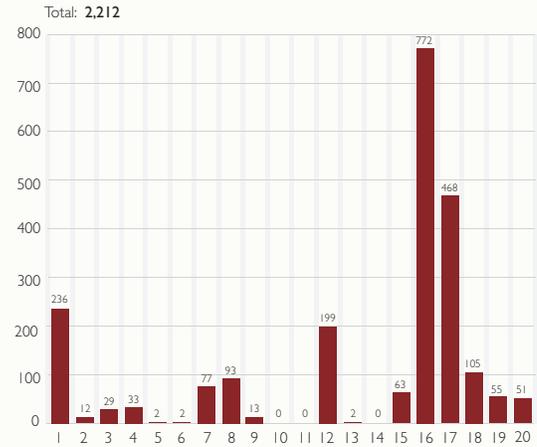
### Documents Produced in Cases for the Pokagon Band In 2010



- |   |  |
|---|--|
| 1. Child Support Recognition                                      | 10. Small Claims   |
| 2. Bankruptcy Deduction   | 11. Administrative Appeal                                |
| 3. IRS Garnishment  | 12. Per Capita Distribution for Delinquent Child Support |
| 4. Student Loan Garnishment                                       | 13. Enrollment   |
| 5. Social Security Administration Garnishment                     | 14. Election   |
| 6. HUD Garnishment  | 15. Criminal Offense                                     |
| 7. Recognition and Entitlement of Enforcement of Foreign Judgment | 16. Civil Infraction                                     |
| 8. Foreign Judgment Garnishment                                   | 17. Child Protection                                     |
| 9. General Civil  | 18. Adoption   |

Over 2,212 documents involving cases were produced by the Court in 2010. Further, the court produced 55 response letters involving child support matters and 51 response letters in foreign judgment recognition matters. Response letters provide information and procedures to individuals, attorneys and governmental entities about filing an action in the Pokagon Band Court.

### Documents and Letters Produced In 2010

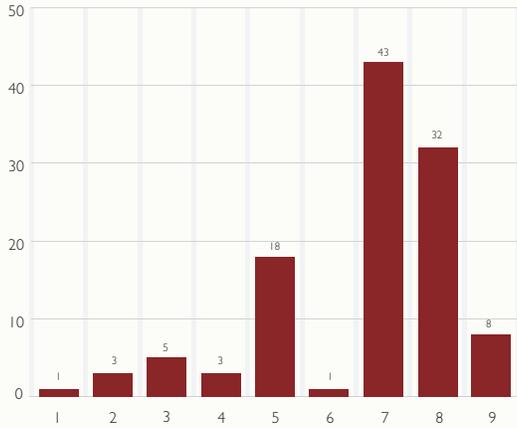


- |   |   |
|---|---|
| 1. Child Support Recognition                                      | 12. Per Capita Distribution for Delinquent Child Support                            |
| 2. Bankruptcy Deduction   | 13. Enrollment  |
| 3. IRS Garnishment  | 14. Election  |
| 4. Student Loan Garnishment                                       | 15. Criminal Offense  |
| 5. Social Security Administration Garnishment                     | 16. Civil Infraction  |
| 6. HUD Garnishment  | 17. Child Protection  |
| 7. Recognition and Entitlement of Enforcement of Foreign Judgment | 18. Adoption  |
| 8. Foreign Judgment Garnishment                                   | 19. Letters Involving Child Support   |
| 9. General Civil  | 20. Letters Involving Recognition of Enforcement of Foreign Judgment and Collection |
| 10. Small Claims  |   |
| 11. Administrative Appeal   |   |

The court holds hearings in a variety of cases. The most time intensive hearings are child protection hearings because the best interest of children are looked at during each hearing. The Pokagon Band Child Protection Code directs when hearings must be held in child protection matters. The court had 32 hearings involving child protection matters affecting 14 Pokagon Band children in 2010. However, there has been a significant increase in the amount of hearings for the Pokagon Band *Code of Offenses* matters.

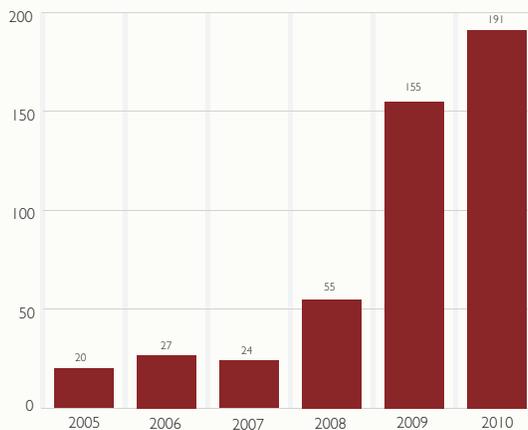
Number and Type of Hearings Held  
In 2010

Total: 114



- |   |                                  |
|---|----------------------------------|
| 1. Recognition and Entitlement of Enforcement of Foreign Judgment | 5. Criminal Offense Held         |
| 2. Foreign Judgment Garnishment                                   | 6. Civil Infraction Bench Trials |
| 3. General Civil  | 7. Civil Infraction Held         |
| 4. Per Capita Distribution for Delinquent Child Support           | 8. Child Protection              |
|   | 9. Adoption                      |

Number of Hearings Scheduled by Year  
In 2010



Future Development

The Tribal Court continues to develop for the future. Goals of the Tribal Court are to:

- provide a fully functioning judicial forum for all matters heard by the Tribal Court built on the community values, culture and spirituality; and
- continue to exercise judicial authority consistent with the sovereign powers of the Band and to provide for operation as a branch of government consistent with the principles of separation of powers.
- Objectives of the court for the immediate future are the continued:
- collaboration with various branches of government, the community and service departments to provide a judicial system that is culturally appropriate to the Pokagon Band;
- enactment of chapters of court rules and administrative orders for jury selection, contempt, the expansion of recognition of foreign court warrants, subpoenas and other judicial acts and civil offense procedures to meet the increasing jurisdictional needs of the Band;
- development of culturally appropriate probationary services for diversion programs and community service programs;
- advancement of the case management system to provide for efficiency in staff's work, case flow management, data collection and generation of reports for informed decision making;
- development of further procedural processes for court staff; and
- identification of outside resources for the development of the Tribal Court infrastructure.

# Elders Council

In April the Elders hosted its first Michigan Indian Elders Association (MIEA) conference. The committee did an excellent job. There was a big turnout, and people were quite impressed with the way things were done.

Elders took a bus trip to Pigeon Forge, Tennessee in June and attended the Dolly Parton Stampede dinner show. A good time was had by all, except the bus trip, which is another story.

In July the Elders picnic was held, and as always was well attended. The MIEA conference was held in Brimley Michigan, and thirty members attended.

The Potawatomi Gathering was held in Oklahoma in August. Quite a number of Elders attended.

The MIEA and the National Indian Council on Aging (NICOA) conferences were held together in October. Two delegates and one Elders Council member attended.

The Elders helped host a Halloween party for the children and Elders of the tribe. The food, soft drinks and the costumes made for a very enjoyable day. Prizes were awarded to children

and the Elders in costume. It was nice to see the children and Elders interacting. The hope is that this will become an annual event. There has been talk of having an Easter egg hunt for the children.

In December a trip was taken to Frankenmuth, Michigan for shopping at Bonners Christmas store.

Basket making is held once a month during the late fall and early spring. Each monthly social luncheon has a different theme. Everybody seems to enjoy this. The Elders have auctions, bake sales and bingo at different times. The auctions and bake sales are means of raising money for prizes.

Last but not least is the big undertaking: the jackets. An application was sent to each Elder, who was to fill out and return by February 14, 2011. These jackets are free and have the tribal seal on them. There was a big response and the jackets will be here shortly.

All and all, it has been a busy year and everybody enjoyed the different activities.



Clarence White, treasurer; Ruth Saldivar, member-at-large; Jean Mollett, chair; Ken Rader, vice chair; Audrey Huston, secretary.

## *Sovereign Nation Services*

The language, cultural heritage and traditional lifeways of the Pokagon Band are the foundation of its sovereignty. As a sovereign native nation, the Pokagon Band exercises jurisdiction over its citizens and its lands, maintains an independent tribal court and police department, and regulates its natural resources. The following government entities are sovereign nation services.



# Language and Culture



**TERESA MAGNUSON**  
Director of  
Language and Culture

The Department of Language and Culture is focused on preserving, protecting, and promoting Potawatomi language, culture, spirituality, history, and land knowledge. The Department is the youngest of the Pokagon Band departments, with an inception date of September 14, 2010. From September 14 – December 31, 2010, the following programs were offered to those interested in learning about native life ways.

### **Native Healing**

Native healing is a monthly wellness program that works to restore balance to the mind, body, spirit, and emotions. The program consists of a traditional healer, Jake Pine (Garden River Ojibwe), and a traditional elder, Barb Peltier. Three days each month, Mr. Pine works with the Pokagon community to offer wellness assistance in the form of physical and spiritual healing. Individual appointments are scheduled with Mr. Pine for three full days and then concludes with a co-ed healing sweat lodge on the fourth morning. Mrs. Peltier visits the Pokagon community on a bi-monthly basis. For three afternoons, she holds individual appointments that focus on mental and emotional wellness and Anishnabe teachings. In the evening she presents to different programs including: women's hand drumming, women's healing sweat lodge, and Red Road Circle of Recovery AA/NA.

### **Elders Language Class**

Elders Language Class is a beginner level class that integrates the 200 Words to a Community project content. The class is taught by John Winchester (Pokagon Potawatomi) and is held every Monday from 11:00 a.m. – 12:00 p.m. at Elders Hall.

### **Language Table**

The Language Table is an informal language class that met once a week at the administration building's finance conference room. Language Tables are not a formal structured gathering, so people of varying skill levels gather to participate in a ranging of language activities including: language grammar lessons, translations, and conversations about language issues. The Language Table was taught by Thomas Loftis (Citizen Band Potawatomi). This program ended in December 2010 to be replaced by the Potawatomi Language - Class I starting January 2011.

### **Community Wellness Gathering and Staff In-Service**

Community wellness gatherings are quarterly programs that strive to make a "head to heart" connection. Through culture, wellness, and knowledge, participants will make a journey to awareness and potential positive behavior change. In turn, they will be better equipped to make healthier choices to ultimately be a positive and contributing member to his/her family, workplace, community, and the tribe as a



Andy Jackson, cultural associate; Teresa Magnuson.

whole. Each community wellness gathering has a theme. The theme for the November 5 staff in-service was sovereignty, cultural sensitivity, and historical trauma, and the November 6 wellness gathering topic was communication and relationship building. The Native Wellness Institute trainers are the facilitators for the quarterly community wellness gatherings.

### **Women's Hand Drumming**

Women's hand drumming is a monthly gathering for women to learn and practice hand drum songs, learn drumming and singing techniques, and drum teachings. Guest presenters are invited to attend to share their teaching and songs. Barb Peltier was the guest presenter for December's gathering where she conducted a drum birthing ceremony.

### **Fall Spirit Feast**

Fall spirit feasts, also known as ghost feasts, are feasts that are held in the fall to honor those ancestors that have walked on. Traditionally, favorite foods of the ancestors are made and shared at the feast to remember and honor the loved ones in the spirit world. The gathering began with a smudge, prayer, spirit feast teachings, and pipe ceremony offered by Clarence Syrette (Garden River Ojibwe). The Eagle Staff was posted and Anthony Forester (Pokagon Potawatomi) shared eagle staff teachings with the feast following. The fall spirit feast will be an annual event.

### **Lunch-and-Learns**

Lunch-and-Learns are bi-monthly cultural enrichment opportunities for Pokagon government staff. During a provided lunch, a presenter speaks on an identified topic. Dr. Johnny Flynn (Citizen Band Potawatomi) was the October presenter where he shared teachings about Native American religion and the cultural practice of fall spirit feasts. In December, Jake Pine was invited to speak about respecting ethnic diversity and the inclusion of all people in Anishnabe communities. Lunch-and-Learns are voluntary and unpaid staff trainings.

### **Seasonal Teachings**

Seasonal teachings are held in conjunction with seasonal ceremonies which revolve around the equinoxes and solstices. Elders and spiritual leaders are invited to share original teachings about the changing season and other topics. George Martin (Lac Courte Oreilles Ojibwe)

and Sid Martin (Match-E-Be-Nash-She-Wish Potawatomi) shared teachings at winter ceremonies about the Anishnabe creation story, the migration story, the first naming ceremony, and seven grandfather teachings.

### **Storytelling and Snow Snake**

Snow snake is a traditional Anishnabe winter game. The objective of the game is to throw your snow snake the farthest. Snow snakes are wooden sticks, often carved black ash, that are decorated with paint, burnings, and embellishments. The sticks are called snow snakes because they look like snakes as they glide through the snow trench. This and other types of games help develop hunting skills. John Pigeon Sr. (Pokagon Potawatomi) was the presenter for the Snow Snake program. John taught participants how to split an ash log, carve the snow snake stick, and shared decorating ideas. He also shared teachings about the game which participants played after making their snow snake sticks. The goal is to participate in regional snow snake tournaments hosted by other Anishnabe communities and host a tournament next winter. John intertwined the storytelling component by sharing traditional and family stories while participants were busy working on carving, painting, or decorating their snow snakes.

### **New Year's Eve Sobriety Concert**

The New Year's Eve Sobriety Concert was a family-friendly, drug- and alcohol-free evening of native music and laughter at Dowagiac Middle School's Performing Arts Center. The evening's hosts were Pokagon citizen and local radio personality, Roger Rader, accompanied by award winning actress, Irene Bedard (Inupiat/Cree). The first act to perform was comedian Jim Ruel (Ojibwe), who offered the crowd lots of laughs with his family-friendly native humor. After intermission, musician Bill Miller (Mohican) took the stage and impressed the crowd with his powerful voice and accomplished guitar and flute melodies. A few minutes before midnight, the Ribbontown Singers set-up their drum to prepare for the countdown to the New Year. Ribbontown offered an honor song at midnight followed by a traveling song. The evening was rich with laughter, music, and culture. Over 250 participants, comprised of Pokagon citizens and community members, joined in the evening's festivities. The New Year's Eve Sobriety celebrations will be an annual event.

# Natural Resources



**MARK PARRISH**  
Director of Natural Resources

The Department of Natural Resources became official this past year. Tribal Council hired Mark Parrish, the former environmental coordinator, as its director. The Department operates with four inter-related divisions:

1. Environmental Quality Division
2. Natural Resources & Conservation Division
3. Tribal Planning Division
4. Tribal Historic Preservation Office

## **Environmental Quality Division (EQD)**

This division will develop and implement regulatory programs based on Article V of the Health, Environmental Protection and Building Codes Act. Many of the regulations and rules that are addressed in Article V are based on federal environmental statutes that the U.S. Environmental Protection Agency (EPA) is responsible for administering. Thus, the EQD will function similar to the EPA.

The first area of programmatic development within the EQD is a water quality program. Grant Poole was hired in January 2011 as the Band's water quality specialist. Grant worked most recently with the Little River Band of Odawa as an Aquatic Researcher, and held prior positions with the U.S. Geological Survey (USGS) and the U.S. Fish & Wildlife Service (USFWS).

His initial efforts to develop a water quality program will include:

- Assisting with the preparation of an eligibility determination for the Band to receive treatment as a state by the EPA. Once the Band receives treatment as a state we will be eligible for continuous baseline funding under the Clean Water Act Section 106. The 106 program is provided to eligible tribes and states to implement water quality monitoring and protection programs on EPA's behalf.
- Prepare a Clean Water Act 106 funding application to EPA.
- Further develop the Band's water monitoring efforts to include our lakes, streams, and rivers.
- Utilize monitoring data to assess the Band's surface water bodies with respect to our tribal water quality standards.
- Assist with conducting a water quality standards workshop.

## **Natural Resources and Conservation Division**

This division will conserve, protect, and enhance fish, wildlife, their habitats and cultural resources for the continuing benefit of the tribal citizenry. This division is proposed to function similar to the USFWS.



Michael Zimmerman Jr., tribal historic preservation officer; Jason Auvil, tribal planner; Wade Hawes, GIS specialist; Not pictured: Grant Poole, water quality specialist.

Currently, the department is interviewing candidates to fill the fish and wildlife biologist position. Services offered to the tribal nation include conservation, management and propagation of the tribal nation's fish and wildlife resources. These services will be offered through terrestrial and aquatic habitat assessment, restoration, and management. Forest management is included within the terrestrial component. Habitat management includes the conservation, management and propagation of culturally significant vegetation such as black ash swamps, sugar maple forests, and others.

### **Wetlands Reserve Program: An Existing Long-term Conservation Program**

At their annual meeting in January 2011, the St. Joseph County Soil and Water Conservation District presented the Pokagon Band with their Natural Resources Conservation Award for outstanding accomplishments in wildlife habitat and forestry development.

Under this program, the Band has enrolled 1,147 acres of land near North Liberty, Indiana into the U.S. Department of Agriculture-Natural Resources Conservation Service's Wetland Reserve Program.

A variety of wetland and upland habitat was restored to emulate those associated with the former Grand Kankakee Marsh.

### **Tribal Planning Division**

The tribal planning division has been very busy with a variety of planning projects in addition to the development and implementation of Classification of Tribal Lands, Land Use and Conservation Code, and Long Term Land Acquisition and Development Plan which are mandated by Article 4 of the Band's Constitution.

Draft land classifications for the tribal lands in the Dowagiac, Hartford, New Buffalo, and Indiana areas have been prepared. Upon approval from Council, this will assist with orderly, well thought-out development of our tribal lands.

The Planning Division is also working with the other tribal departments on the Band's strategic planning process which will help identify for Tribal Council the Band's long-term and short-term priorities and needs.

One of the outcomes of the strategic planning process will be the development of a Tribal Master, or Comprehensive, Plan. This plan will incorporate all aspects of the tribal government. The plan will include:

- Hazard Mitigation Plan
- Emergency Management Plan
- Transit Study
- BIA Reservation Roads Program
- Tribal Road Inventory
- Transportation Improvement Plan
- Long Range Transportation Plan
- DOE - Energy Efficiency and Conservation Strategy

DNR recently met with representatives from Michigan State University and their Land Policy Institute to begin discussions regarding their assistance to evaluate options and feasibilities for agricultural production on our lands.

Also, DNR has been working as a government partner with Mno Bmadsen to help foster business development for the nation.

Additionally, the Planning Division has been representing the Band on the Southwest Michigan Planning Commission, Niles Area Transit Study (NATS), City of New Buffalo Master Planning Project, and the Hartford Township - City of Hartford Master Planning Project.

### **Tribal Historic Preservation Office**

Michael Zimmerman, Jr. joined the department as the Tribal Historic Preservation Officer (THPO). The THPO is supported through funding from the U.S. Department of Interior – National Park Service Tribal Preservation Program. The Band entered into a Memorandum of Agreement with the National Park Service regarding the assumption of responsibility on tribal lands to implement certain functions of the Nation Historic Preservation Act Section 106.

The Pokagon Band THPO:

- shall administer the tribal program of federal assistance for historic preservation within the Band.
- will prepare and implement the Pokagon Band Historic Preservation Plan, identifying specific tribal goals, objectives, and activities to promote historic and cultural preservation.
- In cooperation with federal and state agencies, local governments, and private organizations and individuals, will direct and conduct a comprehensive survey within tribal lands of historic properties and maintain inventories of such properties.
  - will identify and nominate eligible properties on tribal land to the National Register and otherwise administer applications for listing historic properties on the National Register.
  - will cooperate with the Secretary of the Interior; the Advisory Council on Historic Preservation, and other federal and state agencies, local governments and private organizations and individuals to ensure that historic properties within tribal lands are taken into consideration at all levels of planning and development.
- will consult with the appropriate federal agencies in accordance with the NHPA on federal undertakings that may affect historical properties; and on the content and sufficiency of any plans developed to protect, manage or to reduce or mitigate harm to such properties.
- will advise and assist, as appropriate and where tribal resources allow, federal and state agencies and local governments in carrying out their historic preservation responsibilities.
- will provide information, education and training, and technical assistance in historic preservation for the Pokagon Band.

# Police Department

## Tribal Police Department

The Department's mission is to provide for a safe, welcome, and orderly environment for the Pokagon Band community; defend the sovereignty of the band and the rights of all the people in its jurisdiction; and assist in improving the quality of life for all tribal citizens. Formed under an agreement with the Bureau of Indian Affairs, the department is a full service police agency.

### Training

As part of the BIA requirement to continually train the officers, during the past year the officers received training in the following areas; MCOLES Firearms Qualifications, Berrien County Tactical Training, Active Shooter Training, Departmental Field Training, Taser Training, Legal updates, Adam Walsh, MAGLOCLIN, Car Seat Technician re-certifications, BIA Special Commissions, Crime Prevention through Community Engagement, Law Enforcement Information Network (LEIN), Homeland Security Conference, Identifying

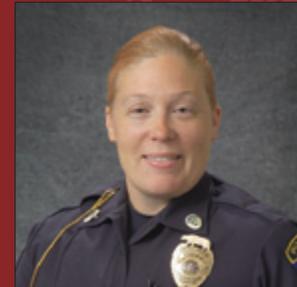
Drugged Persons through Hand Signals, Electronic Evidence Collection, Courtroom Testimony, Native American Families Conference, American Heart Association,

Bike Patrol, Evidence Technician, Crime Scene Photography, Policy and Procedures, Death Investigations, Sig Sauer Armorer, Sex Offender Central States Registry, Close Quarters Survival, Surveillance Operations and Tactics, Remington Armorer, Sex Offender Registry and Enforcement, Ground Fighting, Defensive Tactics, Crisis Intervention, Crime Prevention, Defensive Driving, Officer Survival, Michigan Uniform Crime Reporting, Federal Uniform Crime Reporting, and Poly Pharming Prescription Drug Abuse.

### Inter-agency Cooperation

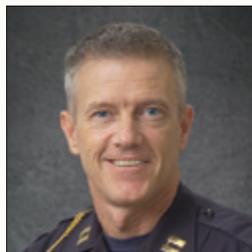
Formal Cross Deputation Agreements exist between the tribal government and Cass, Berrien and Van Buren Counties. Under the agreements the tribal officers are sworn in as sheriff deputies and the sheriff deputies are currently being sworn as tribal officers. This enables both agencies to enforce laws and protect tribal members and property regardless of trust land status. Prior to the deputies being sworn as tribal officers, they undergo training in jurisdictional as well as cultural issues.

After several years of work by the Tribal Council and the Department, all sixteen officers, which include administration, have BIA Special Commission Certifications. This authorizes the tribal officers to enforce federal laws on tribal trust properties. This is of particular importance with casino operations, because many of the violations can only be enforced by a tribal or federally commissioned officer.



**RACHEL A. SADOWSKI-SPIEGEL**  
Chief of Police

### Command Staff



**CHRIS VANCOMPERNELLE**  
Captain



**MIKE JUHASZ**  
Sergeant



**BEN GRAVES**  
Sergeant

### Administrative/Clerical Staff



**CHERYL STAR GRIFFITH**  
Receptionist/Clerk



**TIFFANY K. SCHALON-GRAVES**  
Senior Administrative Assistant

## Tribal Police Department

The South Bend Regional Training Academy, Northwestern Indiana Law Enforcement Academy (NWILEA), Western Michigan Criminal Justice Training Consortium, Mid Atlantic-Great Lakes Organized Crime Law Enforcement Network (MAGLOCLLEN) and the department have partnered together as part of these training consortiums to provide a wide range of training at little or no cost to the department. It also enables the department to establish a working relationship with our peers in Indiana and Michigan.

The department works closely with other tribal police agencies as a part of MITLEA, Michigan Tribal Law Enforcement Association. MITLEA has representation from Little Traverse Bay Bands of Odawa Indians, Nottawaseppi Huron Band of Potawatomi Indians, Little River Band of Ottawa Indians, Saginaw Chippewa Indian Tribe, Bay Mills Indian Community, Grand Traverse Bay Band of Ottawa and Chippewa Indians, Hannahville Indian Community, Kewenaw Bay Indian Community Lake Superior Band of Chippewa Indians, and Sault Tribe of Chippewa Indians. The AUSA and BIA are also represented in MITLEA. Other department tribal involvement includes Indian Country Law Enforcement Section through IACP, and the National Native American Law Enforcement Association (NNLEA).

In addition to working with the tribal police agencies, the department has a close working relationship with local and state criminal justice. In 2010, the department has worked with the Assistant U.S. Attorney, Berrien County Chiefs, Berrien County Police Service Council, Berrien County Detectives, Berrien County Disaster Committee, Berrien County Local Emergency Planning Committee, Berrien County Prosecutors Office, Brinks/Gaming Commission, Cass County Courts and Law Advisory Council, Cass County Vulnerable Adults Task Force, Dowagiac Fun Fest, Federal Bureau of Investigations, Four Winds Law Enforcement and Security Personnel, Gaming and Security, Indiana Gaming Commission, International Association of Chiefs of Police (IACP), Michigan Association of Chiefs of Police (MACP), Pokagon Township Board, Portage Police Department, South Western Enforcement Team (SWET), TeleRad, and EJustice Records Management.

## Community Involvement

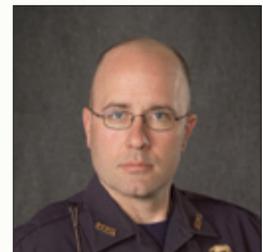
Last year a grant was made available for community oriented policing within Tribal Police Departments. Thanks to this funding, the department now has two Community Resource Officers, Jaime Sumners and Abe Hohnke, and has been able to equip the department with two new vehicles, a Dodge Charger, and a Chevy Tahoe, both with complete police packages. The department acquired a snowmobile, complete with trailer, two sets of gear and equipment, and two mountain bicycles, with gear, which will increase our ability to go into areas of the community otherwise difficult to access. Both Officers Hohnke and Sumners have attended various trainings to become more familiar with this new equipment and the laws regarding these. The grant also provided Tough Book computers, evidence equipment, three preliminary breath tests, and community oriented police training and seminars. All of these items help better serve the tribal citizens and service areas.

The department participated in several membership events including the Kee Boon Mein Kaa Pow Wow and Oshke-kno-Kewe'wen Pow Wow. Pokagon and local community participation included Hartford's Winter Parade, Dowagiac's Holiday and Memorial Day Parades, Hartford's Summer Festival Parade, Shop with a Cop in Dowagiac and Marcellus, Children and Family Services Annual Festival of Lights, Pokagon Halloween Bash, Tribal Bike Rodeo and helmet give away, Edwardsburg Triathlon, Berrien County Youth Fair, Cass County Fair, and the Dogwood Festival.

The department also took part in several car seat clinics that were held in Cass County, Michigan, and St. Joseph and Elkhart Counties in Indiana. The Pokagon Tribal Police Department



**JAIME (JIM) SUMNERS**  
Community Resource Officer



**ABRAHAM HOHNKE**  
Community Resource Officer

continues to utilize this grant-funded equipment and training to better serve the Pokagon Band community.

### **Crime Prevention and Safety**

Crime prevention programs are conducted for tribal citizens in a number of areas. Crime prevention materials are made available to the citizens at events and are available at the police department.

Officers Sumners and Hohnke spoke to the local community at Head Start prior to school starting about pedestrian and bicycle safety. They participated in the Safety Jamboree and with the SafeKids committees of Berrien, Cass, and Van Buren Counties. Chief Sadowski, Officer Hohnke, Officer Sumners, Officer Pangle and Detective Callahan are active participants with SafeKids in Indiana and Michigan. The department provides fingerprint kits along with First Aid, CPR and AED training for tribal citizens and employees. The department conducts home safety inspections and continues providing free gunlocks for those tribal citizens who have firearms.

The department has five officers who are certified as car seat technicians and train tribal citizens in proper car seat installation. Tribal citizens who do not have seats or whose seats are out of date are provided child car seats at no cost. An appointment is required to obtain a car seat and the installation session usually lasts approximately 45 minutes.

The department is working with Ektron and IT to update the Police website to include more links to information for tribal citizens. The Pokagon Band Tribal Police Department continues to work with other departments within the band identifying work place hazards and employee safety. Officer Hohnke spoke to the staff and employees of the Pokagon Band Health Services addressing work place violence and work place safety.

### **Four Winds Casino Resort Assistance**

The department plans to staff the New Buffalo Substation on a full time basis. In February of 2011 there will be a Sergeant and four patrol officers specifically assigned to the post to monitor and assist with activities at the Four Winds on a 24-hour basis, with no travel gap. The department continues to work closely with the Berrien County Sheriffs Department, as

they also assist in responding to calls at the Four Winds Casino Resort, but it is with the new staffing that the department hopes to cut down on these assistance calls.

Regular meetings continue to be held with Four Winds executives to discuss police response for incidents at the casino. The department hopes to engage in joint training with security personnel for critical incident training in the coming year.

### **Intra-departmental Activities**

As a result of various federal or tribal codes, the department is charged with the responsibility to conduct background investigations or criminal conviction investigations for certain individuals wishing to work or hold certain offices. In 2010, 153 background investigations have been conducted for Administration, Education, Elections, DNR, Family Welfare Commission, Finance, Health, Housing, Internships, Legal, Maintenance, Summer Programs, and Social Service Departments, Tribal Council, and Village Housing. Although the departments receive a summary of the results, the investigations are confidential and are not disclosed.

To protect the tribal resources, the officers work closely with the Conservation Committee and the Traditions Committee on hunting and fishing permits, as well as other environmental issues. The department has engaged in meetings with the Pow Wow Committee, Finance Committee, Directors Luncheons, KPMG, Strategic Planning, HIS, Tribal Court, and IT areas to improve our technology and website.

### **Emergency Management**

The Department of Homeland Security Presidential Directive #5 requires certain tribal employees receive training in the National Incident Management System and the Incident Command Systems. The department is currently working with those departments impacted by the directive in getting the training for the employees.

The department is also working with Pokagon Emergency Management to develop the Band's Emergency Response Plan. When completed, this plan would define the actions employees need to take in the event of any emergency situation which may occur during working hours. It would also cover actions all departments take during a disaster to

## Tribal Police Department



**DOUG CALLAHAN**  
Detective

ensure recovery and continued governmental operations. In addition, the Department works closely with the Berrien and Cass County Emergency Management Teams and the Michigan Office of Emergency Management on various disaster mitigation and response plans.

### Investigations

Part of the responsibility of the department is to conduct investigations on tribal properties, at the casino, and backgrounds. This has proven to be very effective, as Detective Callahan has investigated many crimes and made arrests of suspects that were victimizing our tribal citizens and the visitors to tribal properties.

In 2010, Detective Callahan investigated 142 cases, of which 125 are closed and 17 are open. Of those 17 cases, 12 are active and five are inactive. Forty-six of the 125 closed cases resulted in State, Federal, or Tribal charges being filed.

Detective Callahan worked in conjunction with the U.S.

Attorney's Office in a case involving \$1 chips from the Four Winds Casino Resort being re-painted and re-labeled into \$100 counterfeit chips.

Two suspects were identified and indicted. At this time one of those suspects has been arrested while the other fled.

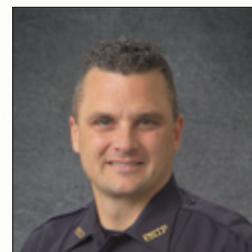
Detective Callahan also gathers intelligence information to assist in making our department

proactive in deterring crime and known offenders. He is a member of the Berrien County Homicide Task Force which is a multi-jurisdictional task force charged with investigating homicides and suspicious deaths within Berrien County.

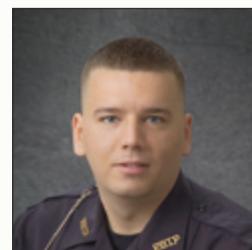
### Calls for Service

In 2010, the department responded to and handled 1,807 calls, which included 238 arrests or tribal citations. Of those calls 85 percent involved the Four Winds Casino Resort, federal trust property, or the Pokagon Band properties which includes Berrien, Cass, Van Buren counties in Michigan and North Liberty, Indiana. Six percent of the total calls involved assisting the Berrien County Sheriff's Department, seven percent assisting the Cass County Sheriff's Department, and two percent in assisting the Van Buren County Sheriff's Department.

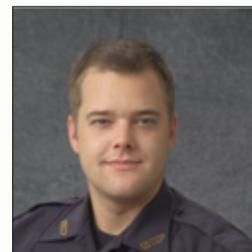
The Police Department continues to use the DDP Police Science/E Justice Records Management System for report writing and gathering stats to help track crime and patterns of criminals to insure the safety of our tribal citizens.



**CORY COLLINS**  
Patrol Officer



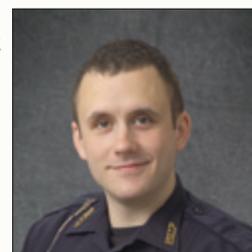
**JASON TRAEGER**  
Patrol Officer



**SCOTT BELL**  
Patrol Officer



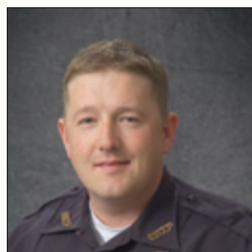
**KEVIN MODLIN**  
Patrol Officer



**RYAN SHIELDS**  
Patrol Officer



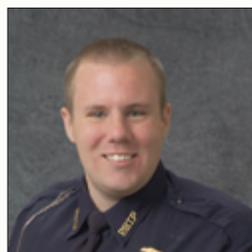
**JUSTIN PANGLE**  
Patrol Officer



**JON DUTHLER**  
Patrol Officer



**EARL HOLBROOK**  
Patrol Officer



**MATT MYERS**  
Patrol Officer

# Mno Bmadsen

Over the past year Mno Bmadsen has put into motion the due diligence required to provide future economic development projects that will create jobs and financial independence for the next seven generations of Pokagon Band of Potawatomi. Mno Bmadsen is targeting several projects to bring to fruition in 2011:

## **Flexible Fluid Systems, LLC**

Mno Bmadsen signed an operating agreement strategy that targets supply contracts with agencies of the U.S. government available to companies certified under the Small Business Act, referred to as Section 8(a), and related regulations of the Small Business Administration based upon ownership and control by Native Americans. The joint operating agreement combines Tango Management's manufacturing and government contracting expertise with Mno Bmadsen to create Flexible Fluid Systems, LLC, an Indiana limited liability company.

## **Methane Power Plant**

The Pokagon Band Department of Natural Resources, along with Mno Bmadsen, propose the capture and use of methane gas from a landfill for renewable energy production and heat recovery to heat existing tribal buildings. The Pokagon Band identifies the following goals regarding energy use and conservation:

1. Reduce the energy usage for the Band's facilities and operations, in order to reduce operating costs and to reduce the negative environmental impacts related to energy usage.
2. Move the Band toward independence from outside energy providers.
3. Promote sustainable energy sources, production, and uses within the tribe and its operations.
4. Promote energy efficiency, access, and affordability for Pokagon Band citizens, as a component of ensuring safe and secure housing for all tribal members.
5. Promote energy awareness and conservation within the tribal community, and promote sustainable energy use and conservation by Tribal citizens.

The Waste to Energy committee has contracted the engineering firm Cogeneration Consultants to conduct a feasibility study which will provide solutions and recommendations, surrounding all phases of landfill gas to energy initiatives, from gas collection and transportation to complete energy generation infrastructure and heat recovery.

## **Construction Company Partnership**

Mno Bmadsen is moving forward with a letter of intent between a well-respected regional construction engineering company and Mno Bmadsen. This entity will be a professional services business that will provide inspections, surveying, engineering, architecture, environmental services, construction and real estate acquisition services. The entity will actively pursue contracts with agencies of the U.S. government available to companies certified under the Small Business Act and related regulations of the Small Business Administration based upon ownership and control by Native Americans. Mno Bmadsen will own 51% of the entity and our potential partner will own 49% of the entity.

## **Convenience Store/Gas Station**

Mno Bmadsen is currently determining whether there is sufficient market support for location of a fuel dispensing retail convenience store within the Dowagiac, Michigan retail trade market area. Mno Bmadsen is collaborating with the Band's DNR to review the MasterPlan/Land Zoning and Mno Bmadsen's potential involvement/opportunities for a store within the Master Plan.

## **Tribal LLC Designation**

General Counsel and outside counsel are wrapping up language on the development of a tribal limited liability code for the Pokagon Band.

## Mno Bmadsen

**EUGENE MAGNUSON**  
Mno Bmadsen  
Board Chairman

**GREG BALLEW**  
Vice Chairman  
Mno Bmadsen Board

**DAVID JOHNSON**  
Treasurer  
Mno Bmadsen Board

**AMY KLEMM-VERBOS**  
Mno Bmadsen Board

**KURT WIESEMES**  
Mno Bmadsen Board

# Chi Ishobak

Chi Ishobak, Inc. was formed as a non-profit Community Development Financial Institution on September 28, 2009. It was formed based on a 2006 U.S. Treasury grant to the Pokagon Band and its Department of Housing. In 2009 Tribal Council approved forming Chi Ishobak, Inc. and appointed its first board of directors. In the FY2010 budget Tribal Council approved an initial funding of \$350,000.

It is the mission of Chi-Ishobak to provide tribal citizens of low to moderate incomes with access to affordable capital for the purposes of home mortgages, business loans, and individual financial development through collaborative and education-oriented lending services, and to practice responsible lending in order to protect loan capital for future generations of tribal citizens.

Its purpose is to provide economic development for tribal citizens. This includes:

- Loans to start or expand a business.
- Training and education including developing a business plan, use of accounting software, personal and business finances and more.
- Providing on-line resources for starting a business including help with understanding state and federal requirements
- Mentoring and coaching
- Establishing Individual Development Accounts (IDA)
- Providing an on-line directory of tribal citizen businesses
- Opportunities for youth
- Once we are fully established it will also include home mortgages

As a new organization with no staff, it was the responsibility of the Board of Directors to get it up and running. In late 2010 the board decided that it was time to hire a full time employee to help the board carry out its responsibilities and move the organization to the next level. In November Alan Fricke was hired as Chi Ishobak's Executive Director.

Chi Ishobak has also:

- Established an office in Dowagiac
- Applied for a grant from the U.S. Treasury
- Scheduled a strategic planning session
- Started working with Tribal Citizens in anticipation of making our first loans
- Continued to work on the numerous challenges of a new start-up business

Chi Ishobak's programs are in the process of being developed, but the board anticipates starting the lending program during the second quarter of 2011. Chi Ishobak is well positioned to meet the many opportunities and challenges of the future.

# Ogitchedaw

## Ogitchedaw (Veterans)

This is the first annual report informing the community of the activities the veterans have been involved with in the past year. The veterans started the year with the planning and completion of the community Eagle Staff. It proved to be a very exciting endeavor for the group. Many traditions needed to be discussed and understood by all. The knowledge that was gained, and shared will always be an important part of the Ogitchedaw. The veterans were able to complete the Staff for the first Traditional Memorial Day pow wow, Oshke-Kno-Kewewen, Honoring the New Eagle Staff. Chairman Matthew Wesaw accepted the staff for the community, and presented it to Navy and Vietnam veteran Lynn Davison for its care.

Next came the planning of the Second Annual Memorial Day Veterans Golf Tournament. The tournament is held on the Friday before the Memorial Day weekend. It is free to all Pokagon Tribal Veterans. The first year there were 144 golfers, and this year it expanded to 230 participants. The veterans were able to invite groups from the local veteran organizations, such as the VFW, American Legion, and Tri County Korean Veterans group, Army, Air Force and Marines. The veterans invited Vietnam veteran Donald Chubb to speak of his military service, and it was a heartwarming experience for all. Other guest speakers included Chairman Matthew Wesaw, and NIGA Chairman Ernie Stevens.

The Memorial Day weekend continued with the Traditional Pow Wow held on Saturday, and Sunday. The veterans set up a booth with giveaways, and veteran information. The veterans participated in the Grand Entries and other events. On Sunday the veterans were joined by Congressman Fred Upton, and presented with American flags. The veterans in turn gifted Congressman Upton with a traditional warrior's koch stick.

Monday the Color Guard marched in the annual Memorial Day parade in Dowagiac, Michigan. Pokagon veterans have been

marching in this event for many years. The Guard consisted of Mike Zimmerman, Roger Williams, Gus Gwilt, Lynn Davidson, Jerry Campbell, Anthony Foerster, and Butch Starrett, accompanied by Tribal Sisters Jackie Trux, and Teresa McFall. It was the first time that our community Eagle staff was able to be a part of this annual event, and it was received well by the local community.

The next important project the Ogitchedaw completed was to get the Veterans Code reviewed and approved by Tribal Council. Upon the approval the three officers needed to be installed as approved by Council. Those officers are as follows: Ogema Ervin (Butch) Starrett, three year term, Secretary Roger Williams, two year term, and Treasurer Lynn Davidson, one year term. A big megwetch goes out to Tribal Council and Associate General Counsel Ed Williams for their hard work in this.



In August the veterans were in Oklahoma for the Potawatomi Gathering. The veterans attended a meeting of all the Potawatomi veteran groups, and shared information. The list of our community's veterans on their family eagle feathers has been put on display in the cultural center of the Citizen Band of Potawatomi enclosed in glass. It is moving to see many of our Pokagon veterans' names proudly on display, a big megwetch to the Citizen Band of Potawatomi. If you are in the Oklahoma area, please take time to visit the cultural center;

## Ogitchedaw (Veterans)

discounted camping with all the amenities is available to all Potawatomi community members.

September began with the annual Womens Water Walk and Kee Boon Mein Kaa Pow Wow. The veterans again participated in all the various activities of the weekend. Veterans Jerry Campbell, Anthony Foerster, and Butch Starrett participated in the walk with the community Eagle Staff. The pow wow included camping, a veterans booth, Grand Entries, dancing, great food, various cultural activities, and new friendships. Veterans from the Saginaw Chippewa, Gun Lake, and Huron Band also were in attendance, and the veterans greatly appreciate their support with our events. The veterans had many members from across the country stop by and either register with the group or just say hello. The veterans felt very welcomed by the Pow Wow Committee, and say megwetch for all of their hospitality and support.

Reaffirmation Day is the day that celebrates the signing into law the restoration of the Pokagon Band of Potawatomi by the federal government. The veterans were present at this event a complete display of all the tribal and military flags of our community: Pokagon community Eagle Staff, Anthony Foerster (Marine); United States flag, Gus Gwilt (Marine); Pokagon nation flag, Ken Rader (Air Force); State of Michigan flag, Ollie Shear (Army); Indiana State Flag, Lynn Davidson, (Navy); US Army flag, Ken Kirvan, (Army); US Navy flag Carl Wesaw, (Army); US Marine flag, Mike Zimmerman, (Army); US Air Force flag, Butch Starrett (Army) and POW/ MIA flag, Jerry Campbell (Army).

September ended with the Gathering of Eagle Staffs hosted by the Sault Saint Marie Chippewa Indian Community, attended by Anthony Foerster, Roger Williams, and Butch Starrett. It proved to be a time of learning and sharing information needed to understand what is expected in the care and creation of an Eagle Staff. Staffs were brought forth by the individual care takers who told us their stories, from the beginning to now.

November 20 the veterans attended the 57th Annual Chicago Pow Wow to support the honoring of tribal member Leroy Wesaw Sr., and the presentation of our Nation's flag to the Chicago American Indian Center at Navy Pier. Their pow wow is a coming together of many North American tribes and communities. The veterans are honored and grateful to have been invited to take part in this wonderful event. Roger Williams, Jerry Campbell, Anthony Foerster, Butch Starrett and many tribal members were able to attend; the veterans all had a great time.

Veterans Day proved to be a busy day for many of our veterans. Anthony Foerster participated in the ceremonies at Fort Custer in Battle Creek, Michigan. Roger Williams and Carl Wesaw attended the Veterans Pow Wow at the Gun Lake tribal community center organized by head veteran George Martin. Some local businesses offered gifts to the veterans, which many veterans enjoyed.

Upcoming events for 2011 that are in the works:

1. Veterans website
2. Veterans office space
3. Saturday meetings
4. Family Eagle Feathers
5. A calendar of events
6. Increased membership

The veterans would like to take this time to thank all for their military service. It is with a sense of duty that the veterans continue to serve our community. The veterans would like to invite any and all who have served to join us in the development of the Pokégnek Bodéwadmik Ogitchedaw. The veterans need the input and help of all Pokagon veterans young and old to identify our future mission. Please join in this journey; it is not only needed, but fun, interesting, and exciting.

## *Direct Citizen Services*

The tribal government places a premium on the service it provides to citizens. As they have for generations, the Pokagon people can rely on their community for support with nourishment, shelter, learning, and physical and mental healing and wellness. The following government departments offer direct citizen services.



# Education



**MARIE WILLIS**  
Director of Education

The purpose of the Pokagon Department of Education is to provide opportunities to promote lifelong learning among all tribal citizens. The Department of Education also provides educational services to other Native Americans in the ten county service area who meet the eligibility of specific federal grants. The programs and services provided by the department are currently divided into three areas: K-12 services, adult services and library/ computer lab. Currently, the following eleven positions make up the full-time staff for the Department of Education: director; education coordinator; K-12 resources specialist, five education associates, administrative assistant, employment and training specialist, and the higher education specialist. During the summer, the department will also employ summer school teachers and other summer staff on a contractual basis.

## **K-12 Services**

The K-12 Services goal is to establish programs to give all Pokagon youth and other Native American youth in the ten county service area a solid academic foundation upon which to build their future goals and aspirations. This year, K-12 Services accomplished the following:

### **Backpack and school supplies**

The program provided 636 students with backpacks, messenger bags, or duffle bags filled with basic school supplies. Four hundred and nine of these students were eligible for Johnson O'Malley funding, and 227 of these students were Pokagon members outside of the ten county service area. The program continued the system of allowing the students to select their own supplies, rather than pre-packaging.



Penny Brant, education coordinator; Conrad Church, K-12 resource specialist; Connie Baber; administrative assistant; Joseph Avance, higher education specialist; Marie Willis; Martin Robinson, Sue Johnson, Mat Barber, education associates, Traci Henslee, employment and training specialist; Diana Smith, education associate.

### The Johnson O'Malley Program

The Johnson O'Malley (JOM) program is a federally-funded program of the Bureau of Indian Affairs. All Native American students from federally-recognized tribes attending public schools in the ten county service area are eligible; 431 students were enrolled in the JOM 2010–2011 fiscal year. These students attended 32 school districts in Michigan and ten school districts in Indiana. Eligible students are provided with tutoring, cultural, and other academically based opportunities. In the 2009 fiscal year JOM report, the following information was reported:

-  74% of students were at or above grade level expectations in reading and language arts.
-  68% of students were at or above grade level expectations in math.
-  36% of students missed 0–6 days of school (<5% absentee rate).
-  32% of students missed 7–12 days (5–7.5% absentee rate).
-  16% of students missed 13–18 days of school (7.5–10% absentee rate).
-  7% of students missed 19–27 days (10–15% absentee rate).
-  3% of students missed 28–36 days (15–20% absentee rate).
-  3% of students missed 37+ days (>20% absentee rate).
-  91% of parents provided consent to release individual student data from school districts.
  - 43 students received tutoring services.
  - 23 of 36 (64%) of tutoring students with improvement in grades (The grades were not acquired for 7 of the 43 after repeated attempts).
  - 22 of 36 (8 of 36) of tutoring students with grades remaining the same.
  - Six of 36 (17%) of tutoring students with decline in grades.
  - 43 students (21% of the grade/age eligible students) participated in summer school. This was an increase of 23 students over the previous year.

- 9 students (5% of the grade/age eligible students) received tutoring in 2009 and attended summer school.
- 43 of 402 Students (11%) participated in academic enrichment labs.
- Ten JOM high school students (entering 9–12 grades in fall, 2010) attended summer camp which included a component of career exploration of forensic science. They also made lacrosse sticks, played lacrosse, and received traditional ceremonial teachings and Potawatomi language classes. This was an increase of one student over 2009–2010.
- Of 21 graduating seniors, 13 students (62%) enrolled in college or university after graduating from high school.
- 6 (38%) JOM High School Seniors attended the Senior Awards Banquet on July 9, 2010.
- 75 JOM students (17%) attended the Back-to-School Event.

### Title VII Schools

The Title VII program is a federally-funded program sponsored by the Office of Indian Education. Fourteen school districts, which contained at least ten Native American students, totaling 302 students, were eligible for the 2010–2011 school year. The Michigan school districts were Berrien Springs, Buchanan, Cassopolis, Coloma, Decatur, Dowagiac, Edwardsburg, Hartford, Niles, Saint Joseph, and Watervliet. The Indiana school districts were Elkhart, Mishawaka, Penn-Harris-Madison and South Bend Community schools. The same 14 school districts are eligible for the 2011–2012 school year with the student counts totaling 297 students.

### School Reimbursements

The program provided reimbursements to parents for out-of-pocket expenses for school supplies, gym shoes, sports fees and other required items for school or extra-curricular activities. The maximum amount was \$50 per child. During the time period of August 2010 – February 2011, 203 JOM and 113 OTC reimbursements were given.

### Tutoring Programs

From January 2009–December 2010, 35 students were tutored on a bi-weekly, one-on-one basis from various schools in Michigan: Bangor, Buchanan, Coloma, Decatur, Dowagiac, Hartford, Watervliet, Lewis Cass ISD, Saint Joseph, Sodus, Niles, and in Indiana: Mishawaka, South Bend, and Wakarusa. This past year, nine auxiliary tutors assisted our staff, although the beginning of the 2010–2011 school year brought the number of the auxiliary tutoring staff down to six due to the increase of education associates. The number of students served has increased over the school year, with the addition of students from Lawrence, Stevensville, and Benton Harbor. As of February 10, 2011 there are 47 children being tutored.

### Enrichment Labs

K–12 programs ran after-school enrichment labs in three locations during the second half of the 2009–2010 school year. The 2010–2011 school year saw a few changes, explained in each section. The labs focused on homework assistance and culturally-based academics and language was included in the spring Dowagiac labs. These labs were as followed:

**DOWAGIAC** An average of nine students in grades K–5th attended the eleven Monday labs during February – May, 2010. Averages of 10.5 children have attended thirteen labs during September, 2010 – January, 2011. Transportation was provided from four schools to the Pokagon Band Head Start Building through January, 2011, the Lab was then moved to the Department of Education's office. While the Head Start building worked well, one of the benefits of this move is easier access to the Library.

**HARTFORD** An average of six students in grades K–8th attended the twelve Wednesday labs at the Red Arrow Elementary School during February – May, 2010. Hartford Schools are offering dynamic programs after school now, so we discontinued this Lab. Many of the students are presently being tutored through our department.

**DOWAGIAC** Dowagiac area 6th–12th grades. An average of 3.5 students attended the ten Wednesday labs from February – May 2010. Transportation was provided from the Dowagiac Middle and Dowagiac Union High Schools to this program held in the Department of Education.

### Summer Camp

Camp, for a total of 87 Native American youth, was broken down into three groups:

- 2nd–4th Fourth Grades with thirty-five campers. They arrived Friday evening and left Sunday afternoon. They made leather name tags, ran team competitions, had language classes, attended summer longhouse ceremony, and enjoyed camp games and canoeing.
- 9th–12th Grades' camp consisted of fourteen youth. This group started on Sunday evening and continued through lunch on Thursday. They crafted lacrosse sticks and leather backpacks, played lacrosse and had other typical camp games experiences. The sacred fire was present for the high school camp. They created solar and wind powered model homes, and had sacred fire teachings.
- 5th – 8th Graders rounded out the eleven days from Thursday evening to Sunday early afternoon. These thirty-eight campers made leather name tags, worked with peyote stitch beadwork, made solar powered model cars, played warrior games, relays, and lacrosse, had fire teachings, water teachings, and pow wow etiquette.

A camp coordinator and eight counselors with the K–12 staff rotating in to relieve the counselors and provide activities, two cooks, and a nurse were the camp crew. Language and culture teachings were provided by various Pokagon citizens.

### Pokagon Band Summer School

Summer School kept the program busy from July 6–29. Students ranged from entering kindergarten to 6th Grade. Of the 43 students, 36 were Pokagon citizens, seven were citizens of other tribes and all were JOM students. The theme, "Bmendezok: Take Care of Yourselves", gave opportunities for teachings in nutrition and physical activities. Among the on-going activities were lacrosse, daily language classes, traditional teachings and crafts, sharpening Language Arts / Reading and Math skills, and utilizing educational games. The children planted sweet grass around the Rodgers Lake property and made the centerpieces for the graduates awards banquet. Visiting the Library was a regular activity for the children. The final day involved an active field

trip to the Curious Kids Museum's Discovery Zone in Saint Joseph, Michigan to experience their hands-on exhibit about the health and functions of the human body. The day ended with traditional teachings, rounding out the busy month.

The three contracted teachers included a Pokagon citizen. The rest of the staff included three summer youth interns, two college interns, and five education associates, a cook and bus driver, as well as the education coordinator. The culture associate oversaw the cultural aspect. Language and cultural teachings were provided by a variety of Pokagon citizens and other Native Americans. Transportation included five car routes for out-lying areas and the Dowagiac bus route.

#### **Pokagon Summer Youth Internship Program**

By the direction and financial support of Tribal Council, the Department of Education coordinated the Pokagon Band summer youth internship program. Three departments: Education, Housing/Maintenance, Elder's Hall, utilized this program. Ten youth, ranging in ages from 14–18, worked this four week program last summer. These individuals not only learned employable skills and on-the-job training, but also learned more about their tribal operations.

#### **Pokagon Summer Enrichment Program**

Young members of the Pokagon community continued with this exciting program last summer through the Department of Education's Pokagon summer enrichment program. Thanks to the support of the Tribal Council, eighty-nine Pokagon youth participated in this program. Seventy students were from Indiana and Michigan, and nineteen were from other states throughout the country. Each student was able to receive up to \$500 reimbursement to attend the event of their choice. A wide variety of experiences were made possible, including camps for music, sports, summer school, driver's education, and life enrichment.

#### **K–12 Newsletter**

The JOM newsletter has continued steadily this year with approximately 220 families receiving them on a monthly basis. The monthly calendar provides book reviews, flyers of interest, information—including events out of our program—that helps to benefit the families.

A monthly riddle contests encouraging the children and families to send in their riddles is included with the newsletter.

#### **Family Events**

The K–12 program offered a variety of special events this past year. They included: family jamboree, costume workshop, costume party, scrapbooking, trivia night, and kaleidoscope (creating a DVD from photographs). The program worked along with other departments on: affordable gift giving in conjunction with financial empowerment and nutrition, and the Halloween Party at the Pokagon village. This cooperation is becoming more in focus as the way to offer a wrap around approach while working with the citizens.

#### **Native Nations Youth Council**

Focus was on providing programs for the different regions. The meeting format changed to include multiple locations allowing youth in the various geographic areas to be actively involved in their home areas. One group based in the Allegan area, used Beachpoint Camp, Allegan, Michigan facilities for crafts, sports, and teachings. The other group connected to the Native American Students at Notre Dame (NASAND) for campus tours and group activities.

#### **Education Awards Banquet/ Acknowledgement**

The banquet was held at SMC on Friday, July 9. It was attended by fifteen high school graduates and two GED recipients, their families and community members. The dinner was catered and a slide show was created to highlight the seniors. A hand drummer was present and a prayer was offered for dinner.

#### **Skono Gizhguk (Back to School)**

Sunday, August 1, a prepared lunch was provided, and the event offered a science workshop with pointers on creating successful projects, educational games, an opportunity for incoming seniors to share their views on education and making smart choices, and storytelling. Registration for JOM and school supply distribution went on throughout the day. The day finished with the awards ceremony highlighting the students' achievements in academics, attendance, and extracurricular activities.

### **Staff Development**

**DROPOUT PREVENTION:** Berrien County RESA offered training in Berrien Springs, Michigan on dropout prevention which was attended by Department of Education staff. This was followed up with a workshop especially for the staff presented by Berrien RESA staff. The subject was also covered on the national level when the education coordinator attended the National Forum on Native American Dropout Prevention Strategies in Phoenix, Arizona.

**CPR AND FIRST AID:** Staff annually gets certified in CPR and First Aid. This includes camp and summer school staff, if they need it.

**ADULTS WORKING WITH NATIVE YOUTH, OFFERED BY NATIVE WELLNESS:** August 3–5, 2010, Mount Pleasant, Michigan: K–12 staff attended this active hands-on training focused on traditional games and skills for working with Native American Youth.

**NATIONAL JOHNSON O'MALLEY ASSOCIATION CONFERENCE:** October 25–27, 2010 Billings, Montana: The education coordinator and two members of the Indian Education Parent Committee attended the annual conference.

**WELLNESS SEMINARS:** Staff members have taken the opportunities to attend various wellness events, ceremonies, teachings, and language and culture classes.

### **Adult Services**

The Department of Education's goal is to provide all Band citizens the opportunity for a meaningful career and lifelong learning. This year, the department accomplished the following:

#### **Adult Basic Education**

Through the adult basic education program, individuals inside and outside the 10 county service area may receive assistance with the GED testing fees. There have been 19 participants in the program during this year, seven have completed their GED.

#### **Workforce Investment Act (WIA)**

Through the Workforce Investment Act (WIA) program, Native Americans inside the 10-county service area may receive such employment development and training as job readiness skills, skill upgrading and retraining, adult work experience, adult basic education and occupational skills training at

nationally-accredited post-secondary schools. The program has assisted 84 Pokagon Band members and three non-Pokagon members with supportive and general services as well as classroom training, 41 of these were new participants in the program last year .

There were ten participants in the adult basic education/GED training and two of these participants have received tutoring services. Thirty-four individuals have participated in the occupational skills training in a vocational field of study and one who has pursued online training from a nationally-accredited school. There have been four self-service participants, who utilize the Pokagon computer labs to work on their resumes and job search.

Thirteen participants have participated in the adult work experience program as part of the WIA college summer 2010 internship program. These participants gained job experience in the following tribal departments: Department of Housing, Department of Social Services, Department of Natural Resources, and the Department of Education.

#### **Higher Education Scholarships and Assistance Programs**

During the 2010 fiscal year, 250 citizens received the higher education financial assistance totaling \$751,821. Financial assistance included the Pokagon higher education scholarship, the Pokagon technology stipend, the dual enrollment program, the Pokagon Band higher education assistance program, and the book stipend program.

#### **Honoring of Graduates**

Sixteen tribal citizens who received at least a Bachelors degree this year were gifted with Pendleton blankets at the Kee Boon Mein Kaa Pow Wow.

### **Library Services and Computer Lab**

The Department of Education hosts the Pokagon Band library which is open to the Pokagon community and to the outside community seeking Native American resources. The range of books, culturally centered, general reading, and those for use as educational resources, is continually growing. Assistance in purchasing library materials came from a basic Institute of Museum and Library Services (IMLS) grant. Library materials include books on Native American topics and by Native American authors, Newbury and Caldecott Award books, educational children's magazines, Native American periodicals, DVDs and CDs. The library currently has 192 patrons checking out materials.

There are two computers located in the library which have Internet access. Also, there is a computer lab with hours posted in the tribal newsletter for assistance with job-related searches.

Current literacy programs are:

#### **Early Learners Program**

The early learners program provides monthly resources for families with the youngest Pokagon citizens (birth–three years). The program includes tot library time and monthly educational product giveaways including books.

#### **Family Literacy**

Children's magazines and puzzles are available. Summer camp, summer school and enrichment labs have all involved use of the library. A storyteller entertained the families during the Back to School event, a costume party based on literary characters, and an open house are additional things that were enjoyed by our families.

125 *Parent and Child Magazine* subscriptions were purchased for distribution out of the Department of Education and throughout a large share of the other Pokagon Department offices. These magazines are available eight times a year from Scholastic Books. Subscriptions for *Teen Ink* magazine for the middle and high school ages are also purchased. This is a very professional, creative, and insightful publication written by students for students.

# Head Start



**SARAH HYATT**  
Director of Head Start

The Pokagon Band Head Start program is dedicated to providing and advocating for quality services through a holistic approach of developmentally appropriate, family centered, and culturally relevant services to promote strong, healthy families. Head Start eligible children must be three years of age by December 1 of each school year. Head Start is a free program, operating four six-hour days per week. The program offers Potawatomi language and culture, a nutritious breakfast, lunch and afternoon snack, and a 45-minute rest period. Transportation is provided in limited areas. The program takes a break in the summer.

The program is located at the Rodgers Lake property on Sink Road in Dowagiac. The building has two classrooms, a gross motor room and an outdoor fenced-in playground. Currently the program is funded for 33 children and this year began with full enrollment for the eighth consecutive year.

### Services

The program provides an array of services to enrolled children and their families. The Head Start program ensures that each enrolled child has ongoing health care treatment and follow-up, up-to-date and ongoing immunizations, and age-appropriate medical, dental, and mental

health services. The Head Start program ensures that each child receives age appropriate developmental, sensory, cognitive, perceptual, and emotional skills. These screenings are sensitive to the child's cultural background. The High Scope Approach is the curriculum that is implemented at the Pokagon Band Head Start. Work Sampling is used as the "On-Going Assessment." To evaluate children's progress and developmental progress, staff members take daily anecdotal notes on children's developmentally significant behaviors during children's normal activities in the program.

The Head Start program enables parents and staff to work together to identify each child's nutritional needs, recognizing family eating patterns, cultural preferences, special dietary requirements and consideration of children with disabilities. The Head Start program works with parents by sharing observations, concerns about child's mental health and behavior; discussing how to strengthen nurturing environments, supporting parent participation, and to secure services in a timely manner while being culturally sensitive to children's needs. The Head Start program works to ensure that all children in the program receive the foundation to succeed in school and life. The staff works with each individual child and family for the transition



Samantha Townsend, Amy Wiggins, Kerry Neumann, Tracy Hyatt, Sarah Hyatt, Tia Parker, Roselinda Smith, Paul Miller, Pamela Keller, Sarah Green

process. The program meets with each family about kindergarten readiness, round-up information and transitioning.

### **Staff Training and Credentials**

The program staff continuously works to enhance their educational levels with college courses, staff trainings and attendance at conferences. Both teachers have their Associates in Early Childhood Development. The teachers and center assistants are working on continuing education programs. All program staff undergo numerous trainings throughout the year; High Scope Curriculum Training, CPR, First Aid, Stress Management, Nutrition, Dental Health, CCFP (Michigan Adult & Child Food Program), Mandatory Reporting Requirements, Reactions to Medications, Proper Storage and Handling of Medications, Environmental Health Safety Policies and Procedures, In-kind Training, Performance Standards Training, Self-Assessment & Community Assessment Training, KRESA Bus Drivers Training, and Food Handlers Training.

### **Parent Participation**

Parent participation continues to grow. The program has monthly Family Fun Nights throughout the school year. This allows families to come to the center to join in some type of activity as a family with a meal provided. Male involvement activities are also incorporated into the program. Each year a new Parent Committee is elected and is involved with planning events, coordinating fundraisers and making decisions for the program. Policy Council Representatives are also elected each year and involved in program governance.

### **Communication**

The program ensures that staff members complete at least one weekly contact with each family. This is done through phone calls, bus transportation, parent transporting, family fun nights, parent visits/conferences, weekly "rainbow reports," monthly Head Start newsletters, weekly notes and parent education information, parent bulletin board and volunteering.

### **Community Participation**

Community participation continues to grow. Community members have participated on field trips, with language and culture activities, donated items to the center and volunteered time and services to the program.

### **Community Collaboration**

The program has a strengthening network of resources that are utilized when families are in need of programs and services. The program also works with the Safe Schools Committee, Early On and the Cass County Health Department. This has remained a strong partnership for staff trainings, referrals and links of information/resources/contacts. The Head Start program also currently collaborates with Berrien and Van Buren Counties on an as needed basis.

### **Potawatomi Language and Culture**

Potawatomi language and culture is integrated into the Head Start Program consistently throughout each school day. Potawatomi words are displayed throughout the building.

Tia Parker works with the children in these areas, introducing an array of activities, crafts and presenters.

# Health Services



ARTHUR L. CULPEPPER  
Director of Health Services

## Administration

In FY2010, the Department of Health Services (DOHS) hired Integrity First Consulting, Inc, to help develop a compliance plan for the department. The firm performed on-site audits and staff compliance education to assure compliance with Indian Health Services, as well as state and federal operational standards. In addition, the department secured three Public Health Emergency Response and Emergency Preparedness grants, which enabled the purchase of a new refrigerator for pharmacy medications and computer laptops for personnel working in the field. Also, the grant provided CPR/AED/First Aid training dollars to increase department personnel skill levels. Tribal Council approved the construction of a new health facility, which will allow citizens to access health services on-site versus accessing services at community based health facilities.

## Contract Health Services (CHS)

CHS annual funding was increased from \$1 million to \$1.1 million dollars. CHS worked to bring the program into compliance with claims and payment standards. Audits of the program identified a need for greater access to the Band's financial system. Through approval from

the Pokagon Band Finance Committee, CHS was granted access to Great Plains Accounting System, which reduced the turnaround time in processing of health care claims.

## Medical Clinic

The DOHS recognized the necessity to utilize nurses. The department hired two registered nurses who were instrumental in assisting with patient care provisions, redesign of medical process flow and the preliminary development of the specialty referral system for patients in need of specialized health services (endocrinology, cardiology, podiatry). With the increased need for patient health care services, there was also redesign of the medical clinic infrastructure to accommodate more visits. The redesign remodeled two existing exam rooms and added a third exam room.

## Pharmacy

With the redesign of the medical clinic layout in 2010, the DOHS was permitted to create a new space for pharmacy services. As a result of this transformation, the pharmacy received its licensure from the Drug Enforcement Administration. This licensure is the first since the original opening of the medical clinic. These



Tim Baker, behavioral health counselor; Becky Price, community health nurse; Elizabeth Leffler, community health nurse; Chelsea VanDenBerg, medical assistant; Melissa Gard, business manager; Shawnee Owen, registration and data management specialist; Michelle Smith, pharmacist; Arthur Culpepper; Rose Waldschmidt, accountant; Valerie Turner, contract health services clerk; Lois Wesaw, contract health services coordinator; Abbie Jackson, registration.

operational improvements have brought about the hiring of a full-time clinical pharmacist, and pharmacy technician. These improvements also provided the opportunity to implement an automated pharmacy system to streamline pharmacy operations and to provide new medication service products to citizens.

### **Behavioral Health Program (BHP)**

Behavioral Health received its Commission on Accreditation of Rehabilitation Facilities, or CARF, in 2010. The one-year accreditation awarded certification for five programs. These programs include: case management/services coordination; integrated behavioral health primary care for children and adolescents; integrated behavioral health primary care for adults; and outpatient treatment for children and adults. Renewal of the accreditation will take place in 2011. In addition, the BHP hired two social workers to meet citizen counseling needs and other service related needs. The BHP designed a new meeting and conference room for educational use, which provided the opportunity to present Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) Groups for willing citizens.

### **Community Outreach Program**

The Community Outreach Program hosted the annual women and men's health fairs, which a number of tribal citizens attended and received services and health care education. Also, flu clinics provided services every Wednesday and Friday. The program received its thirteenth year of funding for the Indian Health Services Division of Diabetes Treatment and Prevention, SDPI Grant. A total of \$87,060 was received in funding, which allowed the program to be focused on securing contracted sub-specialty providers (i.e., podiatry). In addition, the program received Tribal Council approval to initiate in-home telemonitoring. The telemonitoring program will permit citizens to take a more active role in their health and stay connected to their healthcare providers.

# Housing and Facilities



**JIM COLEMAN**  
Director of  
Housing and Facilities

It is the goal of the Housing & Facilities Department to improve the living and working conditions of Pokagon Band citizens. The department is actually comprised of two distinct functions: housing program management and management of the many tribal government facilities.

With the addition of a new department director in May, the department is in the process of undergoing a total reorganization. The purpose of the reorganization is to position the department to be able to handle large scale housing development and build a strong foundation to support future growth, including:

- Updated housing policies
- The creation of new housing programs to meet today's economic and social needs
- A tribal-wide census, to identify what exactly citizen housing needs are
- Community input as to what types of housing development are desired and where
- Strategic planning with Council and other departments to formulate an integrated plan
- A timeline mapping how and when development will occur

## Housing & Facilities Team

An important goal of the Housing & Facilities Department is to provide employment and training opportunities to Pokagon citizens. Currently the team is over 70 percent Pokagon, of 14 staffers, 11 are Pokagon citizens. As of February 2011, of the last six positions filled in the department, all were filled with highly-qualified Pokagon citizens.

During the summer of 2010 the department employed three tribal citizen college interns. Students worked on everything from development planning to project engineering. Working alongside staff and contractors, they were able to gain real world experience in the hope that one day they might come back to work for the tribe permanently.

In addition to college interns, two tribal citizen youth workers were employed on the maintenance team, gaining valuable work experience. Many citizens work periodically in the department as temporary workers to assist with special projects or seasonal work.



Chester Swisher, maintenance supervisor; Norman Burfield, housekeeping team leader; Kim Cushway-Zepeda, occupancy specialist; Jessica Brown, accountant; John T. Warren, maintenance; Wendy Lipscomb-Hatcher, office manager; Jim Coleman; Keith "Pete" Yerington, maintenance; Gary Herndon, building official; Lori Wesaw, administrative assistant; Tom Wood, maintenance.

### Current Funding

Housing programs are primarily funded through an annual Indian Community Development Block Grant (ICDBG) from the U.S. Department of Housing and Urban Development (HUD). The annual grant amount has been approximately \$1.6 million for the past few years. However, the 2010 grant was \$2.5 million due to a one-time American Recovery and Reinvestment Act (ARRA) grant from the Obama administration. Monies from the ARRA grant were used to fund construction of the Pokagon Community Center facility.

HUD monies are mandated to be used primarily for assisting low-income families and projects which serve low-income families. HUD divides grant funding into acceptable percentages to define what may be spent on administration, wages, programs, new development, renovation, and maintenance.

### Future Funding

In order to fund a large scale housing development, the tribe will need to use leveraged financing for projects. This could include government-backed loans and tax credit financing. Payments would be covered by HUD grant dollars, not the general fund. The housing team works closely with the Finance Department, Finance Board, and Tribal Council to structure appropriate funding methods.

### Audit & Oversight

The department is supervised by Tribal Council, which acts in the capacity of a Housing Board. Additionally the regional HUD, Office of Native American Programs (ONAP) in Chicago has audit and supervisory authority over the Housing department. For more information about HUD visit [www.HUD.gov](http://www.HUD.gov). The tribe's auditing firm also conducts an annual audit of the department.

### Staff Training & Development

Staff members regularly participate in training through HUD and the Native American Indian Housing Council (NAIHC). Most training is free so long as attendee travel and lodging expenses are covered by the department. Regular training is required in order to keep abreast of changes in HUD and federal grant funding criteria. For more information about the Native American Indian Housing Council please go to [www.naihc.net](http://www.naihc.net).

### New Homes

Seven homes were built in Pokegnek Edawat on Dailey Road in Dowagiac; three homes in Kekyllak Odanek and four in Nishnabe Myewen. Each of the three homes in Kekyllak Odanek, feature two bedrooms, a sun room, basement, appliances, attached garage and landscaping with indigenous plant species. The homes were built using energy efficiency design features, including geothermal heating and cooling. Funding came from the federal government ARRA, or stimulus funding. There are now a total of twenty homes in Kekyllak Odanek and fourteen homes in Nishnabe Myewen.

### Repair/Rehabilitation Program

Thirteen income-eligible homeowners within the ten county service area received repair or rehabilitation assistance for homes that were in sub-standard condition, thanks entirely to stimulus funding. Families who benefited from the program live in the following communities: Benton Harbor, Buchanan, Coloma, Dowagiac, Dorr, Mattawan and St. Joseph, Michigan, and in Mishawaka and South Bend, Indiana.

### Community Events at Pokegnek Edawat

Housing staff were busy in 2010 planning a host of what will become annual events at Pokegnek Edawat. These community-building events bring residents, staff, tribal leaders and tribal citizens closer through informal, fun-filled interaction.

### Community Financial Empowerment Program

Knowing that money touches every aspect of our modern day lives in important ways, the tribe launched an initiative in 2010 to help tribal citizens make, manage, protect and grow their financial resources. To help fund this new program, the Department secured a newly-awarded, three-year HUD grant through the Office of Rural Housing and Economic Development. This program weaves native culture and teachings into modern-day lessons, with each workshop beginning with a short cultural presentation. The program offers assistance to tribal citizens in three areas:

1. Personal financial management skills for individuals and families
2. Small business development and support for tribal citizen-owned businesses
3. Wealth-building for citizens who want to create financial security

# Social Services



MARK POMPEY, MSW  
Director of Social Services

## Social Services Mission

The mission of the Department of Social Services is to assist families in maintaining a strong family in a healthy community structure. The scope of work for the department is to provide assistance in solving problems experienced by children, parents and the elderly in the majority community. Those receiving services include tribal citizens who request or on whose behalf services are requested. All those individuals who are members of federally-recognized tribes residing within the service delivery area will receive information and referral. Specific grant programs may be restricted to prescribed eligibility criteria, and citizenship status in the Pokagon Band.

The Pokagon Band of Potawatomi contracts with the Bureau of Indian Affairs through the authority of PL 93-638 for Social Services programs. Social Services programs funded through this authority include social services outreach, Indian child and family welfare, and Elders program services. Social Services programs also encompass the facilitation of several federally-funded grant programs. These programs include: the Pokagon Band food commodities program, funded through the U.S. Department of Agriculture; the Title VI, Part

A, Elders Nutrition Program, funded through the Department of Health & Human Services, Office of Administration on Aging; the Low Income Home Energy Assistance Program, the child care and development fund, and the Title IV-B, subpart I/II, child welfare services program, Administration for Native Americans, all four funded through the Department of Health & Human Services, Administration for Children and Families. Social Services also received funding from the supplemental heating program funded through Citizens Programs Corporation and general funds through Tribal Council.

## Social Services Outreach/Indian Child and Family Welfare

The Social Services Department works in conjunction with state protective services agencies to provide protective services to tribal children when they are: deprived temporarily or permanently of needed supervision by responsible adults; neglected, abused, or exploited; or are mentally or physically handicapped or otherwise disabled and in need of services. The goal is to *provide services that promote the strengthening and support of the traditional family unit*. Seven objectives are identified to measure success of this goal:



John Morseau, commodities assistant; Yvonne "Petey" Boehm, Elders specialist; Desiree Dunomes, Sandra Oram, family services social workers; Mark Pompey; Karen Rockett, Michelle Piper, outreach workers; Kathleen McKee, child protection worker; Robert Linn, commodities supervisor.

1. Provide child welfare services to children and their families under the jurisdiction of tribal and state courts to ensure that active efforts are being provided.

Accomplishments for 2010:

- Number of Indian Child Welfare cases: 81 (includes opened, closed, continuous, unsubstantiated).
- Number of children impacted in those cases: 103 (includes all children in opened, closed, continuous, unsubstantiated cases).
- Number of children in out-of-home placement at any time during the year: 72 children (all cases)
- Number of children reunified: 46 (guardianships included)
- Number of children available for adoption: 11 (2010)
- Number of adoptions completed: 8 (2010)

2. Provide ancillary services to children and families involved in state or tribal protective services or child welfare matters, by assisting with those necessary items or services not covered by other means of funding.

Accomplishments for 2010:

- Number of families (children) receiving direct rehabilitative services: 72
- Number of families (children) with legal intervention: 35 (2010 only)
- Number of collaborative transports to court hearings, visitations, and appointments for treatment: 10
- Number of families assisted using Title IV-B funds: 45

3. Provide requested training/education to the tribal citizenship, community, area service providers, state employees, state court staff, Tribal Council, and the Family Welfare Commission on the Indian Child Welfare Code, and other relevant legislation.

Accomplishments for 2010:

- Family Welfare Commissioners attended the 28th Annual National Indian Child Welfare Association Conference in Portland, Oregon.
- Family Welfare Commissioners attended the 17th Annual Great Lakes Native American Conference.

• Family Welfare Commissioners attended a Wellness Institute event on historic trauma held in Mt. Pleasant, Michigan.

• Social Services presented at Heritage Day event in Indianapolis, Indiana.

• Social Services assisted with developing a budget for the Family Welfare Commission for fiscal year 2010.

• Tribal Council was provided information related to child welfare matters and future impact for cases in care that may not meet certain funding criteria.

• Social Services staff provided a presentation about department services at the Walking on Common Ground training in Acme, Michigan.

• Social Services played a major role in bringing the first community wellness event, called Mno-Widokewenke, to the Band.

• Social Services staff provides numerous referrals and conducts Q & A sessions throughout the year for citizens or the community at large. Each contact often provides a teachable moment to share information about the Band and/or ICWA.

4. Provide assistance with the enactment of child protective services agreements with the Michigan Department of Human Services and the Indiana Family and Social Services Administration.

Accomplishments for 2010:

- Social Services participated in tribal/state partnership meetings.
- Social Services participated in the Van Buren County Providers meetings.
- Social Services continues to develop relationships with the state of Indiana-the presentation at "Heritage Day" is another step forward.
- Social Services participated in the State Administrator's Office Task Force-Michigan.
- Social Services along with other federally-recognized tribes in Michigan has created a coalition in our efforts to address Indian Child Welfare matters with the state.

5. Provide assistance with the enactment of Title IV-E funding agreements.

Accomplishments for 2010:

- In collaboration with Tribal Court an agreement pertaining to the administration of the child care fund for fiscal year 2009/2010 with the Department of Human Services were established.
- Social Services attended a meeting with the state of Michigan to determine the feasibility of running a Tribal IV-E program—this has been an ongoing process for several years.
- Pokagon Band General Counsel presented a Title IV agreement to the state this past year.
- Social Services to attend a child care funding training in Acme, Michigan that addressed several aspects of funding in the child welfare system.

6. Increase collaboration with other parties and providers on the development of culturally competent services to assist families involved in protective services and child welfare matters.

Accomplishments for 2010:

- A child protection team meets and collaborates on identified cases open to child protective services, and ICWA. The team is composed of other tribal service providers.
- Early intervention by legal counsel assists in effective collaboration of all parties at the earliest stages of court jurisdiction. Legal Counsel is advised as soon as Social Services are informed of a petition involving tribal children.
- Family Welfare Commission meets monthly with the department to review and provide recommendations for identified cases.
- Social Services has explored with Health Services staff ways to better serve members as it relates to child welfare matters.
- Social Services is also an active member in team decision making groups pertinent to specific cases.

7. Assess the need for more staff, space, and related funding.

Accomplishments for 2010:

- During the summer the department employed one summer youth student

to assist in daily operations of the Elder program, and one summer intern in the child welfare program.

- Social Services submitted a proposal to Administration for Native Americans for funding for a healthy relationships pilot project. The proposal was approved and the program began in September. The Project is approved for three years. Two staff were hired to facilitate this program.
- Social Services requested additional funding from the USDA to assist with building a demonstration kitchen for the commodities program and to expand the size of the building. The construction work was completed in November.

### Programs

The Social Services Department provides assistance to Pokagon Band citizens and families through direct and site-based services, so as to assist in solving the social problems of tribal children, elders, and families. The goal of these programs is to *facilitate access and referral to tribal and community resources and programs that empower Band citizens and their families.*

Six objectives are identified to measure success towards the goal:

1. Continue to enhance the provision of direct services to Band citizens and families through a) support services to ensure basic needs, b) child care to maintain employment and education, c) outreach and referral.

Accomplishments for FY2010:

LOW INCOME HEAT AND ENERGY ASSISTANCE (LIHEAP): Provides a seasonal heating assistance payment to citizens within the services delivery area. For FY2010 \$182,916 was received and 528 Pokagon households received assistance. The new LIHEAP Plan was submitted in August of 2010 and approved for FY2011.

POKAGON BAND COMMODITIES PROGRAM (USDA): Distributes monthly food supplies to Native American individuals and families within the services delivery area. The distribution of healthy food through the USDA program is an important part of meeting the needs of tribal families. An estimated total of 1,536 individuals benefited from the program in FY2010. For FY2010 the total budget was \$200,178.84 with

a Federal share of \$150,111.88. For FY2011 the plan was submitted in August 2010 and approved.

**CHILD CARE DEVELOPMENT FUNDS (CCDF):** Provides childcare assistance for parents participating in an approved educational plan, employed or training for employment within the services delivery area. For FY2010 \$201,665 was received for this program. The number of Pokagon households receiving assistance from this program was 43. The number of children in care under this program was 74 in total. The average subsidy payment was \$266. The new CCDF Plan was submitted in June 2010 and approved for FY2011.

**ADMINISTRATION FOR CHILD AND FAMILY (TITLE IVB):** Title IVB funds are to be used to prevent the breakup of the family, and assist in reunification of families disrupted by the court. \$13,333 was received through Part I of this program. For Part II \$27,379 was received. Forty-five families have benefited through this program. The new plan was submitted in June 2010 and approved for FY2011.

**POKAGON BAND BURIAL FUND CODE (BURIAL FUND):** The purpose of this Code is to provide financial assistance with funeral and related expenses at the time of death of a Pokagon Band member, their spouse, their non-member parents, and their children who were eligible for enrollment with the Pokagon Band. The Pokagon Band Burial Fund Code was enacted on August 2, 2005 by Tribal Council Resolution No. 05-08-02-02; on February 18, 2008 by the adoption of Tribal Council Resolution No. 08-02-18-04 sections 4 and 9 were amended, on May 8, 2010 by the adoption of Tribal Council Resolution No. 10-05-08-02, comprehensive amendments throughout the code were enacted. For 2010 the department has processed 22 burial requests and two reimbursement requests through the program.

**SUPPLEMENTAL ASSISTANCE PROGRAM:** The Supplemental Assistance Program Act was enacted on April 3, 2007 by Tribal Council Resolution No. 07-04-03-06. The purpose of this program is to supplement, but not replace, federal, state and county assistance programs. In order to qualify an applicant's household income, among other requirements must be less than \$13,500 for the previous year. In 2009

this program was amended through Resolution No. 09-11-10-02. As of December 31, 2010 there were 40 participants in the program.

**POKAGON BAND HEALTHY PILOT PROJECT:** The department was awarded a three year grant. Funding was awarded to develop an in-home program to address family issues that threaten the stability of the family unit. The total amount of the grant is \$459,616. There have been two positions created for this program.

**OUTREACH SERVICES:** Include transportation for case related purposes, referrals to service providers, and distributing benefits of income maintenance programs of which the Band is the direct grantee were provided at the Rodgers Lake site, Elders Hall and the office in South Bend, IN. A total of 354 referrals were provided to tribal citizens.

2. Increase the Department's participation with community service provider groups, boards, and/or commissions beneficial to achieving this goal, targeting increased awareness of the tribe, its culture and activities.

Accomplishments for 2010:

- Social Services is a member of the Cass County Emergency Food and Shelter Board of Directors.
- Social Services is a member of the Van Buren County Emergency Food and Shelter Board of Directors.
- Social Services is a member of the Tribal/ State Partnership meeting held quarterly in the State of Michigan.
- Social Services participated in the 1st Annual Child Abuse Prevention Month event held in Cass County, Michigan.
- Social Services participates in the Michigan Indian Elders Association and is a Delegate in that group.
- Social Services provided site visits for Area Agency on Aging and the Domestic Violence Coalition.

3. Assist in the development of a database resource file of tribal and community services available to tribal citizens and families.

Accomplishments for 2010:

- Social Services has provided information to the IT Department to be included in such as system.
- Social Services has many resources on file for citizens to utilize.

4. Review the need for establishing a venue by which donated goods and services may be provided and given to families and children in need.

Accomplishments for 2010:

- Social Services received clothing and other goods for distribution to at-risk families. These items have been distributed through Commodities or at special events.
- The Annual Christmas Basket distribution is facilitated through the Commodities Building. 1440 baskets were available for distribution in 2010 and sponsored in part by Tribal Council. Donated winter items were distributed to tribal children through the department.

5. Review the need for assistance in the development of increased volunteerism and mentoring programs.

Accomplishments for 2010:

- Family Welfare Commission has five individuals that donate their time for the welfare of Pokagon children.
- The Annual Christmas Basket distribution required assistance from many individuals and departments. Volunteers included; Robert Linn Sr. and Marie Manley, Staff included Jessica Howell, Elections; Beth Edelberg, Administration; Michelle Piper-Fisher; Desiree Dunomes, and Sandy Oram, Social Services; Robert Linn Jr. and John Morseau, Commodities. These individuals made this an extremely successful event.
- Social Services had one individual providing mentoring service for three tribal children.

6. Review the needs for and assist in the development of increased services to assist families and children in need in areas such as child welfare services, transitional living/

homelessness, domestic violence prevention, and Elders services among others.

Accomplishments for 2010:

- Social Services received funding from CITGO facilitated through Citizens Programs Corporation. The purpose of these funds is to provide seasonal heating assistance for tribal citizens. Assistance was provided for the entire citizenship. Tribal Building's heating expenses also received assistance as allocated by Citizens Programs Corporation. \$185,625 was received through this program. The total amount for this program was \$225,000, which was a combination of Tribal Council approved funding and CITGO funding. A total of 777 assistance payments were made through this program.
- EMERGENCY SERVICES INITIATIVE through this program tribal citizens can access assistance to help with an emergency situation that is impacting everyday life. Car repairs, utility disconnects, eviction notices are examples of issues brought forward. A total of 306 households were assisted. \$110,997.57 was expended.
- Social Services has made a connection with "Uniting Three Fires Against Violence," a meeting has been scheduled to continue to strengthen a relationship for a potential domestic violence program.

### Elders Programs

The department provides assistance to Pokagon Band Elders through the provision of community outreach and site-based services, so as to assist in solving those critical issues facing the elder community. The goal is to *provide services that empower Tribal elders to maximize their health, safety, and quality of life*. Two objectives were identified to measure success towards the goal:

I. Continue to enhance the provision of direct services to Elders and their families through: support services for basic needs, outreach and referral, coordinate transportation services, increased participation with community providers, Elders specialist services.

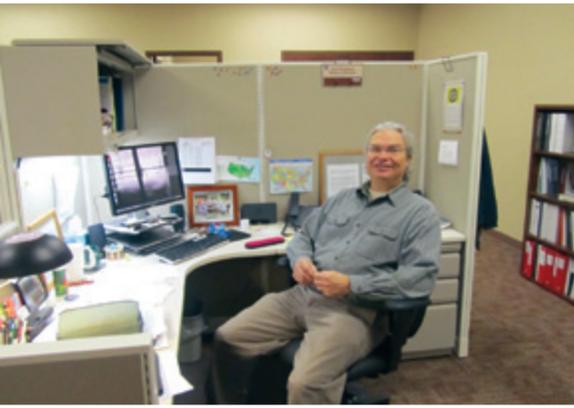
Accomplishments for 2010:

- The Elders specialist position continues to be in place partly funded through BIA, Title VI and Elders Council funds. Staff meets the needs of tribal elders through information and referral, socialization, direct transports, and support services to the Elders Council. This position also facilitates some Tribal Council driven programs; Elders Stipend and Medicare Part B.
- The Title VI meals program serves meals five days a week. Approximately 25 meals a day are prepared and served. The menu for Title VI meals is developed monthly through collaboration between the cook and nutritionist. Two hundred and six Elders are eligible for the program. 3,825 meals were served for 2010 and there were a total of 1,805 home-delivery meals provided.
- Elders specialist is the first delegate for the Michigan Indian Elders Association (MIEA).
- The Pokagon Band Elders Program hosted a Michigan Indian Elders Association meeting.
- COLLABORATION EFFORT Elders specialist, a tribal Elder and Chief Judge Michael Petoskey attended "Protecting Vulnerable Adults in Indian Country" held in South Dakota.
- AREA AGENCY ON AGING. "Active Living" was involved with the Elders program in 2010 providing exercise techniques to Elders.
- Social Security Administration provided an in-service for their program requirements
- Elders Hall also hosts basket making class and language class.

2. Coordinate transportation services for Elders to and from lunches and social/cultural events.

Accomplishments for 2010;

- The van continues to be used to transport Elders to the MIEA Conference and to several social outings.
- The Elders specialist provides transportation as requested by Elders for meals and social activities.
- The Third Annual Gerontology Conference was attended in South Bend, Indiana.
- Elders took a trip to Pigeon Forge, Tennessee.
- The National Indian Conference on Aging was attended in Acme, Michigan
- Sitting Bull's great-grandson Ernie LaPointe spoke on Sitting Bull's life and legacy. Johnny Flynn, assistant professor of Religious Studies and Director of American Indian Programs at IUPUI spoke on the history of Potawatomi Indians.



## *Support Services*

The Pokagon people have endured thanks in part to their Seven Grandfather teachings, the values of Wisdom, Love, Respect, Bravery, Honesty, Humility, and Truth. Adapting these deeply-rooted ideals to contemporary circumstances has made the Band an engine for economic development and model for sustainable living in the region. In the Pokagon Band's modern tribal government, the following services collaborate with sovereign nation entities and direct citizen services to provide administrative support.

# Administration

## Administration

The Administration Department has seen many changes in the year since moving into the new Administration Building. There is now a second lobby receptionist and a courier on the staff due to the expansion of the departments that are settled into one building. The building is now open Monday through Friday, 7:30 a.m. to 5:30 p.m. to assist tribal citizens with their needs.

The Administration Department handles a large part of the behind the scenes daily activities that go on within each department. The senior administrative assistant provides for daily secretarial and administrative support services for the governmental manager; is a liaison with senior staff, and serves as recording secretary for all senior management meetings, as required. The senior administrative assistant supervises the lobby receptionists and the courier.

The lobby receptionists are responsible for the answering the large volume of phone calls that are received and filtering the calls to the appropriate staff. They greet each person who enters the building and ensure they are directed to any of the appropriate departments located at the Administration Building.

The South Bend/Mishawaka office is a satellite office staffed by a receptionist who is able to assist area resident tribal citizens with paperwork to be forwarded to the Dowagiac offices. She also sets appointments for tribal citizens with departmental staff at the satellite office.

The courier ensures that mail correspondence that is received at the post office is distributed to the appropriate person and that any mail that is out-going is delivered to the post office in time to reach tribal citizens.

Please feel free to stop by the Administration Building to tour the facilities and see all the beautiful artwork that is displayed.



**MELISSA RODRIGUEZ**  
Senior Administrative Assistant



Midge Holleman, South Bend office receptionist; Beth Warner, courier; Melissa Rodriguez; Barbara Vincent, Kateri Dayson, receptionists.

# Communications



**PAIGE RISSER**  
Director of Communications

With the addition of a director of communication to the tribal government staff in May of 2010, the Pokagon Band now has the resources to tell its story. Tribal citizens are a diverse group, and many aren't aware of the multitude of services and programs their government offers them. It's a goal of the Department of Communications to heighten their awareness of their government operations.

Likewise, understanding of the tribe is limited among members of the general public. With the exception of casino news or the Kee Boon Mein Kaa pow wow, the general public seems largely unaware of who the Band is today, their culture, their ties to this homeland, and their contemporary government operations. To increase awareness, the Department of Communications began organizing in 2010 to perform the complex professional and administrative work in directing the communication efforts of the Pokagon Band. By working closely with the Tribal Council, the department will be responsible for developing, coordinating, directing, and administering policies related to all phases of communication, presenting information and the Band's message via the government's website, marketing communication, publications and media relations to a multifaceted audience: national and local communities, employees, tribal citizens, and government officials.

## **Publications**

*Pokégnek Yajdanawa*, the monthly newsletter, is a main mode of communication with tribal citizens, and the communication department has established high standards of writing, photography, and design to make the newsletter a vehicle for more meaningful community building and engagement with the citizens. More feature stories have been incorporated into the newsletter and add value not only by engaging readers more deeply, but by sharing a positive story about a tribal citizen or the services the tribal government works hard to provide. In November a second publication, the *Legislative*

*Edition*, was created to publish Council meeting minutes and provide a second monthly venue for the government to communicate with citizens. Jennifer Dougherty, a tribal citizen and a writer, contributes articles on a freelance basis to the newsletter. Beth Salman began work as a freelance graphic designer in the fall to assist with raising the quality of the department's visual communications. She joined the department full time in February 2011 as the communication specialist.

The department has begun to create high-end printed materials to help other government entities market their programs. The first such effort is a brochure to reach out to officials in Indiana. For future collateral materials, the communication department will work closely with each tribal entity to plan, write, edit, design and coordinate the printing and distribution of these outreach efforts. To facilitate this, the communication department will institute an easy-to-follow development process so the clients, i.e. the tribal departments, will understand the steps, cost, expectations and timelines need from beginning to the delivery.

## **Website**

The tribal government's website has the potential to be a virtual fountain of information for every audience the tribe wishes to engage, and updating it frequently with professionally written, fresh information will be important as it plays an increasingly important role in communication with tribal citizens and other community partners. The department has been working closely with Information Technology and the contracted web design firm, Ektron, to overhaul the government's website. The site will employ a content management system (CMS), which means the site's sections will be managed and updated by each department and the communication department will oversee, advise and approve the department's content.

## **Media Relations**

As the primary band contact with all media representatives, the director has and will

continue to launch and nurture relationships with media. A database of print and electronic media contacts has been developed and connections with media outlets, editors, reporters and community service directors will continue to be established. The department will create a media kit, which will include a timeline of significant dates, facts and figures, cultural information, and governance information. The kit will be made available on the website and presented to members of the media during interviews and meetings.

There are myriad Pokagon Band stories that can be developed and pitched to reporters. The department has started mining those stories, writing the news releases and working with media to publicize them. With the trends of media downsizing, fewer reporters are covering more beats, with less time to focus on soft news or features. It will be important to have the thoughtfulness to link story ideas to current trends and the resources to do a thorough job of relationship building and story development.

### **Strategic Partnerships**

As the government expands its reach in the region, it is critical to establish partnerships with other community organizations and foster good will with non-tribal neighbors. Social service, not-for-profits and recreational and educational institutions frequently engage sponsors for their events and efforts. Band involvement in such efforts would lead to greater understanding of the Band's mission, vision and desired outcomes, more economic development opportunities and fewer one-dimensional, polarizing perceptions. To that end, the department is working with Tribal Council and financial partners to develop a strategy and budget to form or strengthen key community partnerships.

The first example of this: in December the Tribal Council approved a major sponsorship of the Potawatomi Zoo in South Bend. The zoo is opening an exhibit spotlighting the North American river otter, and a connection between the zoo and the Pokagon Band makes sense for cultural, historical and geographical reasons. Thanks to this new partnership, the zoo will be creating an educational space near its entrance to inform visitors about the history behind the Potawatomi Zoo's name. Two exhibit signs will

explain otter's significance to the Pokagon Band and other Native American cultures, and all the interpretive signs for the exhibit will display the Pokagon Band's seal and name.

### **Strategic Communication Planning and Branding**

A primary and fundamental mission of the department is to function as a strategic partner to Tribal Council in developing branding strategy. After conducting analyses with council and governmental departments, the director developed a branding strategy and a graphics style guide. The strategy and the guide increase design and usability of printed and web communication through good branding practices, suggest standard colors and fonts, and offer downloadable templates and other standard graphics, with tips as to their best usage. The impact of any branding strategy depends on consistent use resulting in a large number of impressions over a long period of time, so the graphics guidelines are intended to help represent the Pokagon Band on the web and in printed material in a manner that is professional and visually consistent with the Band's branding strategy. Updating outdoor signs for Band facilities also folds into that strategy. The guide and the branded templates have been made available on the server until the SharePoint system is ready, to help tribal government staff have better awareness of communication resources.

As the Band creates a comprehensive strategic plan, the director will develop communications strategies and messages to align with the plan. Ideally, a good communication plan maps to the larger institutional strategy, and works to convey that strategy to the many audiences the Band wishes to engage. The communication department will provide advice, counsel and support to most effectively engage such audiences and for needs of the Tribal Council and department directors.

# Compliance

**REBECCA RICHARDS**  
Compliance Coordinator

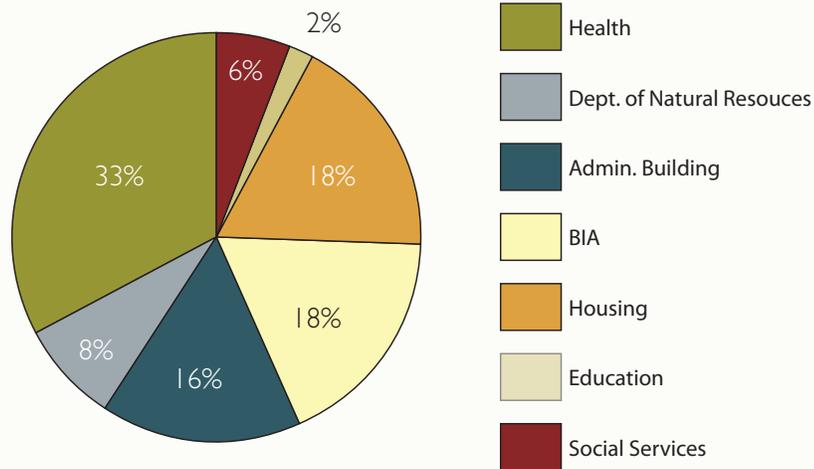
The compliance coordinator is an independent department that ensures all programs are following the applicable federal, tribal and state rules and regulations. Complying with government rules and regulations requires a conscious effort for the Band. In order to maintain funding, the Band must fulfill the stipulated regulations. Two of the fundamental tasks associated with every grant award are tracking project activities and demonstrating compliance with the grantmaker's conditions.

The compliance coordinator provides administrative analysis, post-award services, and oversight to ensure agreement with grant requirements. It is critical that the Band maintain compliance with grants and contracts, and remain in good standing with the granting agency. The compliance reviews are also an evaluation tool. The coordinator can utilize the information gathered from the review for future decision making about the program, such as longevity and overall effectiveness. Programs

may be tested for programmatic and fiscal fulfillment. The budgets are tested against the actual expenses. Staff wants to ensure not only that the Band is reaching the program's goals, but that it is spending the award accurately.

This is the second year the Band has been responsible for grant awards under President Obama's American Recovery & Reinvestment Act (ARRA). The Band has received ARRA funding in the following departments; Housing, Indian Reservation Roads and Health & Human Services. This funding must be transparent, so there are a lot of reporting requirements. Quarterly reporting must be submitted or funding can be rescinded. Staff has been working diligently to provide all the necessary statistical information needed for the quarterly reports.

In total for 2010 the Pokagon Band was awarded and managed \$11,945,115 in federal and state grants and/or contracts. These awards break down into the following categories:



If anyone has questions about any programs, please contact Becky Richards, compliance coordinator, at 1-800-517-0777 any time. She will be more than happy to answer any question or send any information the membership wishes to see. If she cannot answer your questions she will put you in touch with the correct person or agency who can.

# Finance

## Department of Finance

The year of 2010 brought many changes to the Department of Finance. Not only did the department move into new space in the Administration Building, but it also changed accounting software. The newly-constructed Administration Building is 18,672 square feet. Of that space Finance and Administration occupy 5,504 square feet, Information Technology takes up 1,889 square feet, Human Resources 1,079 square feet, Education 4,435 square feet, Social Services 2,269 square feet, Housing 1,934 square feet, and Enrollment/Elections 1,562 square feet.

The Department is comprised of the director who currently oversees and supervises 17 other staff, including responsibilities for accounting, compliance, resource development, enrollment, elections, and administration. Among the entire 18 staff, 15 are tribal citizens. Accounting includes such functions as payroll, payables, cash management and reconciliations of cash and investment accounts, monthly reporting of financial results, budgeting, and other reconciliations of all the tribal funds maintained in the accounting software. Certain staff is assigned special programs to manage like the state tax agreement programs, gasoline, tobacco and state sales tax credits, and an accountant who deals with the Revenue Allocation Plan and other monthly payments made to the citizens. Administration currently entails managing the senior administrative assistant who supervises the receptionists and courier.

A significant investment in technology during 2010 rolled out Dynamics GP for use by payables, payroll and general ledger. The department also saw many staff shift to new responsibilities, a retirement, as well as the replacement of several other positions. A key new position for the department was the controller; who brings a new level of oversight and checks and balances to the Department. Another newly-created position was the courier; to centralize the delivery of mail and other packages throughout the Dowagiac community and all tribal offices both on and off campus.

A significant accomplishment for the Department was to submit and have approved the tribal budget for fiscal year ending September 30, 2011, prior to the start of the new fiscal year on October 1, 2010. In collaboration with all the other tribal departments and programs a budget of \$38.3 million in revenues and \$36.5 million in expenditures was approved for the direct tribal government departments. These numbers exclude per capita, minors trust and economic development. The fiscal year 2011 budget represents a five percent increase in total expenditures over last year's budget.

### Citizen Statistics

Each year by November 30 Tribal Council must approve the new citizen list. This list represents the new citizenry in its entirety. As of November 30 the Pokagon Band recognized 4,299 citizens. The graphs on the right represent the age distributions of the citizens:

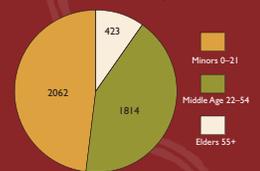


Paul Lauridsen, accounting clerk; Rebecca Richards, compliance coordinator; Angela Manfredine, procurement officer; Linda Cook, controller; Anita Grivins; Julie Rodriguez, accountant; Rachel Sheeley, accounting clerk; Beth Edelberg, enrollment coordinator; Jessica Howell, elections/enrollment clerk.

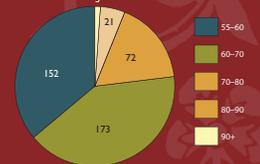


**ANITA GRIVINS**  
Director of Finance

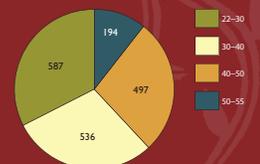
**Pokagon Band**



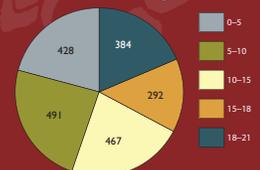
**Pokagon Elders**



**Pokagon Adults**



**Pokagon Minors**



# Human Resources



**JIM DYBEVIK**  
Director of  
Human Resources

## Overview

The Human Resources Department's mission is to provide the environment that attracts, develops, motivates, engages, and retains a diverse workforce. To accomplish this, the department has begun the process of aligning the various systems, jobs, and leadership expectations of the government operations to provide exceptional tribal citizen service with the goal of becoming an "Employer of Choice" in Southwest Michigan and Northern Indiana.

As a strategic partner with the Tribal Council, HR develops and delivers innovative human resource programs and services designed to support the Vision, Mission, Guiding Principles, and Expected Outcomes of the Pokagon Band. The HR Department core services and competencies include: recruitment and staffing, employee relations, organizational and employee development, risk management, compensation and benefits, payroll, HR information management, and regulatory compliance.

The Human Resources Department expanded in 2010 with the hiring of two additional positions—a talent acquisition manager and a training specialist.

## Payroll & Benefits

The mission of the payroll and benefits function is to ensure that all employees are paid in a fair, timely, and accurate manner and that necessary data, records, and reports are maintained and submitted in accordance with acceptable business and regulatory standards. In addition, HR ensures that benefit programs provide both the psychological and financial well-being of the Band's government employees now and in their retirement years.

The payroll and benefits function administers compensation and the quality benefits to attract, develop, and motivate the staff of the Pokagon Band. We do this by providing a compensation philosophy which reflects each person's individual contribution to the organization based on their skills, knowledge, and abilities. Additionally, comprehensive benefit programs are offered that exceeds most industry standards.

In the fourth quarter of 2010, the HR department began the implementation of a fully integrated HR/payroll/benefit solution called Workforce Now that will reduce paperwork and the "administrivia" to reduce the cost of providing HR services. The project completion date will be in second quarter of 2011.



John Hieronymus, talent acquisition manager; Jim Dybevik; Chris Freehan, training and development specialist; Heather Farver, human resources assistant; Not pictured: Lori Harris, human resources coordinator.

### Recruiting

The recruiting function is dedicated to seeking, finding, and selecting the best possible candidates for the Pokagon Band in support of the Pokagon Band's hiring preference policy. As a strategic direction, the Tribal Council made the decision to bring the recruiting process in-house to better service the organization and its leaders by finding the best qualified candidates through innovative best practices in the recruiting industry.

Since making the move to hire internally, a talent acquisition manager was hired to manage the overall recruiting, selection, and orientation processes. In 2010, 41 new employees, of which 14 were tribal citizens, were hired and successfully assimilated into the government operations. A breakdown as of December 31, 2010, of tribal citizens working for the government and gaming operations is shown below:

Pokagon Band citizens	46
Spouses of tribal citizens	3
Native Americans	6
All Other	89
<b>Total</b>	<b>144</b>

It is a 2011 HR department goal to increase the number of tribal citizens working in the government operations by at least 10%. To this end, the department is looking at best practice systems to make the hiring process more effective and efficient.

The HR Department is currently automating the hiring process to make it easier for all tribal citizens and prospective employees to apply for positions. A recruiting module is being integrated into the Workforce Now Human Resources Information System which will allow tribal citizens and other external candidates to apply for postings, answer questions, and enter or attach a resume. All tribal citizens who desire to work in the government operations are encouraged to submit a resume and use this system. The system is scheduled for completion by second quarter of 2011 and will enhance the efficiency and effectiveness of the hiring process tremendously.

### Training & Development

The mission of the training and development function is to provide effective learning experiences, operational training, and personal and career development opportunities to positively impact the efficiency and effectiveness of operations for the Pokagon Band administration and its clients. This impact is driven by planning, developing, and delivering a wide variety of opportunities that combine innovation and industry best practices. These opportunities will also efficiently and effectively mesh the learning needs and styles of the participants and the goals of the Pokagon Band to improve engagement, employee and leadership development, and organizational enrichment for the governmental employees and our tribal citizens.

#### Training Needs Analysis

Based on best practices, the beginning phase of any learning project is one of analysis. The analysis is to determine the true needs of the clients, their current skills and abilities and other demographic details that will allow the needs of training to be cataloged. This way, rather than address anecdotal or other non-quantifiable needs, a quality statistical measurement can be made.

This training needs analysis took place during the summer of 2010 and allowed the training specialist to get an accurate measure of what skill deficiencies were seen by the department directors.

Using this needs analysis, a budget was proposed and approved with resources allocated to meet the needs addressed in the needs analysis.

#### LMS Selection and Testing

Once the needs analysis was completed, a list of training needs was created with plans to address it systematically. The industry best practice for monitoring the performance of an organizational learning strategy is to use a Learning Management System, or LMS.

A learning management system is a software application for the planning, administration, delivery, documentation, tracking, and reporting of training programs, instructor-led classes, online events, webinars, seminars, e-learning

programs, and training content. After much research, the GeoLearning LMS was chosen to support the needs of the Pokagon Band.

Once the purchase decision was made, extensive procedure testing was done and documented to make sure that once fully implemented, it will be easy for the users to utilize effectively. Full implementation will be completed in first quarter 2011.

#### **Content Development Tools**

In order to develop quality training content, two things were needed: training assessment process and the tools to physically create the content to industry standards. The training needs assessment process was formalized in 2010 and several e-learning development tools were purchased and implemented.

#### **ThinkBox**

In addition to processes and tools, content was also purchased to address a variety of needs determined in the tribal administration leadership development program. ThinkBox is an industry leader in content specifically focused on the development of leaders and supervisors. This tool includes many articles, videos, e-learning, and audio programs specifically focused on leadership and management issues, all categorized based on the Success Factor's integrated competency management system's model for easy assimilation into our existing processes.

#### **Training Request Workflow**

Finally, in order to give supervisors and directors the visibility they need to what training is being requested, an electronic process was developed. This process includes a form that is automatically routed to the appropriate supervisor for review and approval, as well as a process for routing travel requests through the appropriate channels. Also included in each request are the components of evaluation—was the behavior change learned at training applied on the job to ensure that we are more effectively and efficiently delivering services to tribal citizens? On each request form there are action steps requested. These action steps clarify the measurable outcomes of the training into actions that the person will complete as a result of attending the training. The next stage in this evaluation process is to assess whether the actions demonstrated were worth the

resources spent, thus determining training return on investment (ROI).

### **Projects**

#### **Engagement Culture**

HR is in the second year of building a governmental organizational culture in which employees are energized and engaged to perform at maximum levels. This past year, HR conducted the second engagement survey. The results showed an 11 percent increase in the Band's Engagement Readiness Index (ERI). Directors have been tasked with developing action plans to move the ERI to even higher levels.

In addition to the engagement survey, staff leaders completed Phase I of a leadership development process which gave the Band's supervisors not only a model, but the skills needed to improve the systems, environment, and service requirements of the Pokagon Band. As the leaders move through Phase II, they will be able to effectively handle a variety of individual and team situations on both a personal and practical level, as well as enhance their customer service skills in dealing with our tribal citizens.

#### **Integrated Talent Management System**

The first step in unlocking the government's true potential is ensuring that all staff members understand how their specific job or role contributes to achieving the Band's vision, mission, values, and expected outcomes. To this end, HR implemented the Success Factors Integrated Talent Management System to help align individual goals with the objectives and strategic initiatives of the Tribal Council.

Now that the formal process has been established for creating relevant goals for each employee, monitoring, and measuring performance against those goals, the groundwork has been laid to focus on the individual development of each associate through a 360 degree rating process.

### **Services**

#### **Apprenticeship Program**

In support of the various construction projects which are currently in progress and on the immediate horizon, the Human Resources department was given approval by Tribal Council on September 13, 2010, to develop a

formal Building Trades Apprenticeship Program. This apprenticeship program provides a flexible structure within the general carpenter/millwright trade classification and can be the source of the following:

- a one-year completion certificate
- a two-year completion certificate with Michigan Contractor's License prep
- an Associates Degree and Contractors License after three years
- a Journeymans Card after four years

The overall goal of the apprenticeship program is to develop a strategic view of skill building and career development to build our Tribal community and economic self-sufficiency.

Since September, a steering committee has been formed and is meeting, a final apprenticeship plan has been submitted to the Department of Labor and is awaiting approval, formal classes have been set up with Southwest Michigan College, and testing, interviewing and selection has been completed.

To date, 73 tribal citizens have expressed interest and have had some level of participation in the apprenticeship program. Of the 73, 31 have completed all assessment testing, 36 have successfully passed the OSHA 10-hour safety class, and two have completed the 10-day work site evaluation process.

Once this pilot program is up and running successfully, other apprenticeship programs can be modeled after this one to include:

- Health Care
- Building / Facilities Maintenance
- Landscape Management
- Auto / Truck Mechanic
- Culinary Arts / Food Management

#### **Job Openings on the Website**

tribal citizens can access the open jobs by going to our website at: <http://www.pokagon.com> and clicking on the Department of Human

Resources link. From there, download an employment application, and apply for open positions by:

1. Sending a cover letter stating your position of interest, resume, and three employment references.
2. Including a copy of any required credentials, degrees, or licenses.
3. Providing a copy of your tribal ID card to receive Native American hiring preference.
4. Send your information to:  
Pokagon Band of Potawatomi Indians  
Attn: Human Resources  
PO Box 180  
Dowagiac, MI 49047
5. Or e-mail: [hrjobs@pokagon.com](mailto:hrjobs@pokagon.com)

#### **Temporary Staffing Pool**

The Human Resources Department manages the temporary staffing pool and strives to assist those departments within the organization experiencing short-term staffing needs that may not justify the creation of a new position. These situations may include special projects or merely filling in for someone who is ill or must be away from their place of work for a short period of time. Citizens who are interested in being considered for the temporary positions must register with HR and update their personal information—address, e-mail, and phone numbers—each time they change. In addition, applicants must be able to pass a drug/alcohol screen and a criminal background check.

In 2010, 38 tribal citizens registered for the Temporary Staffing Pool. Of the 38, 13 were provided assignments. Of the 13, employed for temporary staffing assignments, six went on to gain full-time employment in the government operations.

# Office of the General Counsel



MICHAEL G. PHELAN  
General Counsel

The Office of the General Counsel (OGC) has the privilege of serving as chief legal counsel to the Pokagon Band of Potawatomi and agencies, boards, committees, and enterprises. The OGC oversees all of the Band's legal affairs and supervises the activities of all outside counsel to the Band.

Under the direction of the Tribal Council and the Pokagon Gaming Authority Board of Directors, the OGC fulfills the varied and highly specialized legal needs of the Pokagon Band, including its departments, boards, committees, commissions, and its chartered enterprises. Among its regular duties and responsibilities, the OGC:

- defends and protects the Band's sovereign rights in all lawsuits in federal, state, and tribal courts
- drafts the Band's laws and assists the Band in interpreting and maintaining compliance with its laws and Constitution

- negotiates and drafts intergovernmental agreements and commercial agreements involving goods, services, and real estate
- assists the Band in its efforts to acquire land and to obtain federal trust status for Band lands
- advises the Band regarding issues of taxation, intellectual property, gaming law, commercial law, and labor and employment law
- advises the Pokagon Gaming Authority in its efforts to maintain and develop gaming and other commercial opportunities

The OGC has one client: the Pokagon Band. While this does include the Band's departments, boards, committees, commissions, and chartered enterprises, it does not include any specific individual or individuals within the Band for their personal legal matters. The OGC cannot provide legal advice or legal services to Pokagon Band citizens regarding their personal legal matters.



Mike Phelan, general counsel; Ed Williams, associate general counsel; Teresa Myers, receptionist.

### OGC Highlights During 2010

The OGC provided legal assistance to the Pokagon Band in a number of significant matters and projects during 2010, which include:

- Assist the Band with the development of the Hartford casino and expansion plans for Four Winds Casino Resort. The OGC negotiated agreements with various consultants, architects, engineers, and contractors and established written hiring and contracting preference policies for these projects, which guarantee that Band citizens and companies owned and operated by Band citizens will be given first consideration for all construction work. The OGC also negotiated and developed inter-governmental agreements with Hartford Township and the City of Hartford to secure water and sewer services to the Hartford casino and to establish other cooperative relationships. The OGC also provided assistance with the master planning process to develop plans for future phases of development. Finally, the OGC is assisting with the effort to refinance the existing debt that funded the development of Four Winds Casino Resort, which is intended to improve the Band's ability to reduce its overall debt and gain greater control over its financial future.
- Assist the Band with its efforts to acquire additional trust land. The OGC coordinated the preparation and submission of an application to the Bureau of Indian Affairs to take approximately 320 acres of Pokagon Band land in trust. This trust acquisition will further the Band's effort to establish an inalienable tribal land base, which will better enable the Band to provide for the welfare of the Band's citizens, preserve and promote Pokagon Band culture and traditions, and pursue the Band's critical goals of self-governance and self-determination.

- Intergovernmental agreements. The Band, as tribal government, enters into agreements with the federal government, as well as the state and local governments. The office plays a role in negotiating, developing, and reviewing such agreements. This year, among the agreements the OGC assisted with include agreements with local governments concerning police, fire, and other emergency services, and the improvement of infrastructure serving Pokagon Band land.
- Represent the Band in legal proceedings. The OGC devotes time and effort to address dispute resolution and risk management well before a dispute arises or litigation commences. Despite those efforts, there are times when matters do resort to legal proceedings. This year the OGC represented the Band in various legal proceedings involving enrollment, employment, and contractual matters.

In addition, to further the Pokagon Band's sovereign right to self-determination, the OGC drafted new Pokagon Band laws and amendments to existing law. The OGC is also regularly engaged in reviewing, negotiating, and drafting commercial agreements to secure needed services and goods to assist the Band in providing services to the Band community.

# Information Technology



ROBERT WILLIS  
IT Manager

## Mission

The mission of the Department of Information Technology (IT) is to provide leadership in information technology, with a focus on providing strategic direction on technology issues, leading technology innovation in infrastructure, applications and maintaining the highest level of reliable service to the government community we serve.

To fulfill IT's mission, our goals for the coming year are:

- Improve service
- Develop and maintain technically skilled staff
- Support the Band's strategic projects

## Roles & Responsibilities

IT supports approximately 175 users, 25 physical servers, 15 virtual servers, 81 desktops, 61 laptops, 60 printers, 21 copier/fax, 12 locations, numerous wired/wireless networks, and approximately one terabyte of data.

IT provides desktop support services and/or e-mail account support for approximately 175 users. IT is staffed by the IT Manager, Data Management Specialist/Programmer, and two Information Systems Technicians. The

environment we support is complex and constantly changing.

IT provides daily operational support to the government. Gaming Commission has separately dedicated IT resources. IT has no role in support of the casino enterprise.

IT manages, secures and supports the government's central systems, which includes the financial systems as well as personnel, enrollment, court, and central phone system.

IT is also responsible for the management of technology contracts, system and firewall security, system and network administration, wireless and remote access, virus and spam detection prevention and removal, licensing compliance, email and internet access, IT policy and standards development, asset management, and limited user training.

## Accomplishments 2010

IT managed the successful implementation of approximately \$600,000 in new servers, server software, and storage systems. Pokagon Band has one of the most sophisticated IT infrastructures in the local area. IT has blended traditional and virtual server technologies to create an environment that provides for a redundant, fault-tolerant system core and reduces power consumption.



Mike Finney, technician; Alan Magnuson, information systems technician; Robert Willis; Thomas Burkhardt, data management specialist; Roger Rader, information systems technician.

IT managed a successful implementation of approximately \$210,000 in new network infrastructure, including fiber networking to government center facilities at Rodgers Lake. Fiber network provides ten gigabit connectivity between key facilities and internal gigabit networks to support high-demand systems and network communications.

IT managed a successful replacement of approximately 60 new desktops and 15 laptops running Windows Vista or Windows 7. IT is presently ramping up to do a full Windows 7 rollout to include Microsoft Office 2010. The government has an enterprise agreement with Microsoft that allows us to install the latest greatest version of Windows and Office on up to 150 computers/laptops. The enterprise agreement also provides those users with benefits like the home use program, which provides applicable employees a copy of Microsoft Office 2010 for just ten dollars. There are training benefits for employees as well.

IT implemented webcasting for tribal events. Microsoft Live Meeting technology was selected as a low cost (approximately \$1200 annually), but high value technology for serving Internet based video/audio. Up to 1,250 citizens can participate in an event simultaneously. Tribal Council has adopted the technology for webcasting the Tribal Council meetings held the second Saturday of the month. Up to approximately ten citizens at a time have been participating in webcasting. The downside to the technology has been that Mac users cannot join the webcast. IT encourages citizens to contact us if they need any support in getting registered for webcasting or getting the necessary software installed on their computers. Alternatives to the current Microsoft Live Meeting system are being explored to address barriers to accessing webcasting, which include bandwidth and computing platform. IT is working to deliver the webcasting through the tribe's website to eliminate registration processes and make efficient use of the future website under development.

### Current and Future Projects

IT is currently engaged in the implementation of a Citizen Relationship Management system to replace outdated Microsoft Access based TEAMS enrollment system. The system

will provide the government with secure, centralized management system for citizen information. Access to the system will be enabled across the government to facilitate information collection, reporting, and service delivery. Phase I will be managed to completion in early March 2011.

The Department of Communications is taking the lead on implementation of a new website. IT is providing the back-end support and technical assistance.

IT will be working on establishing IT key performance indicators and using them in concert with other organizational key performance indicators to get a distanced perspective of IT performance. Balanced Scorecard, ITIL, and other methodologies will be used to measure performance and apply IT governance. IT staff have been participating in ITIL v3 foundation training and will be involved in numerous other planning activities and trainings over the year to come.

Technology and communication methods have changed wildly over the past decade. The government's IT policies have not kept up with these changes and require updating. IT will be reviewing current policy and working to draft recommendations around those technologies, infrastructure, and communication vehicles we are charged with securing, supporting, and administering.

### Improve Service

IT must implement a number of strategic disciplines. These disciplines blend best practices with systems so that overall performance of IT can be measured, managed, and improved. As a strategic partner to citizen service departments, sovereign services, and tribal government, IT is being counted on to deliver consistent, value added timely services.

To drive improvement, IT is implementing and incorporating the following:

- A balanced scorecard for IT and associated IT projects
- ITIL v3 IT service management framework
- Relevant measures of performance—metrics that matter
- Advanced controls to accelerate performance improvements

IT is in the process of hiring a service desk coordinator; which will put into practice the many service improvement measures. A technical administrative assistant is also being hired to provide administrative support to IT, improving departmental collaboration efforts and allowing technical staff to maintain focus on critical duties.

#### **Develop and Maintain a Technically Skilled Staff**

IT is challenged to manage the IT environment effectively with a small staff. IT has completed a process to identify the skills/talents needed to support the IT environment. IT will be working with Human Resources to create and implement staff development plans for current IT staff and bring forward position recommendations for areas where skills/talents are needed now.

IT wants to encourage citizens to seek careers in information technology. Citizens already in the IT field should know that the government

has created an inviting IT environment for technology professionals who are eager to work with current technologies.

#### **Support the Band's strategic projects**

The government is experiencing tremendous growth. With the growth has come an increase in hiring and entirely new approaches to solving the needs of our citizens. IT is positioning the department to be better prepared and capable of supporting the government's strategic projects. While we recognize there are times IT must lead, such as in technology innovation, IT really needs to position strongly and deeply into a role supporting citizen services, sovereign services, and other support services departments. Technology for the sake of technology is costly and produces little value. IT's efforts must add value and/or preserve value for our customers.

# Resource Development

## Resource Development

KEVIN DAUGHERTY  
Resource Developer

Resource Development works with other tribal departments to plan and develop new projects and programs, and to search for and apply for funding to support these efforts. Tribal citizen Frances Dostal worked with the program for 2010, before moving on to a position in the Pokagon Band Tribal Court. Longtime Resource Developer Kevin Daugherty continues on with the program.

### Health Projects

Resource Development worked on several projects with the Pokagon Band Department of Health Services to support their expansion over the past year:

**Healthy Food for Healthy Kids.** This project was designed to link the Department's nutrition, exercise, and diabetes prevention services with area school districts to encourage healthy eating and exercise habits for Pokagon Band youth. The Band requested \$484,180 from the Communities Putting Prevention to Work (CPPW) Program offered by the Center for Disease Control (CDC). Unfortunately, the Band was informed that, while our application scored well enough to be funded, the CDC did not have enough money to award us a grant.

**The Bkece Zisbak Kwiet Diabetes Project.** The Band's Health Department is continuing their diabetes prevention efforts with support from the Indian Health Service's Special Diabetes Program for Indians/Non-Competitive Grant Program. Resource Development worked with the Health Department to submit the proposal for 2010–2011, which is the twelfth year of the continuing program. This year the award is for \$87,040. This funding supports efforts such as the Walk-the-Path Project, diabetes screening at the tribal health fairs, and diabetes case-management and counseling.

**Electronic Health Records System.** Health Services is looking to implement an electronic health records (EHR) system, which would link patient information throughout the Health Services system, from the clinic to the pharmacy to Contract Health and billing.

The Band requested \$236,109 from the Tribal Management Grant Program offered by Indian Health Service (IHS); we have been informed by IHS that again we scored well enough to be funded but that Congress has not yet allocated funding to IHS to support the program.

### Native American Basic Library Grant

Pokagon Band received \$7000 from the Institute of Museum and Library Services (IMLS), including \$6000 from the Native American Basic Library Grant plus the \$1000 Education/Assessment Option. Resource Development worked with the Pokagon Education Department to submit the proposal. The goal of the Band's project is to promote literacy by providing a wide range of culturally relevant materials and services, through the library at the Education Department, through the tribal newsletter, and through other activities and events. Focus is given to acquiring materials that present positive Native American role models and that are authored by Native Americans.

### Family Wellness

The historical trauma faced by Native Americans and the healing of Pokagon Band families affected by the trauma across generations is a difficult subject, but this issue began to be addressed by the tribe through several programs in the past year:

**Healthy Families Project.** The Administration for Native Americans (ANA) awarded Pokagon Band \$456,985 for a three-year project to develop a Family Services Program under the Pokagon Department of Social Services. This funding will allow the Department to hire two degreed social workers to provide intensive counseling and support services to Pokagon families in need. The intent is to provide those families most at-risk with the direction and mentoring needed to prevent a downward spiral. Resource Development worked with Social Services to submit the application to ANA, building on an earlier planning project at the tribe supported by ANA in 2008–2009.

**Mno-Widokéwenké Community Wellness Gathering.** In April 2010, the Band conducted a two-day community outreach and education event, the Mno-Widokéwenké Potawatomi Community Wellness Gathering. The idea for the gathering had a spontaneous origin, when representatives from Social Services, the Family Welfare Commission, the Tribal Council, and Behavioral Health all realized they had independently been looking into the concept of a community event related to historical trauma and family wellness. Combining their efforts, this initial group reached out to other tribal programs including Resource Development to help plan the event, and identified two nationally-recognized native facilitators to conduct the workshop. The event proved to be well-attended and appreciated by all who came, and this has sparked an ongoing series of workshops to continue this momentum.

#### **Tribal Historic Preservation Officer**

The Band received Tribal Historic Preservation Officer status through the National Park Service in 2008. This status supports a historic preservation program at Pokagon Band, and gives the Band the authority to enforce the National Historic Preservation Act on its trust lands. Such authority includes overseeing historic and cultural preservation approvals for environmental assessments, and aids the Band in promoting its own historic and cultural preservation plan. Resource Development assisted the Pokagon Department of Natural Resources (DNR) in submitting the 2010 scope of work, under which the Band is allocated \$63,159 to operate its program.

#### **Tribal Court and Law Enforcement**

The Tribal Court and Tribal Police are young institutions and are growing and developing right along with the tribe as a whole. Resource Development has assisted both the Court and Police in the past in seeking support for their programs and services. This past year, the U.S. Department of Justice-Bureau of Justice Assistance (USDOJ-BJA) combined several of its grant programs under a single umbrella application, the Consolidated Tribal Assistance Solicitation (CTAS). The Band requested funding for three projects under CTAS.

**Tribal Court Support.** Under the Tribal Court Assistance Program within the CTAS, the Tribal Court requested \$291,930 to support basic services and operations. This included upgrades to the Court reporting and case management system, security equipment, and training support for Court personnel. Unfortunately, this project did not receive a grant award.

#### **Tribal Police Operations and Equipment.**

Under the Community Oriented Policing Systems-Tribal Resources Grant Program, Tribal Police requested \$193,746 to address basic equipment needs. This included additional vehicles, uniforms, and training. Unfortunately this project was also denied for funding.

**Holding and Detention Facilities.** Tribal Police also requested funding within the CTAS through the Correctional Facilities on Tribal Lands (CFTL) program. As a young institution, Tribal Police operates out of renovated houses in Dowagiac and New Buffalo. With its caseload growing following the opening of the Four Winds Casino and increasing activities on tribal lands, the Tribal Police are encountering more situations where it must detain individuals for short periods of time. With the Hartford casino set to open as well in 2011, Police felt that it would be prudent to seek out an experienced law enforcement facilities consultant to conduct an assessment of the Department's growth and needs and to provide recommendations on future facility needs. The Band received \$46,860 from the CFTL program for this project.

**Basic Equipment for Court and Police.** The Bureau of Indian Affairs' Office of Justice Systems also offered a one-time funding opportunity in 2010 for basic court and law enforcement needs. Resource Development worked with Tribal Court and Tribal Police to submit a request of \$265,572 for this opportunity, addressing basic operational equipment and needs. An announcement of funding has not yet been made for this program.

#### **Tribal Wildlife Program**

The Band's environmental program expanded in 2010 to become the Pokagon Band DNR. As part of this growth, the DNR is looking to develop a wildlife program to oversee the flora and fauna on tribal lands. Some of activities for this program will be managing the health of the

fish and deer populations, monitoring for the presence of the emerald ash borer in the Band's black ash trees, and overseeing the wetlands restoration project in North Liberty, Indiana. Resource Development worked with the DNR to submit a request for \$192,316 from the Tribal Wildlife Grant offered by the U.S. Fish and Wildlife Service to support the Band's wildlife program. Awards have not yet been announced for this program.

### **Community Development Financial Institution**

To promote individual and family economic advancement for Pokagon Band citizens, the Band has created Chi-Ishobak, a Community Development Financial Institution (CDFI). The national CDFI program is operated by the U.S. Department of the Treasury and is intended to promote economic development and household financial growth on a local, grassroots level, by establishing local CDFIs in low- to moderate-income communities. CDFIs can be used to establish small business revolving loan funds, to create Individual Development Account programs, and to promote homeownership for low- to moderate-income families and individuals. CDFIs accompany their programming with strong financial education and client case-management services. Resource Development worked with Chi-Ishobak to submit a grant application for \$150,000 from the National CDFI Program's Native American CDFI Assistance Program. This project would assist Chi-Ishobak with its basic operations and start up of a small-business loan program for tribal citizens. Grant awards have not yet been announced.

### **Cultural Center**

Pokagon Band has committed to building a Cultural Center to serve as a home for cultural and language activities at the tribe. The facility would include a large meeting room and workspace, classrooms, display and reception space, and offices for the Department of Language and Culture. The facility is planned for the Rodgers Lake campus. Resource Development worked to submit an application to the Indian Community Development Block Grant offered by the U.S. Department of Housing and Urban Development, requesting \$600,000 to support construction of the facility. Funding awards have not yet been announced for this program.

## Resource Development



