



Annual Report

2021

CONFEDERATED SALISH
AND KOOTENAI TRIBES
OF THE FLATHEAD NATION



Our Vision

Maintain Traditional Principles and Values

The traditional values that served our people in the past are embedded in the many ways we serve and invest in our people and communities, in the way we have regained and restored our homelands and natural resources, in the ways we have built a self-sufficient society and economy, in the ways we govern our reservation and represent ourselves to the rest of the world and in the ways we continue to preserve our right to determine our own destiny.

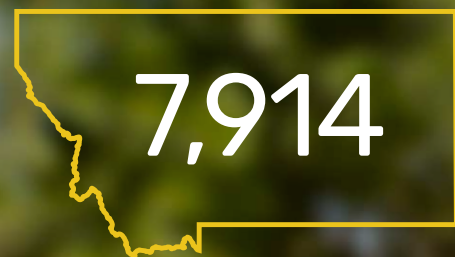
Our Mission

Be Guided by Traditional Principles and Values

Our Mission is to adopt traditional principles and values into all facets of Tribal operations and services. We will invest in our people in a manner that ensures our ability to become a completely self-sufficient society and economy. And we will provide sound environmental stewardship to preserve, perpetuate, protect and enhance natural resources and ecosystems.

Explore

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Total Enrolled Members

5,267 living on-reservation / 2,647 living off-reservation

1,651 are 17 years or younger

2,390 are 56 years or older

All numbers are as of Dec. 31, 2021



Qlispé elder Stephen Small Salmon. Photo by Tailyr Irvine.



Tom McDonald

Chairman

Term Ends: 2026

To our Membership, to our employees, extended family of relatives, friends, native brothers and sisters and all people of this great country of America, on behalf of the Tribal Council, I invite you to read this report on the important work we have been engaged in to keep our vision and mission of honoring our traditional values and principles and to bring economic self-sufficiency within our Tribal Nation.

As always it is important to thank all of the fantastic staff within our Tribal organization, affiliates and enterprises that make all of this report's listed work possible. Without them striving each day, putting forth their best effort to be successful and providing the best service possible, we would not be stronger than ever as Native People and so hopeful for the future of generations to come.

The following pages showcase our initiatives and services and how deeply connected our cultural programs, human services and resource departments, courts, schools, corporations and other entities are to our CSKT Vision and Mission. Even with the health pandemic challenging us to keep our elders and entire

population safe, the report demonstrates how our workforce, in every corner, from the bottom to the top, did an outstanding job with so many accomplishments and successful operations.

New programs and jobs were started, strong corporate revenues were produced and work tasks were shared between programs to strengthen the operational functions for our collective future.

The efforts to increase collaboration within our entire CSKT workforce, while staying grounded to our land, culture, history, in support of an elevated sense of place for our future, was heightened more than ever. COVID, climate change events and the vast number of new people moving to our homelands challenged us to be strong, protective and inclusive.

I hope this document gives you a sense of those efforts and demonstrates our commitment to working together to reach success, both within the tribal organizations and with outside entities. As the old saying goes, the chain is only as strong as its weakest link. Our message is to work together, share ideas, workforces and resources to enable all programs and services to be the best they can be. The result we gain is a better future for today and for generations to come. Thank you for the opportunity to serve.

Tom McDonald
Tribal Council Chairman



Leonard Twoteeth

Vice-Chairman

Elmo District
Term Ends: 2026



Ellie Bundy

Treasurer

St. Ignatius District
Term Ends: 2024



Martin Charlo

Secretary

Pablo District
Term Ends: 2024



Mike Dolson

Hot Springs District
Term Ends: 2024



Jennifer Finley

Polson District
Term Ends: 2026



Carole Lankford

Ronan District
Term Ends: 2026



Jim Malatare

Arlee District
Term Ends: 2026



Anita Matt

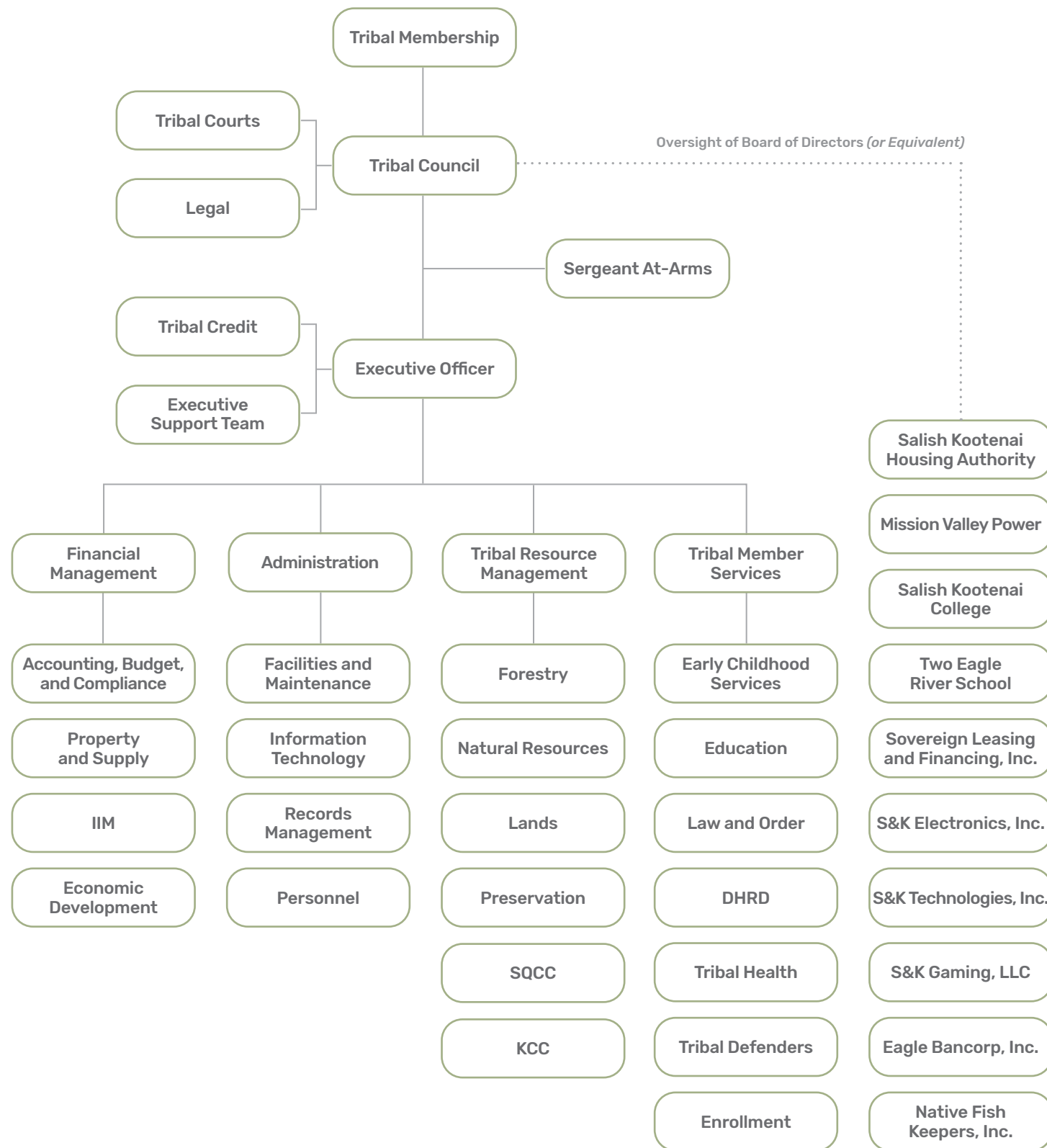
In loving memory of
Councilmember Anita Matt,
1958-2022.



James "Bing" Matt

Arlee District
Term Ends: 2024





The Tribal Council made a significant change to how our government conducts business in 2021 by restructuring the operations of the departments and programs of CSKT. Goals focused on creating a more stable administrative environment, providing opportunity for the Council to establish long-term priorities for the government and Tribal Membership and improving service and communication to the Tribal Membership and community.

Although the transition has been an adjustment, there are many benefits for the Tribes that will last well into the future. One significant development includes the Tribal Council’s passing of seven priority resolutions designed to shape the future of our people, communities and landscape; the establishment of several organization-wide groups to coordinate efforts and eliminate departmental silos, and the development of a more responsive process to adapt to changing conditions that the government faces.

To accomplish these restructuring goals existing government departments were placed into four groups, including:

- Financial Management, responsible for accounting, budget/compliance, property and supply, IIM and economic development.
- Administration, overseeing internal infrastructure that allows CSKT staff to do their jobs, and includes facilities, information technology, records management and personnel.
- Tribal Resource Management, encompassing the protection, preservation and management of CSKT’s natural and cultural resources, comprised of forestry, natural resources, lands, preservation and the culture committees.
- Tribal Member Services, delivering direct services to our community, and including ECS, education, DHRD, defenders, enrollment, tribal health department, law and order.

Striving to be more responsive, two positions were created within the Executive Support Team including the Deputy Executive Officer for Public Affairs & Communications and the Deputy Executive Officer for Special Projects & Planning. These positions bring a critical and coordinated approach to how CSKT plans, communicates and operates regardless of the area or subject. Over time, the goal is to evolve our government into an operation that provides for our community in a way our elders envisioned, as we strive to provide our best efforts to the Tribal Membership.



Rick Eneas
Executive Officer

Our Resolutions

In July 2021, Tribal Council passed seven priority resolutions. The authority to make binding resolutions comes from Article VI, Section 1(a)s of the CSKT Constitution, which states Tribal Council is empowered to regulate the uses and disposition of tribal property, to protect and preserve tribal property, wildlife and natural resources of the Confederated Tribes, to cultivate Indian arts, crafts, and culture, to administer charity, to protect the health, security, and general welfare of the Confederated Tribes. Each resolution reflects the Vision and Mission of the Tribes, and signifies the Tribes’ desire and commitment to focus resources toward each issue for the health, security and general welfare of the Tribes and its members.



BUSINESS OWNERSHIP

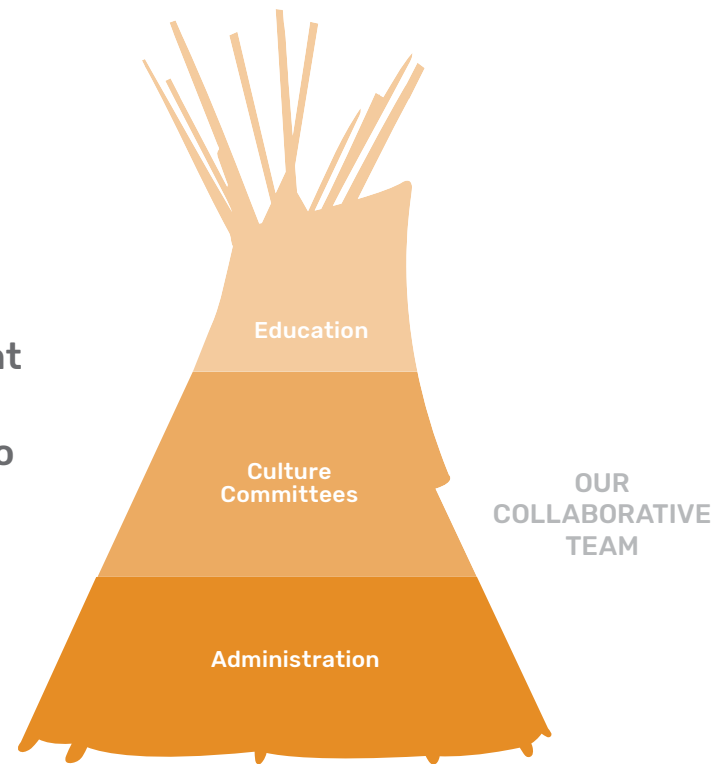
Resolution No. 21-086 to foster business ownership among membership consistent with the Tribes’ mission and vision.

Passed July 13, 2021

CULTURAL VALUES

Resolution No. 21-085 to signify the Tribes’ desire and commitment to fully integrating traditional cultural values and languages into the daily life of individuals within the reservation consistent with the Tribes’ mission and vision.

Passed July 13, 2021

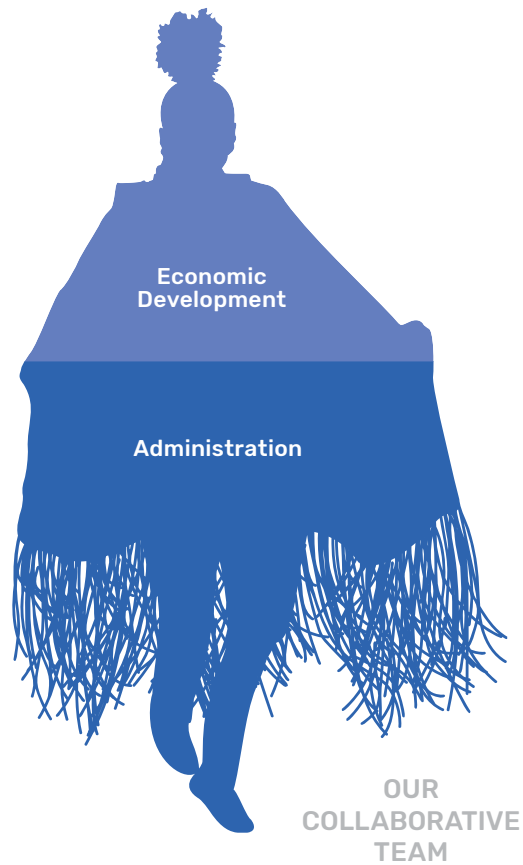


HOMELESSNESS

Resolution No. 21-087 proclaiming homelessness as a risk to the health, security, and general welfare of the Tribes and directing necessary resources.

Passed July 13, 2021





OPPORTUNITIES

Resolution No. 21-094 to facilitate the right earning opportunity or job for every member who wants one consistent with the Tribes' mission and vision.

Passed July 27, 2021



ADDICTION

Resolution No. 21-089 proclaiming addiction as a risk to the health, security, and general welfare of the Tribes and directing necessary resources.

Passed July 13, 2021

MENTAL ILLNESS

Resolution No. 21-088 proclaiming mental illness as a risk to the health, security, and general welfare of the Tribes and directing necessary resources.

Passed July 13, 2021



HUNGER

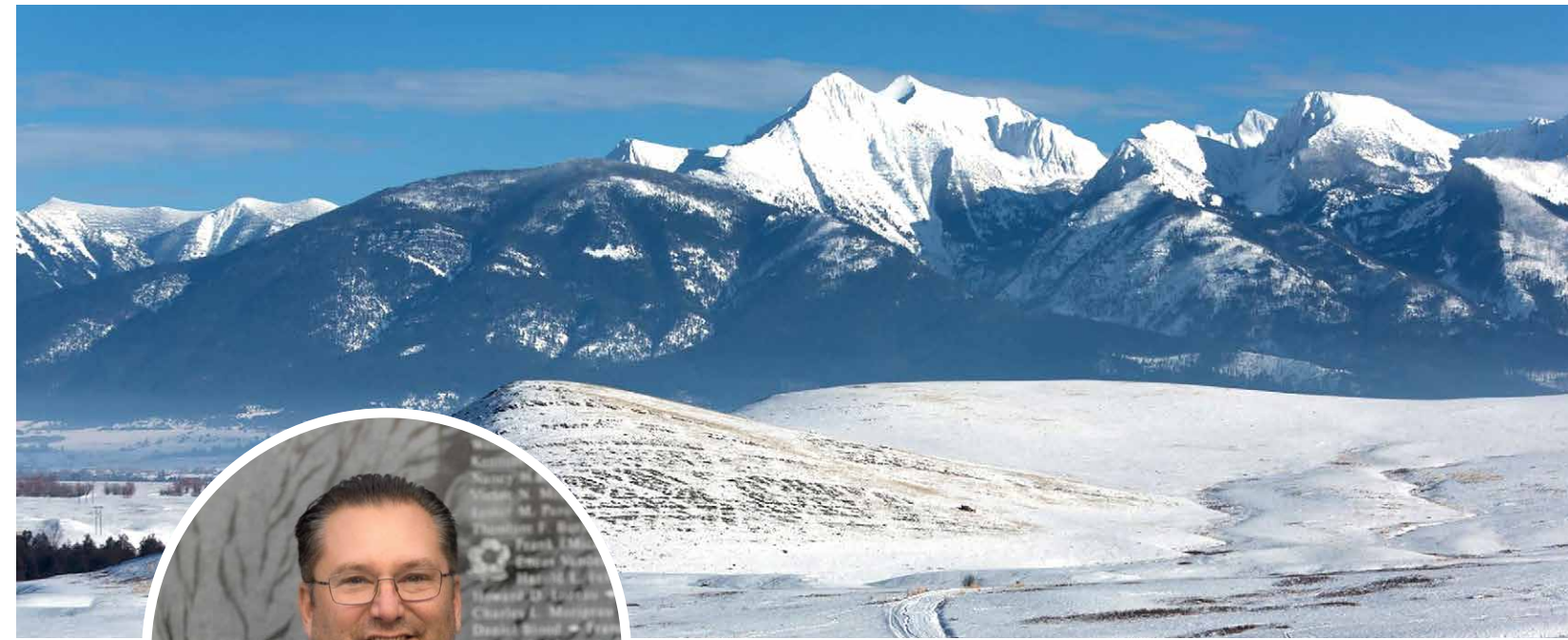
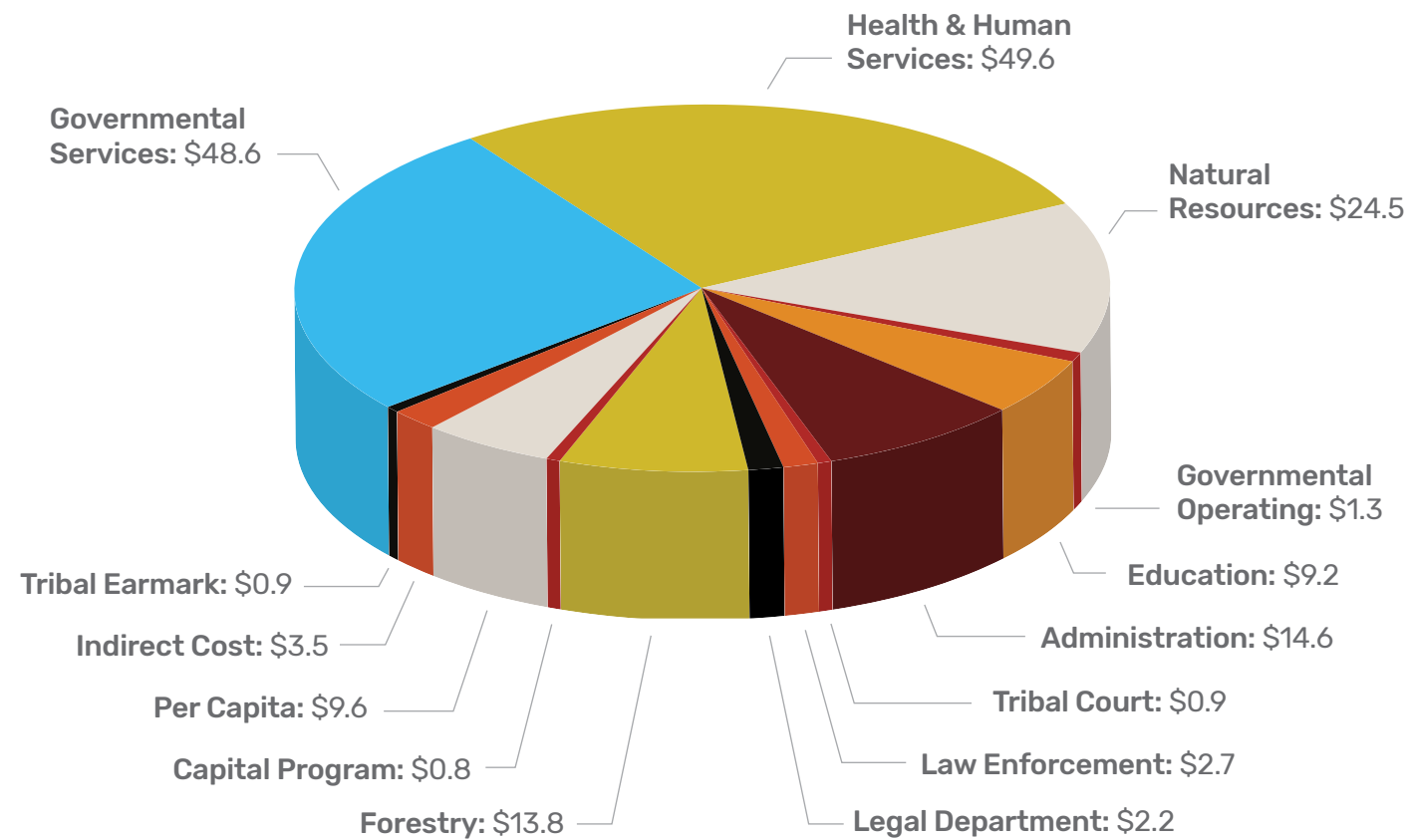
Resolution No. 21-090 proclaiming hunger as a risk to the health, security, and general welfare of the Tribes and directing necessary resources to achieve food security.

Passed July 13, 2021



\$182.2M Primary Government

FY 2021 (Numbers are in millions)



Gregory Spahr, Director of Financial Management Division

Accounting Budget & Compliance

The office of Financial Management encompasses the areas of Accounting Budget and Compliance, Individual Indian Money (IIM) Accounts, Property & Supply and Economic Development. These areas focus on delivering sound financial practices across the organization, planning for the future, providing service to minors, equipping the organization by delivering key materials for success, developing strategies and evaluating opportunities for tomorrow.

The Accounting Budget & Compliance group is a robust team of twenty-five members who ensure that the funding received from federal and other sources are used according to their intended use, in addition to managing the liquidity and finances of the organization. Additionally, the team coordinates the compensation across the organization, oversees the general ledger to account for all receipts and payments for the organization, and issues nearly 1500 payments per month to vendors; all the while coordinating the entire budget development and implementation process across all departments.

The Confederated Salish and Kootenai Tribal Government receives funds through four major sources: (1) Tribal Revenues generated through a variety of sources, (2) federal funds through self-governance compact negotiated with the United States Department of the Interior and the Department of Health and Human Services, (3) funds from contracts and grants awarded by federal, state, private, and other entities, and (4) funds assessed by the Tribes (indirect cost assessment, administrative overhead, and the like) for administering compacts, contracts, grants, and other funds that operate the Tribal Government. The operating budget for the Tribal Government is made up of these four major funding sources as approved by the Tribal Council.

Accounting seeks to improve the financial function across the organization with a commitment to working with Department Heads and their financial specialists to provide training and coaching to ensure compliance with sound accounting principles, integrating best business practices to improve efficiencies as well as maintain our commitments to no-finding audits.

Compliance’s goal is to maintain the highest standards for financial management, and review and update policies to ensure best practices are being followed. The staff look for irregularities, policy violations and generally strive to ensure that the Tribes are found free of audit exceptions.

Economic Development

With a focus on the resolutions concerning food sovereignty, homelessness and the right to work opportunity for Tribal Members, in FY21 the office of Economic Development balanced the delivery of assistance to members impacted by the pandemic and worked to maintain momentum to emerge successfully prepared.

Economic Development’s work remained focused locally on helping the Member Business Owner, and was instrumental in the facilitation of over 100 business support grants to members as a function

of the ongoing COVID-19 relief efforts. Economic Development remains focused on the completion of projects that were on the calendars in the pre-pandemic world such as:

- Evaluating the Tribes participation in creating carbon credit offsets in collaboration with Forestry;
- Developing mobile meat processing strategies for food sovereignty;
- Coordinating with state small business development strategies for member business development.



The future includes:

- Collaborating to implement a long-term strategy for the Bison Range;

- Developing a strategy for the delivery of high-speed internet access across the Reservation in collaboration with the IT group;
- Ongoing work with the homelessness task force to address Tribal Member needs;
- Continued evaluation of income-generating opportunities for existing properties;
- Working with the Lands department, and developers, to protect tribal land interests from the shoreline to the outer reaches of the Reservation;
- Developing new opportunities for the tribal member workforce as expected work on the Flathead Indian Irrigation Project comes into view.

Property and Supply

Property & Supply is responsible for maintaining inventory, ordering and delivering supplies including certain capital expenditures. With recent global supply chain disruption Property & Supply continues to anticipate the needs of the organization and to look for ways to anticipate and navigate supply chain/inventory shortages to keep CSKT well supplied and prepared for our current and evolving needs.

Property & Supply also maintains our physical inventory of capital equipment to prevent waste on duplication, as well as help anticipate

replacement based on observations. The mail room and switchboard are under Property & Supply supervision.

Individual Indian Money (IIM) Accounts

The CSKT IIM department is one of only two tribes that have an “on-reservation” presence to assist members who need to, or want to, access their IIM funds. Fully staffed with three full-time employees, IIM is committed to providing minors and their families with accounting and access to their accounts when needed to ensure members are efficiently served. The goals of the IIM staff are to provide exceptional service to members, answer questions and help as on-reservation representation of the Bureau of Trust Fund Administration who are the trustees of all IIM accounts.





Lisa Shourds, Director of Administration Division
Construction of the Elmo walking path. (Above)

Facilities and Maintenance

The Facilities and Maintenance (FM) program is funded by indirect cost fees paid by tribal programs and other tribal monies for construction and rehabilitation projects, with the responsibility of care and upkeep of 87 buildings (approximately 375,000 sq. ft.), grounds and parking lots, Elmo and Arlee Pow Wow grounds and four cemeteries.

Facilities and Maintenance is comprised of three units: Day Maintenance, Night

Maintenance and Building Maintenance. Currently, all FM employees are enrolled CSKT members.

The Day Maintenance unit has shops located in Arlee, St. Ignatius, Kicking Horse, Pablo and Elmo. The objective is to keep day-to-day operations running as smooth as possible. In the 2021 calendar year Facilities and Maintenance processed and completed 1076 work orders for tribal buildings. During inclement weather the Night Maintenance unit reports at 3:00 AM to clear parking lots, sidewalks and in some instances shovel roof tops. With the onset of the pandemic Facilities and Maintenance spent months moving

programs to different buildings and areas to social distance the workers, with new tasks of cleaning and sanitizing rooms, offices and buildings.

The Building Maintenance unit works on new construction and rehabilitation projects on older buildings. The newest completed project was the \$2.8 million, 12,000+ sq. ft. Fire Control building while a \$7.8 million, 10,000+ sq. ft. health care center is currently in progress in Ronan. Facilities and Maintenance managed many smaller projects due to the age of buildings and in the wake of the pandemic. Some of the projects are extensive roof and interior work on buildings at Kicking Horse; new roofs at Arlee & St. Ignatius community centers; ECS Admin & Hot Springs Senior Center; double-wide remodel for a Dixon community space; exterior & interior remodel in Elmo for the after-school program and suicide prevention; resurfacing of walking paths in Elmo, St. Ignatius and Arlee; water rights registration remodel; five DHRD remodels; new flooring in the Elders Program; moving the Peoples Center to St Ignatius; new duct work for negative air exchange in procedure rooms at Polson Health Center; new south entry door in new complex; complex interior and exterior remodel of Commodities Store.

Information Technology (IT)

The IT department has three major areas including governance of the Tribe’s technological systems, maintenance of the infrastructure and functionality of the systems overall.

Some common duties of the IT Administrative Staff include:

- Maintain computer infrastructures of the Tribe
- Assist new users with computers and software issues
- Offer training to new and current employees
- Perform software updates
- Renew licenses annually
- Monitor ongoing contracts with vendors
- Ensure compliance with quality standards
- Assess potential threats
- Oversee data storage

Technical Support

When CSKT employees need access to computer systems or require troubleshooting assistance, they call or submit a ticket to the IT Helpdesk. In FY21, CSKT IT closed 3,317 tickets.



Elizabeth Gard, IT Network Analyst, wiring the Kicking Horse Complex Building.

CSKTRIBES.org Website

The IT team collaborates with the various departments to implement the overall vision of how the website should look and function. IT staff work behind the scenes to write the code, test the functionality of the webpages and assist with any user experience issues.

Records Management

Records Management is currently in the developing stages of serving the entire CSKT organization as the central location for indexing and cataloging internal records such

as ordinances, resolutions, manuals, policies and procedures; and will be the catalyst for merging of organizational, community, demographic and statistical data. Records Management ties program information into a live database for collaboration between programs, with information necessary for grant applications and program management. Goals include a complete remodel of the records management warehouse, complete the indexing and cataloging of documents stored in the warehouse, begin electronic storage of integral internal documents as well as tracking live demographic and statistical

work data necessary for tribal programs, grant reporting and applications.

Personnel

The Personnel Department consists of eleven employees. The department maintains official personnel files for all employees on the tribal payroll system. The Department also administers employee benefits and assists departments in the hiring process for advertised positions. During FY21, Personnel added an additional Personnel Management Specialist position to the Department.

In 2021 there was an increase in the number of positions advertised.

- 298 positions advertised (180 the year before)
- 1,257 applications for advertised positions (818 the year before)
- 621 interviews scheduled (394 in the previous year)
- 806 CSKT Tribal Members applied (467 in the previous year)
- 86 first-generation descendants of a CSKT Tribal Member applied (46 previous year)
- 162 members of other tribes applied (147 previous year)

- 203 non-tribal members applied (158 previous year)
- 587 female applicants at 46.7 percent (424 previous year at 51.8 percent)
- 670 male applicants at 53.3 percent (394 previous year at 48.2 percent)

The Personnel Department has discontinued the use of the classification system that was previously used to set pay rates for positions within the tribal government. The pay rates are now based on market-based data obtained through PayScale. Beginning October 1, 2021, Personnel began the process of benchmarking each position within the organization and met the goal of having the project completed by January 1, 2022. All positions are now based on market data and FY 2021 lifted the pay freeze by allowing market-based and merit increases based on an employees' evaluation score. The market-based ranges will be updated yearly, which will potentially allow an increase for a position on a yearly basis.



Clayton Matt, Director of Tribal Resource Management Division ●●●●●●●●●●
Hot Springs logging sale site. (Above)

The Resource Management Division is comprised of Natural Resource (Lands, Forestry and Natural Resources); and Cultural Resource (Preservation, Kootenai Cultural Committee and Séliš-Qlispé Culture Committee) Departments. These Department’s activities exemplify the broad CSKT Vision and Mission by reflecting traditional values in how the Tribes protect and preserve lands and resources for current and future generations and how the Tribes strive to achieve a self-sufficient society and economy.

Forestry

Forestry’s focus is on timber (a staple income for the CSKT), and fire management. The Department also has a forest development function which features a greenhouse that provides trees and plants under contract locally and regionally.

The Timber Sales Program includes a total of 12.7 million board feet (\$1,935,391.77) harvested in FY21 on 1,621 acres, between 16 timber sales.

Permits issued include;

- Post and Pole Permits-27
- Christmas Tree Permits-54
- Fuelwood Permits-71

The Forest Management Implementation Plan program includes an Aspen Habitat Enhancement Targeted Implementation Plan, for two aspen stand projects in FY21. Two more stands are identified for next fiscal year, with a goal of restoring a total of 16 stands across the Reservation.

A brief overview of Forest Development Program activities includes:

- Completed pre-commercial thinning on 3,480 acres
- Grew 610,000 conifers and 100,000 other native plants in the high-tech greenhouses
- Planted conifer trees on 956 acres
- Completed site prep on 1,682 acres
- 80 acres scouted for Whitebark Pine to be planted in Boulder

On the Timber Stand Improvement (TSI) project, Forestry worked with 14 thinners, completing nearly 2000 acres; with heavy equipment pilling in the Rattle Snake/Sullivan, Ferry Basin, Saddle Mountain, Hog Heaven, Alder Ditch and Hot Springs areas.

The Nursery/Greenhouse has grown the largest conifer crop ever produced. There were conifers grown for CSKT projects, but also for the Spokane Tribe, contractors and other projects.

The Forest Development Program maintains relationships with private, state and federal entities in providing native plants for restoration projects, some of which include the Upper Clark Fork Superfund Sites, Mill dam removal and other extraction companies and Montana Fish, Wildlife and Parks. Forestry has also been working with the Natural Resources including fisheries and wildlife programs on providing plant material for various plant community restoration projects here on the Reservation.

A special project involving Whitebark Pine, an ecologically important but endangered tree species, is ongoing. Climbers caged cones to be collected for the 2022 season. Staff will collect seed from roughly 25 trees in Valley Creek, Three Lakes area, Jocko and Boulder area.



The 2021 wildfire season was the most challenging in history for the Division of Fire, and on the Flathead Indian Reservation. The season numbers for fire starts (63) and acres burned (7,524) were average.

The Boulder 2700 Fire (2589 acres) ran through a populated area along the east shore of Flathead Lake north of Finley Point. Thirty structures were destroyed. The fire exposed the wildland urban interface challenge across the Flathead Indian Reservation.

The Crooks Fire (4,176 acres) was the other significant incident on the Flathead Indian Reservation in 2021. This fire burned in a remote section of the Southfork Primitive area, and was eventually subdued by October rain.

The CSKT Fuels program had an exceptional year in 2021 treating 20,135 total acres.

Natural Resources

The Natural Resources Department (NRD) is home to administration and three divisions employing over 250 employees: The Division of Engineering and Water Resources; the Division of Fish, Wildlife, Recreation, and Conservation; and the Division of Environmental Protection. In 2021, staff presented and took feedback from the public on items such as non-member

recreation regulations, rail cars in the Dixon area, and Water Compact projects for the future. NRD did expand services with the Water Compact Implementation and Bison Range Restoration.

Division of Engineering and Water Resources

The fully approved CSKT Water Compact ushered in a reorganization of the Water and Safety of Dams offices to create the Division of Engineering and Water Resources, or DEWR.

The Compact Resource Office oversees water monitoring and planning. The Water Monitoring and Measurement Program conducts active monitoring and measurement of streamflow, canal flow, and irrigation reservoir levels at 80 plus locations across the Reservation. Upgraded equipment allows for transmittal of up-to-the hour information on stream and canal flows. The data helps manage minimum fisheries instream flows, supports irrigation water deliveries, and supports various studies. The Water Management Planning Program focuses on surface water supply, forecasting, water conservation, and irrigation water management.

The Compact Project Office oversees Irrigation Infrastructure, Roads, and the

Safety of Dams Programs. The Irrigation Infrastructure Program installed electrical safety upgrades at the Flathead River Pumping Plant responsible for 40,000 acre-feet of water delivery to Flathead Indian Irrigation Project (FIIP). The Jocko K Canal Diversion Rehabilitation on the Jocko River will eventually feature a new fish passage and monitoring structures that meet CSKT Fisheries requirements. Other projects include structure replacement at 31A Canal chute in Valley View and Falls Creek Diversion along the Tabor Feeder. Developing projects, as part of compact implementation, include converting Jocko Canals to pipe, and modernizing and rehabilitation of

the Lower J Canal Diversion and Tabor Feeder Diversion.

The Roads Program recently completed a large construction management general contractor contract that included replacement of signs and guardrails, new reservation signs, patching, chip seals, and street reconstruction on several homesite roads. Project designs are in progress for Dixon Agency street improvements, St. Mary's Lake Road bridge replacement, Revais Creek bridge replacement, Indian Avenue (Elmo) improvements, and Rosalie Lane construction.

Annual road maintenance included culvert installation, blading/grading/drainage



improvements, snow removal, right-of-way mowing, pothole filling, street sweeping, asphalt road crack sealing, drainage structure cleaning and bridge decking replacement.



The Safety of Dams Program performed annual inspections on all 14 High Hazard Dams on the Flathead Reservation. Final design efforts commenced for the Kicking Horse Dam and Outlet Works Rehabilitation Project. Feasibility studies continued for outlet works rehabilitation at Mission Dam and Upper Dry Fork Dam. Construction continued for the Crow Dam Spillway Rehabilitation Project (Uppers Section) with completion anticipated in 2022. The Early Warning Systems were successfully upgraded with new equipment and instruments at all Flathead Dam facilities.

Located in Ronan, the BIA 24-7 National Monitoring Center continues to provide realtime monitoring of 141 dams on 40 Indian Reservations across the United States while simultaneously assisting Mission Valley Power as their afterhours emergency dispatch center, picking up rollover calls for Tribal Health, and bear/lion calls for Fish & Game.

The Compact Support Office was formed in November 2021 and will ensure compliance with all items administrative, financial, and human resources related to the water compact such as GIS, information, public education and outreach efforts.

Division of Fish, Wildlife, Recreation, and Conservation

This past year was a very busy time for each of the seven programs within the Division, and for efforts to protect tribal treaty rights to hunt and fish both on and off the Reservation.

Wildlife staff conducted various tasks with wildlife population monitoring, threatened species management and forestry habitat reviews. A new threat to deer, elk and moose appeared in western Montana from Chronic Wasting Disease and the staff proactively began a monitoring and information program with our big game hunters to help control the disease. CSKT tribal hunters are encouraged to have their harvested big game tested for

the disease by the Wildlife Program to increase monitoring and surveillance of the disease.

The Fisheries Program continued protection measures for Bull Trout, with the removal of non-native Lake Trout. The popular Flathead Lake Fall and Spring Mack Days fishing events and the Native Fish Keepers netting program were key tools in that effort. Additional threats to our native fisheries from the expansion of Northern Pike and Smallmouth Bass populations were identified and harvest limits were liberalized for those species.

Tribal Fish and Game Wardens, with new staff on board, completed additional backcountry and river patrols and resulted in a higher compliance of licensed recreationists, arguably one of the highest for the 31-year-old Tribal/State Hunting and Fishing Agreement. Wardens also provided important law enforcement support to the Ravalli watercraft check station to improve boater compliance as well as posting signage on the boundaries of the Reservation.

The Aquatic Invasive Species (AIS) Program operated the Ravalli and Plains watercraft stations and checked nearly 18,000 boaters with 24 hours a day operation during the peak boating season at the Highway 93 station.

The Information and Education Program assisted with the AIS student Mussel Walk events around Flathead Lake, and the highly successful Annual River and Lake Honoring events, with hundreds of area schools participating.

Blue Bay Campground, managed by the Wildland Recreation Program, maintained a high level of recreational visitor days and staff completed an upgraded water system for all of the facilities on the grounds. Wildland Recreation staff continued to provide important backcountry bridge, trail, and campsite maintenance.

The Bison Range land, over 18,800 acres, was restored to the CSKT by the Montana Water Rights Protection Act when the Act was enacted on December 27, 2020. The CSKT assumed full management on January 2, 2022.

Division of Environmental Protection

The Division of Environmental Protection continued its success despite budget cuts from the U.S. Environmental Protection Agency. The Tribal Response Program recently completed a community-wide environmental assessment of ten brownfield sites and is working with an additional Hazardous Substance grant to fund several more environmental assessments and cleanup efforts. The program received a DNRC grant



that funded the cleanup of Revais Creek mine tailing. The Solid and Hazardous Waste Program conducted several environmental inspections and oversight of meth contamination, illegal dumping, and asbestos issues with non-compliance enforcement and clean-up efforts on a continual basis. Recycling efforts increased involving local reservation and school districts.

Established on July 6, 1979 by Council resolution, the Air Quality Program is one of the oldest existing programs in the Natural Resources Department second only to Fish and Game. The Tribal Air Quality Program monitors reservation air quality for Particulate Matter 10 (PM10) microns in size and smaller, in Ronan, Polson and on top of Jette.

The Pesticides Program inspects various pesticide use sites on the Flathead, Blackfeet, Crow and Northern Cheyenne Reservations in Montana. The Pesticide Program is conducting Federal Insecticide, Fungicide and Rodenticide Act (FIFRA) inspections and complaint or incident investigations involving pesticides. The program consists of two FIFRA credentialed inspectors and a pesticide compliance/outreach coordinator. Fifty inspections are conducted annually. The program provides educational outreach on pesticides safety, pollinators, integrated pest management and other regulations such as

the Worker Protection Standards.

The Water Quality Program has maintained a long-term core water quality monitoring network of seven sampling stations. Over the past two years the Water Quality Program has sampled headwater streams to assess the health of each of the seven sub-basin watersheds on the Reservation.

The Water Quality Program coordinates with the CSKT Pesticide Program by collecting water quality field parameters at nine of the 11 Pesticide sites. In coordination with the CSKT AIS Program and Flathead Lake Biological Station (FLBS), the program sampled dock sites for Environmental DNA presence or absence of invasive mussels Zebra and Quagga species. This monitoring has been developed in response to the positive detection of invasive mussels in the proximal waters of Canyon Ferry and Tiber Reservoir in 2016.

The Shoreline Protection Program is under the direction of the seven-member Shoreline Protection Board, consisting of three non-member and four Tribal members. Shoreline regulations are adopted under ordinance, regarding the issuance or denial of permits for work in navigable waters within the Tribe's jurisdiction, including work done on the bed and banks below mean annual high-water



The Bison Range, restored to CSKT in December of 2020.

mark (2893.2') of all navigable waters within the exterior boundaries of the Flathead Reservation. 287 structures are currently permitted.

The Underground Storage Tank Program conducts enforcement inspections and monitors 18 active and five temporary closed sites on the Reservation, with the Non-Point Source Program working with reservation residents to reduce pollution inputs to rivers and streams.

The Water Pollution Control Program inventories and evaluates point source discharges of pollutants, issues 401 certification, and requires Storm Water

Pollution Prevention Plans. Oversights include the major commercial development in the town of Polson while also providing technical assistance to wastewater treatment facilities throughout reservation communities including Ronan this past year.

Lands

The Tribal Lands Department provides real estate services, including acquisition/disposal, leasing/permitting, tribal records management and storage, federal probates, and rights of ways/easements. The department has 24 full time employees and three seasonal field crew staff to perform a combination of functions. The department is funded by a combination of

BIA Compact funds, tribal funds and grants. The functions of the department range from inspecting lands, counting livestock, mapping, managing invasive and noxious species, preparing wills, buying land, estate planning assistance, preparing gift deeds, leasing and permitting, meeting federal regulations for Tribal and individual owned land, and transition into trust status.

In FY21, the department's realty office performed 60 mortgages/leasehold mortgages, 20 last will and testaments, 20 gift deeds in fee, 10 individual trust sales, two fee purchases, and two fee to trust application processing. The department's field crew constructed and upgraded approximately 19 miles of fence, 12 demolitions, 10 special projects and mowed and maintained Tribal properties throughout the Reservation. The range specialist treated noxious invasive species, completed range inventories, monitored and managed eight USDA-NRCS Conservation Stewardship Program projects and Environmental Quality Incentives Program projects. The department will continue striving to be stewards of the lands and assisting the Tribal Membership.

Preservation

The Preservation Department focuses on cultural resource protection both on

and off the Reservation. The Department houses a Tribal Historic Preservation Officer, and several specialists who advise and consult with outside agencies, other Tribal departments and the public. The department coordinates closely with both Culture Committees and the Elders Advisory Committees. Functions include artifact protection and repatriation.

As one of the first Tribes to establish a Tribal Historic Preservation Department (THPD), there is a very diligent effort to preserve and protect those places important to the history and traditions of the Séliš-Qłispé and Ksanka people. The department collaborates with the Culture Committees and Elders to protect tribal cultural resources. Cultural resources of the Tribes are being lost, substantially altered or destroyed, with increasing frequency. It is the policy of the THPD to protect cultural resources by identifying, evaluating and protecting cultural, historic and archaeological resources and by regulating undertakings.

Consultation is initiated when federal undertakings are to occur and may impact areas within CSKT's aboriginal territories. A detailed review of in-house databases coupled with field surveys are carried out. The THPD and CSKT leadership consult on these results to form management recommendations.

In 2021, 13,680 acres were surveyed and inventoried. Fifty-five additional properties or sites were surveyed and added to the Tribe's inventory. Four cultural awareness presentations to state, federal, private and CSKT resource departments were conducted. There were 82 responses to city, county, state and tribal agencies for scoping requests. Federal Communications Commission responses totaled 48. Contracts that the THPD worked on included the Hungry Horse Reservoir Ethnobotanical study; Jennings area informational signage; Anaconda water, waste and soils remediation; Northwestern Energy power pole replacement; as well as

site monitoring of the Hungry Horse and Kootanusa Reservoirs.

The US Army Corps of Engineers (ACOE) arrived on 8/2/21 to begin cataloging work on the artifacts held in the basement of SKC library, and 7370 lines have been entered into the catalog which represents 75625 individual artifacts. Preservation staff members have been accompanying ACOE staff during the cataloging process of the artifacts in the SKC library basement. This allows the Preservation staff member to answer any questions that the cataloger has in regards to the artifacts.



Francis Auld and Madeline Caye discuss ethnobotanical resources during an interview.



Séliš-Qłispé Culture Committee (SQCC)

*Qe es nte qeqs čštím, qeqs k' w'tqeyx w'm,
ñe taqs hoy, taqs oóst
tu sqlix w't nk' w'ulmis, tu nuwewłštis,
tu qe x' w'łčmusšn.*

We seek to guard and protect the culture and language of our ancestors so that it will not end or be lost.

The Séliš-Qłispé Culture Committee is charged with protecting, preserving, and perpetuating our language, culture, and history. The staff is given guidance and direction by the Séliš-Qłispé Elders Advisory Council, whose members also serve as cultural advisors to the Tribal Council. This is a continuance of the traditional role of elders as advisors to the chiefs, in recognition of the importance of cultural survival and revitalization to the overall well-being of the Confederated Salish and Kootenai Tribes.

Some highlights in 2021 include ongoing cultural activities (not done in large groups in 2021 due to the pandemic) including Jump Dance, Bitterroot Feast, biannual trips to the Medicine Tree and meetings / consultations with tribal elders (conducted through zoom); also the delivery of cultural-historical remarks for many groups, both tribal and non-tribal;

and providing correct language and cultural information to many tribal people and groups.

SQCC worked with CSKT Legal and Water Rights Team to develop and refine SQCC's proposals for use of funds to support cultural work, including renovation of existing Longhouse and offices, design and construction of a new building and expansion of SQCC staff.

In the continuance and revitalization of the Salish language, major accomplishments in 2021 (despite the challenges posed by the pandemic) included: many additional translations and transcriptions of recordings of Séliš-Qłispé elders (the foundation of all of our work, not only in language but also in history, cultural education, and ethnogeography); the completion of the full 3-tiered language curriculum; the enrollment of 18 new language apprentices in 2021 (48 students have now graduated from various stages (1, 2, and/or 3) of the SQCC program); the certification of 12 Class 7 language teachers; the completion of Montana language grants; the completion of new language posters and signs; and recording more than fifty hours of new Salish-language interviews with elder fluent speakers.

In collaboration with NRD, SQCC completed more than 30 interpretive signs, place-name maps, and exhibits for the CSKT Bison Range,



Bell family taking a look at an Upper Clark Fork River interpretive sign near Rock Creek.

including researching, writing and/or editing, and review by the Elders Advisory Council; additionally completed and had manufactured the largest set of signs to date in the SQCC's ethnogeographic signs series. This three-sign set, Snyelmn Ctčewm u Mq'w'óq'w | Mission Valley and Mountains, includes 192 place-names, and will be installed at six different locations in 2022; and worked with NRD Roads to develop new boundary signs for Flathead Reservation.

SQCC completed an historic MOU with the University of Montana Department of Anthropology for the deaccession and return of items of cultural interest, while also

completing a major mitigation agreement with EPA and ARCO (resulting from historic damages to the Upper Clark Fork River) to fund several SQCC cultural projects also took place in FY21.

Other areas of focus for the Tribes included working with CSKT Legal and NRD to develop the Cultural Waterways Ordinance, the historic measure passed by Tribal Council in August. With passage of the CWO and the designation of Ntx'w'étk'w (the Lower Flathead River) as the first CSKT Cultural Waterway, one of the most important cultural landscapes in all of the aboriginal territories was given permanent protection.

SQCC staff worked with Preservation, Forestry, and SKC to co-author an article, “Ščítǰáǰw: Biocultural Restoration of Whitebark Pine on the Flathead Reservation,” to be published in 2022 by CRC Press in Implementation of Climate Actions: How the Integration of Placed-Based Knowledge Can Lead to Science Solutions.

SQCC worked with the Tribal Council, Missoula County and City to present to the Montana Highway Commission, successfully renaming Higgins Avenue bridge as Beartracks Bridge. Bridge will be dedicated in fall of 2022.

SQCC worked with Missoula County and City on the Downtown Interpretive Trail, authoring the first sign in the trail (“Gathering at the Place of Little Bull Trout,” now installed outside new Missoula Public Library), and made major contributions to the next three signs, while also installing three new signs at a new kiosk at Missoula’s Jacob’s Island Park.

SQCC staff worked extensively with a coalition led by the Wilderness Society to rename three placenames in CSKT territories that were previously named for Jefferson Davis. The Elders met several times to consider these places before coming to consensus on three names, which are now being put before the US Board on Geographic Names for official approval: In-qu-qu-leet Gulch (near Helena),

Three Eagles Peak (southwest of Clark Canyon Reservoir), and Choos-wee Creek (a stream that flows west off of Three Eagles Peak).



SQCC consulted extensively with The Nature Conservancy on the management of Seeley-Swan lands, joined them on ecoflight over Swan, and coordinated a \$30,000 grant application to the TNC national office, which was partially funded. A portion of those funds will be used in 2022 for SQCC work with TNC, potentially including Elders consultation, interpretive signs and restoration of cultural use of certain lands, particularly near Čtǰǰlé (the Placid Lake area).

Continued planning and consultation took place with Montana Fish, Wildlife, and

Parks regional staff for new, revised and/or additional interpretive signs at Milltown State Park, Council Grove, and Placid Lake state parks. Also, at Travelers’ Rest State Park, installed SQCC content, including our ethnogeographic (place-names) sign about the Bitterroot Valley.

Kootenai Culture Committee (KCC)

The Kootenai Culture Committee focuses on the cultural, traditional and historical resources of the Kootenai Tribal Membership. This includes but is not limited to language, history, elders and cultural and traditional practices throughout the year, as well as coordination and collaboration with tribal departments and outside agencies over the protection of cultural resources.

In the area of Ksanka language revitalization KCC is focusing on a three-pronged approach. The Ksanka Language Apprentice Program, the Montana Indian Language Program (MILP) and KCC staff classes. The Ksanka Apprentices are progressing and growing in their language knowledge and usage. There are now five continuing apprentices who are making adequate improvements and are teaching beginning classes for the new group of three apprentices who just started the program. The goal is to develop a core group of eight moderately fluent speaker/teachers

whose task will be to spread the language throughout the community.

KCC is in the process of developing a Ksanka Language App through funding from the Montana Indian Language Program (MILP). The Ksanka language app is in the final stages of production and will be a valuable tool to supplement the language classes. We are now working with the Office of Public Instruction on MILP which is designed to help with native language preservation efforts throughout the state.

Part of the responsibility of the Ksanka Apprentices is to develop into language teachers. This includes providing practice lessons to beginners.

KCC is promoting Ksanka cultural values by providing presentations on history and cultural protocols as well as taking care of one another as a community. We have provided zoom meetings on Ksanka history focusing on Coyote stories. Those sessions are for members of the Ksanka community at the present time with the intent to be offered to the entire membership once the series is developed. KCC along with the Ksanka Elders Advisory committee are also developing a guide to assist families with the protocols for funerals and wakes. COVID-19 has emphasized the need for modifications including what to



do during a pandemic (or other disturbances of that nature) while maintaining important cultural practices.

KCC promotes the traditional value of community togetherness by caring for one another. The KCC staff checks on members of the community to ensure needs are met. Several members and families within the community have contracted COVID, and assuring the well-being of the community is a priority for KCC. Gathering has always been an important traditional practice where members of the community come together for a common purpose and to share a meal. How to do that while maintaining a relatively safe environment has been a great challenge during the pandemic. Meetings with elders and community members have been conducted via zoom whenever possible. When gatherings at the hall are necessary the safety precautions as recommended by the World Health Organization have been followed.

KCC has continued to promote traditional hunting and gathering throughout the aboriginal territory. Although large camp gatherings have been restricted, KCC has encouraged and supported traditional use and practice throughout aboriginal territory. This has been made possible by coordination and consultation with outside agencies

such as the Kootenai National Forest (KNF). Additionally, the Interdisciplinary Team meetings with other departments within the CSKT organization (such as Tribal Health and the Preservation Office) have enabled us to provide input into preservation of natural resources and management plans throughout the aboriginal territory.

In summary, the Kootenai Culture Committee is advancing the preservation and perpetuation of the traditional Ksanka culture through a variety of efforts and collaborations. We see our involvement in the coordinated efforts of CSKT and other agencies as stepping stones into insuring that future generations will have a secure place in an ever-changing world.



Patricia Hibbeler, Director of Tribal Member Services Division Eagle Circle, Warriors and Veterans Wall of Remembrance. (Above)

Early Childhood Services

Early Childhood Services (ECS) focuses on preparing children for kindergarten with traditional practices and language. In FY21, 139 children were served with 89 participating in Early/Expansions Head Start and 139 in Head Start. 200 families were supported, with a 79% average monthly enrollment. These numbers reflect a decrease due to COVID.

Due to COVID, families were provided with the option for in-person or remote enrollment.

Many families chose to utilize our remote services which included receipt of lesson plans and fun family activities for implementation at home, food boxes, hand sanitizer, gloves and masks delivered to their homes.

When families were in isolation or quarantine due to COVID, we sent items to the home including diapers, formula, masks, sanitizer and hygiene products. It was important to support these families to assure they were provided with items for safety.

Through collaboration with Tribal Health, 96% of the Head Start children and 100% of the Early/Expansion children received medical

exams, 91% of the head start children and 84% Early/Expansion Head Start children received dental exams and 99% of the head start children and 100% of the expansion/early head start children received vision exams.

During FY21, ECS held trainings for families on pedestrian safety, reporting of child abuse and neglect, child development, mental wellness, nutrition, the Head Start Child Development and Early Learning Framework, Creative Curriculum, advocating for their child, transitioning to Head Start/Kindergarten, literacy and health issues. Other topics included stress management, budgeting, wig dress/ribbon shirt/moccasin making, cooking, positive parenting techniques and positive child guidance. Parents also completed nutrition surveys in the fall and spring about their child's eating habits and their recommendations for the 4 Week Cycle Menu.

A major change to the ECS structure was that family members were not allowed to assist in the classroom due to COVID. We adjusted by having parents participate in home activities prepared by the teachers to complement their child's weekly curriculum. Parents also volunteered outside of the classroom by participating in the Literacy/Reading program and documented time spent reading with their child. Two home visits plus two parent/teacher conferences were held by their child's teacher

and at least three home visits by their Family Advocate occurred.

In support of the integration of tribal language preservation and revitalization, families, parents and caregivers participated in cultural lifeways through instructional classroom circles, parent meetings, culture night gatherings, sewing circles, powwows, and field trips.

Staff participated in language classes and pre-service cultural training to strengthen their own tribal identity, to learn skills to better teach children in the classroom effectively and overall reinforce the individuality and uniqueness of the Salish and Kootenai Tribes. A Salish immersion classroom serves 14 children and their families.

Through analysis of the past year child assessment, ECS noted areas of strength continue to be in the social-emotional and physical development of children. Areas to strengthen are literacy/language and mathematics.

With a focus on transitioning to kindergarten, there is an opportunity for children to have individualized contact with each kindergarten teacher receiving Head Start children, in addition to preparing parents for the public-school experience by encouraging and providing ways for them to stay involved in

the educational program of their children, including understanding of the Individualized Educational Program (IEP) process.

ECS partners with the Salish Kootenai College (SKC) for professional development and staff are encouraged and supported to earn a degree in Early Childhood Education. Ten current employees have obtained a degree in Early Education from SKC since 2016, with many more prior to that time. The SKC partnership also supports staff working towards their Child Development Associate certificate (CDA). Together, ECS and SKC are working to support a workforce in the Head Start and Early Head Start classrooms.

In FY21, 52 Early Head Start children completed assessment summaries in the fall, 66 in the winter, and 72 in the spring. 108 head start children completed the assessment in the fall, 116 in the winter and 118 in the spring. These checkpoints to monitor language and social interactions were conducted in December (Fall), March (Winter), May (Spring).

Education

Tribal Education began providing both internet support and online tutoring for tribal students and families due to the pandemic in early September 2020 and continues that support today. Tribal Education has been providing Professional Development for Flathead



CSKT Tribal Member diplomas line the walls of the tribal complex.



Reservation teachers via “Tribal PIR Day” for over twenty years but due to the pandemic, this event has been a virtual event for the last two years. In addition to providing professional development to reservation districts, Tribal Education also provides authentic and accurate publications and resources that have been developed by both Culture Committees, Tribal Natural Resource Department and Tribal Education. Providing summer opportunities for tribal youth has always been a goal of Tribal Education, but the pandemic reduced/changed those activities as well. In 2021, however, we were able to offer “Mission Mountain Youth Crew” to six reservation high school students and two SKC students. The Confederated Salish and Kootenai Tribes provide funding for tribal members, with a completed application, to attend higher education institutions, with a goal to increase the number of Tribal Members receiving higher education funding through recruitment and outreach.

Three Chief Cultural Center (TCCC) provided lessons to all interested persons about the histories, lifeways and traditions of the Bitterroot Salish, Q̓lispé and Ksanka people. TCCC shared knowledge through museum exhibits and cultural education classes, events and activities. TCCC worked all year to continue to restore the collections damaged in the fire of 2020. Due to the pandemic

TCCC has been unable travel to schools, towns, program events and activities to help promote the tribes and our lifeways in person, but will begin to start doing those things in 2022 again.

Law and Order

Department Values

We value the communities we serve...

We believe that the reason we exist is to serve our communities. We must be open and responsive to changing conditions and needs, and we must recognize and respect diversity. We believe that it is our responsibility to keep the peace not only by enforcing the law, but also by working proactively with our communities to identify and reduce problems and by addressing their causes. We believe that community policing is and on-going process, not just a problem.

We value the person...

We value the diversity of the individual, which stems from differences in race, age, sex, religion, sexual orientation, handicap, socioeconomic status, culture, and language. We will treat all individuals with courtesy, respect, and dignity.

We value our culture...

We value the cultures in the manner by which we enforce the law and we respect their traditions and beliefs.

We value organizational excellence...

We value a working environment in which individuals work as a professional team to help us achieve our mission and goals.

DHRD

Through traditional principles and values, DHRD invests in our people to assist in becoming self-sufficient, and contributing to our economy. The Department has 225 contract and full-time employees in five Divisions - Community Support, Elderly Services, Finance, Social Services and Transit/Quick Silver.

During the COVID pandemic, as an essential service, DHRD remained open and available to clients. Adapting services during COVID, online meeting technology was used, with more limited face-to-face meetings and trainings. Laptops were provided for clients and staff who were able to work remotely including for quarantined staff who received temporary modified schedules. For ease of completing a request for service, we updated and placed our Application for Services form and placed it online in the CSKT website.

DHRD, with a focus on family support, engages with many families that lack affordable housing and are homeless. These same families also suffer from historical trauma and untreated addiction. With a lack of addiction treatment facilities and an inability to pass drug screenings they are denied services, fail to show up for work and have a need for the High School

Equivalency Test (HISSET), or further education for posted jobs.

The Community Support Division houses our General Assistance (GA), Childcare Block Grant, Native Employment Works (NEW), Temporary Assistance for Needy Families (TANF), Workforce Innovation Opportunities Act (WIOA), Summer Youth Employment Program and Commodities. In FY21 TANF serviced 915 people. 283 family cases were closed through individuals meeting their goals and obtaining employment. Supportive services provided were monthly financial support, clothing, blankets, food cards, Toys 4 Tots, mattresses, laptops for Elders, school backpacks, food boxes and internet service. In addition to those supportive services clients received HISSET tutoring and online mentoring and workshops to assist in obtaining employment and General Assistance (GA), which is a precursor to being awarded Social Security. Our Workforce Innovation and Opportunity Act (WIOA) program worked with and coordinated job sites for thirty clients all of whom successfully completed their placement. Twelve of these clients were hired full-time. The Summer Youth Employment Program (SYEP) placed thirty-nine youth with employers and eighteen youth had their work agreements extended by their employer. DHRD processed 143 Dire Need requests to pay for utilities, funeral travel, emergency shelter, food and rent. The Commodity Program provided 3,500 families (monthly) with nutritional boxes of food.



Elderly Division requests for services has increased from 213 elders in 2019 to 613 in 2021 (42% of the 1,469 elders residing on reservation). Elders can receive trust management, spring graveling of driveways, wild meat, personal caregiver services, snowplowing, 2 cords of wood, shower modification, ramps as well as minor home repairs. This year elders requested/received 19 driveways graveled, 24 ramps, 11 shower modifications, 30 trust management services, 230 homes plowed and 165 homes received wood. Due to America Rescue Plan (ARPA) funding we were able to repair some roofs, furnaces, and septic systems. Receiving between 5-12 requests daily for minor home repairs, they are prioritized based on urgency and addressed. The Senior Centers were closed due to COVID but meals continued to be provided weekly via pick-up and delivery throughout the six centers.

The Finance Division manages 65 budgets totaling 20 million dollars and seven grant programs. The Home Visiting Grant served 56 families, providing 2,000 virtual visits during COVID with porch drop offs/social distanced visits. The Child and Youth Trauma Services provided direct treatment services to 15 participants, aged 3-18, with six in intensive case management services. Most of these clients are dealing with anxiety and associated struggles. Thus there is a focus on developing healthy coping mechanisms, learning more appropriate ways of expressing themselves and lessening anxiety after six months of service.

The Vocational Rehabilitation Program provided services to 71 Tribal Members with disabilities aged 18-72 years old focusing on financial assistance for employment related activities (transportation costs, work clothing, basic necessities), Chemical Dependency and Mental Health Assessments, HISET tutoring, medical equipment for accommodations within the workplace, books/supplies for college/trade schools, training costs, wages for work experience, food vouchers, housing assistance, vehicle repairs and insurance, driver's license fees, tools/supplies needed for employment, telephone assistance, one-on-one and group tutoring, support in fulfilling their Individualized Plan for Employment, guidance and vocational counseling. 16 clients were employed full-time with 55 continuing in the program. 18 were enrolled in College or a Trade School.

1,045 families were supported with utility assistance through the Low Income Home Energy Assistance Program (LIHEAP) and seven households with weatherization. We also supported several families with funding for water bills and shut off notices through Low-Income Household Water Assistance Program grant (LIHWAP).

The Social Services Division, with thirty-nine staff, received over 700 Child Protective Services (CPS) referrals this year. Each referral must be investigated prior to closure. Due to the increasing number of referrals and legislative changes, a new unit was incorporated to handle

cases which are diverted, thus allowing children to remain in the home with supportive services in place. Our goal is to limit the number of children who enter foster care by keeping the family intact. Foster Care has an active case load of 158 children who are placed with a capable relative, Second Circle Lodge Group Home and tribally licensed foster homes. Our group home is licensed for twelve children and during this year we have averaged 8 youth monthly. Social Services successfully reunited seven children with their parents and five were placed in their "forever" home via guardianships that were a combination of relative and fictive kin.

During FY21, Transit/Quick Silver transported 1,618 clients, tribal and non-tribal, with a total mileage of 133,064 miles. This is a decrease in ridership due to the COVID pandemic, which also included masking for all riders. With replacement of aging diesel vans and buses, focusing on hybrid, we purchased 5 new Toyota hybrids. With an increase in ridership, we have added more drivers, hiring six in 2021. The majority of our daily ridership is CSKT employees with Tribal Health at the top.

Despite the effects of supply shortages during the pandemic, making employee retention and procurement of products difficult at Quick Silver, we had a successful year in sales closing out at \$3,108,661, which is an increase from 2020 sales of \$2,338,310. We also updated cameras, the parking lot was sealed, store was re-roofed, and new air conditioners were installed. Quick Silver

provided fund raisers, Barista, mechanic and laundry mat services.



Tribal Health

Tribal Health has over 250 team members working in Health Centers across the Reservation, at St. Ignatius, Polson, Ronan, Pablo, Arlee, Elmo and Hot Springs. In FY21, Tribal Health managed approximately \$61,535,601 in health care and supportive services.

During FY21, Tribal Health expanded primary medical services in response to the COVID pandemic. The Arlee Health Center was reopened and the SKC Health Center became the primary place of care for patients with suspected COVID infections, managing the majority of the screening across the Reservation.





Tribal Health Pharmacy Staff (L-R) Renee Krell, Jessi Cahoon, Shelby Arca, Joseph Charlo, Flower Gopher, David Bristol, Ping Olson, Kyle Johnson, Cameron Neiss.

New COVID-specific services were added such as COVID Regen-COV treatment. Nurses and staff organized and held mass COVID testing, community COVID vaccination and mass flu vaccination clinics.

Public Health took the lead in COVID case management, working collaboratively with Lake County Public Health and other health care partners, participating in the Lake County COVID-19 Health Task Force. CSKT provided the majority of vaccinations to people (Tribal and non-Tribal) across the Reservation, providing a necessary service for a highly communicable disease.

During the 2021 calendar year (Jan to Dec), Tribal Health administered 12,551 doses of

COVID vaccines, averaging 52 doses each working day. During that same timeframe, CSKT-only case numbers reflected 1216 cases; 79 hospitalizations; 24 deaths due to COVID. During the 2020 calendar year (Jan to Dec), CSKT-only case numbers reflected 715 cases; 40 hospitalizations; 12 deaths due to COVID.

Testing sites and health events for 2021 resulted in 1167 samples sent to the state lab, of which 279 were positive and 888 were negative. There were 367 point-of-care tests at Tribal Health Centers with 86 positive and 281 negative results. Point-of-care testing in Arlee and Ronan, during mass testing events, included 683 tests administered with 83 positive and 600 negative test results. Pharmacy administered 1325

COVID vaccines. Across the entire organization, Tribal Health health care providers had 20,243 patient encounters in 2021.

Health care providers administer the Medication Assisted Therapy (MAT) program, with 63 patients currently participating. Radiology services, at the St. Ignatius and Polson Health Centers, continued and expanded to include ultrasound.

Dental staff served 8,570 patients, down slightly from 2020 due to COVID (roughly 85% of visits prior to 2020). Staff additions included two additional dentists, one hygienist, and two certified dental assistants in order to increase access to care and address deferred care. This was necessary to insure proper sanitizing, cleaning and safety measures were in place for heightened safety of patients and staff.

The pediatric dental program, with one pediatric dentist and two certified dental assistants, held clinics two days per week in St. Ignatius, and three days per week in Polson. Children were evaluated for comprehensive care and administered dental cleanings, exams, x-rays, fillings and preventative services. Those with extensive dental needs were treated at St. Joseph Medical Center in Polson in the operating room by Tribal Health dental staff. Seventeen cases in the past 6 months needed this extensive service.

Dental collaborates closely with the Diabetic Program to engage patients in diabetes awareness and provide networking for resources available. Additionally, the school-based programs resumed in FY21, on a limited basis, and included dental screenings to elementary school children within the reservation boundaries. Oral health education was provided with 84 encounters. Dental also provided screenings for CSKT Early Childhood Services along with a series of preventive fluoride applications.

In late 2021, Tribal Health restructured the former Community Health Division into two separate divisions, the Public Health Division and the Tribal Care Coordination (TCC) Division. The Public Health Division focuses on primary disease prevention and health promotion through education and community outreach. The Tribal Care Coordination Division is focused on care management services by connecting patients to health and human resources with Care Managers making referrals, developing care plans, and coordinating the exchange of information between the many different providers (inside and external to Tribal Health) and other resources.

Behavioral Health focuses on chemical dependency and addiction treatment, mental health and many of the mental health/addiction prevention and early intervention services. All services were provided via telehealth (video and telephone appointments) and in person. In FY21, Behavioral Health provided 5,459 billable contacts with 954 of these contacts being

addiction-related and 4,505 were with the Mental Health services program.

Within the 2020-2021 fiscal years, the addiction treatment staff case managed an estimated 25 total clients for 3.5 higher level of care placement to inpatient treatment. Eighteen of the 25 clients successfully completed inpatient treatment (72%).

The Behavioral Health team consists of two administrative supports, a Clinical Psychologist/ Division Director, four full-time Licensed Alcohol Counselors (LACs), eight LCSWs, three MSWs, two master’s level clinical Psychology Graduate Students and one part-time provider (within the Tribal Defenders Office) dually-licensed as an LAC/LCSW. Prevention services include the Right To Live Native (RTLN) project with one full-time clinical provider, LCSW, based out of Two Eagle River School, two case managers and one RTLN Program Director. In FY21, Behavioral Health hired a Clinical Psychologist, in addition to two on-call mental health clinicians to provide after hours on-call emergency services to Tribal Members experiencing mental health crises in the local hospitals and the tribal jail.

Behavioral Health expanded care services through same-day-access and began holding virtual group-based therapy and psychoeducational groups with plans to expand this to in-person options when safe to do so. Training series were also provided, utilizing a culturally and resilience-based curriculum called

the Good Road of Life. This included Train-the-Trainer education and materials for Tribal Health staff and community members as well as virtually-accessed COVID relief related topics.

In 2021 the Reason to Live Native (RTLN) program merged with Behavioral Health to ensure an integrated care model was in place for services, suicide awareness and prevention activities. RTLN collaborated with the Jocko Valley Health and Wellness organization for therapeutic and culturally-informed services. Staff also participated in several outreach events across the Reservation including basketball tournaments and Sweet Pride and were invited to present at school-based events.

Addiction services staff participated in addressing homelessness concerns in the community, as well as helped support the Never Alone Recovery Program efforts to establish “Sober Living Units”.

Pharmacy filled 118,208 total prescriptions in the 2021 calendar year (50,725 in St. Ignatius and 67,483 in Polson) for 5638 unique patients. Pharmacists also assisted ten patients in starting Hepatitis C Treatment.

Pharmacy added kiosk dispensary systems in Arlee, Ronan, Polson, and Elmo. In FY21, 4291 prescriptions were picked-up at these kiosks, supporting 430 patients. Improved access to pharmacy services with these kiosks has resulted in 86.5% adherence with prescription

pick-up at the kiosks. They are so easy to use that the average time a patient spends at a kiosk is 25.57 seconds.

Pharmacy began giving out Narcan intranasal spray to the public free of cost and without questions in 2021. We have given out 150 doses between the Polson and St. Ignatius pharmacies.

Tribal Health has experienced staffing challenges. Recruitment has been difficult and retention challenged due to COVID. Despite these challenges, growth and operations have continued, with the new Ronan Health Center slated to open in January 2023.

Tribal Defenders Office (TDO)

The Tribal Defenders represent the indigent that are accused of criminal offenses in Tribal Court. TDO practices a holistic method of public defense, addressing the issues that bring clients into the criminal justice system and the collateral consequences of criminal charges.

Services offered are:

- Driver’s License Restoration
TDO continues to assist clients to restore their driver’s licenses by determining why their license is suspended and how to clear the suspension.
- Civil Services and Pro Se Clinic
TDO represents Tribal members in landlord-tenant matters, consumer issues,

some child custody, guardianships, mental health commitments, adult protective services and jurisdictional issues. TDO provides family defense services, representing indigent parents in child protection matters. TDO’s Pro Se Clinic assists tribal members representing themselves in Tribal Court.

- Psychology and Case Management
This year, the TDO psychologists provided mental health screenings for our clients so we could more efficiently identify mental health and substance use issues and offer services accordingly. Case managers, using an intake and risk assessment tool developed by TDO staff, help clients determine their needs and then assist them to access services.
- Mental Health Client Advocacy
Thanks to funding from the Montana Mental Health Trust, TDO has mental health client advocates who contact people newly incarcerated in the tribal jail to identify mental health needs and offer services while they are most vulnerable.
- The Flathead Reservation Reentry Program
The Flathead Reservation Reentry Program provides supportive services to Tribal Members returning to the Reservation from incarceration, targeting those with co-occurring mental health and substance use disorders. This year, case managers and the reentry attorney reached out to incarcerated clients



by telephone and mail. They attended Zoom hearings before the Montana Board of Pardons and Parole to inform the Board of collateral consequences potential parolees must address as well as resources available to them to support their success.

- Morning Star Permanent Supportive Housing Opened in June, 2021 and houses 14 adult individuals using an evidence-based housing intervention that combines affordable housing assistance with voluntary support services to address the needs of residents. TDO will be the lead services provider for residents at the Morning Star.

TDO offered the Anger and Irritability group as a more accessible alternative to anger management/batterers groups. This is a collaboration with Tribal Behavioral Health.

In June, 2021 TDO became the services provider for the Morning Star Permanent Supportive Housing pilot project that houses 14 individuals who would otherwise be homeless due to their mental health needs and criminal histories.

TDO addressed mental health and substance use disorder needs by providing mental health screenings within days of referral that identify mental health and substance use needs. TDO psychologists offer group and individual counseling and case managers connect

clients to community services. TDO's in-house Licensed Addiction Counselor provided integrated evaluations, focusing on those incarcerated in the tribal jail.

Enrollment

The membership of the Tribes is slowly going down during this fiscal year. In December 2020 the population was at 8051, in April of 2021 the population was 8,022, and in August 2021 the population was 8,010 with the population at the end of the year 7,914.

The total death within the membership was 128 and newly enrolled at 77. Within this period there were two enrollment removals due to blood corrections.

Enrollment has approximately 30 research requests pending with 4 actively being researched.

Enrollment presently has 32 requests for DNA on file. Due to the high cost to have a DNA test done, there is a proposal into Council to help offset costs of DNA testing.



Inscribed art of the Eagle Circle, Warriors and Veterans Wall of Remembrance.

Tribal Legal

The Tribal Legal Department went through many changes in the last year. Managing Attorney, Rhonda Swaney retired from the Department and the Tribes and attorneys Ryan Rusche, Shane Morigeau, and Jordan Thompson left the Department to pursue other opportunities. All three of them continue to work with the Tribes in their current capacities. In addition, former Law Office Administrator, Lisa Shourds continues to work for the Tribes as the Director of Administration. All five of them were tremendous assets to the Legal Department and will truly be missed.

Upon Rhonda Swaney's departure, Daniel J. Decker was elected by Department staff as the Managing Attorney. The Department also welcomed attorneys Melissa Schlichting, Christina Courville, Lynsey Gaudio and Katie Jones to the

staff. Justine Maestas replaced Lisa Shourds as the Law Office Administrator for the Department. We are excited to have all five individuals join the Department and believe they all fit in well with current staff. In addition to those mentioned above, the Legal Department consists of attorneys Lana Page, John Harrison, Brian Upton, Stu Levit, Michael Wheeler, Chelsea Colwyn, staff scientist Mary Price and front office assistant Dorothy Finley.

The Legal Department continues to play a significant role with the implementation of the Montana Water Rights Protection Act, a federal law that ratified the CSKT Water Rights Compact and approved the Tribes' water settlement with the federal government. An example of this is the creation of the Tribal Water Rights Registration Office that is under the supervision of Legal Department attorney Christina Courville. Also, Tribal attorney Brian Upton was honored by the



Tribal Council for his role in the restoration of the former National Bison Range to Tribal ownership. Implementation of the Tribes' water rights settlement will continue to be a priority assignment for the Legal Department for the foreseeable future.

The Department also continues to work on many other legal assignments in matters designated by the Tribal Council. Many tasks involve Tribal attorneys and support staff working with and providing legal guidance to other Tribal departments, as well as communicating with governmental agencies, and private entities to carry out Tribal Council assignments.

Tribal Courts

The Tribal Court was established in the early 1950s in the old agency in Dixon. At that time, the Court processed citations issued by the small tribal police force. The Court was housed in the same location as the small jail. When a defendant was arrested or cited, they would appear before the Tribal Judge who pronounced a sentence or set trial. During the early years, a defendant would represent themselves before the Court. In the 1970s, the Court moved to Pablo when the tribal complex was established and where the Tribal Court continues to be housed. The Tribal Council adopted and passed a formal Tribal Law and Order code and established a formal court process.

Today the Confederated Salish and Kootenai Tribal Court is a progressive court having evolved from the early Dixon era to the current court system.

Tribal Law places the judicial power of CSKT in the Tribal Court and Tribal Appellate Court. Guided by the CSKT Laws Codified, the Tribal Court decides a wide range of cases including both criminal and civil suits, traffic, fish and game, small claims, and family and youth court cases. All of the Court's final decisions may be appealed and reviewed by the Appellate Court. The Tribes have jurisdiction over all enrolled members of federally recognized tribes accused of criminal offenses occurring on the Flathead Reservation.

Over the past six months, the Court has begun fully using the Full Court System to help manage and organize cases, dockets, fines, fees and general operations of the Court. This system will enable us to become a "paperless court" within 12-18 months. The Court is also working to establish a Wellness Court where defendants can be diverted to services instead of keeping them in the criminal court system. The goal is to try to assist people who need and want the help in their battle with addiction, and to try and keep them out of criminal court. To do this, the Court anticipates expanding our staff to include a fourth judge, another deputy clerk, and a Tribal Court Administrator as well as a data input clerk to assist in inputting data into the Full Court System. Another goal for the Court moving forward is to expand the Court building through the DOJ Coordinated Tribal Assistance Solicitation (CTAS) grant which was awarded to the Tribes in 2020. Construction has been delayed because of the rising cost of building supplies though we are currently working with architects to modify plans to hopefully get the project within budget.



Arrowleaf Balsamroot covers the landscape at the Bison Range.

Tribal Credit

Tribal Credit helps enrolled Tribal Members and their families get loan support they need to thrive on the Flathead Indian Reservation. Tribal Credit specializes in financing and refinancing trust property, CSKT leasehold mortgages and fee property for home mortgage needs. Tribal Credit also specializes in business/agricultural loans, personal loans and education loans that fit most borrowing needs.

At a glance in fiscal year 2021, the following loans were distributed:

- Personal - 1335 loans totaling \$8.8 million
- Educational - 13 loans totaling \$86,603

- Agriculture - 1 Loan for \$121,164
- Mortgage combined (Trust, CSKT Lease, Fee) - 88 loans totaling \$6.3 Million

Of the 88 mortgage loans, 37 were new home purchases.





SKHA staff at the 2021 Rez-A-Palooza event for Elmo tenants.

Salish Kootenai Housing Authority (SKHA)
www.skha.org

Housing Resource Department

The Flathead Finance Program provided financial assistance to five first-time homebuyers. Once other program requirements are met, the Flathead Finance Program will begin teaching the monthly Homebuyer Education Class and Home Maintenance Class.

- The Home Improvement and Weatherization programs assisted 46 people.
- The United States Treasury awarded the Housing Authority \$6,248,236.85 for the Emergency Rental Assistance

Program (ERAP). The Housing Authority ERAP program spent just over \$2.1 mil in funding. We assisted 515 individual households with rent, internet and utility payments. In addition, we hired three new full-time positions for this program and have begun developing the Homeowner Assistance Fund (HAF) program.

- SKHA received funding through the IHBG Competitive Grant and completed the environmental assessment in order to build five or six (depending on construction costs) 2-bedroom units in the Pablo area. Construction is expected to be completed in 2022.
- SKHA utilized ICDBG funding to send two teams to the All-West Native

American Basketball Classic and funded a scholarship of \$5,000. Funding was also provided to Friends Forever Mentoring of \$25,000 to assist with staff wages, supplies, activity costs, and transportation. For the 2020–2021 school year, they reported approximately 330 hours of in-school tutoring and 78 hours after school. 476 youth participated in their summer program.

- SKHA purchased two single-family homes in the Pache Homesite community, one 3-bedroom, and one 4-bedroom. Full rehabilitation is necessary before they are available for Low Rent tenant occupancy.

Occupancy Department

- Occupancy hosted the first annual Rez-A-Palooza block parties, which traveled throughout the Reservation from one SKHA community to the next. Its purpose was to strengthen SKHA’s relationships with tenants and strengthen relationships among the tenants. There were 12 events in total.
- Occupancy and tenant monitoring from move-in to move-out on 465 Low Rent units, 12 Tax Credit units, 65 trailer lots, and 50 rental assistance vouchers.
- Move-ins - 21 TBA, 46 Low Rent
- Processed 374 recertifications of tenant income.

- Conducted 47 move-ins/lease orientations and processed 42 move-outs for Low Rent.
- Our goal for 2022 is to partner with community organizations to get spay and neuter clinics going.



Maintenance Department

- Our three two-person crews completed 1,042 service order calls for maintenance assistance.
- Move-outs and scheduled repairs totaled 38 contracts, costing \$372,215.

Water & Sewer Department

- SKHA managed 41 water and sewer systems (21 Public Water Systems, nine small systems, 11 sewer systems).
- Completed 1,507 water/sewer connections for residential and commercial customers.
- All Public Water systems - Completed update of the emergency response Plan and Risk/Resilience assessment to include protocols for the pandemic.
- Overall, we pumped 110 million gallons of water to our customers.
- SKHA provided installation assistance of 15 septic systems (new or replacement of failed systems) and drilled and connected 15 wells for Tribal Members and first generation CSKT descendants.

Mission Valley Power

www.missionvalleypower.org

Customer Service continues to look for ways to enhance service to the customer, with a kiosk machine installed in the Ronan Valley Bank and available 24/7, with additional machines in Arlee and Hot Springs as well. The goal is to have a machine in St. Ignatius and Polson in the future.

Engineering Department

- Initialized and assigned 680+ work orders throughout FY21 including customer and MVP projects.
- Purchased two 69kV transmission switches to improve system reliability.
- Ronan Substation - Purchased remaining substation material. Construction to take place during FY22.
- Ronan West Substation - Purchased remaining substation material to tie into new Ronan Substation.
- Polson Substation - Purchased and installed transformer cooling fans to increase substation capacity.
- Kerr Substation - Purchased one 115kV circuit breaker and two 69kV circuit breakers to replace outdated equipment.

Operations & Construction Department

- Replaced 80,257 feet of primary cable, (15.2 miles), and 9,482 feet of secondary cable, (1.79 miles). The underground cable used for new services consisted of 43,635 ft. (8.26 miles) of primary wire and 26,706 ft. (5.05 miles) of secondary underground wire was used during the installation of new services.
- MVP has 2 apprentice linemen that are completing the final year of their 4 year apprenticeship, plus 6 new apprentice



MVP distribution substation located at Irvine.

- tree trimmers that are just getting started in their 2 year apprenticeship.
- MVP tree crews have trimmed 1,472 spans of power line including 1,107 of primary and 365 of secondary wire, and have delivered a total of 272 loads of wood chips to customers or the landfill.
- 4,091 poles were inspected in our test and treat utility pole inspection program.
- All area lights at MVP have been upgraded with LED lights replacing high pressure sodium lights this year.
- A total of 468 poles were placed in FY2021. This breaks down to 11.31 miles of new poles used for new services and 13.31 miles of new poles used to replace the older structures.
- MVP locators have responded to 2,914 underground locate tickets.
- Responded to 428 outages that affected 31,556 customers with the average outage lasting 3.23 hours.
- Energy Efficiency & Conservation Department
MVP Customers worked to save 2,190,137 kilowatt hours of electricity.
- January and August were the months that brought the longest outages. The average outage time excluding these two months was 2.01 hours.



The Energy Conservation Programs that resulted in the greatest kWh savings were:

- MVP completed conversion of over 2,700 area and street lights for 1,892,160 kwh savings.
- Two Energy Star / Northwest Energy Efficient Manufactured Homes and one site built Montana home were placed in MVP's service area during FY21, a minimum of 15% more energy efficient than Montana State Building Code.
- \$310,937 was returned to MVP customers for Energy Conservation Measures during FY21.

Salish Kootenai College

www.skcc.edu

There have been many challenges this past year due to the COVID pandemic. SKC provided a 50% tuition reduction from COVID relief funds to assist students to be able to continue their education. SKC also provided weekly food boxes, rent assistance, internet assistance, laptop checkouts, vaccines, COVID vaccine assistance, childcare funds and mental health counseling. While the pandemic was a challenge to navigate, SKC did not lose focus on the future. The college commitment to the mission is evident in the programs developed to meet the needs of students and the community.

- NWCCU Accreditation reaffirmed for 7 years.
- Emergency Student Aid Disbursed: \$601,775
- SKC Master of Education in Curriculum and Instruction
- SKC Master of Science in natural resource management
- Salish Language and Culture Program established. Graduated the first class of intensive Salish language students.
- SKC Financial Aid Department Federal Student Loan 0% Default Rate (pre-loan deferment)
- SKC Student Nurses assisted Tribal Health with vaccinations at community COVID 19 vaccine clinics.
- Received significant financial gift from McKenzie Scott.

The Salish Kootenai College Foundation has experienced a year of very generous giving. At the end of the fiscal year, 2021 the balance of the endowments was \$15,510,848. The Foundation was able to provide \$407,201 in scholarships to SKC students during the 2020-2021 academic year.

Two Eagle River School

www.twoeaglerschool.org

Vision Statement:

On Wings of Eagles Two Eagle River School students soar to their highest potential, to learn, grow, and succeed at new heights.

Mission Statement:

Two Eagle River School, an alternative school for Native American students, provides Native Language and culturally relevant curriculum in a safe and healthy learning environment. The school community creates a foundation for each student to become a lifelong learner in an environment that fosters:

- » Individual respect
- » Tolerance
- » Personal integrity
- » Health and well-being
- » Social responsibility

Two Eagle River School was started in 1974 to assist Indian students who had dropped out of school. At that time students were mostly older individuals (17-20 years old) who wanted to further their education. Over the years TERS evolved into a fully accredited high school for ages 14-20, largely because of need and demand.



Salish Kootenai College graduation powwow.



In 1979 Two Eagle River School became a tribally controlled BIA contract/grant school operated by the Confederated Salish and Kootenai Tribes. The majority of the students are Tribal Members or descendants of the Tribes of the Flathead Reservation. Enrollment includes students from other tribes, and serves grades eight through twelve and maintains an enrollment of approximately 125 students.

Two Eagle River School received accreditation from the Northwest Association of Schools and Colleges in 1981 and from the Office of Public Instruction, State of Montana, in 1983. In the fall of 1995 a Junior High (grades 7 and 8) program was added with the 7th grade later being dropped in 2015. Over the past 48 years, TERS has seen nearly 700 students graduate, many of whom had previously dropped out of the public school system. The school has come a long way toward educational fulfillment, a large step from the first 10 students forty-eight years ago.

TERS returned to in-person schooling on August 19, 2021. The students, families, and staff were positive and productive. TERS went full remote learning from March 2020 to August 2021 due to the pandemic. Our students did not lose a significant amount of academic achievement levels, even though research shows students fell months behind during virus disruptions. Our growth model utilizes Northwest Evaluation Association (NWEA) Measures of Academic Progress (MAP) testing

which is administered three times per year. It gives us information on their learning levels and shows us what they already know and what they are ready to learn. We saw individual student growth, as well as, our student body maintain previous levels.

During the pandemic closure, TERS utilized a Native Youth Community Project (NYCP) grant to focus on students and their families. In addition, a trauma expert and wellness coach were added to help students, their families, and staff to deal with stress and mental health, with monthly Tribal Health presentations.

Nkwusm Salish Language School

www.nkwusm.com

Nkwusm was able to return in person this year despite COVID. Nkwusm provides an educational program structured around Séliš-Qłispé language and culture as well as academic math and reading instruction for students in pre-school through eighth grade. We serve 40 students and families during the school year. We have 12 staff, which includes our fluent speakers Stephen Small Salmon and Eugene Beaverhead. We also seek guidance from Tribal Elders and Culture Committees. Nkwusm will continue to maintain our goal of Salish language revitalization as the organization develops. Our success greatly depends on the support of the Confederated Salish and Kootenai Tribe, our local community, and our faithful donors.



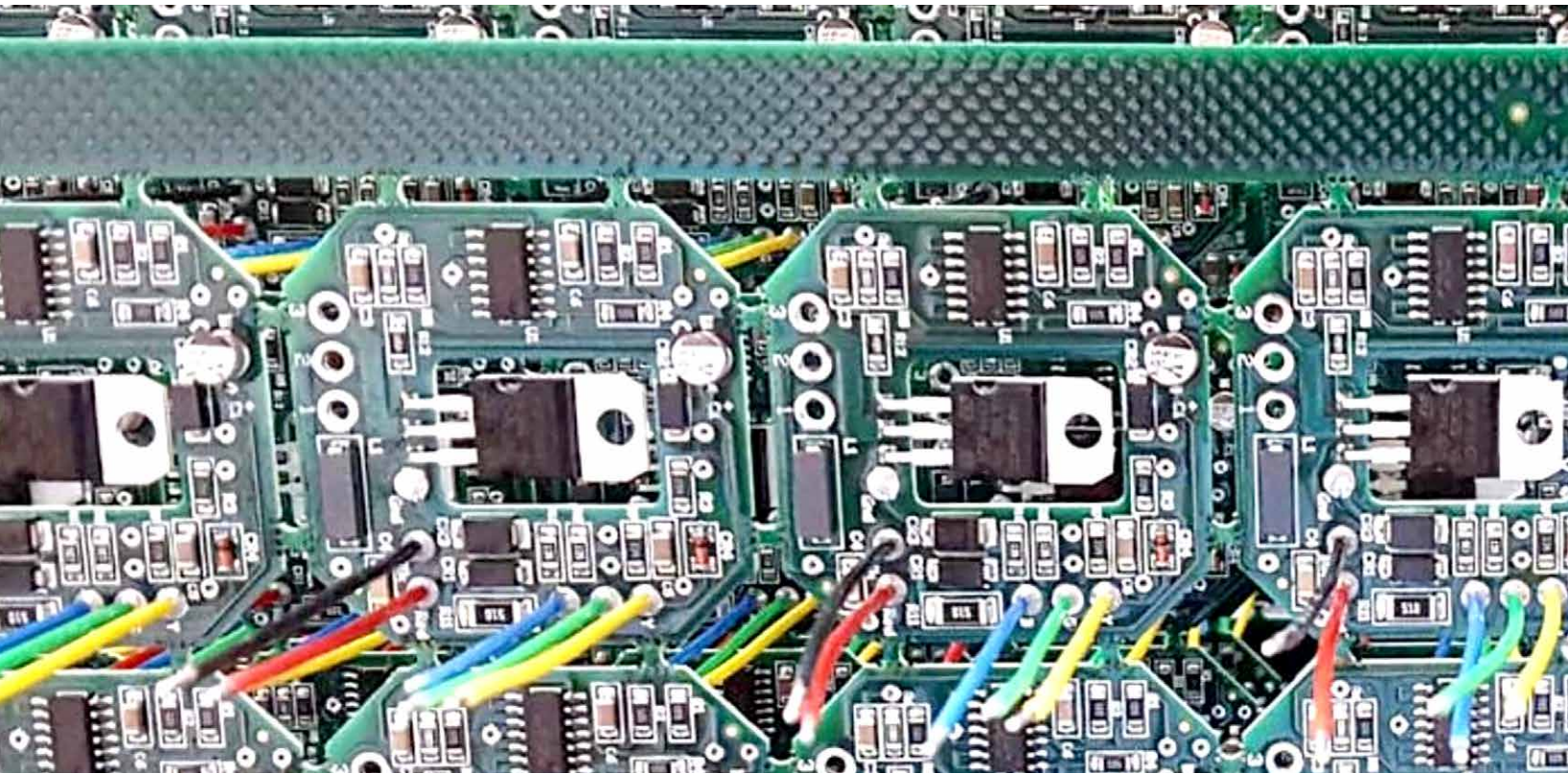
Kindergarten through eighth grade Nkwusm students during the 21/22 school year.

Nkwusm is a 501 (C) (3) non-profit organization governed by a Board of Directors.

It is an honor for Nkwusm School to be able to pass on what our ancestors have provided. Nkwusm School is a way to preserve language, culture, and traditions of our tribal people. Language is essential to

maintaining our identity, culture, and value while also strengthening tribal government and sovereignty. Language is the heart of what we are doing. 2022 is Nkwusm School's 20th year Anniversary. We have had 19 students graduate from Nkwusm since 2002. We will be having two more graduate at the end of our school year 2021-2022.





S & K Electronics circuit board.



Sovereign Leasing & Financing

www.sllcorp.com

S&K Business Services continued to assist 36 small businesses and individuals with their overall business plans and operations in 2021. In July 2021, S&K Business Services was awarded the Native American Business Advisor (NABA) Grant by the Montana Department of Commerce, allowing them to expand their assistance to

Tribal small businesses. This award enabled S&K Business Services to assist 17 tribal businesses in applying for Indian Equity Fund (IEF) Small Business Grants administered by the Montana Office of Tourism and Business Development to assist startup or expanding Native American businesses in Montana, as well as provide free continuing education courses for Tribal Members.

Salish & Kootenai Self Storage, a subsidiary of S&K Business Services, was fully occupied with 160 storage units. SKSS received approval in late 2021 to expand their storage capacity from 160 to 250 units through the addition of two new facility buildings. The storage rental spaces will

be available in the summer of 2022 and will range in size from 10' x 10' to 10' x 30'.

The Builder Hydroelectric Plant continues to contribute to our economic development efforts. In 2021, the power plant generated 600,000 kilowatt-hours of electricity. Due to the Boulder Fire in the summer of 2021, this was down from the previous year. In 2022, the power plant's infrastructure will be upgraded to increase the facility's dependability and efficiency. Since 1984, the project has been producing electricity and has been certified by the Low Impact Hydropower Institute as a low impact hydropower facility, one of only 169 in the United States.



S&K Electronics

www.skecorp.com

S&K Electronics, Inc. (SKE) is a wholly-owned business of the Confederated Salish and Kootenai Tribes, with offices and facilities on the Flathead Reservation. SKE is a contract manufacturer in the electronic and electro-mechanical assembly business. S&K Electronics, Inc. builds mainly federal Department of Defense (DoD) funded products accounting for 85 percent of company revenue. Programs include aircraft, armored

land vehicles, ship board electronics, missile systems, imaging systems and hundreds of thousands of individual warfighter products.

S&K Electronics, Inc. has been in business since 1984 and was incorporated under tribal corporation laws in January of 1985. SKE has grown from a single 6,400 sq. ft. building to over 45,000 sq. ft. in three buildings located north of Pablo.

During this unprecedented year S&K Electronics experienced the worst supply chain issues in the history of the company. Electronic component lead times that were standard 12-16 weeks extended to 52-90 weeks. This pushed shipments from 2021 into 2022/2023. Shipments dropped over 30% year over year. Manpower dropped 20% during the year but only through retirement and attrition. Even with all the obstacles S&K was able to clear a profit, pay a substantial dividend to the Shareholder and continue to invest in the latest technology to keep the company on the cutting edge. The supply chain issues and labor shortages will again be the primary concern during 2022.

S&K was recently awarded the Elite Supplier award from Lockheed Martin and Gold Award from BAE. In both cases 100% quality and 99.85% on-time delivery had to be maintained for 12 months.





S&K Technologies, Inc.

www.sktcorp.com

Since 1999, the S&K Technologies, Inc (SKT) family of companies, with over 1,000 employees and 20+ office and project locations worldwide, has proudly represented the innovative spirit and culture of the Confederated Salish and Kootenai Tribes. SKT's mission is to be one of the preeminent professional service firms in the country and to provide dividends to our shareholder, today and into the future, for their use on social and cultural initiatives throughout the Tribes.

2021 was a year of continued success at SKT. Our subsidiaries maintained seamless support of a diverse customer base around the world. Notable new business includes several contract and contract vehicle awards with agencies like the U.S Army, Department of Energy, and U.S. Air Force.

SKT remains deeply committed to an investment in the shareholder community. In 2021, donations supported nearly 30 separate causes within the boundaries of the Reservation. Additionally, SKT provided scholarship opportunities for graduate and undergraduate studies that totaled approximately \$50,000.

SKT and our subsidiaries enjoyed several milestones in 2021, including the following:

- SKT surpassed \$54.95 million in total shareholder dividends, with \$8 million delivered in FY 2021.
- S&K Mission Support, LLC was awarded the 8(a) Streamlined Technology Acquisition Resource for Services (STARS) III Government-wide Acquisition Contract (GWAC) which provides IT services in support of federal agencies.
- S&K Aerospace, LLC was selected as best-in-class for the award of two contract vehicles: U.S. Air Force Strategic Replenishment Contract and the U.S. Army's Multi-National Aviation Special Project Office (MASPO) logistics contract.
- S&K Security Group, LLC became an SBA 8(a) Certified program participant.
- Launch of new subsidiary, S&K Design Build, LLC, which will focus on vertical construction.
- The companies of SKT provide a broad range of services for numerous federal agencies and commercial customers. Core industries include aerospace, information technology, engineering, space technology, security, construction, and other professional support services. There is a large client base with offices and project sites around the United States and in Saudi Arabia.

- The Limited Liability Subsidiary Companies under the SKT Corporate Parent include:
 - » S&K Aerospace, LLC
 - » S&K Federal Services, LLC
 - » S&K Logistics Services, LLC
 - » S&K Support Services, LLC
 - » S&K Engineering & Research, LLC
 - » S&K Global Solutions, LLC
 - » S&K Mission Support, LLC
 - » International Towers, LLC

- » S&K Security Group, LLC
- » S&K Design Build, LLC

SKT By the Numbers:

- \$8.2 million shareholder dividend declared for FY 2022
- \$8 million shareholder dividend delivered in FY 2021
- \$8.5 million shareholder dividend delivered FY 2020
- Over \$980,000 in awarded scholarships and community donations



S & K Technologies staff pose for a snapshot outside of the corporate offices.





Guests are welcomed into the front desk area of KwaTaqNuk Resort.

S&K Gaming

S&K Gaming, LLC
www.skgamingllc.com

Throughout the pandemic, the streamlined workforce of SKG was extremely efficient and productive. SKG regained pre-pandemic revenue levels in all business segments except for conference sales. That division has experienced a prolonged revenue decline as parties have been reluctant to gather in large groups. 2021 brought record revenue levels led by our gaming division.

The combination of increased revenues in almost all business segments, a stable workforce, and

cost control measures in place, led to a record-breaking fiscal year for SKG. To be as nimble as possible, SKG shuttered business segments that have not produced positive net income.

The financial contributions of SKG to the Tribes come in three primary forms: dividend payments, interest payments and principal payments. SKG made a dividend payment of \$1.2M in 2021. The company paid \$1.6M in interest payments during FY 2021. Plus, an additional \$877K in principal payments. For a total of \$3.7M in financial contributions.

The greatest achievement in FY21 was remaining operational as a business and providing forms

of entertainment and hospitality throughout the pandemic. SKG has been able to maintain approximately 140 year-round full-time positions. The goal is to continue to efficiently manage the operations in a safe manner until the pandemic is over.

Big Arm Resort added gaming to the business portfolio in 2021. The addition is a welcome part of offering a complete relaxing and entertaining experience at Big Arm. We anticipate gaming will strengthen the SKG brand.



Eagle Bank
www.eaglebankmt.com

Eagle Bank opened for business on July 25, 2006, as one of very few tribally-owned banks in the United States. As of January 1, 2022, there are 18 tribally owned banks nationwide. Eagle Bank is a state-chartered community bank regulated by the State of Montana, Division of Banking and Financial Institutions, and the Federal Deposit Insurance Corporation (FDIC). The bank is owned by the Salish and Kootenai Bancorporation, a bank holding company, which is regulated by the Board of Governors, Federal Reserve System.

The bank is especially devoted to increasing Native American home ownership. By utilizing available programs such as the HUD Section 184 Indian Home Loan Guarantee Program which is a program specifically designed for Native Americans with low down payment requirements and flexible underwriting, Eagle Bank is the largest provider of HUD 184 loans in the state of Montana.

Eagle Bank also actively participated in the SBA's Payroll Protection Program which granted 100% forgivable payroll assistance loans to businesses negatively impacted by the COVID-19 pandemic. The bank provided several million dollars of assistance to both tribally owned and non-tribally owned businesses across the Reservation in 2021.

The bank has consistently received excellent exam ratings from the state of Montana and the FDIC. The bank also carries a Community Reinvestment Act (CRA) rating of OUTSTANDING. Less than 10% of banks in the United States receive a rating of outstanding.

Further, the bank consistently ranks among the top of all banks in Montana in terms of financial performance. The consulting firm The Hovde Group ranks all banks across Montana by multiple performance metrics. As of year-end 2021 Eagle Bank was ranked number one among all banks in Montana within these performance categories as a percentage of total assets.

Eagle Bank's philosophy is to do the right thing every time, regardless of cost, and the financial performance will follow. So far, this philosophy has served the bank and the shareholder well. The bank has added over \$6 million to equity capital in the last 7 years. Further, the bank consistently pays the shareholder an annual dividend.

The Bank currently has ATMs at the main office, KwaTaqNuk Resort in Polson, Quick Silver Express, S&K College Bookstore and Joe McDonald Events Center in Pablo and Gray Wolf Casino at Evaro. There is also a standalone ATM building in St. Ignatius that not only dispenses cash, but also accepts cash and check deposits.

As of December 31, 2021 our current customer base included:

- 1107 checking accounts with a total balance of \$66.4 million
- 392 savings accounts with a total balance of \$2.7 million
- 113 certificates of deposit with a total balance of \$7.9 million
- 618 loans with a total balance of \$62.9 million
- \$73.4 million in off balance sheet money market accounts



Native Fish Keepers, Inc.
www.nativefishkeepers.org

Native Fishkeepers (NFKI) supports a much larger conservation effort for native trout in the Flathead Lake – River system. The business would not exist on its own and will disappear if our conservation efforts fail. NFKI is a fisheries management tool and serves two purposes in this effort; to offset lake trout suppression costs and educate the public.

When Bull Trout were listed under the Endangered Species Act (ESA) in 1998, due to the precipitous decline of the Flathead systems Bull Trout population, CSKT determined the decline of native trout was caused by an exploding non-native Lake Trout population in the mid-1990s.

Today Native Fishkeepers is helping restore native Bull Trout populations through:

- Two Mack Days fishing events (spring and fall) that result in the harvest of 50,000 fish per year.
- Netting of Lake Trout resulting in the harvest of 50,000 Lake Trout last year



Native Fishkeepers staff Joe Santos, Mountain Wahl, Woody RedCloud and Sheldon Fisher pulling nets on Flathead Lake.

and an unavoidable harvest of 30,000 Lake Whitefish. While Lake Whitefish are not a target of the efforts, this by-catch is highly sought after by discriminating palates and therefore processed and sold by NFKI.

- Processing of 13,500 pounds of Lake Trout and 4,000 pounds of Lake Whitefish generating \$129,000 to offset Lake Trout suppression actions.
- Acquiring a forklift and vacuum packing machine to upgrade existing equipment.

- Distributing over 3,000 pounds of fish to area food banks and Tribal Health Centers.
- Native Fish Keepers reimburses all monies received from sales of fish to the hydropower mitigation funding sources used for Lake Trout suppression. In FY21, net sales amounted to \$129,000 from 13,500 pounds of Lake Trout and 4000 pounds of Whitefish.





Aerial image of the Séliš Ksanka Qlispé Hydroelectric Project.



Energy Keepers, Inc.
www.energykeepersinc.com

Energy Keepers Inc. (EKI) is the United State's only Tribal Independent Power Producer (IPP) and serves the power needs of wholesale electricity customers across the west. EKI currently serves 14 of the 21 wholesale electric customers in Montana and provides renewable

electricity to Puget Sound Energy, one of the largest utilities on the west coast.

The Séliš Ksanka Qlispé Hydroelectric Project, at 208 MW of capacity and 1,100,000 MWH of annual production, is the basis for EKI's energy trading activities.

In FY 2021 EKI generated \$58,500,500 in net revenues, a 172% increase from 2016.

The two primary drivers of EKI's revenue growth over the years are forward power marketing and energy trading. In FY21 most of the revenue

growth came from trading. Forward power marketing laid the foundation for growth in EKI's early years, culminating in a 15-year deal struck with Puget Sound Energy in March of 2020.

EKI continues to invest in the rehabilitation and betterment of the SKQ Project. As of the end of FY21 EKI has completed over \$18,000,000 in upgrades, primarily in unit reliability. These investments have helped to bring the equivalent forced outage rate of the SKQ project to well below industry standards.

In FY 2021 EKI's successfully upgraded the Step-Up Generator for Unit #3 of the SKQ Power Project.

As EKI looks to the future, there is continued focus on rehabilitation of the SKQ Power Dam and Powerhouse while at the same time enhancing revenue from power trading. EKI has a longer-range goal of building or acquiring another electricity generation asset to contribute to the national energy transition.

In FY 2021 Energy Keepers Inc. provided a \$4.295M dividend to CSKT bringing the company's total payments to CSKT to \$23.96M for the year.

Over the first six years of operation EKI has paid over \$142 Million to CSKT.





CONFEDERATED SALISH AND KOOTENAI TRIBES OF THE FLATHEAD NATION

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CSKT.ORG

Annual Report

2021

