

Port Gamble S'Klallam Tribe

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PGST Vision Statement

Our vision is to achieve the full potential of the Port Gamble S'Klallam Tribal sovereign nation to be self-sufficient, proud, strong, healthy, educated, and respected.

PGST Mission Statement

The mission of the Port Gamble S'Klallam Tribe is to exercise sovereignty and ensure self-determination and self-sufficiency through visionary leadership. We will ensure the health, welfare, and economic success of a vibrant community through education, economic development, preservation, and protection of the rich culture, traditions, language, homelands, and natural resources of our Tribe.

Port Gamble S'Klallam Tribal Leadership Tribal Council



Jeromy Sullivan

Chairman



Chris Tom
Vice Chairman



Renee Veregge
Council Person I



Donovan Ashworth

Council Person II



Matthew Ives

Council Person III



Jamie Aikman

Council Person IV

Entity Directors

Kelly Sullivan

Executive Director

Betty Decoteau *CFO*

Audrey Gugel

Admin. Dir. of Tribal Government

Kara Wright

Admin. Dir. of Tribal Services

Chris Plancentia CEO, Noo-Kayet

Leo Culloo General ManagerThe Point Casino

Nic'cola Armstrong *Executive Director* Tribal Gaming Agency

Joan Garrow

Executive Director

PGS Foundation

Margaret Tom
Executive Director
PGS Housing Authority

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Message from the Tribal Chairman



Chairman Sullivan with members of Reentry staff at an event in late 2018.

Looking back on 2018, there were many achievements, including progress on programs and initiatives that Tribal leadership and staff have been working on for years. This report highlights those accomplishments and how they further the goals set forth by Tribal Council.

Before I jump into specifics regarding the work done over the past year, I want to thank our dedicated staff and directors. Their tireless hard work every day improves the lives of everyone in our community.

In 2018, we continued to work on our outstanding issues with the State regarding hunting. As many of you know, this dispute started

in 2013 when we were notified that we needed an enforcement agreement with the State in order to hunt in parts of Sol Suc and Dickey. Unfortunately, a series of events lead to this process not moving forward. We are now working with a new WDFW director and are hopeful that this issue will come to a satisfying resolution.

A hunting issue that was resolved in 2018 was the court case commonly referred to as Skokomish vs. Leonard Forsman (Suquamish).

Our Tribe supported Suquamish in this lawsuit, which started when Skokomish attempted to establish primary rights throughout the whole of the Hood Canal and adjacent lands.

Continued on next page

Message from the Tribal Chairman (continued)



George Jones, left, and Will Shift navigate a cane in Port Gamble Bay. Matthew Wion pulls a canoe further out in the Bay. The restoration and protection of the Bay and surrounding areas remains a top priority for PGST Natural Resources.

We learned that Skokomish would likely use a sustain salmon runs for generations to come. similar argument to push our hunters out of the area. The case was ultimately thrown out of court.

Unfortunately, our support of Suquamish in this matter has caused a rift between our Tribe and Skokomish. It is my hope we can mend this relationship and continue to work together on our many common issues and interests.

With the support of Maia Bellon, Director of Dept of Ecology; Ron Allen, Chair of Jamestown; and Brian Cladoosby, Chair of Swinomish, I was appointed by Governor Jay Inslee to the Salmon Recovery Funding Board, which support projects that protect or restore salmon habitat. It is an honor to be a part of this group and work on projects that will strengthen and

As is always the case, these are just a few of the Natural Resources issues our Tribe dealt with in 2018. Others include the Pope Resources mediation, negotiations with the Lummi Nation over their claim to Usual & Accustomed rights in the Straits of Juan de Fuca, and mitigation resolutions with the Navy. To this last point, the funds from Navy mitigation have helped us continue shellfish enhancement projects, including seeding beaches, surveying for geoduck tracts, and operating our FLUPSYs.

A Natural Resources issue resolved in 2018 was the Culverts case, which was brought by our Tribe and 20 others in 2001 arguing that many culverts in Washington State are placed, designed, or have deteriorated in a way that

Message from the Tribal Chairman (continued)

makes fish passage near impossible. In June, the U.S. Supreme Court announced it has deadlocked, which ultimately upheld a ruling from a lower court that sided with the tribes.

A few other highlights:

This past year saw the opening of the High Point cannabis shop. It has been performing well, beyond expectations, in fact. While we're very proud of the work done here, we recognize the challenges of this business and are actively working with state and federal agencies to ensure the best outcomes for our community and our investment.



Theodore "Ted" George, who was the first recipient of the award named in his honor.

Wellness Court has been in the planning for some time and is expected to kick off Winter 2019. This Courts program will allow individuals being prosecuted through the criminal courts to receive a deferral if the defendant has chemical and/or substance abuse issues. This program will work closely with Reentry, which continues to see success using a holistic approach to change the lives of those with addiction issues who want to reintegrate back into our community.

Health Services was awarded a \$2 million grant from Indian Health Services for the construction of a new, two-story Health and Wellness building. This facility will allow for the full integration of all healthcare services—including medical, dental, and wellness—under one roof.

Finally, this past year saw the establishment of the Theodore "Ted" George Legacy Award, which honors a lifetime of dedicated service and advancement of the education, cultural preservation, sovereignty, treaty rights protection, and unity of Tribal people across the Nation. The first recipient was Ted—a small thank you for his work in making the lives of all Tribal members so much better.

Sincerely,

Jeromy Sullivan
Tribal Chairman

Employee Tenure Recognition

The Port Gamble S'Klallam Tribe is grateful to have such dedicated employees. The following individuals were recognized in 2018 for their service to the Tribe.

* Indicates enrolled Port Gamble S'Klallam member.

Five Years Service

Alfread Arciaga
Tiffany DeCoteau-Avalos*
Dwayne DeCoteau-Ives*
Sasheen DeCoteau*
Stella Fa'aita
Kaysee Hendricks-Fulton
Roxanne Hockett*
Rhonda Holland
Mariah Ives*
Matika Marino*
Celia Pederson
Kathryn Perry
Brittany Reynolds
Marie Tabanera-Herrick

Ten Years Service

Danielle Folz*
Mary Hanna*
Traci Hendricks
Sandra Horton*
Susan Purser
Shayna Reynolds*
Nicole Venneman*

Fifteen Years Service

Susan Anderson Kyle Carpenter* Kara Horton* Ronald Leibold Jacqueline Taylor Hatsi Trevathan* Lena Tunkara*

Twenty Years Service

Shannon Harshman Kelly Sullivan*

Twenty-Five Years Service

William Jones, Jr.* Eugene Purser* Penny Purser* Sharon Purser

Port Gamble S'Klallam Stats

Enrolled Members: 1,310

Tribal Employment

• Tribal Government,

including Port Gamble S'Klallam Foundation and Heronswood:

298 (59% Tribal)

• Noo-Kayet Development Corporation, including Point Casino & Hotel, Gliding Eagle, and High Point: **345** (22% Tribal)

Tribal Land Base

1789 Total Acres

1707.47 Reservation Land 59.80 Acres Off Reservation Trust Lands 22.19 Acres Off Reservation Fee Lands

Increase educational opportunities for Tribal members of all ages.



Domynique Purser receives her certificate from the University of Washington's Foster School of Business' Tribal Gaming and Hospitality Program.

Noo-Kayet Development Corporation has supported Tribal members attending this program for the past two years.

During school year 2017-2018, **Early Childhood Education** (ECE) completed almost 2,500 hours of early learning services to our Tribe's youngest members. This included a summer program for children entering Kindergarten held in partnership with the Tribal education department and Wolfle Elementary.

For the current school year, ECE is providing services to 41 PGST community infants and toddlers. These kids will, as a part of their regular lessons, learn about

PGST culture and language, which the department has been increasingly integrating into lesson plans.

The Port Gamble S'Klallam Foundation secured funding for the Middle School Summer Program as well as the Career & Education department's new Mapping S'Klallam Futures—a project to track and support educational and career development of students.



Increase educational opportunities for Tribal members of all ages. *[continued]*

In 2018, the Foundation also offered a four-day Small Engine Service & Repair workshop and, for 2019, is planning 16 new plant-related classes to be held at Heronswood.

As a part of the Summer Youth program, **Utilities** oversaw an orientation on the correct way to use various tools and equipment, including machinery like lawn mowers and weed eaters.

Our Community Garden and related events/activities educated the community on gardening practices and how to use fresh ingredients from the garden for different recipes.

The Little Boston Library holds monthly STEM programs for families on a variety of topics that have included edible bird houses, Lego building challenges, and circuitry puzzles.

Natural Resources partners with local schools on field trips and classroom presentations to help educate students on resource, environmental, and treaty issues. They also work to bridge the knowledge gap between PGST elders and experienced harvesters with Tribal youth.

Tribal Police completed several town hall meetings on emergency management, narcotics, and home safety.

Reentry and **Wellness Court** helps participants obtain GEDs and, if applicable, post-secondary education.

Human Resources collaborated with various departments and staff throughout the year to bring training to employees. This included sessions on Domestic Violence Awareness, Leadership Coaching, using Excel, Summer Youth Orientation, and Employee Benefits.

In addition, every year, including in 2018, staff members were given access to Fraud Prevention Training. This helps with personal education as well as helping with internal controls and fraud awareness.

For each of the past two years, Noo-Kayet Development Corporation has sponsored two Tribal members to attend the Tribal Gaming and Hospitality program through the University of Washington's Foster School of Business. In 2018, NKDC hosted a session at The Point Hotel where staff gave presentations to the students on Tribal economic development and hotel management.

Manage growth in a manner that ensures that future generations have adequate land and housing; that needed infrastructure and Tribal facilities are well planned, coordinated, and developed; and that the costs of growth are considered.

Tribal Council adopted **Master Plans** for Warrior Ridge, Heronswood, and the Business Park. This was a multi-year process that required input and work from various departments, staff members, and outside consultants.

The **Planning** department facilitated several activities in 2018, including construction of the campus drainage and wetlab projects, utilities planning for new buildings, and completion of the fire alarm retrofit for Tribal campus buildings.

The **Grants** department has been instrumental in seeking and applying for funds that will allow for infrastructure and growth of the Tribal campus. This includes: \$2 million from Indian Health Service for the Health & Wellness building and an additional \$2 million from the Department of Commerce for Building Communities Fund Program.

Early Childhood Education was awarded an Early Head Start Expansion grant to help renovate four infant/toddler classrooms and add a toddler transition classroom. This work began in June 2018 and is expected to be complete in 2019.

ECE also addressed health and safety issues including working with maintenance to assure proper depth of fall zone material in outdoor play areas on the Tribal Center campus. The department also received a grant to expand freezer storage to be able to provide meals for up to 84 enrolled children.

Through the Port Gamble S'Klallam Foundation, **Heronswood** saw several upgrades including new exterior paint and a new roof on the Garden House as well as dramatic improvements to the events plaza.

Housing provided assistance to 18 families to rent homes outside the reservation. Several other families saw aid in the form of money for move-in and transitional housing costs. The department also renovated seven on-reservation homes that were badly in need of repairs.

Tribal Police has added one detective to provide better services as the community changes and grows.



Diversify the Port Gamble S'Klallam Tribal economy in order to be less dependent on governmental funds and gaming revenues.



Heronswood increased Plant Sales in 2018.

The **Port Gamble S'Klallam Foundation** added a Foundation Associate to their team, allowing them to increase their ability to research and apply for grants.

Heronswood has significantly increased the number of paid and ticketed events it holds on the property, including Haunted Heronswood, lectures, private tours, and Christmas and spring teas, among others. In addition, in 2018, the garden was open more often to the public and they expanded their membership numbers, which included annual dues of \$30 to \$1000. Volunteers continued to play a big role

in the restoration and maintenance of the garden, donating the 2018 equivalent of \$67,000 of in-kind skilled labor.

Natural Resources has continued to identify economic opportunities for Tribal members to make (more) money on fishing, harvesting, and other elements of a traditional lifestyle. With the newly deployed FLUPSYs, they are developing high-quality oysters that, they hope,

within the next few years, will result in a business opportunity with the Noo-Kayet Development Corporation to sell to highend markets.

In addition to developing new, non-gaming businesses like Miller Bay Properties, Kountry Korner, High Point, and others, Noo-Kayet Development Corporation works closely with Tribal Council and government to ensure investments and assets are being well managed.

Health Services has increased opportunities for expanded healthcare services, increasing third party revenues that help support the PGST economy.

Preserve and restore S'Klallam Tribal history, language, and culture within the Port Gamble S'Klallam community, our partners, and surrounding communities.



A youth paints a salmon during an art event hosted by Career & Education.

Our **Cultural Resources** department collaborates with various Tribal departments, public schools, and other organizations to provide cultural enrichment, generate cultural sensitivity, and promote authenticity, while preserving and perpetuating the S'Klallam culture for generations to come. In 2018, they offered several programs and activities including cedar and squasum berry harvesting trips to Indian Island. They also provided community cultural classes on such topics as wool weaving, traditional teas, smoked clams, mini-drums,

and Coast Salish design, among others.

Court Services—through its Crime Victim, Reentry, Wellness Court, and Tribal Courts—endeavor to provide programming specific to PGST culture.

Health Services recognizes that culture is an integral part of the healing process for mental health issues, addiction, and many physical health problems. As such, they strive to include culture in all their programming.



Preserve and restore S'Klallam Tribal history, language, and culture within the Port Gamble S'Klallam community, our partners, and surrounding communities. (continued)

Career & Education coordinated an art event that fostered Elder artists mentoring youth in S'Klallam art, language, and storytelling. In addition, the department provided professional development training on S'Klallam history and culture to new North Kitsap School District staff as well as secondary teachers, community, and students at Peninsula College.

Through their Culture Specialist, **Early Childhood Education** provides language and culture training to staff, increased culture curriculum in seven classrooms, and continues to develop materials that support S'Klallam language and culture. The department also provided a number of specific S'Klallam cultural activities to support family engagement throughout the year, including Spring Salmon Bake, Children's Honoring, and Family Culture Night, among others.

During and leading up to October's Haunted **Heronswood** event, S'Klallam Legends of Slapu, Wild Man, and Raven and Crow were featured throughout the garden. Also in 2018, Heronswood staff began to work on a Stumpery project to honor S'Klallams

who worked in lumber mills and forestry with an interpretive living museum.

In 2018, all five of the attorneys from PGST's **Legal** department spoke at various legal seminars, colleges, and government agencies to educate others about tribal sovereignty, social services, and cultural practices.



The legend of Slapu came to life at Heronswood.

Enhance the health and wellness of the Tribal community.

In 2019, a new **Health & Wellness** building will break ground. This is being funded, in part, through a grant from Indian Health Services. Once completed, this new facility will greatly enhance the health and wellness of the Tribal community by providing localized and dedicated support under one roof.

The Healthy Workplace initiative continued in 2018. This included a Walking Club organized by the Health Services department and healthy snacks purchased and delivered to all Tribal departments by Human Resources, as well as periodic employee emails with tips on exercise, healthy eating, and stress reduction.

Other wellness initiatives included National Walk at Lunch Day, National Get Fit Don't Sit Day, Women's Health Month, and Men's Health Month.

Our **Community Garden** provided fresh fruits and vegetables to community members for free.

Child & Family Services continues to increase access to food, energy assistance, and cash as needed to provide for the needs of PGST's families.

In 2018, Early Childhood Education managed a number of classes and initiatives to help make families and kids healthier. These included Healthy Smiles training, Natural Remedies, Conscious Discipline, and collaborating with Tribal Police to provide 50 car seats to PGST children. The department also distributed copies of "What to do When Your Child is Sick" to all 48 enrolled families and provided a flu immunization clinic for ECE staff, parents, and kids.

Housing assisted 14 low income elders with emergency home repairs, including handicap ramps, cleaning roof/gutters, roof replacements, bathroom repairs, electrical service repair, and removal of dangerous trees, among others.

The **Legal** department created code to allow for a Dental Health Provider licensing. They also worked on the Tribe's behalf on issues related to inter-agency relations, self-governance, health care, and the ongoing opioid litigation.

Tribal Police has improved its capability to respond to domestic violence, sex crimes, and illegal narcotics issues.



Assure public safety on the reservation and in treaty rights areas.

In 2018, the **Legal** department reviewed and consulted on the Inter-Local agreement related to jurisdiction under the Violence Against Women and Tribal Law and Order Acts. They also helped amend or clarify several points in the PGST Law & Order Code as well as collaborated with Tribal Police on department policies.

The **Natural Resources Enforcement**Team works collaboratively with Tribal Police and the Washington State Department of Fish and Wildlife Police to provide the most effective and professional enforcement possible to protect treaty rights and resources.

Tribal Police has increased staff by one detective, improved internal processes to address domestic violence and illegal narcotics, and invested in staff education to improve capability to investigate crimes.

Court Services works in hand with law enforcement to maintain the safety of victims and the community. In addition, department programming utilizes a holistic approach with defendants to address root causes related to their problems

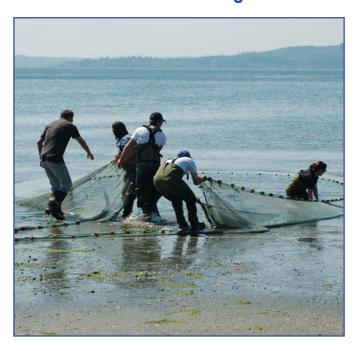
with the justice system to help them successfully reintegrate into the community.

Heronswood is diligent about maintaining a safe environment for all in the garden. In 2018, this included providing a traffic control officer at all Plant Sale & Garden Opens, removing dangerous trees and limbs, and leveling garden pathways. Safety is also the guiding principle of the Heronswood Master Plan.

Natural Resources Enforcement and Tribal Police work together and independently to ensure safety throughout all the areas used by the Tribal community.



Protect and enhance treaty rights in all of our Usual and Accustomed areas and all traditional hunting and gathering grounds for Tribal members of all ages.



Natural Resources continues to manage finfish and shellfish programs and fight for more access and harvest opportunities for Tribal members. This includes negotiations around harvest openers and with the Navy for access on Indian Island.

The final design and permitting of the south boat ramp was completed.

In 2018, **Career & Education** incorporated education on treaty rights and the related traditional S'Klallam practices into the curriculum for all department roles.

Cultural Resources supports the work done by the Tribal Historic Preservation Officer (THPO), Natural Resources, Department of Archeology and Historic Preservation, and Jamestown THPO as requested for cultural consultation.

Staff at Early Childhood Education continue to serve in a leadership role on the National Indian Head Start Directors Association (NIHSDA); WA State Department of Early Learning Indian Policy for Early Learning (IPEL); Kitsap County Partnership of HS/EHS/ECEAP assuring that protection of sovereignty is part of every conversation.

After a multi-year battle, PGST **Legal** saw the resolution of the Culverts case; the Tribes' victory in the 9th Circuit was upheld by Justice Kennedy's recusal and 4 to 4 tie vote of the remaining justices.

Legal also continued strategy and consultation work related to Port Gamble and the Bay, including shoreline restoration, extinguishing development rights at the former Port Gamble mill site, and approaches to settlement of Pope Resource's land use planning and mill site cleanup.

Create more job opportunities for Tribal members.

As 2018 came to a close, **Noo-Kayet Development Corporation** reported 325 full-time employees with approximately 56 PGST member employees. This is the highest Tribal employment percentage to date and NKDC is looking for ways to increase these numbers in coming years.

In 2018, **Human Resources** recruited for 88 open positions. Of those hired, 57% were enrolled PGST members. Overall, our total number of employees increased from 285 at the beginning of 2017 to 298 in December 2018.

The **Grants** department continues to play a major role in job creation by seeking out grants that provide employment opportunities for Tribal members. In 2018, approximately nine full-time jobs were funded with newly awarded grants.

Probation, Reentry, and Wellness Court require continuing education, job training, and skill enhancement to obtain employment.

During the summer of 2018, **Career & Education** employed 44 youth in various capacities. This included at Cultural Resources where a Tribal student helped in the planning

of and assisting during Canoe Journey and the hosting event.

Child & Family Services offered Subsidized and Summer Youth Employment opportunities. They also work with clients to participate in employment or related activities.

Early Childhood Education requested funds from the Office of Head Start to add three full-time positions to support infant/ toddler classroom teaching staff. These jobs will provide entry-level opportunities for Tribal and community members.

The **Port Gamble S'Klallam Foundation** added two full-time employees, including a Foundation Development Assistant and grounds/maintenance worker at Heronswood.



Maintain high standards in the administration of Tribal government and the conduct of Tribal business enterprises.



PGST staff are often called on by federal and state agencies to discuss issues related to the Tribe. Here Jolene George. Kara Horton, and Carol Dixon are in DC to testify in front of legislators.

Court Services' leadership and staff continues to place a high value on the effectiveness of the department and its role within the community.

Human Resources began implementation of Paycom, a fully integrated time keeping, payroll, and human resources system that provides employee access to pay stubs, benefit information, income verifications, and evaluations.

Accounting rolled out a Time Force update that now shows accrued vacation and sick leave for staff. Also, to help PGST continue to meet high reporting standards, financial policies, reports, and procedures were revised and further developed.

Early Childhood Education supported active leadership on the ECE Policy Council, which includes S'Klallam parents and an elder. Four members of the ECE Policy Council attended various training conferences.

The **IT department** completed improvements to the Tribal network infrastructure, expanded the use of private cloud servers, enhanced computer security, and upgraded the PGST community network.

Legal worked with Human Resources to create and adopt a Domestic Violence Leave Policy for the Tribe.



Maintain and develop financial systems for the Tribe to ensure financial security, stability, and growth into the future.

Accounting implemented or improved a number of systems to improve PGST's financial systems. These included:

- Improved Budget and Wages reports, which included a new budget template for employees' salaries.
- Implementation of Sales Order processing to streamline A/R reports.
- Increased security protections to further limit fraudulent transactions.
- Automation of Schedule of Expenditures of Federal Awards.

Most departments seek available grant funding (as possible and available) to achieve quality services for all members of the com-

munity. For example, **Career & Education** received three grants in 2018, which went towards funding summer school and science camp programs.

Financial policies, reporting, and procedures were revised and further developed to ensure PGST's continued financial security, stability, and growth.

While **Tribal Police** is not a revenue generating organization, the department is constantly seeking additional funding course to minimize financial impacts.



Create an environment that supports and encourages staff engagement with the Port Gamble S'Klallam community outside of the office.



PGST Staff regularly participate in Tribal community events such as S'Klallam Days, where PGST Royalty (pictured above) are chosen, and Canoe Journey.

Cultural Resources oversees the annual Canoe Journey hosting. This is a community-wide event that invites staff to volunteer and participate. In 2018, about 40 staff volunteered their time to help with Canoe Hosting, allowing them to learn about S'Klallam Lifeways, cultural strengths, and family connections.

Career & Education works to maintain healthy and productive relationships with the PGST community beyond the job.

In 2018, the CFO's office worked with out-

side professionals, including external auditors, financial institutions, and consultants. These individuals and organizations offered a tremendous wealth of knowledge that is shared with staff.

Child & Family Services works closely with clients throughout the community to assist in meeting their needs. This includes transporting clients or families and engaging in other out-of-office activities. In addition, CFS staff are active in PGST activities sponsored by their department, the administration, and other programs/departments.



Create an environment that supports and encourages staff engagement with the Port Gamble S'Klallam community outside of the office. (continued)

Early Childhood Education regularly scheduled events and activities throughout the school year that are open to the community. ECE staff and teachers provide child care services during General Council, Public Hearings, Town Halls, and training opportunities for foster care families. These activities broaden staff access and connection to the S'Klallam community.

Little Boston Library increased morning hours to acTcommodate community members or PGST staff who want to visit during lunchtime.

Natural Resources continues to regularly work with the PGST community on harvest, education, and outreach.

Tribal Police participate in as many community events as possible to foster community relations.



Assure the reservation public spaces are clean, safe, and well maintained.

All of the PGST departments, our staff, and community work together to achieve this goal. This includes activities such as beach clean-up efforts, encouraging people to pick-up after themselves, and, when necessary, tasking Tribal Police or Natural Resources Enforcement to enforce regulations to remove items that may pose a public hazard.

Over the last few years, efforts to improve these areas have increased. We are proud of our home!





In Remembrance



Charles Patrick Bowechop

March 17, 1933 - February 20, 2018

William Charles

January 28, 1959 - April 3, 2018

Wayne DeCoteau

January 9, 1947 - April 11, 2018

Mary Jones

March 21, 1967 - December 20, 2018

Oliver Jones

December 17, 1946 - November 3, 2018

Linda Purser

November 1, 1951 - February 26, 2018