

PEQUOT LEGACY  
**STRENGTH IN UNITY**

2025 ANNUAL REPORT



Mashantucket Pequot  
Tribal Nation

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## CREDITS

The MPTN Annual Report is a project led by the Mashantucket Pequot Communications Department, in partnership with the Foxwoods Advertising Department and Good Giant agency. Thank you to all who helped to make this publication a success.



The Tribal Seal is a reflection of the Mashantucket Pequot past and a symbol of hope for the future. Framed against the sky, the lone tree on a knoll represents Mashantucket, the “much wooded land” where the Pequots hunted and kept alive their identity as an independent people. Displayed on the knoll is the signature of Robin Cassacinamon, the Pequots’ first leader following the 1637 massacre at Mystic (Mistick) Fort. The fox stands as a reminder that the Pequots are known as “The Fox People.”



# CHAIRMAN MESSAGE



*Wuyeekeesuk Neetôpawak!*

Another year behind us, and another year where I feel immense pride in all that we’ve accomplished at Mashantucket. In 2025, we’ve seen our Tribal Nation embody what “Pequot Legacy: Strength in Unity” truly means. Every achievement, every celebration and every act of service has reminded me that our greatest power lies in standing together. Under the steady leadership of our Elders Council, our Tribal Council, our Youth Council and our community at large, we have stayed true to our mission—to preserve our sovereignty while strengthening the social, cultural and economic well-being of our people.



## FOCUSING ON OUR CULTURE AND HEALTH

Our unity shone through in every cultural gathering this year. From Pequot Days to Schemitzun and many events in between, we continued to celebrate the living heart of our legacy—a testimony that the strength of our people endures when we gather in unity. At the Mashantucket Pequot Museum and Research Center, we launched our quarterly Moon Living Exhibitions—immersive experiences that brought our traditions to life through storytelling, hands-on demonstrations and shared learning across generations. Community engagement with our culture is at an all-time high—something our ancestors would be incredibly proud of.

We also achieved one of the greatest advancements in our commitment to community health and wellness in generations, with the overwhelming approval of a new world-class health facility. The facility will expand access to modern, patient-centered care for Tribal members and the broader community while reflecting our Pequot values, history and culture. It will serve as a space that unites modern medical care with cultural affirmation, ensuring our Tribal community receives the care we deserve. It is a confirmation of our collective care for one another in mind, body and spirit, and a key expression of our Pequot strength in unity.

## CHAIRMAN MESSAGE

### ADVANCING GOVERNMENT AND SOVEREIGNTY

Throughout 2025, our Tribal Council upheld its sacred duty to govern responsibly and protect our sovereign rights. Collaboration with state and federal partners strengthened our presence and voice in policymaking, reinforcing our ongoing mission to ensure public policy reflects respect for Tribal sovereignty and the well-being of our citizens.

One of this year's defining moments was hosting the National Congress of American Indians Mid Year Convention & Marketplace at Foxwoods Resort Casino in June. Welcoming hundreds of Tribal leaders from across the nation filled us with pride—it was a true gathering of sovereign nations grounded in mutual respect and shared purpose.

In the 2025 Connecticut legislative session, we secured major victories that strengthened Tribal sovereignty and our future. After decades of perseverance, we ended the unfair dual taxation on property located on our Tribal trust lands. We were also successful in removing the state's automatic opposition to our land-into-trust applications and in establishing May 5 as "Red Dress Day" to honor Missing and Murdered Indigenous People. These achievements reflect our resilience, deepen respect for our rights and create a stronger foundation for generations to come.



### DRIVING ECONOMIC PROGRESS

Economically, we sustained our vital role as a regional leader and one of Connecticut's largest employers through the continued success of Foxwoods Resort Casino and other enterprises, while expanding our economic impact online through the strong growth of Wondr Nation®. The opening of the Great Wolf Lodge® at Mashantucket further strengthened our economic position, introducing a major family destination that has generated new jobs, expanded tourism and stimulated local business growth across the region. We have continued to be great stewards of the land, honoring our responsibility to preserve and protect it for future generations while advancing new opportunities for growth.

This spirit of collaboration extended beyond our own borders. By partnering with regional organizations and investing in various statewide and national support agencies, we strengthened shared pathways to prosperity. These partnerships echo the essence of our legacy—our people thrive when we lift others and grow together.

### LOOKING AHEAD

As we close 2025, I am inspired by what "Pequot Legacy: Strength in Unity" has meant for us this year. Our shared values—spirituality, family, education and self-determination—continue to guide us as we prepare for 2026 and beyond.



Together, we are carrying forward a living legacy—one defined not only by endurance but by unity, resilience and love for our community. When we stand as one, we honor our ancestors, protect our sovereignty and build a foundation that can never be broken.

This is Our Pequot Legacy. This is Our Strength in Unity.

*Kutaputush qah wuyámu* (Thank you and be well),

**Rodney Butler,**  
Chairman



# COMMUNITY

# Education Department



## FY25 ACCOMPLISHMENTS:

The Education Department has spent the past year creating foundational workstreams and policies to enable the team to better serve the Tribal Community long-term. It has also launched several new initiatives, including the creation of MPTN stoles and cords, and run several events for the first time, including Tribal Graduation and Teacher Appreciation Week.

Assistant Director of Education, Jill DeRosa, supports students in grades kindergarten through 12th grade in numerous ways. She oversees the tutoring program, where students have the option of attending Homework Club at the Community

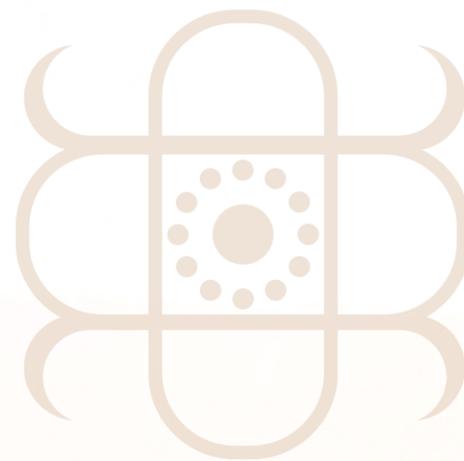
Center or enrolling in private tutoring for specific subject areas. She also organizes the Close Up trip to Washington, D.C., the AISES® Conference and the Unity Conference.

Special Education Advocate, Marissa Morris, supports Tribal students receiving special education services. She currently assists nearly sixty students and works tirelessly to ensure all students have access to high-quality education. She obtained training as an advocate this year to better understand special education laws.

Behavior Interventionist, Ashley Adams, has focused much of her work this year on coaching and mentoring students and engages in 1:1

and group check-ins with students in grades K-12. She obtained training in trauma-informed practices this year to better support Tribal children navigating the complexities of the school system and the challenges of being a young person in today's world.

Scholarship Project Manager, Sadie Pires, streamlined the scholarship application process to make the portal easier to navigate and the payment timeline shorter. Data Associate, Cristina Gray, has partnered with Sadie to make the application process easier by assisting applicants with the portal. She has also started the process of organizing and digitizing the department's historical records.



The Education Department was pleased to welcome a new Administrative Assistant, Kaiyana Exum-Childs, and a new College Counselor, Theresa Giard, in July 2025. Kaiyana has been assisting with the operational needs of the department and organized the Backpack Giveaway in August. Theresa has brought her expertise in higher education to the Tribal community, where she has spent time getting to know college students and building relationships with local colleges and universities.

Director Rebecca Gomez continues to run the Early Childhood Education Scholarship program and oversees the Childhood Development Center. As a member of the United Way's® Southeastern Connecticut Early Childhood Education Collective, she advocates for children ages 0-5 in our region. In July 2025, she and Executive Director of the Pequot Museum, Joshua Carter, co-directed the first Pequot Nee-pun Teacher Institute, which brought thirty-five teachers from across the country to Mashantucket to study Pequot culture and history.



# COMMUNITY

## RECREATION DEPARTMENT

### FY25 ACCOMPLISHMENTS:

- Increased programming: over 15 programs are currently offered to ages 3+
- Increased after-school and summer program attendance (from an average of 2 to 12+)
- Hosted a TCL Boxing event
- Hosted six successful community events
- Department Team Members attended and joined the Connecticut Recreation & Parks Association Conference (CRPA)



## CHILD DEVELOPMENT CENTER (CDC)

In partnership with Bright Horizons, the MPTN CDC is proud to provide high-quality childcare and education to Mashantucket Pequot Tribal children, from infancy through sixth grade. Our mission is to foster the social-emotional, cognitive and physical development of every child in our care.

### STAFF DEVELOPMENT & LEADERSHIP GROWTH

Over the past year, we have continued to invest in the professional growth of our team. Two employees are currently pursuing their bachelor's degrees through the Horizons Degree Program. We also restructured our leadership team, promoting two staff members to the positions of Center Director and Assistant Director. Additionally, we introduced new roles to strengthen our support system: Chelsea McPartlin joined as Instructional Coach, and Angelica Wright was promoted to Office Manager.

### COMMUNITY PARTNERSHIPS & CULTURAL ENRICHMENT

We expanded our community engagement through partnerships with the Health and Human Services Committee to host Dental Awareness & Healthy Eating initiatives. Collaborating with the museum's program services enriched our curriculum with cultural education for children from k-prep through school-age programs. Family engagement remained a priority, with events such as Aunt and Uncle Day, the Harvest Feast, and a library dedication and ribbon cutting. We also provided educational webinars and resources,



including back-to-school toolkits to support families.

Family satisfaction surveys reflected 100% satisfaction, with a 90% increase in participation from the previous year. Employee satisfaction also rose to 83%, marking a 14% improvement.

### FY25 PROGRAM ACHIEVEMENTS

This year, we successfully expanded our center's capacity, eliminating the waitlist, which had grown by 19 children. Our second annual summer camp saw high interest, and we worked closely with Parks and Recreation to accommodate as many school-age children as possible. We're especially proud that all k-prep children passed their kindergarten screenings with outstanding results. Additionally, we collaborated with the Education Department to implement SRBI (Scientific Research-Based Interventions) for all enrolled children.

Our Instructional Coach, Chelsea McPartlin, ensured that every child received an individualized developmental portfolio and participated in a parent-teacher conference. Chelsea also played a key role in piloting Bright Horizons' new Key Indicators Baseline Assessment Program. This initiative, which launched in September 2025, is tracked electronically through our Origami® system, enabling us to analyze data and identify trends more effectively.



## COMMUNITY

### THE OFFICE OF COMMUNITY AND FAMILY ENGAGEMENT

The mission of The Office of Community and Family Engagement (OCFE) is to consistently, compassionately, and creatively prevent child abuse and neglect and to protect Tribal children by empowering Tribal families to achieve their highest potential. We will work in partnership with community providers, families, and others to inspire, advocate and facilitate social change. Preservation will be the core of all of the work OCFE does, preservation of the family unit, family rituals and community heritage.

#### FY25 SUMMARY:

Two of our employees were elevated to new positions in our Tribal Home Visiting program and continue to serve the community. We also welcomed two new employees who brought wonderful knowledge and experience to the department.

Both of our caseworkers maintain their CPR/First Aid certification. One case worker attended the annual NICWA conference in 2025. Another social worker attended the annual The American Professional Society on the Abuse of Children. We have also attended other various training programs, including Circle of Security, Missing and Murdered Indigenous Women & Girls and ICWA 360.

Our team continues to focus on community outreach to establish relationships and partnerships with state entities (DCF, OEC) and private providers. This year, we linked 24 Tribal children to mentoring services through Positive Youth Adversity. We also continue to collaborate with Peaceful Pause, LLC bringing mindfulness work to our youth through crafts, yoga, nature and movement.

We are also partnering with Blue Whale Counseling to host bi-monthly EMDR sessions for interested Tribal members. We also began a partnership with UConn Student Health and Wellness, as well as a bi-monthly foster family/parent support group and continued recruitment efforts to obtain a pool of foster homes within the community.

Our staff serves on the Children's Services Steering Committee and the Health and Human Services (HHS) Committee internally as well as several committees externally, including DCF's Racial Equality task force. Jodi is also the newest member of the TVCCA Board of Directors. We continue to grow our resource base and have identified and worked with twelve new programs to meet the educational, emotional and behavioral health needs of our Tribal youth. We are also focusing on building more robust internal relationships to assist with the wrap-around approach for supporting our Tribal children and families.



### GOOD MEDICINE (SKEEHCH WUYEEKAN)

The staff of the Good Medicine Project are proud to continue the work of providing our community with bringing awareness to mental health and suicide prevention. The biggest event we oversee is the Children's Mental Health Day. The 17th Annual Mashantucket Children's Mental Health Awareness Day Event was held May 30th, 2025. The morning began with the option to attend a community sweat. The traditional sweat lodge was crafted from Cedar located near Council Rock and built by Tribal spouse Kevin Fleming, from the Foxwoods Engineering Department.

In the afternoon, the Children's Mental Health Awareness Fair, located at the Community Center gymnasium, welcomed the Tribal community as well as the surrounding areas to participate in support of Children's Mental Health Day. It was an educational and fun event for our community families and provided connection with mental health support and suicide prevention from surrounding organizations. The theme was "Family Togetherness," focusing on children and

parents taking part in activities together, as well as connecting the family together, creating a stronger understanding of support available.

This event was made possible by the support and hard work from the planning committee, many community departments, vendors, as well as many amazing volunteers. A big thank you to all for working so hard and caring even harder for our community and helping provide support for mental health awareness. The goal for this event was for families to have fun while creating connections of support with the surrounding community, and to leave with a better understanding of the importance of mental health and knowing there is support from all areas.



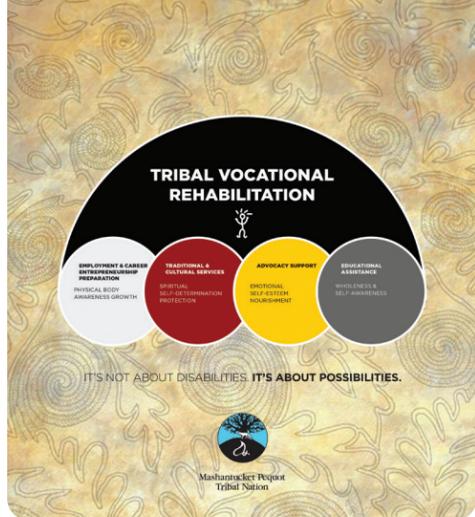
## COMMUNITY

### VOCATIONAL REHABILITATION PROGRAM

The Mashantucket Pequot Tribal Nation Vocational Rehabilitation Program (TVRP) is off to a successful start of a five-year grant cycle, which began on October 1, 2024. In the first six months of FY25, TVRP focused on outreach to increase the number of participants in the program.

The success of the previous grant cycle has left TVRP with a smaller consumer base due to the number of successful closures. The Program Director has completed presentations to the CT State Rehabilitation Council, Career Resources, the International Safeguards Project Office and MPTN Workforce Development to discuss TVRP and how to work collaboratively to serve mutual clients.

The administrative assistant was promoted to the second VR Counselor position, as proposed in the grant application. However, the first VR Counselor resigned in November, which left TVRP with a vacancy in the administrative assistant position and one of the VR counselors' positions. TVRP had advertised the administrative assistant position since October and was unable to fill the position until March. TVRP proposed eliminating one of the VR counselor positions and operating with one VR counselor. By March, TVRP became fully staffed.



TVRP is working towards meeting the following project goals and objectives:

**Goal 1:** Provide Vocational Rehabilitation Services to American Indians/Alaskan Natives with disabilities, leading to 64 successful employment outcomes over a five-year period

- **Objective 1:** Provide services to 40 eligible individuals with 14 successful closures.
  - » TVRP currently has four successful closures and 20 IPEs

**Goal 2:** Increase the number of appropriate referrals to the TVRP program

- **Objective 1:** Five presentations to the local community and Tribal organizations to increase awareness of services for American Indians with Disabilities and the TVRP
  - » The Program Director has completed four of the five proposed presentations
- **Objective 2:** Increase outreach to transition students through mailings to community members, mailings to high schools within our service area, updated resources on TVRP website, and offer presentations at high schools in service areas five times annually
  - » TVRP has made multiple updates to the TVRP website and sent mailings to high schools

**Goal 3:** Expand employment opportunities for eligible consumers

- **Objective 1:** Two Job Readiness Trainings to be held annually for consumers to increase their employability
  - » Two job readiness training events took place in 2025
- **Objective 2:** Two wellness workshops to be held annually for consumers to enhance their employability
  - » Two workshops were completed in 2025
- **Objective 3:** Two small business training events to be held annually for consumers who are working towards goals in self-employment
  - » Two training events were held in 2025
- **Objective 4:** Host five traditional art classes to be held annually to provide rehabilitative services as well as a marketable skill for supplementing income or small business ventures
  - » TVRP held six traditional art classes in 2025

TVRP staff hold seats on the RI and CT State Rehabilitation Councils. We have a very active Advisory Council, which meets quarterly. Advisory Council members are from local community programs and services in both RI and CT. We have participants from both state agencies on the Advisory Board. Our Board also consists of many of the service programs from the Mashantucket Pequot Tribal Nation. In December, we hosted a disability awareness event with consumers and our Advisory Board. One of our consumers spoke to the Board to explain how the TVRP worked with her to establish her small business.

The TVRP is excited to see the continued progress and success of our participants. During the spring and summer powwow season, TVRP attended these events to continue community outreach and bring awareness and education to potential participants about our services for Native Americans with disabilities.

## GOVERNMENT

### TRIBAL COUNCIL

#### INTRODUCTION

The Mashantucket Pequot Tribal Nation is governed by a Tribal Council consisting of seven popularly elected Tribal Members serving staggered, three-year terms of office. The Tribe's legislative and executive powers of government are vested in the Tribal Council as outlined in the Constitution and Bylaws of the Mashantucket (Western) Pequot Tribe.



Left to Right, Back Row: Daniel Menihan, Councilor; Rodney Butler, Chairman; Merrill M. Reels, Treasurer; Matthew Pearson, Secretary

Left to Right, Front Row: Crystal Whipple, Councilor; Michele Scott, Councilor; Latoya Cluff, Vice Chairwoman

# GOVERNMENT



## OFFICE OF VICE CHAIRWOMAN LATOYA CLUFF

**Executive Assistant: Katrina Young**

Wuyeeekkeesuk Tashayooók,

Serving as your Vice Chairwoman is one of the greatest honors of my life—a role I hold with humility and a deep sense of responsibility. This position demands more than leadership—it requires listening, collaboration and a commitment to consistent, compassionate

service. Over the past year, I've worked closely with Tribal Council, committees and community members to advance priorities in housing, wellness, youth development and cultural revitalization—each rooted in the well-being and future of our Nation.

In my commitment to growth, I sought leadership opportunities that broadened my understanding of the evolving needs within Indian Country. Attending national forums and conferences helped deepen relationships with fellow Tribal leaders and refine my approach to governance. At the NCAI Mid-Year Conference, held here on Mashantucket land, I participated in critical discussions on sovereignty and intergovernmental collaboration. My involvement in the Indian Gaming Association Conference, Spark Brilliance Leadership Series, and the WEWIN (Women Empowering Women for Indian Nations) Conference at Gila River expanded my focus on leadership, innovation, cultural connection and women's empowerment. I also served as a panelist on the Native American Heritage Panel and participated in the Every Child Matters Walk on the reservation—both meaningful opportunities to uplift Indigenous voices, raise awareness and affirm our shared commitment to justice, healing and future generations.

These leadership experiences were directly connected to my advocacy throughout the year. I testified at the Connecticut State Capitol in support of HB6040 and Senate Joint Resolution No. 15—both focused on advancing equity and Tribal representation at the state level. At the American Indigenous Business Leaders Conference (AIBL), I shared the MPTN perspective on governance and proudly supported Tribal Member Makayla Mora, who earned first place in the student elevator pitch competition.

Raising awareness around the crisis of Missing and Murdered Indigenous Persons (MMIP) also remained a top priority. From participating in MMIP Day in Hartford to engaging in regional dialogue, I remain committed to advocacy, coalition building and exploring the potential to host an MMIP awareness event here on our land—where healing and visibility can begin at home.

Throughout the year, I collaborated with Treasurer Merrill Reels and Councilor Daniel Menihan on initiatives rooted in cultural healing and wellness. One of the most impactful was the MPTN Women's Healing Series—a four-part journey led by Tribal Member Tawnii Cooper-Smith. Centered on self-love, reflection and sisterhood, the series created a safe space for Pequot women to heal emotionally, physically and spiritually. The response reaffirmed the need for culturally grounded wellness programs for all generations.

We also worked to strengthen the Summer Youth Employment Program by expanding enrichment elements that provide cultural connection and mentorship alongside work experience. These programs are vital to developing strong, confident future leaders.

As part of the Community Master Planning Sub-Team, our goal is to support long-term infrastructure planning. Another key advocacy area that I have been focused on is expanding USPS services on the reservation to improve accessibility and meet the evolving needs of our community.

In my role as Chair of the Housing Committee (HC) and Community Planning Committee (CPC), I helped advance several community-driven priorities. CPC rebranded the Tribal Member Vendor Opportunity into the Tribal Marketplace, with renewed focus on visibility for Pequot entrepreneurs. We also began exploring improved communication tools, such as digital signage. CPC now looks forward to expanding the Marketplace, launching a fall seed giveaway to promote community gardening, and engaging youth in planning efforts.

On the housing front, we supported the completion of two new duplexes—four rental units funded by over \$1.7 million in grants—and designated five additional lots for homeownership. We revised the Housing Program Guidebook, increased loan limits under the Home Modification/Repair Program and proposed policy updates to better reflect the current needs of our

community. Looking ahead, our housing goals include advancing rental development, ensuring policy alignment and exploring intergenerational models that foster family connection and long-term stability.

These efforts—grounded in advocacy, collaboration and engagement—reflect my continued dedication to service rooted in purpose and accountability. Every initiative, conversation and decision is part of a broader vision for a stronger, more resilient Mashantucket Pequot Tribal Nation.

I'm grateful for the opportunity to serve and remain deeply humbled by our community's trust. I remain steadfast in my commitment to continue this work—with focus, heart and unwavering purpose.

With gratitude and respect,

**Latoya Cluff**  
Vice Chairwoman  
Mashantucket Pequot Tribal Nation



# GOVERNMENT



## OFFICE OF SECRETARY MATTHEW PEARSON

Secretary Pearson was one of this year's elected officials selected by the National Congress of American Indians to attend their Tribal Leadership program. This was the third year of the program, which provides select Tribal leaders with a series of case work to study in advance prior to a week-long intensive in-person program at the illustrious Harvard Business School. Secretary Pearson thoroughly enjoyed the additional leadership training, getting to network with other Tribal leaders from across the globe, and getting to learn from other Tribal leaders. Secretary Pearson

was most excited to meet other Tribal Council Secretaries, who are often the representatives left behind during other National conferences geared more towards Chair and Treasurer roles. Secretary Pearson laid the groundwork for an opportunity to further grow those connections between Tribal Council Secretaries and is in the process of planning a conference or conference track specifically for Tribal leadership positions that deal with historical record keeping and communication management.

Among his other roles, Secretary Pearson remains one of the two Tribal Council members appointed to the Board of Directors for both Wondr Nation® and Foxwoods El San Juan. He continued to serve on the Tribal Council Regulatory sub-team and the Community Convention Sub-team. He also continues to serve as the male advisor to the Youth Council. His joint work with Councilor Scott to open a business center remained on track with a Fall 2025 opening at the community center.

The Secretary's Office is responsible for several annual events, such as the Inauguration and Annual Meeting, as well as other regular events, such as Regular Meetings with Membership and Virtual Community Meetings. This year posed a significant change as, for the first time since 2020, the Tribal Council opted to return to hybrid meetings for all Regular Meetings with Membership. While still not perfect, Secretary Pearson was pleased to oversee the technology overhaul that led to the hybrid option being used full-time.

Secretary Pearson continued several of his long-standing community-focused events, including the monthly movie nights, coordination of the annual Tribal Member High Stakes Bingo Night, the Halloween Trunk-or-Treat, Grinchmas Brunch

and the Annual Bunny Brunch & Easter Egg Hunt, which this year moved to the Tribe's farm with great success. None of these events would have been half as successful without the guidance and assistance from the Elders Outreach Team and the Recreation Department.

### JUDICIAL COMMITTEE:

The mission of the Judicial Committee is to "... assist the Mashantucket Pequot Tribal Council in the oversight and administration of the Tribal Court and any other such dispute resolution systems as directed by the Mashantucket Pequot Tribal Council. In performing its functions, the Judicial Committee shall not become involved in any individual case. The Judicial Committee shall, for the consideration of the Tribal Council, develop, review and make recommendations for the amendment of Tribal laws, regulations and ordinances applicable within the jurisdiction of the Mashantucket Pequot Tribal Nation. The Committee shall also monitor the administration of Justice by the Tribal Court. This includes reviewing the overall quality and performance of the Tribal Court System.

Last year, the Judicial Committee formed sub-teams to pursue multiple projects. Two of these sub-teams continued their work into 2025. The first sub-team was focused on the long-term succession planning of the Tribal Court, which led to the swearing in of a new Judge who is Native American and the naming of a new Chief Judge. This sub-team also worked to expand the technological capabilities of the Tribal Court, which will allow for expanded opportunities to recruit more Native American candidates in the future. The other sub-team that remained for 2025 looked to provide educational opportunities for Tribal Members. This resulted in a conference being held at Foxwoods, where Tribal Youth could learn more about Tribal laws, their rights and potential career opportunities. As always, the Committee was asked to review and provide input on proposed changes to Mashantucket Laws coming from other departments and committees. This year included a variety of areas, including Title 1 (Judicial), Title 6 (Family Law), Title 8 (Employment), Title 19 (Abandoned Property) and proposed new laws related to Data Privacy and Fair Labor Standards.

### ADMINISTRATIVE SUPPORT COMMITTEE:

The Administrative Support Committee Mission Statement is to "propose enhancements to existing MPTN administrative policy, processes and standards to help meet the highest needs of the Tribal Community by improving MPTN administrative efficiency and effectiveness."

In 2025, the Committee finally completed its update of the MPTN Flag Policy to accommodate requests for the distribution of the flag to Tribal Households. The new policy better outlines the details needed to properly care for and appropriately display the Tribal flag. The Committee also arranged for additional training related to Tribal entrepreneurs' ability to form their business under the Tribe's LLC law, as well as an "LLC 101" guide to make the process easier to follow. There were two large-scale projects that the Committee members hoped to have completed in time for this Annual Report, but the Committee continues to work diligently through the close of 2025. The first was refining their proposed MPTN Information Access Policy from when it was first pitched to the Tribal Council at the end of 2023. The goal of the policy is to increase transparency for tribal citizens and provide access to the historical record for those who are not on the Tribal Council. The second project is focused on bringing back a centralized Fraud, Waste and Abuse policy. The Committee also believes this would help justify the return of the Office of Inspector General, with the OIG focused on investigating reported issues related to Fraud, Waste and Abuse at all levels.



# GOVERNMENT



## OFFICE OF THE TREASURER – MERRILL REELS

**Executive Assistant: Roxanne Young-Perry**  
**Executive Assistant: Katrina Young**

Wuyeekeesuk,

It is with great honor and a continued sense of gratitude that I present the Annual Report for the Office of the Treasurer. Serving as your Tribal Council Treasurer is a responsibility I hold with deep respect and purpose. My commitment

remains firmly rooted in advancing the long-term financial health of our Nation.

As Chair of the Finance and Public Safety Committees, I worked closely with the Tribal Finance Team to secure our Nation's future through responsible governance, performance-based budgeting and strategic investments. In partnership with the Finance Department, Office of Government Administration and the Office of Business Operations & Development, we implemented Zero-Based Budgeting (ZBB)—a forward-thinking approach that ensures every dollar is aligned with purpose, performance and measurable outcomes.

We continued to strengthen the Endowment Trust, moving closer to reaching the required threshold that will support long-term, stable funding for direct services to Tribal Members. Significant 401(k) enhancements were also adopted through the SECURE Act 2.0, offering employees aged 60–63 increased catch-up contributions and enabling in-plan Roth® conversions—providing Tribal employees greater flexibility in retirement planning.

To reinforce Tribal sovereignty, amendments to 16 M.P.T.L., the General Revenue and Taxation Code, were approved. These updates empower the Office of Revenue and Taxation to enforce tax violations and extend sales tax exemptions to governmental, non-profit, charitable and religious organizations. The plastic bag usage fee was also removed, easing burdens on Tribal citizens.

Through strong collaboration with fellow councilors and department staff, we advanced meaningful initiatives that impacted the community. Among them was the Women's Healing Series, which I cosponsored with Vice

Chairwoman Latoya Cluff and Councilor Daniel Menihan. This powerful series created a safe, supportive space for dialogue, emotional wellness and shared healing. In the spirit of community togetherness, we also hosted a Family Fun Day alongside the Tribal Elders Outreach Team, Tribal Police and Fire Departments, offering a day filled with outdoor activities and joyful connection.

### FINANCE COMMITTEE:

Under the leadership of Treasurer Reels, the Finance Committee maintained its vital role in reviewing the financial health of Tribal Government and Enterprises. We held quarterly meetings with the CFO and Finance Team, participated in multiple working groups, including the Endowment Fund, Tribal Taxation Commission and 401(k) and Investment Working Groups, and took important steps to expand economic opportunity for Tribal Members. Our Entrepreneur Pilot Loan Program received additional support through a partnership with Oscar Sistrunk, III, MBA, MAI, and his Morehouse team—offering participants personalized guidance and tools for success. We also began developing an online financial literacy curriculum in partnership with the Office of Government Administration and the Education Department to help build stronger financial foundations for all Tribal Members.

### PUBLIC SAFETY

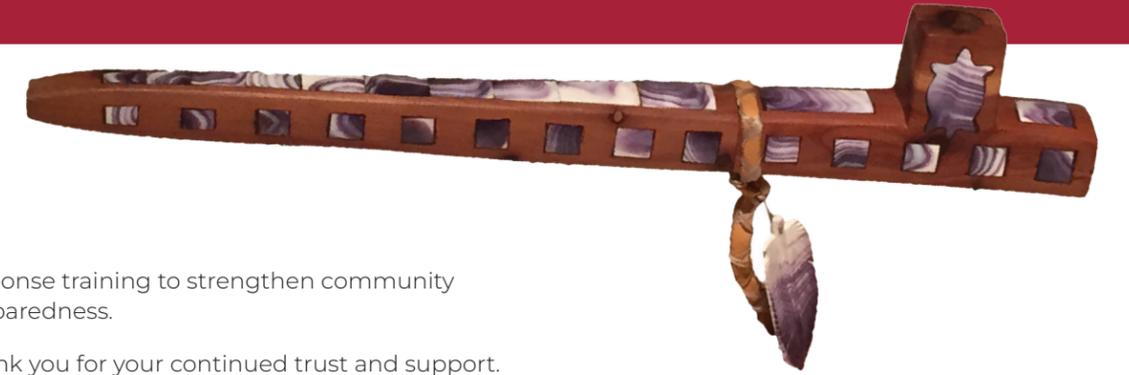
Under the Leadership of Treasurer Reels, the Public Safety Committee remained focused on enhancing emergency readiness, inclusive safety planning and communication across Tribal properties. After more than two decades of effort, we reached a major milestone: Tribal residents living on the reservation may now apply for temporary pistol permits. This achievement was made possible through the dedication of Tribal Leadership, the Public Safety Committee, Tribal Police and the Office of Legal Counsel. Additional accomplishments this year include securing statewide representation for our Nation on three key Connecticut committees—the Homeland Security Advisory Committee, Cybersecurity Advisory Committee and the Connecticut Intelligence Center (CTIC). Tribal facilities were equipped with Narcan, AEDs and Stop the Bleed® kits, and we initiated evacuation and threat-

response training to strengthen community preparedness.

Thank you for your continued trust and support. It is my greatest honor to serve our Nation with transparency, integrity and a deep commitment to future generations.

Hôhpae,

**Merrill Reels**



# GOVERNMENT



## OFFICE OF COUNCILOR DANIEL MENIHAN

**Executive Assistant:** Chalita Sebastian-Hall

Wuyeekeesuk,

It is with great honor and pride that I present the Annual Report for the Office of Councilor Menihan. Serving as your Tribal Councilor is a responsibility I hold with respect, gratitude and determination.

As Chair of the Historical & Cultural Preservation and Parks & Recreation Committees, I've continued to work diligently with the Tribal Managers Office, Assistant Director of the Parks & Recreation Department, Cultural Department, and THPO to provide adequate policies and programming for our Nation. My devotion to strengthening the Tribal Community's understanding and acceptance of Pequot Genealogy remains a priority; I will continue to provide genealogy classes. My continued commitment to culturally based events and our Tribal Youth remains unwavering.

### 2025 CULTURALLY FOCUSED EVENTS:

- Pequot Genealogy Classes
- Anniversary Mystic Massacre
- Pequot Days
- MMIW Red Skirt Workshop
- Schemitzun: Friday Family Day
- Schemitzun: Feast of Green Corn and Dance
- Supported Fire Keeper James Walker with Our Seasonal Healing Fires
- Every Child Matters Event – Supported the Cultural Department

### ACCOMPLISHMENTS/WORKING TOGETHER:

Throughout the year, I continued to work with my fellow Councilors and others. Through meaningful teamwork, I co-sponsored the Revitalized Bermuda Cultural Exchange Project alongside Secretary Pearson. The significance of the Bermuda Cultural Exchange is the fact that we share common ancestry as a direct result of the enslavement of Pequots after the Pequot Massacre of 1637 and their forced journey to Bermuda. I also co-sponsored the Women's Healing Series with Vice Chairwoman Cluff and Treasurer Reels. This series was impactful as it provided a safe space for discussion, emotional support, wellness and healing.

We also hosted the Family Fun Day. It was an honor to work with the Tribal Elders Outreach Team and Tribal Police & Fire Departments. The day was filled with togetherness, outdoor activities and laughter. As part of the Community Convention Masterplan, I continue to work with Chairman Butler and Councilor Whipple to upgrade the playground areas at the Child Development Center. I continue to work with the Cannabis Sub-Team, and in an effort to further educate Membership, Cannabis educational classes are slated to begin in the fall of 2025. I've also continued working with the Tribe's Agricultural Dept to support the Tribal Food Sovereignty Summit.

### HISTORICAL & CULTURAL PRESERVATION COMMITTEE (HCPC):

Under the leadership of Councilor Menihan, the Historical & Cultural Preservation Committee upheld its vital role in protecting, preserving and promoting the Tribe's History. The Committee worked with THPO, the Elders Council and the Judicial Committee to update the Repatriation Policy. The Royalty sub-team re-established the Miss Mashantucket Royalty competition to once again include the Tiny Tots.

We continue working closely with THPO to update Title 6, establish guidelines for the reconstruction of the Homestead, and work with the Pow Wow Committee to finalize the masterplan proposal for the cultural grounds. HCPC is also working with THPO to establish a formal list of sacred cultural areas on the Reservation. Furthermore, a maintenance plan is underway for all areas identified. HCPC is also working with the Royalty Sub-committee to create a fundraising plan for Royalty.

### PARKS & RECREATION COMMITTEE:

Under the Leadership of Councilor Menihan, the Parks & Recreation Committee focused on enhancing programs and services, working closely with the Assistant Director of Parks & Recreation.

Additional plans include:

- Creating community-driven recreational programs
- Reviewing the function of all recreational facilities and programs
- Extending days and hours of recreational facilities
- Creating a collective calendar to centralize all community events

Thank you for your continued trust and support. It is my greatest honor to serve our Nation with transparency, integrity and a deep commitment to future generations.

Kutâputômuq,

**Daniel Menihan**

# GOVERNMENT



## OFFICE OF TRIBAL COUNCILOR CRYSTAL WHIPPLE

In 2025, Councilor Crystal Whipple continued to represent the MPTN on the CT Serve state-appointed commission.

Councilor Whipple has been working in conjunction with Chairman Butler and Councilor Menihan on the Community Center redesign project and has been part of the Phase Zero Planning Initiative. Councilor Whipple is also

working with Chairman Butler and Councilor Scott on the St. Croix Development Team.

This Tribal Council Office is responsible for the planning and hosting of several Tribal Community events, including the annual Men's Healing Series & Retreat, Education Golf Tournament and Youth Holiday Party. This year, Councilor Whipple's Office successfully transferred the Tribal Graduation and Teacher Appreciation Luncheon to the Department of Education but continued to serve as staff support. This year in conjunction with Secretary Pearson, our Legal Department, Mylasia Thomas and Shaquanna Sebastian and the Center for Indigenous Peoples Rights (CIPR), we hosted the Turnup New England annual conference at Foxwoods.

The annual Youth Christmas Party held in December 2024 had 208 registered Tribal youth and household members who participated in this event. This year, Councilor Whipple's Office has transitioned the Tribal Youth Party to be sponsored by Tribal Council, moving forward.

The 2025 Men's Healing Series was expanded to include eight meetings and a men's retreat. The Men's Healing Series is geared towards Tribal Household men ages thirteen and over. They focus on bringing awareness and promoting healing of generational traumas and other topics as dictated by participants. This event is also sponsored by the Tribal Council.

The 17th Annual Education Golf Tournament had 250 registered golfers and raised approximately \$150,000 after event expenses. Funds raised during this tournament help support the growth and development of Native American Youth and have provided opportunities for leadership

development, tribal youth summits, cultural field trips, mentoring programs, college tours, exchange programs, research projects and, of course, youth golf sponsorships.

The Turnup event was all about Youth empowerment, a Leadership Summit and Career Exploration. Native Youth from RI and CT participated for two days of knowledge gathering and relationship building. This event was sponsored by Wondr Nation®.

Councilor Whipple's Office along with the Education Committee and the Department of Education worked to amend the MPTN Scholarship Program to better meet the needs of the Tribal Community based on feedback during the Community Needs Assessment Survey and Community Convention.

Councilor Whipple's office, along with the Natural Resources Committee and Public Works, completed a plan for the creation of a family fishing area utilizing the existing water hole behind the Michael Daggett Utility Building. This includes three proposed fishing docks, a picnic area and improved parking for Tribal Families. This year, Councilor Whipple's Office successfully transferred the annual Earth Day clean-up event to the Natural Resources and Regulatory Department.

Councilor Whipple's Office also participated in the annual Children's Mental Health Awareness Day.

Councilor Whipple, along with Chairman Butler, met with Ledyard Mayor Fred Allen and Chairwoman of the Ledyard Town Council, Naomi Rodriguez, to discuss and find solutions to the ongoing concerns regarding property taxes and land into trust



# GOVERNMENT



## OFFICE OF COUNCILOR MICHELE SCOTT

### HEALTH AND HUMAN SERVICES (HHS)

**Vice Chairwoman:**  
Shaquanna Sebastian

**Secretary:** Melissa Bland

**Member:** Elizabeth Kane

**Elder Representative:** Herbert C. Boyd, Jr.

**Alternates:** Cherokee Spears, Tanisha Minnis  
Gratitude to Leyanna Minnis for serving on HHS Committee during this year.

### ECONOMIC DEVELOPMENT COMMITTEE (EDC)

**Member:** Desmond Gray

**Member:** Clifford R. Sebastian IV

**Member:** Phyllip Thomas

**Alternates:** Scott Reels, Kyle Sebastian  
Thanks to Nick Guevremont and Elder Judy Bell for serving on EDC in 2025.

I send my sincerest thanks to all of you for trusting me to begin my second term on Tribal Council this year. I do not take this role lightly and have spent 2025 determined to serve you all with even more precision, focus and input than in my first term. With your authentic (and often times, very direct) feedback, you have helped me implement real structural changes for long term progress at Mashantucket. With your support, I have worked hard to turn ideas into action. Whether that meant expanding Social Services, strengthening our economic base or pushing for better access to healthcare rooted in our values.

As an appointed member on the Tribal Advisory Committee (TAC) for both the Administration of Children & Families and the National Institutes of Health, I assisted with advocating for Mashantucket to have portions of federal funding restored. I never take it lightly to be away from Mashantucket when I have to travel to Washington, D.C. or across the country. Please know that when I represent our people during my travels, it is with the sole purpose of advocating for Mashantucket and ensuring resources are distributed to us. It is always a privilege to serve you and to provide a highlight of achievements in 2025.

The 2025 year ended with a huge success regarding the health facility. After decades of planning and on the shoulders of many tribal leaders before me, we finally approved a solid budget to build a health facility on our land. Thank you to everyone who showed up to perform their civic duty to cast a vote during the September 16, 2025, Vote of the General Membership.

### 2025 HIGHLIGHTED ACCOMPLISHMENTS TURNED PLANS INTO ACTION!

- Representing Mashantucket in Indian Country and throughout the country
- Hosted NCAI Mid-Year Conference
- Finalized more than 105(!) lease agreements to generate revenue for MPTN
- Office hours to troubleshoot individual cases and receive your feedback
- Secured grant funding for Child Protect Services
- Appointed to various federal committees
- Re-elected as the Northeast Regional Alternate Delegate for the Indian Gaming Association

As our Pequot ancestors taught us: "Every generation is a firekeeper." We are each responsible for tending to what was passed down and for keeping that fire alive in our individual families, our government and, most importantly, our culture.



# GOVERNMENT

## ELDERS COUNCIL

### FY 2025 ACCOMPLISHMENTS

#### Health

The Tribal Elders Council made significant strides in supporting the health and well-being of the Mashantucket Pequot Tribal Community:

- Provided **8,882 healthy meals**, hot and frozen, to elderly households, including spouses, disabled members, children and grandchildren
- Conducted a **Health Needs Assessment Survey** for Tribal Elders
- Tribal Elders volunteered and participated in health-related meetings and events such as diabetic meals and cooking sponsored by IHS, Mental Health Awareness Day and the Driving Out Diabetes Golf Tournament

#### Communication

The Tribal Elders Council prioritized transparent and consistent communication:

- Hosted **bi-weekly Elders Council meetings**, maintaining regular contact with elders via email, mail, phone calls and home visits if necessary
- Held **bi-monthly joint meetings** between the Elders Council and Tribal Council
- Provided **bi-monthly verbal updates** to membership
- Organized an **open Tribal Member forum** to gather feedback and address concerns
- Collaborated with various departments, including HR, MPTN Police, the Chief of Government Administration and others, to resolve issues within their authority



#### Human Potential

Tribal Elders demonstrated their commitment to personal growth and community support:

- Many elders hold advanced degrees (Associates to Masters) and have held leadership positions within the Tribe and its businesses
- Several Tribal Elders received Certification in Cannabis
- Over 10 elders are former Tribal Council Members
- Several elders earned various certifications this year, including the **Substance and Alcohol Coaching Certification**, supporting community members struggling with addiction. This year, **10 Tribal Members began their journey to recovery**
- Twelve elders completed **Mind-Body Medicine** training to promote stress relief and healthier lifestyles

#### Culture

The Elders Council actively fostered cultural preservation:

- Facilitated the enrollment of approximately **65 new Tribal Members** in 2025
- Tribal Elder Willow Colebut made ribbon shirts and skirts for CDC graduates and taught free sewing classes for Tribal Members
- The Elders' Cultural Room hosted intergenerational cultural activities, including Charity Dames for Ribbon Skirt Making, Dominique Beltran, Alba Murdock and Vinny Sebastian (Weekly Prayer Circles)
- Participated in the Language Program and introduced cultural foods like bison to summer youth, accompanied by traditional dances such as the Mosquito, Courtship and Round Dances
- Organized storytelling sessions and Christmas luncheons with CDC children, exchanging gifts, singing and crafting

- Sponsored the **Nutusooees (Naming Ceremony)**, where seven Tribal Members received Pequot names
- Hosted tours for after-school children and collaborated with high school students preparing for Close-Up trips to Washington D.C.
- Engaged with relatives from the Shakopee Tribe, Bermuda and Maori communities, as well as local tribes during Schemitzun and Powwows

#### Natural Resources

The Elders Council contributed to environmental preservation and community cleanliness:

- Conducted trash pickups around the reservation, casino and Community Center to maintain and preserve these areas
- Advocated for the protection of sacred trees, such as the white birch, in collaboration with the Natural Resources Department and Tribal Council
- Partnered with the Tribal Council to address property destruction and cleanliness concerns within tribal business and MPTN Government property

#### Sovereignty

The Elders Council took active steps to uphold MPTN sovereignty:

- Participated in the Missing and Murdered Indigenous People (MMIP) March in Hartford
- Worked with the Tribal Historical Preservation Officer (THPO) to develop an MPTN policy for improving adherence to the Native American Graves Protection and Repatriation Act (NAGPRA)

- Represented the Tribe on the Pre-Trial Intervention (PTI) Team of Elders, developing rehabilitative case plans for participants and fostering community involvement in the justice system
- Contributed to the five-year review of the Tribe's Constitution, exploring potential amendments that reflect modern Tribal priorities while preserving tradition
- Lead the Tribe in opening prayers

#### Economic Development

The Elders Council reviewed proposals for Tribal Elder economic development opportunities and maintained representation on the Tribal Government Economic Development Committee.

The Tribal Elders Council remains steadfast in its commitment to preserving culture, enhancing well-being, and fostering growth within the Mashantucket Pequot Tribal Nation. We look forward to continuing our work in FY 2026, ensuring a stronger, healthier and more united community.

# GOVERNMENT

## YOUTH COUNCIL

The Mashantucket Pequot Tribal Youth Council is an elected leadership body that represents Tribal Members ages 24 and under. As a voice for the Tribe's younger generations, the Youth Council ensures their inclusion within internal and external conversations regarding the Mashantucket Pequot Tribal Nation. These leaders have embraced the opportunity to improve the Tribal Community in many ways while also strengthening support for the Tribe's Youth through social, educational and career development strategies.

### CURRENT YOUTH COUNCILORS

**Chairman:** David Sebastian

**Treasurer:** Akai Soria

**Secretary:** Jyaida Colebut

The goals of the Youth Council are:

- To assist the Tribe in strengthening its social, cultural and economic foundation so that it can never be undermined or destroyed, in accordance with the Tribe's Mission Statement
- To ensure that the voices of Tribal Youth are included in conversations about community issues—both inside and outside of Mashantucket
- To identify the unique needs and perspectives of Tribal Youth within the context of leadership values that encourage understanding, respect, integrity, and empowerment
- To develop and strengthen relationships with youth leadership from other Tribal Communities



### FY25 ACCOMPLISHMENTS

- Mother's Day Floral Arrangement Event
- Children's Mental Health Awareness Day
- Father's Day Golf Tournament – Puttin' with Pops
- UNITY Conference



## GOVERNMENT DEPARTMENTS

### HUMAN RESOURCES

#### FY25 ACCOMPLISHMENTS:

Creating a workplace that reflects Tribal values by attracting, engaging, developing and retaining Team Members was how HR spent Fiscal Year 2025.

A few highlighted accomplishments include:

- Completed a market-rate pay structure for the Tribal Government to ensure competitive pay and pay equity
- Enhanced the 401(k) plan with the addition of the Roth in-plan conversion option
- Increased support for MPTN Government Team Members with a dedicated HR Manager
- Gave two English for Speakers of Other Languages classes, providing approximately 30 Team Members with the skills necessary to improve their guest service skills and interactions with other Team Members
- Allowed for greater flexibility in completing classes with increased online offerings—10,403 classes were taken this year
- Participated in 31 career fairs at local agencies, colleges and high schools
- Resolved 90%+ of grievances at early steps of the procedure, reducing arbitration costs and strengthening internal credibility with union counterparts
- Reintroduced annual Team Member Services Programs such as Team Member Appreciation Day, the Health and Wellness Fair, and Passport Day
- Expanded access to the Team Member Emergency Assistance fund by broadening the qualifications. Provided financial assistance to 12 Team Members in need
- Enhanced the employment and professional development experience for Tribal Members by creating the Native American Employment Services Department. This department is staffed by three Tribal Members and one non-Tribal Member. By way of NAES, Tribal Members will receive support and resources throughout their employment



# GOVERNMENT

## CHIEF OF GOVERNMENT ADMINISTRATION

The Chief of Government Administration (CGA) is responsible for developing and upholding effective governmental policies and procedures, ensuring the efficient and high-performing execution of administrative and operational functions. He oversees the implementation and enforcement of Tribal Council directives, serving as a strategic advisor to both community and governmental leadership. Through his stewardship, the CGA safeguards and advances the Tribe's sovereignty by promoting streamlined, productive, and fiscally responsible government operations.

The CGA is responsible for the day-to-day operations of the following government departments and serves as an executive liaison on their behalf to the Tribal Council:

- Fire Department/EMS
- Police Department
- Public Works
- Communications
- Tribal Clerk's Office (Vital Records & Statistics)
- Regulatory Affairs
- Tribal Manager's Office
- Records Management
- Cultural Resources Department
- Language Department

**Chief of Government Administration:**  
Michael Purcaro

**Administrative Assistant III:**  
Dominique L. Beltran

### FY25 MAJOR ACCOMPLISHMENTS

- Produced and distributed the Tribal Member Service Guide and updated it quarterly
- Provided Tribal Member assistance for:
  - » Home Heating Program
  - » Funerals
  - » Credit Union Loans
  - » HUD 184 Native American Home Loan Program
  - » Financial Planning
  - » Home Improvement/Modification Loans
  - » Land Assignments
  - » Legal Assistance
  - » Title 35 Elders Regularly Assisted with Non-Taxable Benefit
  - » Hot & Healthy Meals Distribution (every other month)
  - » Holiday Gift Card Distribution

## COMMUNICATIONS

The Mashantucket Pequot Tribal Communications Department leads both internal and external communications for the Mashantucket Pequot Tribal Government. We manage Tribal public relations, support government events and projects, and collaborate with the Tribe's gaming and non-gaming enterprises. The Department reports directly to the Chief of Government Administration.

### FY25 HIGHLIGHTS

In FY25, the Department strengthened its role by:

- Hosting monthly marketing collaboration meetings with the Tribe's non-gaming enterprises to identify cross-marketing opportunities and enhance public relations efforts
- Managing and updating the official Tribe website to ensure timely and accurate information
- Providing creative services and PR support for the Tribal government and the Mashantucket Pequot Museum & Research Center (MPMRC)

We also promoted and supported numerous high-profile events:

- Federal Preparedness Workshop
- Great Wolf Lodge® Grand Opening
- NCAI Mid-Year Conference
- "Shaping Connecticut's Future" Symposium
- Pequot Museum/Mystic Museum of Art Exhibit Collaboration
- Entrepreneur Symposium

- Pequot Museum's Annual Three Sisters Fundraiser
- Pequot Museum Veterans Powwow
- Mental Health Awareness Day
- Education Golf Tournament
- Driving Out Diabetes Golf Tournament
- Schemitzun: Feast of Green Corn and Dance

Likewise, we also:

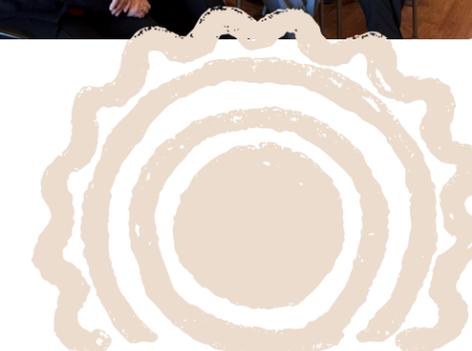
- Published two annual reports—one for the general public and one for the Tribal community—plus a digital version on our website
- Secured a contract with Cashman & Katz Public Relations and Marketing to expand media coverage, strengthen social media outreach, and receive strategic feedback to build departmental capacity
- Managed the Tribe's official social media accounts (Facebook, X, Instagram and LinkedIn), promoting events, initiatives, cultural activities and significant historic dates

## RECORDS MANAGEMENT DEPARTMENT

The MPTN Records Management Department continued cross-training and succession planning with our Tribal Member in the position of Records Analyst. This past April, we collaborated with Vice Chairwoman Cluff and Secretary Pearson to coordinate the 8th Annual Shred Day, a perfect spring day that accounted for the secured destruction and recycling of 300,000 pages of personal documents during this four-hour event. To date, our annual Shred Day events have securely destroyed a total of 1.8 million pages of personal documents, which are no longer taking up valuable storage space in people's homes. On the business side, our off-site inactive annual records disposal process recycled over 100 tons of paper, becoming post-consumer ready.

### FY25 ACCOMPLISHMENTS

In FY25, we performed a major upgrade to our Enterprise Content Document Management software as a repository of the present-day version and continued to work with Tribal Government departments to evaluate further utilization. A comprehensive and complete regulatory review of the enterprise-wide MPTN Records Retention Schedule became effective May 1, 2025, and ensured the schedule meets current and revised Tribal Laws, Standards of Operation and Management, along with federal, state and local regulations. To date, two pilot programs have accounted for the successful digitization of nearly 300 magnetic cassette tape recordings from various Standing Committees of the MPTN, representing a 6% sampling of the total tapes needing conversion.



# Tribal Health Services (THS) & Social Services

**FY25 ACCOMPLISHMENTS**

**Social Services Department Achievements:**

- Social Services now oversees the operation of the MPTN food pantry, including ordering, stocking and providing assistance
- We provided housing assistance to 45 Tribal Members and their families in FY25
- We held a Community Baby Shower with participation from external agencies, with gift baskets given to all expectant parents
- Our Family Services Coordinator facilitated a “Life Skills 101” mini course for Tribal youth during the Summer Youth Program
- We coordinated a service presentation for our Elders Council, connecting them with additional senior resources

**Tribal Health Services Achievements:**

- We provided primary medical care services and labs, including in-house respiratory disease testing
- We provided behavioral health services and medication management.
- Behavioral health continues to partner with local mental health service agencies to increase our network and access for members
- We graduated our seventh class of “New U Challenge” participants living with diabetes, who completed 90 days of lifestyle changes (exercises and diet) to improve their health
- We participated in several community events, including Children’s Mental Health Awareness Day (CMHAD), golf tournaments and powwows
- We successfully completed an Opioid Grant provided by the United South and Eastern Tribes (USET)

- We hired a Program Grant Manager for the new TOR Grant
- SDPI grant renewed and able to offer diabetic programs under this grant, such as two Diabetes Clinic days and Diabetes Dinner Series with speakers from local health organizations
- Kicked off the summer community event hosted by Behavioral Health
- Initiated the Health Awareness Event Planning Calendar for all

## TRIBAL FINANCE DEPARTMENT

**STAFFING ANNOUNCEMENTS**

- Tribal Member Scott Reels was hired as a Financial Analyst with the FP&A Team. Scott is a shared team member with the Foxwoods FP&A Team
- Tribal Member Joshua Hale was hired as the Tribal Member Benefits Coordinator
- Shane Sebastian-Small was hired as the Summer Youth Participant
- Dianna Caron transferred from Foxwoods. She was hired as an Accountant II and replaces Cheryl Barrett, who retired in April after more than 25 years
- Caitlyn Oliver was hired as an Accountant II – Fixed Assets
- After 34 years with Finance, Tribal Elder Deb LaRosa retired in August

**FY25 ACCOMPLISHMENTS**

**Controller**

- Completed Oracle® financial reporting and process improvements and started the Grant Management System review to enhance system capabilities
- Implemented Tribal sales tax portal enhancements with automated calculations using expanded taxpayer reporting
- Assisted in setting up “Friends of MPMRC,” a new 501(c)(3) entity



- Grew grants portfolio by seeking new grant opportunities with private foundations and through participation in various federal grant programs such as the 105(l) Lease Program
- Obtained a Connecticut sales tax ruling for tenant transactions in collaboration with the MPTN Tax Commission
- Continued Tribal Government and business support of ESJ Casino, Command Holdings, LLC, Wondr Nation®, Pequot Agriculture, LLC, Pequot Museum and Great Wolf Lodge® Water Park

**Financial Planning & Analysis (FP&A)**

- Automated data push from Oracle ERP (Enterprise Resource Planning) to Oracle EPM (Enterprise Performance Management), eliminating manual processes and improving efficiencies
- Completed automating of budget data from Oracle EPM to Oracle ERP, eliminating manual processes and improving efficiencies, including payroll and the benefit calculation process

**Treasury**

- The Treasury has supported Pequot Health Care with their strategic initiative to scale their Third- Party Administration (TPA) business by establishing several new bank accounts and required treasury services on behalf of their newest TPA clients
- Worked with the DraftKings® team to streamline reporting and payment processes with the state of CT

**Risk Management**

- Focused on training and education for team members. One team member received an OSHA® Certification. Two others are working on the associate certifications with a focus on Risk Management
- Enhanced the Tribe’s overall insurance program with additional coverages in certain lines, combined with right-sizing deductibles for our smaller enterprises
- Improved the Captive for new insurance coverages as the need and opportunities arise

# GOVERNMENT

## DEPARTMENT OF HOUSING

### GRANTS AWARDED FY25:

- Housing and Urban Development (HUD): 2025 Indian Housing Block Grant (IHBG) - \$110,531. These funds are for the construction of low-income rental homes  
Location: TBD
- HUD IHBG Competitive Grant for 2025: \$1,716,192. These funds are for the new construction of two low-income duplexes (four units, three bedrooms each)  
Location: 3, 4, 5 and 6 Joseph Williams Road

### ACCOMPLISHMENTS FOR FY25:

- MPTN Housing Forum: In collaboration with the MPTN Housing Committee, we convened the MPTN Housing Forum on May 29, 2025, showcasing insightful presentations on:
  - » MPTN Office of Legal Counsel – How to Secure a Land Assignment
  - » HUD 184 Loan Program – First Tribal Lending
  - » Westchester Modular Homes
  - » MPTN Public Works – Explanation of Site Work done by Public Works

- Policy and Program Development: In collaboration with the MPTN Housing Committee and the Office of Legal Counsel, we implemented and amended several key housing programs and policies:
  - » Approves Revisions to the MPTN Housing Rental Program Guidebook (TCR030625-01 of 013)
  - » Approves Conditional Higher Loan Limits to the MPTN Home Modification/Repair Loan Program (TCR052225-03 of 03)
- Workshop for DOH – New location was approved and is located in Public Works
- Annual Rental Inspections: Inspections were successfully conducted to ensure the maintenance and safety of rental units
- New Home Constructions: 29 Fox Trail should be completed in a month and will be ready to be sold

- MPTN Home Modification/Repair Loan Program – Seven applicants approved and closed. Locations: 58 Coachman Pike, 5 Anna Williams Drive, 4 Elizabeth George Drive, 16 Ann Wampey Drive, 4 Heath Spur, 29 Rickey Lane and 3 Ann Wampey Drive
- Designated Sites – Tribal Council approved and designated lots C2, C4, C6, C8, and C10 on Eunice George Drive for home development, which will become available for Tribal Members to purchase (TCR061225-04 of 07)
- Land Assignments: In conjunction with the Housing Committee and the Office of Legal Counsel, the DOH issued three Land Assignments (9 Anna Williams Road and 13 and 34 Fox Trail) and two Land Assignment extensions (28 and 32 Fox Trail)
- Purchase – A Tribal Member paid off their home and purchased land at 35 Coachman Pike



## MASHANTUCKET INFORMATION SYSTEMS (MIS)

### FY25 ACCOMPLISHMENTS:

During the past year, the department has completed many of its stated goals and objectives. Highlights include:

- Implemented an Enrollment System with the Tribal Clerk's office from Arctic IT
- Selected and deployed a new Voting System for Tribal Elections
- Increased the corporate email retention capabilities
- Installed improved meeting technologies within Tribal Council Chambers
- Deployed numerous cybersecurity improvements for enhanced data and business protection
- Assisted Communications with the deployment of the Digital Mobile Sign for community announcements
- Added 720 terabytes of storage for Public Safety CCTV storage

# GOVERNMENT



## TRIBAL CLERK'S OFFICE

**Tribal Clerk/Director:** Melissa Bland

**Deputy Tribal Clerk:** Suzanne Papenfoth

**Vital Statistics Analyst:** Sequoia Hood

### FY 2025 ACCOMPLISHMENTS

- Election Team Retreat – Reviewed the Election Policies & Procedures
- Implemented the new voting software, Election Buddy, in conjunction with the Election Team
- Connected each Tribal Member relationship in the Arctic IT database for the purposes of the electronic enrollment application
- Attended and gave a well-received presentation on MPTN at the Connecticut Town Clerk's Association Conference
- Continued responsibilities in the following areas:
  - » Tribal Membership Enrollment Application Process
  - » Determine eligibility for the Tribal Health Enrollment Plan
  - » Issue Tribal Member ID Cards and MPTN Government Employee Badges
  - » Maintain Vital Statistics for the Tribal Membership
  - » Maintain Tribal Member Database & Records
  - » Issue Certificates of Residency forms for tax purposes
  - » Issue Marriage Licenses
  - » Maintain official records of the Tribal Council
  - » Work in conjunction with the Election Team to facilitate all votes of membership
  - » Attendance taking for PAL purposes and candidacy qualifications
  - » File and record Land Records
  - » File and record LLCs and Tradename Certificates
  - » File Liquor Permits
  - » Issue Dog Licenses
  - » Notary Services



## MASHANTUCKET PEQUOT TRIBAL COURT

**HON. THOMAS J. LONDREGAN,  
OUTGOING CHIEF JUDGE**

**HON. JEAN M. LUCASEY,  
INCOMING CHIEF JUDGE**

The Mashantucket Pequot Tribal Court provides a judicial forum for the resolution of civil disputes that arise within the Mashantucket jurisdiction. The court also hears criminal cases when Native Americans are accused of violating the nation's criminal laws while on the reservation. The court also hears Tribal family relations and probate matters.



The court employs monitoring and rehabilitative support for those who are convicted, both juvenile and adult. Through comprehensive case monitoring, the court seeks to guide parties through the process of reform and recovery so that they may continue to live productive lives within the community.

In civil matters, the court encourages parties to resolve their disputes through a "pretrial" process. In criminal matters, the court offers an alternative to prosecution to eligible defendants through the Pretrial Intervention (PTI) Program.

Differences that are not settled are determined by trial before a judge or jury (in criminal cases). If either party to the trial is dissatisfied with the factual findings and legal conclusions of the trial court, they may choose to appeal their case to the Mashantucket Pequot Court of Appeals, which will render a final decision.

### 2025 ACCOMPLISHMENTS:

In January 2025, Tribal Court Judge Jean M. Lucasey was appointed to succeed Judge Londregan as Chief Judge. Her term commences in September 2025. Judge Lucasey (Oneida/Blackfeet/Salish descent) was born and raised in the suburbs of Chicago and received her BA in art history from the University of Illinois at Champaign-Urbana. After receiving her M.A. in journalism from the University of Missouri, she worked as a journalist for Gannett Corp. and taught news writing and copy editing at Iona College in New York before earning her JD at the University of Connecticut School of Law in 2000.

In January, Tribal Council also appointed a new Judge to the Tribal Court, Hon. Leah R. Sixkiller. Leah Sixkiller is a citizen of the Red Lake Band of Chippewa Indians. She graduated from Harvard University with a BA in psychology and a language certificate in Spanish, and she graduated from the University of Arizona College of Law with a JD and a Certificate of Indigenous Peoples Law and Policy.

In July, the Tribal Court was visited by Ronald Higgins, Commissioner of Emergency Services and Public Protection for the State of Connecticut. Judge Londregan provided Commissioner Higgins and his staff with a brief history of Native American law and a discussion on MPTN's legal history and judicial system.



Since January, the Tribal Court has implemented e-filing and expanded access to remote court hearings.

## GOVERNMENT

### DEPARTMENT OF PUBLIC WORKS, PLANNING & INFRASTRUCTURE MANAGEMENT

The Department of Public Works, Planning & Infrastructure Management is the lead department overseeing the Fleet Maintenance Division, Public Works Operations Division, Community Planning and Development, Property Management, Community Busing, Water (water, gas and electric) and Waste Water Departments.

#### FY25 ACCOMPLISHMENTS:

The Fleet Maintenance Division has been charged with providing repair and preventative maintenance services for all Tribal Government-owned and operated vehicles and equipment, including Foxwoods and The Fox Tower. More services are being done in-house with fewer being contracted to outside services. From 10/1/2024 to 8/5/2025, 634 work orders were issued. These work orders break down to the following:

- 183 work orders for preventive maintenance of small equipment/vehicles done in house (oil changes, tune-ups and seasonal prep)
- 269 work orders for repairs done in-house
- Work orders for pm services: 162 major repair services and annual truck inspections sent to outside repair contractors and 20 work orders for emissions testing

In addition, the division has dispensed 23,017.50 gallons of diesel fuel and 3246.80 gallons of gasoline for Public Works small equipment (lawn equipment and snow equipment).

The Public Works Operations Division has engaged two Tribal Members for site contracting services and has completed one of those. The other is expected to be completed in September. This division has also started site work for 2 Eunice George Drive and 4 Eunice George Drive.

We are also engaged in the installation of new exterior signage at the Enterprise. Public Works continues its year-round focus on the maintenance of roads and grounds on the Enterprise/Government and Housing (including infrastructure repair, cleaning out of catch basins, crack sealing, line striping, curbing, snow removal), as well as support to the Utilities Department, the Waste Water Treatment Dept. (water mains and sewer breaks). We have also sold approximately 60 cords of wood to the Tribal Membership since October.

The Community Planning GIS Division continues to provide mapping for MPTN, MPGE and various design firms. The Community Planning GIS Division also continues to provide survey services for the new home construction in Phase 7 Housing. This division also continues to create Land Assignment Plans for each house lot on the reservation, provide base mapping and survey control information and gather and maintain as-built information. This division also created

mapping for various committees. This division continues to update the strip maps (maps showing each Tribal road in numbered sections) in order for the Tribe to receive road maintenance funding and continues work on the corridor maps for the BIA roads, Federal Highways and Tribal Transportation Maintenance Corridors for Tribal roads (to apply for additional road construction funding for mill and overlay or reconstruction projects).

GIS Division also provided square footage and building information as well as acreages of vacant properties to the Tribe's Risk Management and Finance Departments. The division completed the incorporation of the as-builts submitted by the Great Wolf Lodge® Construction Team into the MPTN master drawings. This ensures accurate historical data that will be compatible with the Tribe's base mapping.

The division is also aiding the Office of Legal Counsel and an outside survey firm with information to assist with placing fee lands put into trust. Other new projects worked on by this division included, but were not limited to: vehicle charging stations in various locations, provided floor plans with different layouts for Wondr Nation®, Cultural Grounds electric outlets, new orthophotography and planimetrics of Mashantucket.

The Planning Department completed its construction project management of the 29 Fox Trail house build and handed it over to the Housing Department for auction. We will continue project management on 2 and 4 Eunice George Drive, as well as starting with two duplexes or attached dwellings, this year.

The Building Maintenance staff continues to provide maintenance services to government buildings. This past year, we welcomed a new addition to our team—Building Operations Manager. Typical requests received include lighting change-outs, room temperature issues, plumbing issues, setups for seminars and conferences, etc. When not responding to user requests, the Building Maintenance Staff is busy maintaining the pools and other equipment around the reservation.

Community Busing provides ridership for Tribal Members at designated bus stops throughout the reservation. This program is grant-funded through the Federal Transit Administration's Formula Grants for Rural Areas. Our goal is to make sure all Tribal Members are knowledgeable about our service and continue to grow as more utilization takes place. Community Busing ridership was up to 2,188 passengers in FY25.

### MPTN UTILITIES DEPARTMENT

MPTN Utilities is responsible for the administration, operation and maintenance of MPTN's utilities infrastructure for providing water, wastewater, electric and natural gas services to MPTN's enterprises, government facilities and residential community in an efficient, economical, and safe manner. Operation and maintenance of MPTN's state-of-the-art treatment facilities and utilities' distribution systems are key to its ongoing success, future development and economic growth. The Tribe's water system is registered with the State Department of Health and adheres to all state and EPA Safe Drinking Water Standards. It provides technical services to other departments and is responsible for the expansion of its utilities infrastructure to support future growth. Compliance with EPA and state water quality standards, efficiency of operations, reliable services, protection of the environment and safety are of utmost importance to our day-to-day operations.

#### FY25 ACCOMPLISHMENTS:

This past year, we welcomed a new team member with ties to the community as well as experience in the field. We focused on our goal of providing fresh, quality water to our residents. We continue working to ensure all water sources within the wellfields are tested on a regular basis, consistently providing our guests with the best quality water. The Utilities Department saw the successful launch of the new Great Wolf Lodge® complex and watched as our carefully treated water filled the pools and slides for visitors and members to enjoy. We continue to replace the carbon filter that supplies fresh, clean water to the reservation yearly. We are happy to announce that we have established a new well in the Northern Wellfield to help us continue to provide quality water to our community.

## GOVERNMENT

### WASTE WATER TREATMENT PLANT

The MPTN Wastewater Treatment Plant continues to process all wastewater from all enterprise, government and residential entities. We also began providing reused water to the Lake of Isles Golf Course beginning in April and running through the end of October. The plant provides a good majority of the reused water to the course for irrigation purposes. Since COVID, we have been able to do some major rehabilitation to our process tanks as well as ancillary equipment pertinent to the operation of the facility. This year, we completed a major overhaul of the UV treatment system, the final process in sanitizing the waste, which is a key part of our advanced process. The department began a project to overhaul all our centrifuges in stages. Stage one has been completed, and we are planning to continue with the process in the years to come. As part of our efforts to keep our facilities safe and operational, we completed a full roof replacement of the Upper Control Buildings. All this, along with the day-to-day operation and maintenance, saw the smooth addition of the Great Wolf Lodge® to the system in April of this year.



### POST OFFICE

The Mashantucket Pequot Post Office is a full-service Mail Distribution Center that processes all types of US mail and coordinates interoffice mail deliveries with the Foxwoods Resort Casino Mail Operations couriers. The Post Office also serves as a delivery and pick-up center for UPS® and FedEx®.

The Post Office service counter is open Monday through Friday, 8AM until 3:30PM. We rent all sizes of PO Boxes, sell stamps and offer a complete line

of mailing options. The lobby is open 24/7, which enables PO Box customers to get their mail at any time.

The mission of the Post Office is to provide a full-service Post Office for Tribal Council, Tribal Members, Tribal Government, Foxwoods employees and the general public.

# GOVERNMENT

## MASHANTUCKET PEQUOT TRIBAL POLICE DEPARTMENT

The Mashantucket Pequot Police Department consists of 24 Tribal Police Officers (full-time and casual), 10 Law Enforcement Radio Dispatchers (full-time and casual), eight Tribal Security Officers and three Summer Interns. In total, the department has 42 employees, including eight Tribal Members within our department.

The department is in the process of filling eight open police officer vacancies, three law enforcement radio vacancies and three Tribal security officer vacancies. There is currently a great deal of interest in joining the agency.

### FY25 ACCOMPLISHMENTS:

Some of the biggest accomplishments for the Mashantucket Pequot Tribal Police Department have been being able to provide exceptional police service to our community while dealing with declining staffing levels. During the past year, we have dealt with a few critical incidents successfully and have averted any major problems.

- Responded to approximately 41,555 calls for service and made a total of 144 arrests
- Upgraded communications to interface with surrounding jurisdictions and communities. Installed a statewide patch that allows for communications during critical incidents
- Acquired 40 mm less lethal weapons and the ability to reload our own ammunition at a significant savings



- Began a recruitment campaign that will bring the best-qualified candidates to our police agency. Restructured the department staffing through accountability and best practices
- Began upgrades to police headquarters, which include sleeping quarters and a professionalized report writing room
- Assigned officers regularly to government buildings and both patrol and investigations have worked with the Tribal Community on crime prevention and community engagement strategies.
- Worked with the Education Department and the CDC to integrate the police and youth
- Officers, supervisors and commanders have received extensive accredited training specific to their assignments
- Assisted in many explosive sweeps throughout the year, utilizing our explosives K9 unit
- Implemented the new Axon® body cameras and taser system. This upgrade is ongoing and is compliant with state and federal requirements.
- Utilized the NexGen® report and CAD systems and eliminated duplicate systems that were outdated and unnecessary
- Completed the final tiers of state accreditation and await state certification



- Beginning CALEA National Accreditation in September
- Participated in the Clean Air Grant, placing two hybrid vehicles in administrative roles. Removed four vehicles from service at the time of acquisition
- Placed two state-of-the-art patrol vehicles into service, outfitted with best-in-class high-visibility technology
- Standardized officer appearance, conducted training promoting community engagement, professional standards and discipline
- Focused on recruitment and retention of police officers

- Provided the most up-to-date criminal investigation training to our investigation unit
- Continued with the Domestic Violence Lethality Program



## THE MASHANTUCKET PEQUOT FIRE DEPARTMENT

The Mashantucket Pequot Fire Department (MPFD) was established in December 1985 to provide fire protection, prevention and suppression, and rescue services for the Mashantucket Pequot Tribal Nation, as well as mutual aid to the surrounding communities.

Anthony Saccone, Sr., Fire Chief, Emergency Manager and Fire Marshal, succeeded Chief Lloyd Chaney, who retired in May of this year. Chief Saccone is responsible for developing preparedness for the MPTN, including an Emergency Management Plan that addresses considerable and potential occurrences at Foxwoods Resort Casino, The Fox Tower, Tanger® Outlets at Foxwoods, Great Wolf Lodge® and the MPTN Community at large.

### FY25 ACCOMPLISHMENTS:

During the past year, the MPTN Fire Department responded to more than 1,580 incidents, including fire, medical, hazardous materials, motor vehicle accidents and rescue extractions. Additionally, the Fire Department conducted more than 9,500 inspections of exit signs, emergency lights and fire extinguishers, as well as more than 500 weekly tests of the fire pumps. With the initial opening of Foxwoods Resort Casino, followed by The Fox Tower, the majority of service calls responded to by the MPTN Fire Department were overwhelmingly adults and seniors. Since the opening of Great Wolf Lodge®, the Fire Department has had to adjust to a majority of calls involving children and teenagers.

The department also continued training and education for the firefighters to ensure the department's ability to act efficiently in any emergency situation, including for the recently opened Great Wolf Lodge®. The MPTN Fire Department adheres to a strict maintenance routine for all its vehicles and equipment, as well as all safety gear, in accordance with National Fire Protection Association standards.

Also in FY25, the fire department received two grants: one from FEMA Tribal Homeland Security for \$128,000 to fund "Confined Space Training," "Elevator Rescue Training," and "Rope Rescue Training." The second grant in the amount of \$138,000 came from the FEMA Assistance Firefighters Grant Program. This was used to replace firefighter protection gear. Furthermore, the Tribal Council appropriated \$150,000.00 to create a new Emergency Operations Center (EOC) at The Fox Tower and to upgrade the existing EOC at the Public Safety Building.

Fire drills and fire prevention exercises are periodically held at Tribal facilities by the fire department. Fire warden and crowd control training as well as CPR/AED certifications are scheduled throughout the year for employees to help expand safety in the workplace and at home.

The MPTN Fire Department also provides wellness checks for Tribal Elders, upon request, as well as recommendations for improved safety and inspection of smoke detectors.

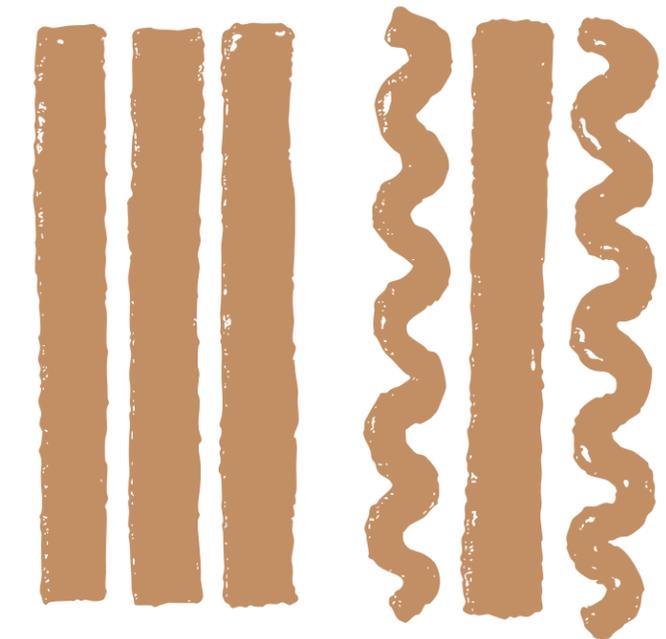
## SURVEILLANCE DEPARTMENT

The Surveillance Department acts as an independent arm of the MPTN Government. The Surveillance Department is tasked with observing, reporting, investigating and recording policy violations, suspicious activity and illegal acts that occur within Foxwoods Resort Casino.

### FY2025 ACCOMPLISHMENTS:

Our department worked with Foxwoods leadership, along with Tribal Regulatory agencies, in identifying major misuse of the Foxwoods Free Slot Play Program. Foxwoods leadership made changes to the program, and several individuals were evicted from the property.

Our surveillance technical team supported Foxwoods leadership with the ongoing updates to casino floor layouts, including slots and table games, at Grand Pequot Casino, as well as the relocation of the Poker Room from Rainmaker Casino to the Fox Tower Casino.



# GOVERNMENT

## TRIBAL GAMING COMMISSION

The Tribal Gaming Commission (TGC) exists to ensure that the Tribe's Gaming Enterprise is conducted with integrity and in compliance with Federal, Tribal and State (Compacted) regulations. The TGC must also meet the ever-changing business demands of the Gaming Enterprise with all the associated challenges.

### LOSS OF A COMMISSIONER

This past year, the Gaming Commission lost one of its longtime commissioners, Tribal Elder Belinda McKeon. Belinda had served with the commission for over three decades. Prior to her appointment to commissioner by the Tribal Council, Mrs. McKeon also served as the head of Commission Licensing. She shall be missed by her friends here.

### STAFFING

Our ability to effectively meet the regulatory demands was due, in part, to finally being able to fill our vacant positions.

- We recently hired a Policy Analyst, who had spent several years in Tribal Internal Audit and Revenue Audit. She brings audit and policy experience to our compliance working group.
- TGC Investigations recently hired an Investigator. He is a recently retired career law enforcement officer. His experience has already proven beneficial to MPTN in investigating recent activity.

## UPDATE TO BACKGROUND INVESTIGATIONS

As directed by the MPTN Gaming Ordinance and in compliance with the MPTN Title III Gaming Ordinance and USC 25 CFR Parts 556 and 558, the TGC has entered into an agreement with the National Indian Gaming Commission (NIGC) and the FBI to process background investigations performed by the TGC.

### Regulatory Functions

#### 1. Financial and Audit Analyst

- Review and track cage employee variances for trends, investigations and causes
- Review Title 31 and BSA occurrences for compliance with federal regulations

#### 2. IT and Gaming Systems Analyst

- TGC provides regulatory inspection and testing services for both Gaming Systems and Gaming Equipment: Table Games, Bingo, Keno, Sportsbook, Racebook, MIS, CAO, Slot, Poker and Promotions.
- DK Retail SB upgrade/review/phase II test, Bingo/Every weekly meeting for existing issues, Bingo and Pull Tabs, BSP kiosk issues, review electronic table fills/credits, iDeal shuffler TG software verification/phase II test, MIS Intel room new equipment (switches in gaming systems rack), SDS upgrade, Review/control file verification shufflers, serve as co-security officer for the TGC CJIS

#### 3. Policy Analyst

- Developing a regulations reference matrix, reviewing standards for audit gaps, reviewing new gaming SOM/policy changes and performing Bingo follow-up on open issues

#### 4. Gaming and Sports Analyst

- Slot conversions, inspections and testing
- Slot moves, inspections and testing
- Certified all new machines through independent Gaming Test Laboratories

- Identified revoked software

- Tournaments approved

- Review all new sportsbook house rules, regulations, bets, etc.

#### 5. Investigations

- Conducted investigations initiated by the TGC Unit
- Worked with the MPTN PD involving casino and external criminal investigations that involved on-site activity; all with positive results
- Supported the TGC Licensing Unit (Vendor background checks)

#### 6. Athletic Regulatory

- Regulated events
- Two mixed martial arts
- Six boxing
- In April 2025, the TGC regulated its first Team Combat League Event, a team boxing concept
- In May, the TGC again regulated Team Combat League but this time it was hosted at the Tribal Community Center; the first of its kind held within the Community Center's gymnasium

#### 7. Licensing

Background Checks:

- 616 backgrounds were completed.
- Vendors:
  - » New junkets, exemptions, vendor renewals
  - » MERO, union applications, renewals/backgrounds
  - » Other: License verifications for other commissions

#### 8. Inspection Division

- New mobile games approved
- New social influencers approved for filming Slot Play only
- Annual Review of CAMS X Stop Codes (TGC Exclusions)
- Reconciled patron complaints and disputes
- Ejections of previously excluded patrons
- Facilitated Voluntary Exclusions
- Responded to violations submitted, resulting in disciplinary actions
- Completed regular slot inspections
- Completed gaming equipment inspections and routine table inspections

## GOVERNMENT

### MASHANTUCKET EMPLOYMENT RIGHTS OFFICE (MERO)

The MERO, an administrative agency of the MPTN, is a demonstrable exercise of the Tribe's sovereignty by its transparent, fair, consistent and efficient administration and enforcement of the codified laws within its jurisdiction, including the Tribe's Preference Law, Labor Relations Law and Family and Medical Leave Law. The MERO also certifies Tribal Member Owned Businesses (TMBs) that may wish to pursue select contracting preference opportunities with procurement. As of January 2025, the MERO is led by Director Jeffrey F. Buebendorf (contractor), who is supported by Advisor Ursula L. Haerter (part-time), Manager Kimberly J. Matlock (full-time) and Administrative Assistant Jeanne Kurasz (part-time). No staff members are preference eligible.

#### FY25 ACCOMPLISHMENTS:

In FY25, the MERO collaborated with the Office of Legal Counsel, the Judicial Committee and the Tribal Council to develop and implement an agency restructure that better aligns the staff with the agency's work by transitioning from a full-time MERO Director and Paralegal to the current structure. Staff were trained, and MERO policies, procedures and documents were updated. The website, <https://MERO.mptn-nsn.gov>, was redesigned to provide added content and better functionality. To simplify seamless transitions during any future staff changes, the MERO continued development of succession plans.

During the past fiscal year, the MERO's administration of the laws within its jurisdiction included providing over 29 information sessions to representatives of Tribal and Non-Tribal employers to educate employers about the requirements of the laws. As part of its Preference Law Oversight, the MERO assessed civil penalties on those employers who failed to maintain compliance. The MERO also collected, analyzed and followed-up on Preference Law compliance data from approximately 85 employers. Under the Labor Law, approximately 11 business agents were approved by the MERO to hold licenses to represent their unions on the reservation. In addition, the MERO timely processed several cases filed under the Preference and Labor Laws.

To assist community members seeking employment opportunities, over 1,400 full-time and part-time job opportunities on the reservation were shared with the community through Tribal communications and the MERO's Facebook® page, [www.Facebook.com/MEROMessage](http://www.Facebook.com/MEROMessage).

### NATURAL RESOURCES PROTECTION AND REGULATORY AFFAIRS

Natural Resources Protection and Regulatory Affairs consists of five programs that regulate activities within Mashantucket as a demonstration of the Tribe's sovereignty:

- Natural Resource Protection
- Building Code Enforcement
- TOSHA
- Environmental Health
- Land Use Commission

All programs help ensure the safety, health and welfare of the community through enforcement of laws, regulations and codes related to construction and building occupancy; food safety; aquatic recreation; salon operations; worker safety and environmental quality. Staff monitor the physical environment of the Tribal lands to assess and document trends concerning water, forest, wetlands and wildlife. When not the primary regulatory authority, department staff ensure compliance with applicable federal requirements related to their programs. The department provides technical support and research, liaises with federal, state and local regulatory entities, and assists various Tribal departments and enterprises when external environmental permits or NEPA reporting are required. The department administers MPTN's Land Use Commission, the central permitting body governing all land use activities.

#### FY25 ACCOMPLISHMENTS:

- Secured \$1.5M Grant for EV Fleet Vehicles, Charges and Community EV Incentives
- Permits/Inspections GWL Construction
- Adopted a New Food Safety Land Use Regulation
- Drafted New Land Use Regulation based on CDC's Model Aquatic Health Code
- Increased offerings of ServSafe® training courses to four times per year
- Completed two additional FDA Program Standards
  - » Standard 4: Uniform Inspection Program
  - » Standard 7: Industry and Community Relations

#### FY25 PERFORMANCE METRICS:

- 179 Land Use Permits Issued
- 200 Building Trade Permits Issued
- 2,935 Building Inspections (~2,400 for GWL)
- 512 Environmental Health Inspections
  - » 447 Food Establishment
  - » 31 Aquatic Facility
  - » 2 Salon
  - » 31 Temporary Events
- 22 TOSHA Programmed Inspections
- 11 Worker Complaint Investigations

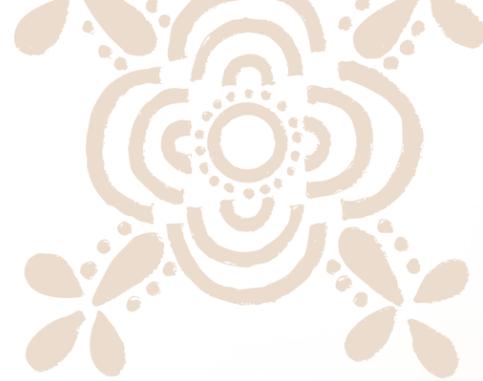
# GOVERNMENT

## TRIBAL INTERNAL AUDIT

### FY25 ACCOMPLISHMENTS:

The purpose of the Mashantucket Pequot Tribal Nation's (MPTN) Tribal Internal Audit (TIA) Department is to provide independent, objective assurance and advisory services designed to add value and improve the Mashantucket Pequot Tribal Nation's operations. During FY25, our accomplishments included:

- Hired executive director and internal audit manager, while implementing strategies to bring efficiencies and stability to the Tribal Internal Audit Department
- TIA successfully completed engagements across all the Mashantucket Pequot Tribal Nation enterprises through the use of a co-sourcing model with skilled consultants that has helped us with staffing and specific expertise
- Executed all required audits to support annually required reporting by The Gaming Commission (TGC) to the National Indian Gaming Commission (NIGC) and the Connecticut Department of Consumer Protection



## GOVERNMENT AFFAIRS

### STATE GOVERNMENT AFFAIRS

Thanks to the Mashantucket Pequot Tribal Nation's (MPTN) ongoing efforts to educate and reinforce Connecticut's state policy makers' awareness of the sovereignty of the nation and its culture, many important state legislative initiatives of interest were adopted.

After several years of advocacy, public testimony and exhaustive working group engagement, one of MPTN's longtime legislative priorities, namely the repeal of the state's discriminatory dual taxation statutory authority, was signed into law under the budget act, PA 25-168, and will take effect on October 1, 2026. The now-repealed statute enabled surrounding towns to tax the personal property of non-Indian vendors within the reservation. Ledyard and Montville were made whole financially under the state's biennial budget, but MPTN and the Mohegan Tribe, who are in alignment, will need to guard against repeal of the measure for the foreseeable future.

MPTN was also successful in repealing a longtime statutory provision requiring that the state of Connecticut, through the Attorney General's Office, automatically and arbitrarily oppose a Tribe's application to take land into trust. Public Act 25-174 now allows the state to decide on the merits of the situation whether or not to oppose an application, and not just oppose unilaterally.

As an extension of MPTN's important work to raise awareness of the nation's history and the actions of other historic figures in Connecticut and U.S. history, the General Assembly adopted statutory reforms to elevate the public's awareness. The new law, also passed under PA 25-174, will reconstitute the existing State Historical Commission to include a representative of MPTN and the Mohegan Tribe and amend its mandate to develop a process for future memorialization related to Connecticut and U.S. history. In addition, the commission will develop a process to identify and commission additional statues for installation on the exterior of the state capitol. The commission will be required to develop descriptive placards for historical context to be affixed to existing historic and cultural items installed on state property.

Spiritual Leader and Tribal Elder, Shirley Patrick, also known as Laughing Woman, and Vice Chairwoman Latoya Cluff helped convene representatives from the Cherokee, Eastern Pequot, Golden Hill Paugussett, Mohegan, Shoran Piper, Schaghticoke and Wappingers Confederacy Tribes to participate in a ceremony to recognize Red Dress Day to raise awareness of Missing or Murdered Indigenous People at the state capitol. Members of the Elders and Tribal Councils attended, and the Mashantucket Yootay Singers & Royalty performed. Thanks to MPTN's invaluable leadership and participation, the General Assembly enacted PA 25-59 mandating that the governor proclaim May 5 of each year as Red Dress Day. Suitable exercises may be held in the state capitol and elsewhere as the governor designates for the observance of the day.

MPTN government affairs continued its vigilance to protect the integrity and nature of the gaming compacts entered into between the state of Connecticut and the Tribe to ensure that various proposed bills respect the agreements and sovereignty of the Tribe.



## GOVERNMENT

### NATIONAL LEGISLATIVE AFFAIRS

During the past year, our National Legislative Affairs Team has continued to advocate for federal legislation and policies that support tribal sovereignty, economic development and the well-being of MPTN. Our efforts have focused on enhancing governmental relations, influencing policy decisions, and securing federal support for key initiatives.

#### FY25 ACCOMPLISHMENTS:

Much of our attention this year has focused on the changing regulatory and legislative landscape that have been proposed and/or put in place since the start of the Trump Administration in January 2025. Our work has focused on advocacy to ensure that all federal agencies are upholding their trust and treaty responsibilities to Tribal nations, and that adequate funding is being provided by Congress to carry out programs designed to benefit Tribes. Our team has monitored and offered comments at listening sessions and tribal consultations held by various agencies, including the Indian Health Service and Bureau of Indian Affairs. We have also visited with Members of Congress in Washington, D.C. to urge passage of legislation on Indian country appropriations, tax parity for Tribes, and Tribal law enforcement parity.



### OFFICE OF LEGAL COUNSEL AND GOVERNMENT AFFAIRS

The Office of Legal Counsel (OLC) provides legal advice and services to the Mashantucket Pequot Tribal Government, its various offices, departments, agencies, and the Tribe's business enterprises. Currently, the office is comprised of our General Counsel, Jody Cummings; Associate General Counsel Marietta Anderson; three Senior Legal Counsel, Jared Baumgart, Tawnii Cooper-Smith, and Michael Santagata; and one Legal Counsel, Kathryn Myrtle who joined us in April 2025. In addition to the attorneys, OLC has five paralegals: Susan Bookataub, Shayna Sykes, Karen Hayes, Heidi Raposo, and Brendan Collins. OLC is proud and fortunate to have two members of the Mashantucket Pequot Tribal Nation: Tawnii Cooper-Smith and Shayna Sebastian.

The main goal and work of OLC is to preserve and promote tribal sovereignty through its work on behalf of the Tribe and its enterprises. In fulfilling that goal this year, OLC worked on a variety of legal issues for the Tribal Council, MPTN Standing Committees, Foxwoods Resort Casino, Pequot Health Care, Wondr Nation®, Foxwoods El San Juan and various other Tribal entities, departments and agencies.

#### FY25 ACCOMPLISHMENTS:

Key matters during FY25 have included supporting the Tribe's land into trust initiatives, working on plans for a new Healthcare facility, negotiating contracts for food and beverage establishments at Foxwoods, and advocacy around the interplay of Tribal, state and local taxation on Tribal trust lands.

OLC's work also covered litigating and resolving disputes in Tribal, state, and federal courts, and other forums, across a range of subject matters, including but not limited to employment issues and contract disputes.

With respect to the enhancement of Tribal laws, OLC worked with Tribal Finance to prepare amendments to the Elders Benefit Program (Title 35) and the Tribal Disability Program (Title 36) to ensure consistency with the Tribal Family Support Program's treatment of benefits paid at the time of a Tribal Member's death, as well as amendments to the General Revenue and Taxation Code (Title 16) to clarify the enforcement authority of the Tribe's Office of Revenue and Taxation on final decisions issued in connection with non-payment of taxes owed under Tribal law.

OLC worked with our Government Affairs team to successfully advocate for various legislation in the Connecticut General Assembly to advance Tribal interests, including measures to:

- Create a state law property tax exemption for non-Indian owned property located on Tribal lands
- Eliminate mandatory state opposition to land in trust applications; and
- Recognition of Red Dress Day

OLC has performed significant work this year supporting the Tribe's economic development initiatives. These efforts include continued legal support for Foxwoods El San Juan, Wondr Nation®, Command Holdings, William & Punch, and Lake of Isles. We obtained IRS 501(c)(3) approval for a not-for-profit entity, Friends of MPMRC, we created to assist fundraising initiatives for the Mashantucket Pequot Museum & Research Center.



# CULTURE

## PEQUOT MUSEUM

### OUR VISION:

To promote self-determination through our living culture and education.

### OUR MISSION:

The Mashantucket Pequot Museum & Research Center will strengthen Pequot culture to honor and serve our Tribal family and friends.

### OUR VALUES:

**Trust:** We value trust, in the Creator, in each other and in the path we are on.

**Relationship:** We value our relationships with our communities, the water, the land and with all of our relatives.

**Balance:** We value our past, which gives us the opportunity to honor our ancestors in an effort to become ancestors worth descending from.

**Decolonization:** We value and honor the opportunity to continue to decolonize our community, culture and institutions.

### FY25 ACCOMPLISHMENTS:

FY 2025 marked a vibrant and transformative year for the Museum. We launched new seasonal programming based on seasons and moon cycles to honor our traditional teachings and bring our cultural lifeways to the forefront of all that we do. We also received the support to hire our Pequot relative Matt Pina as the Collections Care Technician and our new Archivist, Emma Kushman. The following is our recap of FY2025:

#### MUSEUM SERVICES & PUBLIC PROGRAMS:

- **Cultural Intelligence Workshop Support** – Sponsored by the State Education Resource Center (SERC)
- **Bringing Archives Alive** – The onboarding of a new archivist has enabled Museum Services to work in conjunction with the Archives department to offer member-exclusive and public programs
- **Veterans Powwow Sponsorship** – DraftKings supported the Veterans/Dancer Brunch.
- **Our Moons Living Exhibition Launched** – Seasonal Indigenous cultural celebration initiated
- **Tribal Museums Day Participation** – Strengthened national museum collaboration via AAIA
- **Eastern Woodland Program Consistency** – Continued engagement and education
- **Mystic Museum of Art Partnership** – Expanded cross-institutional programming
- **MPMRC Presents: The Talking Circle** – Featuring Dr. Margaret Newell
- **New Program Offering: Colonialism 101** – Adding depth to historical education initiatives

### GIFTS OF THE OCEAN

The special exhibition: Gifts of the Ocean (Kutah Makooōkanash), represents a year-long collaboration between the Mashantucket Pequot Museum and Research Center (MPMRC) and the Mystic Museum of Art (MMoA). The exhibition illuminates the experience of the Pequot people on whose ancestral homeland MMoA was built. Gifts of the Ocean (Kutah Makooōkanash) presents the historical wealth of Pequot culture, its near erasure by colonial conquest, and its vibrant contemporary expression.

In July, we hosted the Pequot Neepun Teacher Institute, a week-long, residential professional development opportunity for K-12 school teachers from across the country in partnership with the MPTN Dept. of Education.

**August ushered in our** MPMRC 27th Anniversary – Honoring Nookamuhs (My Grandmother)

This year we celebrated a decade of cultural revitalization and hands-on tradition with the 10th Anniversary of our Muhshooy (traditional dugout canoe) build. This project brought together Tribal members, artisans, and community youth to revive an ancient practice, honoring the knowledge passed down through generations. Over the past ten years, the Muhshooy has not only become a symbol of cultural resilience but also a teaching tool and a bridge connecting our ancestors to the future.

**In September, we hosted our** first Inaugural Harvest Moon Living Exhibition.

**October saw the** expansion of the Three Sisters Community Fundraiser: The Three Sisters Community Fundraiser & Golf Tournament. This charitable initiative is aimed at raising \$80,000 to support a one-week immersive professional development workshop for local educators, presented by the Mashantucket Pequot Museum & Research Center (MPMRC). This program helps educators explore Indigenous history from authentic perspectives and integrate culturally responsive teaching into their classrooms.





**MARKETING:**

This year marked transformative growth in digital engagement, technology and cultural preservation. Highlights included:

- **Upgraded Digital Capabilities:** Invested in professional-grade camera, lens, microphones and a high-performance editing workstation, dramatically improving the quality and efficiency of video, photography and storytelling
- **Social Media Growth:** Expanded reach to hundreds of thousands through strategic, culturally resonant content, strengthening the Museum’s digital presence and attracting new audiences
- **New Website Launch:** Rolled out a redesigned, mobile-friendly PequotMuseum.org, offering improved navigation, expanded content and enhanced accessibility for visitors, educators and researchers
- **Media Preservation:** Gained full media conversion capabilities, digitizing legacy VHS, camcorder and DVD footage to safeguard historical archives for education and cultural preservation

**MUSEUM STORE:**

The Pequot Museum Store underwent a complete redesign, featuring a modern layout, improved lighting, and enhanced product displays. The updated space creates a welcoming, customer-focused shopping experience that highlights Native-made goods, books, crafts, and Museum-branded merchandise—serving as a vibrant extension of the Museum’s mission.

**FACILITY RENTAL:**

From October 2024 through September 2025, we hosted a total of 53 events. Notable highlights included major events for Beat Tau, the Gemma E. Moran Fundraiser, Hartford Healthcare, and US Foods. We also proudly hosted several impactful Native-focused conferences, such as Suicide Prevention in Native Communities, the Neepun Summer Teacher Institute, and the Seeqan Sessions: Light, Growth, and Preservation.

We held six proms in FY25, and already have nine booked for 2026. We also hosted two weddings in 2025, with six currently scheduled for 2026. Since 2024, we’ve seen a clear trend toward increased

demand for business meetings, galas, proms, and corporate events, outpacing interest in weddings.

**PEQUOT CAFÉ:**

This year, the Pequot Café reopened for the first time since COVID, operating as a grab-and-go service offering freshly made sandwiches, crisp salads, snacks, sweet treats and a variety of beverages. Throughout the year, we expanded our offerings with additional beverage and snack options, along with a rotating menu of prepared meals each week. Whether visitors are taking a break from exploring the exhibits or stopping in for a quick lunch, the Café provides something fresh and satisfying for everyone.



# CULTURE

## CULTURAL RESOURCES

2025 was the first full year of Cultural Resource Department (CRD) operations to follow a Strategic Plan created by our entire staff team, members of the Historical and Cultural Preservation Committee (HCPC) and Mashantucket Pequot Museum and Research Center (MPMRC) executives in 2025. This plan specifically follows the directives of our Constitution & By-Laws, MPTN Mission Statement and singular MPTN Strategic Plan goal and all seven of our Tribe's Strategic Objectives.

Our Cultural Resources Department strategic plan states that "CRD operations and activities will help to conserve and develop four of the most significant, specific Mashantucket Pequot cultural resources—*Pequot People, Pequot Culture, Pequot Lands & Territories and Pequot Cultural Facilities.*"

In addition to serving Pequot families and their Tribal government, the Cultural Resources Department (CRD) educates surrounding communities about who we are as Mashantucket Pequot people. Our outreach programs, especially in schools, serve to teach non-Tribal people about Mashantucket Pequot people, culture and history.

Our full CRD staff team is now located at the Mashantucket Pequot Museum & Research Center. Please come down to see us—as you enter the museum door for Group Entry, we are located on the right.

Despite becoming a separate department, the work of our Pequot Language Team is still the cornerstone of ALL of the cultural learning that we provide for our Pequot families. Our children



at the Child Development Center (CDC) benefit from daily language and cultural exposure, allowing them to be able to confidently greet people, introduce themselves in their own Pequot Language, dance and sing.

We have CRD staff members who are devoted to teaching all aspects of Pequot culture to students from infancy through high school. Our team also provides continuous cultural support for multiple Tribal government departments and enterprises.

When transportation is available, we also bring Pequot youth, adults and elders to our most special Pequot sacred and historic places according to a seasonal schedule that can be shared with Tribal families and MPTN coworkers.

With our Pequot language being the first priority area, all CRD teaching of Pequot culture focuses upon 5 additional priority learning areas of focus for children – Cultural Foundation (13 Moons +), Pequot Tribal Resources, Pequot Medicine Wheel, Pequot Lands and Sacred Places, and Traditional Song and Dance.

The CRD also provides staff support to the Pow-Wow Committee and provides similar assistance for MPMRC-organized Powwows, cultural events, festivals and ceremonies (*sweat lodge, first light, pipe, naming, green corn, strawberry moon festival and syrup moon festival, among others*).

CRD also manages communication with both of our Tribal Community's traditional drum groups - the Yootay Singers (*pronounced like 'you tie' your shoes*) and Wicozani (*pronounced like 'we chose ahh knee'*).

Wicozani travels around Indian Country, often to compete in traditional singing contests. Yootay stays at home to help provide the traditional songs (such as the Mashantucket Pequot Flag Song) that are needed by our Pequot people and regional Tribal relatives for events like birthdays, funerals and Pequot cultural outreach as well as Tribal community, government and enterprise events.

CRD regularly offers individual and full-class cultural instruction along with workshops focused upon creating traditional and/or Pow-Wow regalia, teaching traditional arts and crafts skills such as beading and looming, wampum, bone work or moccasin making, harvesting traditional medicines and learning to identify, gather and cook traditional native foods.



## CULTURE

### SCHEMITZUN – FEAST OF GREEN CORN AND DANCE

The Mashantucket Pequot Tribal Nation welcomed thousands of visitors to our annual Schemitzun: Feast of Green Corn and Dance held August 22–24, 2025, honoring the rich history, traditions, and contemporary cultures of Native peoples from across New England and beyond. The weekend represented a celebration of resilience, culture and community.

Each year, Schemitzun offers visitors an immersive cultural experience featuring world-class dancers, championship drum groups, traditional and contemporary Native music and delicious cuisine. Skilled artisans showcased handmade beadwork, basketry, textiles, wampum and more. Dance competitions took place following each Grand Entry, bringing together competitors of all ages in a vibrant display of skill, pride and tradition.

The weekend included a 17th-century Pequot Eastern Woodland Village reenactment, where visitors witnessed open-fire cooking, loom weaving, wampum making, and other traditional lifeways as they were practiced centuries ago. Craft and food vendors representing 30 Tribes also participated in the event, as well as drum and dance groups from nine Tribes, honoring the harvest, sharing traditions, and demonstrating the beauty and vibrancy of Native cultures.



## TRIBAL ROYALTY

### 2025–2026 MASHANTUCKET PEQUOT ROYALTY

**MASHANTUCKET TINY TOT**  
Izarra Eleazer

**LITTLE MISS MASHANTUCKET**  
Feleciana Daggett-Davies

**JUNIOR MISS MASHANTUCKET**  
Chloe Cox

**MISS MASHANTUCKET**  
Michaela Allen



# ECONOMY

## FOXWOODS RESORT CASINO

### 2025: YEAR IN REVIEW

2025 was a year where Foxwoods didn't just raise the bar—it redefined it. A year where bold innovation met timeless sophistication, and where unforgettable experiences took center stage. Foxwoods firmly cemented its place as the premier integrated resort destination in the Northeast, leading the way with unmatched hospitality, exciting entertainment, elevated culinary experiences, and a reimagined brand campaign that emphasizes its vision for the future.

### REBRANDING A LEGACY: "THIS IS HOW WE RESORT"

Foxwoods' new brand campaign is more than a tagline; it's a testament to the individuality and excitement we bring to every guest experience. The vibrant, cinematic visuals alongside dynamic storytelling invite guests to see Foxwoods as more than a destination—it's a lifestyle, a mindset and a one-of-a-kind approach to living your best resort life. Whether it's an adrenaline-pumping game or the serene escape of a luxury spa, "This Is How We Resort" honors over three decades of excellence from the Mashantucket Pequot Tribal Nation and reflects Foxwoods' commitment to creating unique, personalized moments that redefine what it means to "resort."

### CULINARY HEIGHTS & STAR POWER

2025 was a culinary celebration like no other, marked by innovation, exclusivity and star-studded



excellence. On June 26, Foxwoods proudly unveiled Momosan® at Foxwoods, the first-of-its-kind ramen and sushi dining concept bar by world-renowned Chef Masaharu Morimoto. With its masterful blend of bold flavors, exquisite presentation and an inviting, elevated ambiance, Momosan has quickly become a guest favorite, redefining what it means to dine in style.

This year was also a milestone for Foxwoods, marking a significant gain in national exposure. Season 23 of FOX's Hell's Kitchen® showcased our property to a nationwide audience, building excitement for the arrival of that season's crowned winner, Chef Kyle Timpson. Now leading the culinary team at GORDON RAMSAY HELL'S KITCHEN at Foxwoods, Chef Timpson has brought his high-energy creativity and innovative techniques to our kitchens. Inspired by a deep connection to the Mashantucket Pequot Tribal Nation, his leadership infuses each dish with authenticity and artistry, securing GORDON RAMSAY HELL'S KITCHEN as a must-visit dining destination.



Together, these groundbreaking additions to Foxwoods' culinary portfolio reflect an unwavering commitment to providing dining experiences as memorable and dynamic as the resort itself.

### CLASE AZUL® ULTRA GRAND FINALE

Few moments captured the spirit of Foxwoods' innovation more than the launch of the exclusive Clase Azul Ultra Grand Finale cocktail. Offered as a once-in-a-lifetime experience, this \$1,000 showstopper was created with Clase Azul Ultra tequila and paired with a rare Grand Marnier® Grande Cuvée Quintessence. Served in custom glassware fashioned from a Clase Azul bottle and with only ten available, guests who experienced it didn't just take home a drink; they took home a collector's piece and the story of a memory unparalleled. With personalized touches, such as a numbered collector's chip and a certificate of authenticity, this moment epitomized Foxwoods' dedication to unparalleled experiences.

### SUMMERFEST 2025: THOUSANDS OF WAYS TO WIN MILLIONS IN PRIZES

It was a season of pure exhilaration at SummerFest 2025, the most captivating summer Foxwoods has hosted to date. SummerFest 2025 delivered on its promise of 'Thousands of Ways to Win Millions in Prizes,' creating a season of unmatched excitement and rewards. From Firecracker Bingo's half-million-dollar payouts to poolside parties that pulsed with high-energy beats, Foxwoods turned summer into a nonstop celebration.

The fun didn't end there. For You Fest brought together the hottest social media influencers and performers at Foxwoods, headlined by megastar CeeLo Green. With every whimsical cocktail at Cocktail Carnival or electrified Bingo game during Bingo Unleashed, SummerFest turned nostalgic summer fun into unforgettable experiences.

### SPACES REIMAGINED, EXPERIENCES EXPANDED

This was yet another year of transformation at Foxwoods, where every corner was reimagined with our guests in mind. The Grand Pequot Tower welcomed 100 new state-of-the-art slot machines, while The Grand Bar became a hub of sophistication with its curated cocktail offerings. High-stakes gaming reached new heights with the opening of Club Newport, introducing 35 tables and an exclusive atmosphere for elite players.



## ECONOMY

Elsewhere, The Neon Palm Daiquiri Bar became the go-to gathering spot with its vibrant décor and tropical-inspired drinks, and the ongoing renovations of The Fox Tower Hotel have begun converting guest rooms into gold-accented oases. Every change reflects the spirit of evolution that defines Foxwoods. This is more than a refresh; it's a reinvention of the resort experience.



### A LOOK TO THE FUTURE: THE BEDFORD, GREAT CEDAR & MORE

Foxwoods is preparing for two exciting openings that further elevate its offerings. The Bedford by Martha Stewart, inspired by Stewart's 1925 farmhouse in Bedford, NY, will bring her signature touch of elegance to Foxwoods, offering a dining experience that blends rustic charm with modern sophistication. The Bedford by Martha Stewart at Foxwoods, her first and only East Coast location, will provide seasonal breakfast, brunch, lunch and dinner with locally sourced ingredients. Opening Spring 2026.

On the gaming front, our new Poker Room at The Fox Tower promises to redefine the card experience. More than just a relocation, this project transforms the Poker experience by



offering expanded hours, increased proximity to gaming and dining amenities, and a modern, player-centric design. Its contemporary, player-first design and prime location near exquisite dining and gaming hubs make it a standout addition that caters to pros and first-timers alike.

Lastly, The Great Cedar Hotel renovation, known as "Legacy Reawakened," is a multi-year project designed by IA Interior Architects. It will reimagine public and guest spaces, elevating the guest experience with design that blends warm natural

elements with Tribal-inspired elements, including a striking new firepit lobby that invites connection to the Mashantucket Pequot heritage. Central to this vision is a newly envisioned firepit lobby area that fosters connection and relaxation while reflecting the forested surroundings.



### AWARDS & RECOGNITION

In 2025, Foxwoods proudly celebrated its 33rd anniversary. It was a moment to reflect on the strength and resilience of the Mashantucket Pequot Tribal Nation as Foxwoods continues to propel forward into the future. From headline-worthy culinary additions to award wins like the Gold TITAN Business Award and recognition for Best Casino Dining, Foxwoods continues to lead not only in gaming but also as a trailblazer in integrated resort excellence.

2025 wasn't just a year of growth. It was a commitment to raising the bar, to creating memories that resonate for years to come and to redefining what it means to "resort." The best is, undoubtedly, still ahead.



## FOXWOODS EL SAN JUAN

FY25 marked a milestone in the journey of Foxwoods El San Juan as we celebrated our third anniversary, looking toward a future defined by growth, collaboration and cultural vitality. Since our launch, Foxwoods El San Juan has successfully increased its market share in the island region of Puerto Rico compared with the previous year, driven by strategic investments in new slot machines, engaging game offerings and a renewed commitment to delivering an exceptional guest experience. The momentum we've built reinforces the confidence of our guests, partners and communities in Puerto Rico's evolving gaming landscape.

### MARKET PERFORMANCE AND PRODUCT ENHANCEMENTS:

Our year-over-year performance reflected a focused approach to guest-centric innovation. We introduced a curated lineup of new slot machines and games across our gaming floors, designed to appeal to diverse player preferences—from classic reel-action enthusiasts to those seeking immersive, breakthrough experiences. The new games feature cutting-edge themes, enhanced graphics, faster play and stronger loyalty integrations to reward continued patronage. This product refresh, combined with a refined floor layout and hospitality offerings, contributed to heightened guest engagement, longer visits and increased average spend per guest.



Beyond the floor, we pursued a holistic approach to marketing and community presence. Our ability to promote these offerings effectively contributed to greater awareness of Foxwoods El San Juan within the region, and we leveraged our evolving brand to reach broader audiences. We have celebrated milestones tied to our growth and to the impending recognition of Foxwoods El San Juan as a leading entertainment destination on the island.

### STRATEGIC EXPOSURE AND FUTURE PATHWAYS:

This year also witnessed heightened visibility for our company name through the broader industry narrative around the upcoming casino development in Puerto Rico. While the project timeline remains dynamic, the exposure has sparked dialogue about a shared vision for responsible gaming, hospitality excellence and sustainable community partnerships. We continue to emphasize transparent communication, rigorous licensing and compliance standards, and a local empowerment model that aligns with both Tribal governance principles and Puerto Rico's regulatory framework.

## PEOPLE, CULTURE, AND COMMUNITY:

At the heart of Foxwoods El San Juan is the enduring collaboration between the Mashantucket Pequot Tribal Nation and the Consejo Taíno Guatu-Ma-Cu A Borikén. Our third anniversary serves as a powerful reminder of what can be achieved when diverse cultures come together with a common purpose: to elevate guest experiences, preserve heritage and contribute positively to the island's social and economic fabric. The partnership exemplifies a respectful exchange of ideas, shared governance and joint stewardship of resources that benefit employees, guests and the broader community.

The Mashantucket Pequot Tribal Nation's leadership in gaming, paired with the Consejo Taíno's rich cultural legacy, creates a distinctive operating ethos—one that blends hospitality sophistication with meaningful community engagement. Our teams are encouraged to honor this heritage daily, from onboarding and training to guest service, events and charitable initiatives. This anniversary was more than a date on the calendar; it embodied unity, mutual respect and a commitment to excellence grounded in cultural heritage.



# ECONOMY

## GREAT WOLF LODGE®

### Great Wolf Lodge® Opens New Resort in Mashantucket, Connecticut

- Actor, writer, producer and director, Mindy Kaling, raced down all 13 slides at the resort's 92,000-square-foot indoor water park and unlocked a \$52,000 donation to Make-A-Wish® Connecticut during the opening event.
- Blackstone and Centerbridge Partners invested over \$300 million in the resort, creating 500+ jobs and anticipating 500,000 annual visitors.

Massachusetts native, longtime New England resident and mom of three, Mindy Kaling, joined Great Wolf Resorts Chief Executive Officer, John Murphy, on May 6, 2025, to celebrate the grand opening of the new Great Wolf Lodge® Mashantucket, adjacent to Foxwoods Resort Casino in Connecticut. The company's first resort in Connecticut and third in the Northeast region, Great Wolf Lodge® Mashantucket is filled with immersive thematic elements, technological surprises and an incredible range of family adventures. It represents the company's "next generation" Great Wolf Lodge® resort experience, which debuted last summer at new locations in Webster, Texas and Naples, Florida.

The 549-room Great Wolf Lodge® Mashantucket is the brand's 23rd property in North America, and features an expansive 92,000 square-foot indoor water park, a 61,000 square-foot adventure park, and a collection of eateries and retail offerings, all under one roof. As part of Great Wolf's "next generation" resort experience, Great Wolf Lodge® Mashantucket features a new water-coaster slide element, a regional family raft adventure called Pequot Plunge, a new multi-level ropes course



with an exhilarating zipline experience, and a new virtual reality attraction where families work together to unlock magical powers from the resort's popular interactive MagiQuest game.

"We're excited to open our doors and start welcoming families to experience the multiple adventures our newest resort has to offer," shared Murphy. "From our fun-filled attractions and fantastic eateries, to our lively resort entertainment and splash-tacular slides, pools and water features, our next generation resort will offer families across the Northeast a truly remarkable, close-to-home getaway." He added, "This resort is a result of our partnership with the Mashantucket Pequot Tribal Nation and the tremendous support of our shareholders, Blackstone and Centerbridge Partners. We couldn't be happier to be a part of this community, and through job creation and increased family visitors, we will do our part to help ensure its continued growth and prosperity."

Funds affiliated with Blackstone Real Estate and Centerbridge Partners invested more than \$300 million to make Great Wolf Lodge® Mashantucket

a possibility. The investment has already added more than 500 full and part-time jobs at the resort, and is expected to draw more than half a million families to the region annually.

"This grand opening marks a monumental achievement in diversifying and strengthening our Tribal economy," said Rodney Butler, Chairman of the Mashantucket Pequot Tribal Nation. "The Great Wolf Lodge® at Mashantucket represents more than just a new attraction at our world-class entertainment destination—it embodies the spirit of innovation, perseverance, and strategic vision that complements who we are as a people. From concept to completion, this project has been about creating opportunity, inspiring joy, and strengthening the foundation of our economic future."

"Over the past five and a half years, Blackstone has seen firsthand the joy that Great Wolf Lodge® resorts bring to families, and the economic growth and hundreds of quality jobs they bring to communities. We are so proud to have invested over \$300 million alongside Centerbridge Partners

to bring Great Wolf Lodge® Mashantucket to life here in Connecticut," said Scott Trebilco, Senior Managing Director at Blackstone. "If the demand we've seen at Great Wolf's 22 other resorts across the country is any indication, we're confident that this lodge will become a special destination for countless families in the years to come."

"The opening of Great Wolf Lodge® Mashantucket provides more than just an incredible new resort for families to enjoy in our great state; it serves as a catalyst for economic growth, job creation and a renewed sense of energy," said Connecticut Governor Ned Lamont. "I want to thank Great Wolf Lodge®, the Mashantucket Pequot Tribal Nation and Foxwoods Resort Casino for the bold vision that has brought this project to life."

As part of the grand opening celebration, Great Wolf Lodge® presented a charitable challenge to beloved actor, writer, producer and director Mindy Kaling. The challenge was to test all the water slides at the indoor water park, and for each slide she conquered, Great Wolf offered to make a \$4,000 donation to Make-A-Wish®, a global nonprofit that grants life-changing wishes to children fighting critical illness. Accompanied by Make-A-Wish® kids, Kaling rode all 13 slides in the resort's expansive indoor water park, resulting in a \$52,000 donation to Make-A-Wish® Connecticut.



"I can't think of a better way to spend the morning than riding water slides and supporting a fantastic organization like Make-A-Wish®," said Kaling. "Now, explaining to my kids why mommy was playing at Great Wolf Lodge® Mashantucket while they were stuck at home and school might be the real challenge, but this place is incredible and we will definitely come back as a family."

The year-round family resort destination features attractions and amenities for all ages, including completely NEW elements that debuted as part of the "next generation" Great Wolf Lodge® experience. Some of the highlights include:

- A 92,000-square-foot indoor water park, heated to a comfortable 84 degrees and featuring a variety of body slides, tube slides, raft rides, activity pools, and splash areas for every member of the family and level of thrill seeker
- A 61,000-square-foot family entertainment center known as the Great Wolf Adventure Park. Here, families can scale a multi-level ropes course, play a round of miniature golf or step into the world of MagiQuest—Great Wolf Lodge®'s exclusive live-action interactive fantasy adventure game where players use magic wands to enchant items, battle enemies and save the fantasy world of Vellara
- NEW! Every evening just before bedtime, families can gather in the Grand Lobby for a multi-sensory, immersive storytelling experience. During The Legend of Luna show, the lobby magically transforms, using projection technology and special effects to tell an enchanting fable about a young wolf who longs to find her place in the world
- A collection of complimentary family events and activities including Yoga Tails, a program that combines tales of the Northwoods creatures with yoga poses, themed arts and craft projects, and Great Wolf Lodge®'s signature nightly dance parties



- Several dining options that will appeal to a variety of culinary styles, ranging from pizza and burgers, to the full-service, elevated dining experience at Fireside, to the premium ice cream and confectionery treats at Wood's End Creamery and breakfast delights at Dunkin'
- 549 family-friendly suites featuring a new, contemporary design and available in a variety of categories and styles, including themed suites which feature separate sleeping quarters for kids, complete with bunk beds and Great Wolf Kids character theming

# ECONOMY

## WONDR NATION® (MASHANTUCKET PEQUOT INTERACTIVE)

Wondr Nation®'s focus is expanding the Mashantucket Pequot Tribal Nation's digital footprint by creating mobile and digital products, partnering with best-in-class gaming platforms and providers, creating engaging and unique experiences for players, and consulting with other Native American Tribes and commercial casinos.

### FY25 ACCOMPLISHMENTS:

2025 was a year of revenue growth, accompanied by strategic diligence, partner identification and setting the foundation for revenue diversification. Wondr Nation®'s accomplishments this year included:

- **Surpassed iGaming GGR & EBITDA Goals:** iGaming revenue surpassed financial goals set for performance
- **Drove Revenue for Foxwoods' Social Casino:** Through our Professional Services agreement, Wondr Nation® successfully met revenue goals for FoxPlay by optimizing marketing spend, adding subscriptions and enhancing the player experience
- **Strategic Partnership & iWondr Launch:** Finalized strategic partnership with Sparket to expand Wondr Nation®'s business and launched iWondr with a pop culture contest

- **Entered the Mobile Gaming Market:** Developed Wondr Nation®'s first casual puzzle game, Color Keepers, a sorting game, marking our entry into the mobile gaming space. Began development of a second mobile game, which will be a match three game
- **Refined Professional Services:** Redesigned core service offerings and identified trusted partners to deliver Professional Services white label products and services
- **Player and Product Research:** Designed and executed mobile app key target player research and virtual world product research to gain insights to drive product development and partner selection
- **Wondr Nation® AML Training:** Rolled out a company wide Anti-Money Laundering (AML) training initiative, ensuring every team member is educated and aligned with compliance best practices

- **Expanded Wondr Labs Programming:** Partnered with the Connecticut Science Center to bring new and exciting curriculum to Wondr Smart Lab at MPTN
- **United Way:** Completed second year as the United Way® Days of Caring sponsor making a positive impact in Connecticut communities

## PEQUOT HEALTH CARE

### ENTERPRISE OVERVIEW

Pequot Health Care (PHC) is a managed care company that provides health plan administration, claims adjudication and pharmacy benefit management (PBM) services to American Indian Tribes, Native-owned businesses and commercial business groups that self-fund their employee health benefit plans. Pequot Health Care consists of two distinct lines of business: Pharmacy, branded as Pequot Pharmaceutical Network (PRxN©), and Third-Party Administration (TPA), branded as Pequot Plus Health Benefit Services (Pequot Plus).

### GOALS / ACCOMPLISHMENTS IN FY25

- Pequot Health Care Operating Income forecast \$1.0 million
- Profit factors
  - » Staffing expansion
  - » New business: Added 15 new TPA customers (100% increase)
  - » Lower than budgeted operating expense
- Expanded SlingshotRx Clinical Pharmacy model to commercial space
- Expanded a co-pay/deductible member relief program through drug manufacturer programs
- Expanded use of Medicare Like Rate (MLR) pricing to encompass all of Connecticut Tribal family plan residents
- Website development and revisions
- Expanded Quantity Limit Program for opioids, proton pump inhibitors and statin agents
- Enhanced academic detailing offerings providing face-to-face education to providers about available lower cost Rx alternatives or to assist in identifying signs of potential opioid misuse by patients
- Expanded outcomes MTM pharmacist-managed Medication Therapy Management Program, which allows pharmacists to provide counseling and improve compliance

- Continuous enhancement of Liberty Rx system
- Enhanced a pharmacist-led Diabetes Care Program to counsel diabetic patients and improve HgBA1c outcomes while billing for pharmacy services
- Led Flu Vaccine Clinic for MPTN/Foxwoods
- Expanded Prior Authorization Reviews for drugs billed through medical claims
- Initiated new TPA software vendor implementation
- As part of the Tribal Opioid Settlement, Pequot Health Care was chosen as the sole national distributor of 20,000 Narcan® kits to Indian Nation. This 2024 project was completed in February 2025

### AREAS FOR IMPROVEMENTS

- Continue advancing Fraud, Waste and Abuse (FWA) strategies
- Continue high-touch and high-tech approaches to member engagement
- Continue operational process improvement initiatives



# ECONOMY

## COMMAND HOLDINGS

Command Holdings is a federally chartered Section 17 holding company owned by the Mashantucket Pequot Tribal Nation (MPTN). Our expertise is in government, healthcare, facilities management and technology. Our seven-generation strategy is grounded in growing and sustaining the Tribe's economy and providing career opportunities for Mashantucket Pequot Tribal Members for generations to come.

### VISION

Command Holdings is a best-in-class, future-ready organization that provides value to our clients and benefits the communities in which we operate for generations to come. We are guided by the traditional Native American 7th generation principle and our 5Ps: Purpose, People, Prosperity, Planet, Pequot Nation.

### MISSION

Our mission is to develop and manage a portfolio of operating companies in strategically identified markets and industries to diversify the Tribe's economy and support our community of team members, customers, stakeholders and strategic partners. We aggressively recruit members of underserved labor pools such as Native Americans, veterans and military spouses.

Our Board of Directors includes three MPTN



Members: Angelina Casanova (Chairwoman), Tribal Elder and former Tribal Councilor Richard Sebastian, Bryan Hayes (Treasurer), plus two Natives from other Tribes; Aurene Martin (Secretary, Standing Rock Sioux and Menominee) and Bryan Small (Vice Chair, Alabama-Coushatta Tribe of Texas).

MPTN member Shicky Kearse was recently promoted to a new role as Project and Planning Administrator. She leads initiatives that develop Tribal youth through the American Indigenous Business Leaders (AIBL) chapter, while also working with our Learning and Development Team to advance programs that promote deeper awareness of both Command Holdings and the Mashantucket Pequot Tribal Nation. Our current AIBL mentees are MPTN Members Preonna Boyd-Cannon, Scott Reels and Makayla Mora. Senior leadership supported Makayla Mora as she took first prize in the Business Elevator Pitch at RES 2025 in Las Vegas, NV.

MPTN Member Sylvester Allen continues to excel as an Information Security Analyst on our Information Technology team. He also works alongside the Business Development Team and this year attended the Association of the United States Army's event at the U.S. Space & Rocket Center in Huntsville, AL. Part of the annual Global Force Symposium & Exposition, the event provided Sylvester an opportunity to network with high-profile military leaders, industry experts and academics.

Also, Command Holdings hosted a booth at the MPTN Career Fair, sharing information about Command Holdings and giving two lucky winners a \$100.00 gear store credit.

### FY25 ACCOMPLISHMENTS

In 2025, as the government contracting industry faced challenges, Command Holdings demonstrated leadership through adversity, maintaining financial stability and continuing to work with most customers. We currently have over 400 teammates supporting 60+ contracts in the U.S. and overseas.

- **Native American Leadership Program:** Command Holdings introduced the Native American Leadership Development Program. This program provides meaningful growth and training for Native American professionals
- **Contract Transitions:** With the current administration priorities, three of our contracts were eliminated by the government. We have added four new contracts, including additional work for USSOCOM, FLC Bahrain Support Services and an INDOPACOM subcontract in Hawaii. Additionally, Command Holdings secured a series of best-in-class (BIC) contract



vehicles, streamlining the procurement process

- **CMMI Appraisal:** As a result of our best-in-class organizational processes and an extensive audit, we received CMMI Maturity Level 3 appraisal. A CMMI appraisal is an official evaluation of processes against an industry-recognized framework for improving performance and quality in product development, services and business processes
- **Capitol Hill Visit:** In partnership with the Native American Contractors Association (NACA), CEO Jon Panamaroff met with 25+ Congressional Representatives in Washington, D.C. They discussed the unique designation of Tribal organizations in the context of DEI, emphasizing that Tribes are considered a political class rather than a racial or individual designation
- **Events:** We hosted multiple customer-focused events, speaking on high-visibility panels and expanding awareness of Command Holdings



at key industry conferences, reaching 2,000+ experts at the National 8(a) Conference, AUSA Global Force Symposium, 2025 Reservation Economic Summit (RES), AFCEA Conference and Alaska 8(a) Regional Conference

- **Social Media Growth:** We posted tremendous growth across our online platforms, including reaching 21,000 LinkedIn® followers, continuing to effectively inform both our government clients and potential job candidates
- **Gear Shop Store Launch:** We launched a new gear shop, offering people a selection of branded apparel to choose from. To celebrate the launch, employees received a credit to select an item of their choice. As many transition back to in-person work, there's been great enthusiasm around showcasing Command Holdings gear
- **Awards:** CEO Jon Panamaroff and Operating Group President Thomas Ulsas were both named 2025 Titan Award Winners in their respective states. The Titan 100 program celebrates the top 100 CEOs and C-level executives



# ECONOMY

## PEQUOT AGRICULTURE, LLC

d/b/a Meechooôk Farm  
d/b/a Sugar Shack

### FY25 ACCOMPLISHMENTS

#### Funding and Grants

- Successfully received a second Freight Farm through the Connecticut Grown for CT Kids Grant. This Freight Farm will sell 51% of its lettuce production to nearby school districts. As of now, we have purchasing commitments from Stonington Public Schools, Groton Public Schools, Coventry Public Schools and Ledyard Public Schools
- Awarded an Alternative Funding Arrangement (AFA) totaling \$2.6 million to support farm operations and community initiatives
- Received a no-cost extension for the Local Food Purchase Assistance Grant through December 31, 2026. This will allow the food distribution program to continue for another year



#### Maple Program Highlights

- Hosted a Maple Thanksgiving for the Tribal Community to celebrate and share the seasonal harvest
- Partnered with UConn for a Maple Event, generating
  - » \$2,000 rental income from the Sugar Shack
  - » \$200 in maple product sales
- Hosted the Venture Farming Institute at the Sugar Shack
  - » Background: UConn Extension started a program last year specifically for BIPOC beginning farmers called the Venture Farming Institute. The participating BIPOC farmers and staff all come from CT and RI
- Welcomed the UConn Native American Studies Group for a cultural exchange and educational visit

#### Community and Cultural Events

- Attended the Winter Moon Farmer's Market
- Attended the Strawberry Moon Farmer's Market at the Pequot Museum, engaging the local community in seasonal strawberry celebrations
- Participated in the National Congress of American Indians (NCAI) and provided a youth activity at the farm for the visiting youth
- Hosted a Community Easter Brunch at the Farmstand

#### Farm & Maple Production and Updates

- As of July 25, 2025, the farm has produced 16,793.07 lbs of produce
  - » Crop – Total Harvest (lbs.)
  - » Freight Farm Romaine Lettuce – 5,210.99 lbs.
  - » Hi-Tunnel Romaine Lettuce – 10,904.23 lbs.
  - » Zucchini – 301.80 lbs.
  - » Yellow Squash – 146.20 lbs.
  - » Collard Greens – 60.55 lbs.
  - » Rainbow Chard – 45.10 lbs.
  - » Tomatoes – 44.10 lbs.
  - » Basil – 33.00 lbs.
  - » Cucumbers – 24.55 lbs.
  - » Green Peppers – 13.25 lbs.
  - » Kale – 9.30 lbs.
- As of July 28, 2025, Freight Farms was purchased by Growcer®, a well-known vertical farming company that has worked alongside Tribal Nations
- Introduced a flock of eight maturing hens to the farm for the production of eggs
- Installed new power to the Swantown Farm property for the purpose of providing power to the 2nd Freight Farm and as an improvement to the property for future use
- Collected 1,800 gallons of sap and produced 45 gallons of Maple Syrup

#### Farm and Maple 2024/2025 Clients

- Schools
  - » Groton Public Schools
  - » Ledyard Public Schools
  - » Montville Public Schools
  - » North Stonington Public Schools
  - » Sprague Public Schools
  - » Stonington Public Schools
  - » Waterford Public Schools
- Restaurants
  - » The Shipwright's Daughter
  - » toast + tonic
  - » Bravo Bravo
  - » Cannonball Management Restaurant Group
- Internal
  - » Lake of Isles
  - » Mashantucket Pequot Museum & Research Center
  - » Mystic Market at Foxwoods
  - » Pequot Outpost
  - » The Spa at Norwich Inn
- Other
  - » Mohegan Trading Post
  - » Flemings Feed Lawn and Garden Center



# ECONOMY

## LAKE OF ISLES

Fiscal Year 2025 marked a period of growth, resilience, and strategic advancement for Lake of Isles. Despite ongoing challenges in the hospitality and golf industries, the organization is poised to achieve one of the highest gross revenue years in recent history, made significant enhancements to the property, strengthened staff alignment, and expanded its role as a premier destination for both members and guests. These accomplishments, coupled with a disciplined approach to financial performance and a commitment to community engagement, position Lake of Isles to enter Fiscal Year 2026 with renewed focus and ambition.

### FISCAL YEAR 2025 ACCOMPLISHMENTS

#### Property Enhancements

The past year was defined by key capital improvements that enhanced both member and guest experiences. The phased completion of the bunker project across the North and South courses reinforced the championship quality of play, while the installation of a new chiller system provided critical infrastructure support for food and beverage operations. The construction of a new bridal suite elevated the event offering, particularly for weddings, and the arrival of a new golf car fleet further enhanced the overall service standard. Together, these enhancements not only improved daily operations but also strengthened Lake of Isles' positioning as a premier golf and event destination in New England.



#### Financial Performance

Fiscal Year 2025 is on pace to be one of the highest grossing years in recent memory. The Lake of Isles banquet department exceeded or met budget expectations each month, despite hosting a limited number of weddings. Strategic pricing initiatives, such as raising rates on the North Course and for tournament play, were successfully implemented without negatively impacting demand, instead driving increased play. Stay & Play bookings reached record levels, with a 125% year-over-year increase, underscoring the growing appeal of the destination. Collectively, these results demonstrate the strength of Lake of Isles' brand and its ability to generate sustainable revenue growth.



#### Membership and Guest Engagement

Lake of Isles saw meaningful progress in membership satisfaction and engagement. Member participation increased across events and programming, while the addition of young professional members reflected the successful broadening of the membership base. The facility also recorded a record number of tournaments hosted, reaffirming its standing as a sought-after competitive venue. Tribal youth clinics were revitalized, expanding to 16 participants, and broader family-focused initiatives reinforced the connection between Lake of Isles and the Mashantucket Pequot Tribal Nation community.



#### Staffing and Organizational Development

Significant strides were made in aligning staff with the long-term goals of the organization. The complete rebuild of the front-of-house food and beverage team reestablished a strong service culture, while the addition of a Director of Growth created new capacity for marketing, sponsorship sales, and growth initiatives. These staffing investments were critical in maintaining service standards during periods of staffing shortages and set the stage for continued expansion in 2026.



#### Partnerships and Brand Visibility

Lake of Isles continued to strengthen its collaboration with Foxwoods, building a mutually beneficial relationship that drives growth for both organizations. Partnerships with other Mashantucket Pequot Tribal Nation businesses advanced resource-sharing initiatives, reinforcing community ties. On a broader stage, Lake of Isles elevated its profile through high-value exposure opportunities, including the hosting of a raters' event, the World Long Drive broadcast on ESPN, and PGA/LPGA sanctioning discussions. Expanded content creation and partnerships in digital media, particularly YouTube® collaborations, reached audiences that have historically been difficult to engage, further enhancing the facility's brand visibility.



# ECONOMY

## THE SPA AT NORWICH INN

### OVERVIEW

The Spa at Norwich Inn, located on 42 acres in Norwich, Connecticut, combines historic charm with modern wellness luxury. Originally built in the late 1920s and renovated extensively in 1996 under the ownership of the Mashantucket Pequot Tribal Nation, the property continues to be recognized as one of New England’s premier spa and resort destinations.

### SERVICES & AMENITIES

#### Spa & Wellness

- 27 private treatment rooms, including couples’ spaces
- Full range of services: massages, facials, body wraps, waxing, manicures, pedicures, hair and makeup styling
- Day spa packages tailored for both local and overnight guests

#### Relaxation Facilities

- Indoor pool, sauna, steam room, whirlpool, relaxation areas
- Fitness center with yoga and Pilates classes

#### Dining

- *Kensington’s*: Casual dining by day, fine dining by night
- *Ascot’s Pub*: New England-style pub atmosphere



#### Accommodations

- 50 guest rooms with distinctive historic and contemporary features

#### Additional Offerings

- Event and meeting spaces for weddings, corporate functions and retreats
- Hair salon, gardens, concierge services, golf access

#### AWARDS & RECOGNITION

- Named “Best Destination Spa in New England” – *Yankee Magazine*
- Named “Best Resort in Connecticut” – *New England Travel & Life*
- Voted “Best Day Spa in Connecticut” by *Connecticut Magazine* for over a decade
- Recognized nationally by *Historic Hotels of America*

The Spa at Norwich Inn remains a leader in the New England spa and wellness sector, offering a blend of historic ambiance, comprehensive wellness services, and high-value amenities. Its consistent recognition through industry awards underscores its position as a premier destination

spa, while diversified offerings—from day packages to long-stay accommodations—support both regional visitation and extended market reach.

#### FY25 ACCOMPLISHMENTS

Property Financial performance in the first full year of operations following the completion of an extensive Guest Room renovation plan has surpassed expectations, rendering an 11% surplus to Plan in operating revenues, and a 55% surplus to plan in EBITDA. Fiscal Year 2025 is anticipated to close at a 17-year record high Profit contribution rate in both dollar and % terms.

With the Guest Room renovations completed in 2024, attention of capital reinvestment in the property turned to Building Envelope improvements in 2025, where work in year number 1 of a multi-year plan includes roof replacements of commercial buildings on the Norwich Inn campus. Subsequent years plans include ongoing improvements of building and infrastructure to protect the long-term success of the Enterprise.

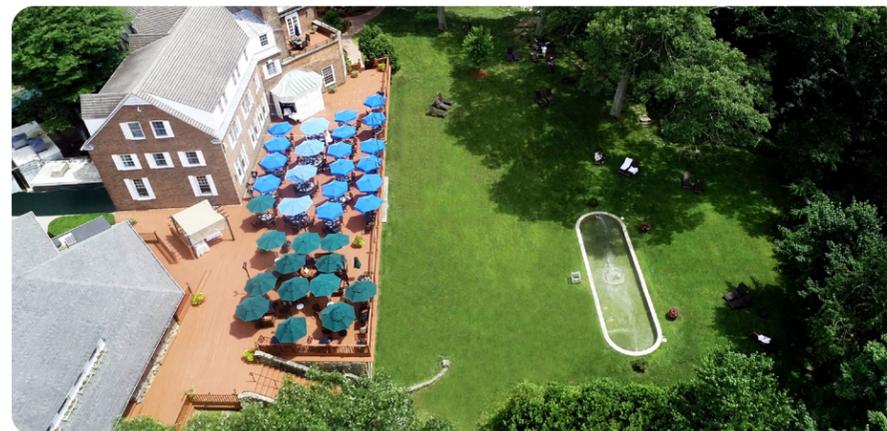
In 2025, a number of key strategic changes were initiated at The Spa at Norwich Inn, with the

objective of repositioning the property for “next phase” success.

Initiatives undertaken include migration to a new Marketing Agency, with a keen focus on expanding the property’s customer base to include a younger demographic.

The Inn launched a new and improved website, with enhanced functionality, improved navigation, along with enhanced imagery, again, designed to refresh the public image of the property as a more contemporary destination that offers up-to-date amenities, personalized service, and an affordable luxury experience in a historic setting.

In addition, there has been strategic reorganization of some key executive roles and positions designed to support succession planning, to advance guest satisfaction, and improve overall profitability.



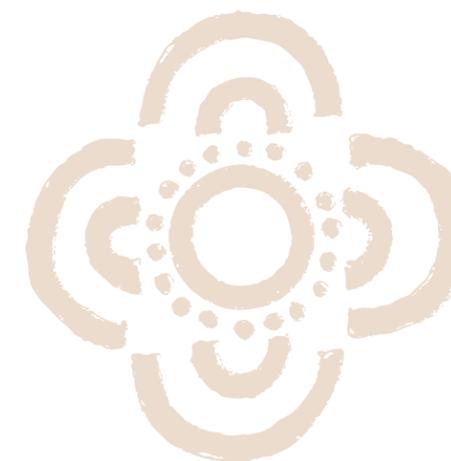
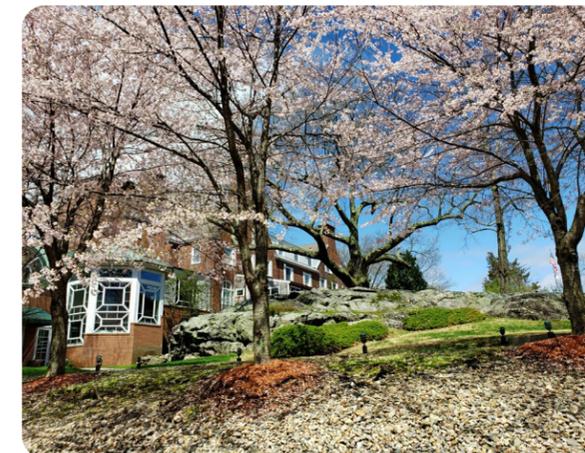
#### THE NORWICH SPA AT GRADUATE PROVIDENCE

In late November 2024, there was a significant plumbing failure at The Graduate Hotel in Providence, the venue where the Norwich Spa is located. This unfortunate event resulted in an extended closure of that operation. Efforts are underway, and approaching completion on restoration plans, and negotiations are underway with the Landlord on the reopening of this operation.

#### THE NORWICH SPA AT FOXWOODS

The Spa at Norwich Inn provides brand marketing services and operational support to The Norwich Spa at Foxwoods, capitalizing on common product and service offerings across all properties in the Norwich Spa brand family.

Plans for 2026 include developing a strong collaboration with newly installed executive oversight management of Spa Operations at Foxwoods, and the implementation of brand standards to ensure a more uniform experience at each Norwich Spa venue.



# ECONOMY

## BUSINESS OPERATIONS & DEVELOPMENT DEPARTMENT

### ACCOMPLISHMENTS IN FY25:

#### Non-Gaming Business Operations & Asset Management:

- Collaborated with the Chief of Government Administration and the Finance Department on the Zero-Based Budgeting Initiative
- Completed interior and exterior renovation of Pequot Outpost while exceeding budgeted FY25 EBITDA
- Completed project to create a bridal suite at Lake of Isles
- Executing multi-phase exterior renovations at Norwich Inn to replace roofs and repair masonry
- Established monthly non-gaming marketing collaboration meetings between the MPTN Communications Department, non-gaming businesses and MPTN tenants

#### Business Development & Real Estate:

- Finalized transfer of the Mercantile Building to MPTN
- Leased ground floor retail space within the Mercantile Building to Chelsea Groton Bank
- Successful sale of 45 Frontage Rd. property
- Collaborated with the Economic Development Committee to finalize the New Business Proposal submission process and scorecard for business proposals to MPTN through the development website



## GIVING BACK

In 2025, the Mashantucket Pequot Tribal Nation, together with Wondr Nation® and Foxwoods Resort Casino, continued our longstanding commitment to philanthropy. Our wide-ranging donations and sponsorships supported the Connecticut community, Native American causes, responsible gaming and other vital initiatives both regionally and nationally.

Our giving had a positive impact on many organizations, including the United Way®, Special Olympics, Native American Rights Fund® and College Horizons. Support extended to the Mashantucket Pequot Museum and Research Center, the Tomaquag Museum, the Connecticut Science Center and the Mystic Aquarium. We also contributed to cancer research programs, educational and health-focused events such as the Drive Out Diabetes Golf Tournament and the MPTN Education Golf Tournament. In addition, we supported local homeless shelters, food pantries and various agencies that promote the well-being of the region and state.



## DRIVING OUT DIABETES GOLF TOURNAMENT

The Mashantucket Pequot Tribal Nation hosted the 20<sup>th</sup> Annual Driving Out Diabetes Golf Tournament on Monday, September 8<sup>th</sup>, 2025, at the Tribe's world-class Lake of Isles Golf Course, dedicated to promoting healthier lifestyles and supporting diabetes prevention and management within the Native American community. With 260 registered participants and over 50 sponsors, the event raised \$273,000 this year, bringing the cumulative total of funds raised to more than \$3 million since the tournament began.

This year's tournament offered a variety of activities, including gift bags, a hole-in-one challenge, a mystery hole, an air cannon option on the course, a raffle, TapSnap® photo opportunities and a putting challenge. Participants enjoyed an open-air dining experience featuring gourmet brick oven pizza, barbecue and lobster rolls from a selection of food trucks. Dinner was then served following a day of friendly competition and camaraderie.

Over the last 20 years, Driving Out Diabetes fundraising has provided support for the Juvenile Diabetes Research Foundation, American Diabetes Association, and the J Joslin Diabetes Center®, along with several key Tribal programs and initiatives, including a Hot Healthy Meals Program, the New U Challenge Program, outdoor



basketball courts and playgrounds, healthy meals for Tribal Elders, and golf and tennis programs for youth. These efforts are designed to enhance the health and well-being of Native American communities, addressing the significant impact of diabetes and kidney disease.

According to the CDC, Native Americans face a higher prevalence of diabetes compared to other US racial groups, with diabetes being the leading cause of kidney failure. The tournament's proceeds will support the Tribe's mission to reduce these health disparities through community-based programs and partnerships.



# GIVING BACK

## MPTN AND FOXWOODS RESORT CASINO TEAM MEMBER AND VISITOR STATISTICS

Since Foxwoods opened in 1992...

- A total of **72,713** Team Members employed
- We've welcomed approximately **471,295,000** visitors to Mashantucket

### TOTAL NUMBER OF INDIRECT JOBS CREATED FOR FY25: 2000

- Outsourced labor only: **500**
- Construction jobs: **500**
- Local business vendors: **1,000**

### MPTN AND FOXWOODS RESORT CASINO TEAM MEMBER STATS:

- State of Rhode Island: **434**
- State of Connecticut = **3,233**

Number of Connecticut Team Members per municipality as follows:

CITY	STATE	COUNT
Amston	CT	1
Andover	CT	2
Ansonia	CT	1
Avon	CT	1
Baltic	CT	27
Bethlehem	CT	1
Bloomfield	CT	1
Bolton	CT	1
Bozrah	CT	17
Branford	CT	2
Bristol	CT	1
Brooklyn	CT	17
Burlington	CT	1
Canterbury	CT	28
Central Village	CT	3
Chester	CT	1
Clinton	CT	7
Colchester	CT	34
Collinsville	CT	1
Columbia	CT	4
Coventry	CT	4
Danbury	CT	1
Danielson	CT	31
Dayville	CT	9
Deep River	CT	2
Durham	CT	2
East Berlin	CT	1

CITY	STATE	COUNT
East Haddam	CT	2
East Hampton	CT	4
East Hartford	CT	3
East Haven	CT	4
East Lyme	CT	17
Ellington	CT	1
Elmsford	CT	1
Enfield	CT	1
Fairfield	CT	1
Franklin	CT	5
Gales Ferry	CT	65
Gilman	CT	1
Glastonbury	CT	4
Granby	CT	1
Griswold	CT	93
Groton	CT	248
Guilford	CT	2
Hamden	CT	5
Hartford	CT	8
Hebron	CT	1
Higganum	CT	1
Ivoryton	CT	1
Jewett City	CT	104
Killingly	CT	4
Killingworth	CT	2
Lebanon	CT	16
Ledyard	CT	214

CITY	STATE	COUNT
Lisbon	CT	51
Lyme	CT	2
Madison	CT	3
Manchester	CT	12
Mansfield	CT	3
Marlborough	CT	4
Mashantucket	CT	135
Meriden	CT	3
Middlebury	CT	1
Middletown	CT	5
Montville	CT	3
Moodus	CT	2
Moosup	CT	30
Mystic	CT	88
Naugatuck	CT	1
New Britain	CT	3
New Haven	CT	4
New London	CT	208
Newington	CT	3
Niantic	CT	30
North Branford	CT	5
North Franklin	CT	1
North	CT	55
Stonington	CT	
North Windham	CT	1
Northford	CT	1
Norwich	CT	883

CITY	STATE	COUNT
Oakdale	CT	47
Old Lyme	CT	7
Old Mystic	CT	1
Old Saybrook	CT	3
Oneco	CT	4
Pawcatuck	CT	70
Plainfield	CT	64
Pomfret	CT	2
Preston	CT	80
Putnam	CT	6
Quaker Hill	CT	15
Quinebaug	CT	1
Rocky Hill	CT	6
Rogers	CT	1
Salem	CT	15
Shelton	CT	1
South	CT	1
Glastonbury		
South Windham	CT	5
Sprague	CT	1
Stafford Springs	CT	1
Stamford	CT	2
Sterling	CT	14
Stonington	CT	24
Storrs	CT	1
Stratford	CT	1
Taftville	CT	43

CITY	STATE	COUNT
Terryville	CT	1
Thompson	CT	1
Tolland	CT	2
Trumbull	CT	1
Uncasville	CT	106
Vernon	CT	2
Versailles	CT	1
Voluntown	CT	24
Wallingford	CT	1
Waterbury	CT	2
Waterford	CT	61
Wauregan	CT	5
West Grandby	CT	1
West Hartford	CT	4
West Haven	CT	3
West Mystic	CT	1
Westbrook	CT	1
Wethersfield	CT	7
Willimantic	CT	25
Willington	CT	1
Wilton	CT	1
Windham	CT	3
Windsor	CT	4
Woodstock	CT	5
Yantic	CT	7



This annual report is a publication of the Mashantucket Pequot Tribal Communications Department. Contact us at 860.396.6572 or [mptncommunications@mptn-nsn.gov](mailto:mptncommunications@mptn-nsn.gov).



Mashantucket Pequot Tribal Nation