

# Port Gamble S'Klallam Tribe Administrative Campus Master Plan

Prepared for:  
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# Executive Summary

The Administrative Campus serves as the heart of the Port Gamble S'Klallam Tribe (PGST); members regularly visit the Campus for services, employment, enrichment programs, and community gatherings. The Campus includes facilities for governmental operations, youth enrichment, Elder resources, member services, public safety, the Court, the Tribal Cemetery, and a handful of recreational amenities. As the PGST continues to grow, there is a need to build new facilities to accommodate the myriads of departments and service providers that operate on the land; there is also a desire to introduce additional amenities, cultural elements, and gathering spaces so that the Campus reflects the S'Klallam people and the site's unique location along Port Gamble Bay. During the past decade, the Campus has evolved consistent with the previously adopted Administrative Campus Facilities Assessment and Master Plan (2014), but now, there are new community needs and aspirations which necessitates a refinement to the Tribe's long-range master plan.

## *The Master Plan Update Project*

Starting in early 2024 and continuing through Spring 2025, the PGST completed a comprehensive planning initiative aimed to define their long-term space needs, desired amenities, and the future spatial arrangement for the Administrative Campus. That process resulted in this Master Plan – this document aims to guide local decisions relating to future buildings/facility, open space amenities, conservation, service programming, and capital investments with the goal to achieve a cohesive and functional community destination that reflects the cultural and values of the S'Klallam People. The Master Plan addresses the Tribe's current and projected facility space needs, constrained parking supply, and need for more quality community gathering areas. Notably, the Master Plan capitalizes on new-found opportunities along the Bluff overlooking Port Gamble Bay and underutilized land on the northeast limits of the Campus.

## *The Project Team*

The PGST Planning Department led the Master Plan update; for this endeavor, the Project Team included the Planning Department staff, and their consultants (Stantec, Montrose Environmental Group, Ferguson Architecture, and GeoEngineers). The Project Team engaged with the PGST membership and department leaders/managers to shape the final recommendations contained within this Master Plan.

## **CAMPUS IMMEDIATE NEEDS AND OPPORTUNITIES**

This Master Plan represents a direct response to current campus needs and opportunities. There are immediate demands for new buildings to accommodate Tribal services and government functions, and desires for additional amenities, gathering spaces, and cultural representation on the Campus. The following lists the overarching needs/opportunities that were the foundation for this master planning initiative.

- › **Administrative Building** – The current facility has reached its capacity to accommodate the functional and spatial needs of the myriads of departments that operate therein. Furthermore, there is a need/desire for interior spaces to showcase the Tribe's cultural, art, and historical artifacts and to provide more places for members to gather.
- › **Gym/Kitchen and Community Spaces** – The current community kitchen and gymnasium facilities do not fully accommodate the PGST's space and functional needs; and the structures are showing signs of wear. There is a strong desire to construct new facilities to support events, ceremonies, and social gatherings.
- › **The Bluff** – The PGST recently removed two former residences along the Bluff creating opportunity for new community-serving uses on the iconic lands overlooking Port Gamble Bay and the Olympic Mountain range. There is opportunity to define the future use of this area of the Campus while preserving/enhancing the Tribal Cemetery and the natural areas therein.
- › **Other Underutilized Areas** – The areas northwest and immediately surrounding the current Ballfield are considered underutilized and the 2014 Master Plan does not define the long-range use of those areas of the Campus. There is opportunity to explore options for these underutilized areas and define the future spatial arrangement for improvements on those lands.
- › **Parking / Access** – The Campus has limited parking capacity to accommodate its employees/visitors, and community events; future development on the Campus is anticipated to further impact parking demand. There is opportunity to increase parking supply while strengthening pedestrian access within the Campus.
- › **Utilities and Supportive Infrastructure** – Utility infrastructure have been installed over time that has resulted in a haphazard network of underground piles, overhead service lines, and fragmented stormwater management facilities – some of this infrastructure exists within future development sites that necessitate line relocation. There is opportunity to refine the Campus's utility Infrastructure to better accommodate future development projects.



## Updated Master Plan and Subarea Focus

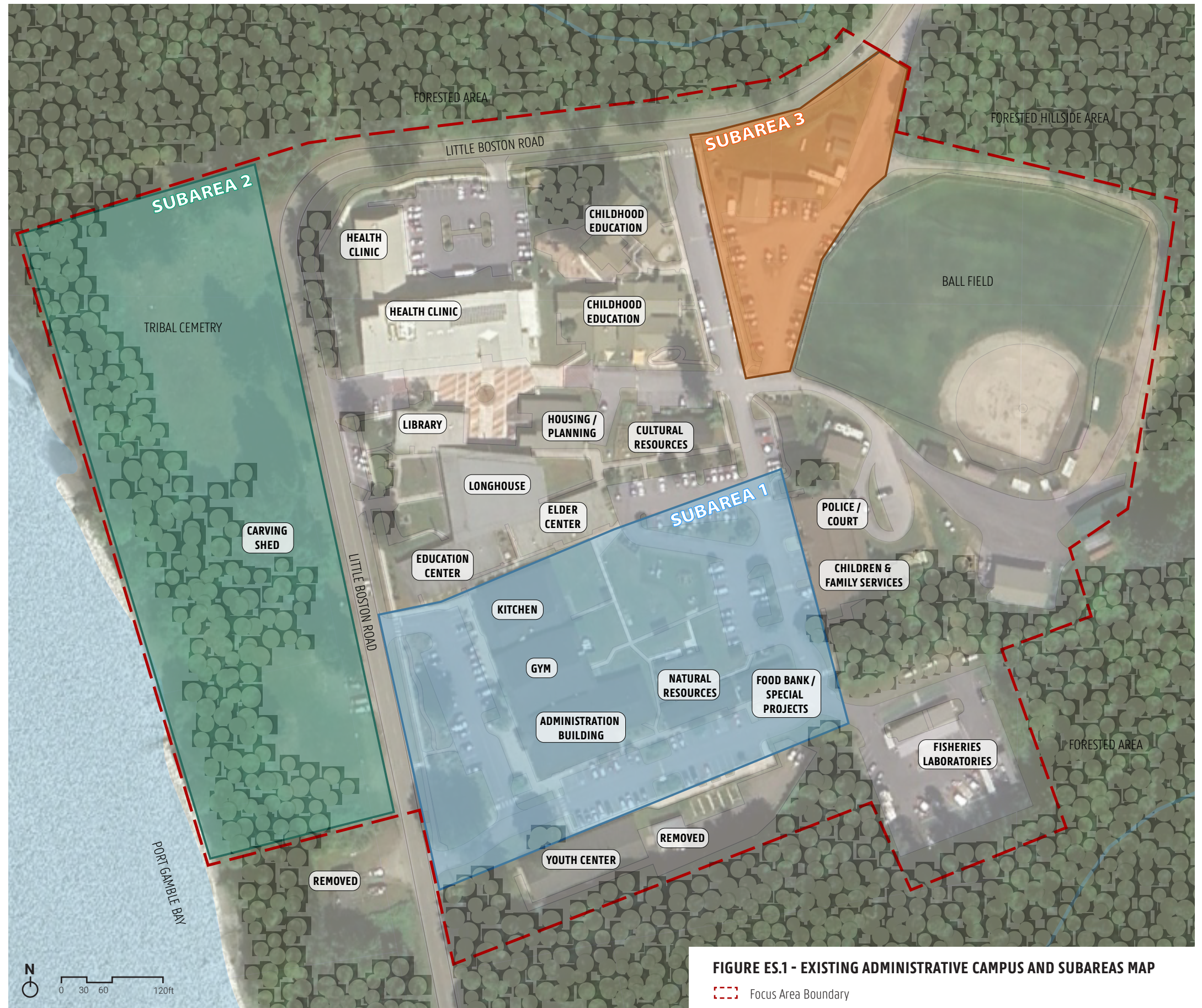
The master planning process aims to (i) recognize recently completed projects/initiatives on the Campus, (ii) carry forward applicable planning ideas from the previously adopted 2014 Administrative Campus Facilities Assessment and Master Plan, and (iii) reevaluate the planned land uses/ future development for three designated geographic areas on the Campus; referred to as Subareas 1, 2, and 3.

**Recent Projects** – Over the past decade, the PGST constructed a new Health Clinic (with an adjacent outdoor plaza and parking lot), cleared two residences from the Bluff, developed a playground (behind the Gym/Kitchen), and performed some enhancements to Little Boston Road (for additional parking capacity and better pedestrian access). Those recent additions are reflected and accommodated in the new Master Plan.

**2014 Master Plan** – The previous Master Plan identifies a new Judicial Center south of the Police/Court and Children & Family Services building and a new surface parking lot adjacent to the Ballfield. Those past planning components are carried forward through this update process (with slight design/programming modifications).

**Subareas** – The master planning process focused on defining the future uses/site improvements (and their spatial arrangement) on three distinct geographic areas on the Campus.

- › **Subarea 1** - Located central to the Campus, this subarea is planned to accommodate a new Administration Building, Community Center, Gymnasium, and community gathering spaces. Furthermore, this subarea will accommodate new parking facilities, pedestrian pathways, and the design of a new Village Commons open space amenity. This initiative will build upon the foundational ideas presented in the 2014 Master Plan yet focusing on alternative spatial arrangement options for the planned site components.
- › **Subarea 2** - This subarea will focus on establishing future uses and community amenities situated between Little Boston Road and the Bluff overlooking Port Gamble Bay, with particular emphasis on preserving the Tribal Cemetery and natural features. Notably, this area was not addressed in the original 2014 Master Plan and the PGST has since removed two former houses from this area.
- › **Subarea 3** - The planning efforts for this subarea will involve defining future uses, buildings, and community amenities for the land located northwest of the current ballfield. Today, the land is used as a gravel parking lot, a canoe shed, and utilities. The 2014 Master Plan does not define the future use(s) of this portion of the Campus.



**Campus Programming Changes** - Through the master planning process, the Leadership Group determined the following uses/services would be located to other lands within the PGST community to better accommodate the space needs for those uses/departments.

- › **Cultural Resources** – The Cultural Resources (CR) Department occupies the standalone building opposite of the Longhouse; the department needs additional space for staff, storage for artifacts, and other activities. Long-term, there is a desire to showcase Tribal art, cultural elements, and the S’Klallam history in a new facility. The PGST is presently exploring options to construct a new Cultural Center on other PGST lands – the CR Department would be moved to the new facility.
- › **Carving Shed** – The Carving Shed is showing signs of wear and needs substantial upgrades. Rather than performing costly repairs, the PGST is exploring options to relocate the carving activities to a new facility within the community.
- › **Natural Resources** – Presently, the Natural Resources (NR) Department operates from a small office building adjacent to the current Administration Building and needs additional office space and storage areas for their vehicles and equipment. The PGST is exploring options to construct a new NR facility on other lands within the Reservation.
- › **Judicial Center** – The 2014 Master Plan designated the land south of the Children and Family Services Building for a new Judicial Center. Since the Plan’s adoption, the PGST is exploring alternative locations for this new facility (one potential site is near the Point Casino and the Gliding Eagle Market).



1. View of the Education Center (as part of the House of Knowledge complex and adjacent to the current Kitchen/Gym building)



2. View of the Childhood Education buildings (facing the internal drive aisle/roadway)



3. One of multiple courtyards adjacent to the Longhouse



4. View of the garden next to the Cultural Resources building, the Housing Building in distance.



5. View of the existing gravel parking lot in Subarea 3 (northwest of the Ballfield)

**EXISTING CONDITIONS OF THE PGST ADMINISTRATIVE CAMPUS**

# Community Engagement

The Administrative Campus Master Plan followed a Community Engagement Plan aimed to involve the PGST Membership and department leaders in the process so that the final plan reflects the community's needs, desires, and aspirations. The following table describes the two main engagement audiences and the engagement activities that occurred in preparing this Master Plan.

AUDIENCE / ROLE	ENGAGEMENT ACTIVITIES / METHODS
<p><b>PGST Members</b></p> <p>This engagement audience included individuals enrolled as members of the Port Gamble S'Klallam Tribe, including those living off the Reservation. Their role was to provide their ideas and sentiments relating to planned components on the Campus.</p>	<p><b>On-Line Survey:</b> In April 2024, the Project Team issued an on-line community survey with the objective to capture PGST members' desires and preferences to improve the Administrative Campus. The survey was structured to focus on the Campus at large and then narrowed to Subareas 1, 2, and 3 (for specific desires affecting those three geographic areas). The survey responses served as baseline information for the master plan recommendations and site plan options.</p> <p><b>Pop-Up Event:</b> On May 15, 2024, the Project Team hosted an in-person "pop-up" event as part of the Strong Family Health Fair on the Campus. The objectives were to share preliminary master planning ideas to the PGST members and seek responses to those planning concepts. That feedback helped the Leadership Group to refine the final recommendation for the Master Plan.</p>
<p><b>PGST Leadership Group</b></p> <p>This group comprises representatives from various departments and key staff within PGST. Their role is to guide planning decisions related to the Administrative Campus.</p>	<p><b>In-person Visioning and Collaboration Meetings:</b> The Project Team facilitated a series of planning meetings with the Leadership Group to assess long-range space needs, identify beloved spaces, and to generate ideas for Campus enhancement and evolution. These meetings aimed to (a) provide an opportunity for PGST representatives to communicate their needs and preferences for the Subareas 1, 2, and 3, and (b) assess/ discuss site plans and design alternatives for future buildings related to the project.</p> <p><b>PGST Department Questionnaire:</b> Shortly after the first Leadership Meeting, the Project Team issued an on-line questionnaire to various PGST department managers/leaders with the objective to obtain current and future office/storage needs. The questionnaire responses allowed the Leadership Group to better assess the long-range spatial needs (and desires) for each department operating on the Administrative Campus.</p>

## COMMUNITY PRIORITIES

The Administrative Master Plan aims to address six overarching community priorities that were defined through the project's engagement activities and are what the PGST aims to address and solve as the Campus evolves.

- › **Priority A: Enhance the Campus as a center piece of community life** – The Administrative Campus serves as the center of community gatherings, services, and government operations. As the Campus evolves, it will continue to serve as the central hub for community life and reserved primarily for the S'Klallam people.
- › **Priority B: Create additional capacity for PGST departments and services** – The Campus is nearing its capacity to accommodate the myriads of department and service functions. There is a need and opportunity to construct additional facilities that accommodate the PGST's growing space needs.
- › **Priority C: Create a wide variety of quality and multi-functional community gathering spaces** – The Administrative Campus is a beloved destination for community gatherings, social events, ceremonies, and civic activities. As the Campus evolves, there is a strong desire to create additional community gathering spaces to accommodate a wide variety of events, traditions, and recreational activities.
- › **Priority D: Perform modal transportation enhancements that serve a variety of users** – The Campus provides both roadway and trail connections to the surrounding PGST neighborhoods and other service areas, yet the Campus is constrained in its ability to accommodate current vehicle use demand. There are needs to create additional parking capacity, improve site circulation, and to strengthen pedestrian/bicycle connections to accommodate a wider variety of travel modes and user preferences.
- › **Priority E: Celebrate and showcase the S'Klallam Culture, History, and People** – The S'Klallam people have occupied the region for millennia and there is strong PGST pride in its culture, history, and their way of life – these aspects are showcased across the community today. As the Campus evolves with new facilities and gathering spaces, there is priority to incorporate S'Klallam culture and history through art, language-use, architecture, and traditional plantings into those site features.
- › **Priority F: Connect the Campus to the natural environment** – The natural environment is held near to the hearts of the S'Klallam people. The Administrative Campus is nestled between forested hillsides and the Bluff overlooking Port Gamble Bay and the Olympic Mountains. There is a strong community desire to maintain (and strengthen) the Campus' connection to the natural environment through land enhancement, trail connections, passive gathering areas, and resource protection.

# Administrative Campus Master Plan and Planned Future Uses

The community's vision can be described as *“The Administrative Campus is the center of community life, the seat of government operations, and a signature gathering space which connects the S’Klallam people to each other, their culture, and the natural environment.”* This vision evokes the idea of the Campus continuing to serve as the heart and soul of the PGST community with services, amenities, and a spatial design that reflect S’Klallam culture, history, and local values.

The master plan components align with the community's vision and establishes the long-range (re)development framework for now and well into the future. The following lists the key components contained in this new Master Plan; Figure ES.2 depicts the locally-prefer Site Plan for the Administrative Campus (where future improvements would align with this graphic depicting the buildout scenario).

## SUBAREA 1

The Master Plan envisions the central portions of the Campus will redevelop as three distinct buildings arranged along a Village Commons to achieve a strong community-serving destination. The following lists and summarizes the key components planned for Subarea 1.

- › **Administration Building** – The new Administration Building is envisioned as a two-level structure to house administrative offices, dedicated Council Chambers, and indoor gathering spaces.
- › **Gym and Community Center** – The existing gym and kitchen areas will be replaced with two new facilities. The new Gymnasium will be three levels including a new court, locker rooms and storage in the lower level; entry, concessions, and spectator seating on the first level; and a fitness center and walking/running track on the upper level. The new Community Center will be two levels including an Events Center, offices, a community kitchen, and restroom facilities on the first floor; and classrooms for youth enrichment programs and similar space on the upper floor.
- › **Parking/Subterranean Garage** – The existing parking lots will be reconfigured around the three new buildings, and subterranean garage is planned beneath the Administration Building to maintain/expand parking capacity.
- › **Village Commons / Gathering Spaces** – A Village Commons is planned as an open space amenity between the existing Elders Center and the planned Administration Building, Gym, and Community Center. The Commons terminates in the west as an Overlook Plaza and a planned playground/splash pad to the east.

## SUBAREA 2

The Master Plan envisions the Bluff overlooking Port Gamble Bay will be enhanced as a passive recreational amenity while retaining/enhancing the Tribal Cemetery. The following lists and summarizes the key components planned for Subarea 2.

- › **Overlook Plaza / Lawn** – The planned Village Commons (in Subarea 1) will transition into an Overlook Plaza, event lawn, and a crushed gravel gathering area in the southern portions of the Bluff. This space will serve as a new community amenity for events, ceremonies, and passive recreation with views to the Bay and the Olympic Mountains.
- › **Memorial Plaza** – The Carving Shed (due to its age and maintenance needs) will be replaced with a new Memorial Plaza to recognize and celebrate PGST war veterans (moving from its present location in front of the Longhouse). Restroom facilities are planned next to the plaza with trails that lead to the Tribal Cemetery.
- › **Cemetery** – The Cemetery is planned for minor enhancements including new fencing, landscaping, and a burial plot directory. The Cemetery is not slated for expansion in its current location.

## SUBAREA 3

The Master Plan defines the option to redevelop this underutilized area of the Campus for additional parking capacity, passive gathering areas, and future office/service space. As this area redevelops, the existing utility buildings and the Canoe Shed would be relocated.

- › **Parking** – The gravel parking lot will be improved with a more efficient configuration and a new access point from an internal drive aisle (leading into the Campus). Its surface could be asphalt or pervious materials. The lot could be closed periodically to host events.
- › **Future Office A** – Long-term, there are opportunities to construct a new two-level office/service building along the Little Boston Road frontage to respond to future space needs and to retain PGST services on the Campus.

## OTHER PLANNED IMPROVEMENTS

The Master Plan carries forward many of the (re)development ideas from the 2014 Plan and identifies other improvements that were defined through the engagement process.

- › **Future Building B** – Another two-level building is planned south of the Children & Family Services building to accommodate future office and facility needs on the Campus. The 2014 Plan previously planned this space for a new Judicial Center but plans have changed since the original adoption.
- › **Ballfield Parking / Access** – The gravel lot between the Police building and the Ballfield is planned to be enhanced as a formal parking lot with trees, sidewalks, and more capacity.
- › **Playground/Splash Pad** – A new playground and splash pad are planned at the center of the Campus just north of the Police Building (the existing playground will be relocated to this area). This new amenity rests at the eastern terminus of the planned Village Commons and across from the Ballfield.
- › **Future Use C** – The current Cultural Resources building will be retained and potentially adaptively reused for future office, enrichment, or community gathering purposes.
- › **Little Boston Road** – Little Boston Road will be enhanced to provide traffic calming, additional on-street parking, and sidewalks.

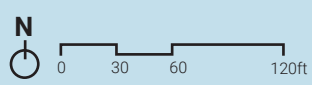
## UTILITY SERVICE AND DRAINAGE

The Master Plan assumes that the PGST would develop a utility plan to define the future line configuration on the Administrative Campus to accommodate future buildings, amenities, and circulation components. The Master Plan also assumes stormwater management infrastructure would be provided concurrent with each new project on the Campus; long-term, there are opportunities for a regional stormwater system to serve the Lower Reservation.

# Campus Site Plan



FIGURE ES.2 - CAMPUS SITE PLAN



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# Chapter 01

## Introduction and Project Overview

# Section 1.1: Project Overview

This Master Plan for the Port Gamble S’Klallam Tribe (PGST) Administrative Campus serves as the long-range vision and policy document aimed to guide decisions relating to future buildings, capital projects, open space amenities, conservation, and site programming. The Master Plan reflects the local needs and aspirations of the S’Klallam people and responds to the future facility needs for the myriad of PGST departments that occupy the land. As the PGST embarks on changes and enhancements to the Campus, those projects should be in alignment with the long-range vision and spatial arrangement contained within this Master Plan. This planning document represents an update to the previously adopted 2014 Administrative Campus Facilities Assessment and Master Plan, in response to changes in department needs, new ideas, and opportunities to enhance portions of the Campus. In short, this Master Plan serves as the “roadmap” for the Tribe to reach its goals for this important destination within their community.

### COMMUNITY OVERVIEW

The Port Gamble S’Klallam Tribe has approximately 1,485 enrolled members and occupies ~1,340 acres of Federal Trust Land (also referred to as “the Reservation”) located west of Kingston, Washington. PGST is a sovereign, self-governing nation within Washington State; its Tribal Government provides essential services and public amenities for its members. The lands within the Reservation are subject to the Tribal Law and Order Code in terms of development and conservation requirements; the Campus and the Tribe’s sovereign lands are specifically exempt from other Kitsap County land use and zoning laws.

### THE CAMPUS TODAY

Most of the PGST’s core governmental functions occur on the Administrative Campus on Little Boston Road near the shores of Port Gamble Bay. Today, the Campus includes facilities for governmental administration, youth enrichment, Elder services, member services, public safety, the Court, the Tribal Cemetery, and a handful of recreational amenities. The Administrative Campus represents the heart of the PGST community; members regularly visit the Campus for services, employment, enrichment programs, and community gatherings. Notably, the Campus is not intended for housing, commercial services, or tourism purposes.

### FUTURE EVOLUTION

As the PGST continues to grow and prosper, the Campus is envisioned to evolve by responding to changing PGST department needs, accommodating member desires for additional community amenities, and capitalizing on new opportunities as they arise. This evolution should follow a well-planned strategy to result in a holistic, functional, and beloved destination for the PGST people. At the same time, the location is constrained by the bay, creeks, forested areas, and steep terrain along its boundaries, thus the Campus has limited ability to grow in terms of geographic area. Thus, it is essential to achieve an efficient, well-planned Campus Master Plan. While the Administrative Campus will continue to serve as the center of the PGST governmental functions, some departments (or accessory uses) can be accommodated on other PGST lands to provide more efficient use of the Campus.

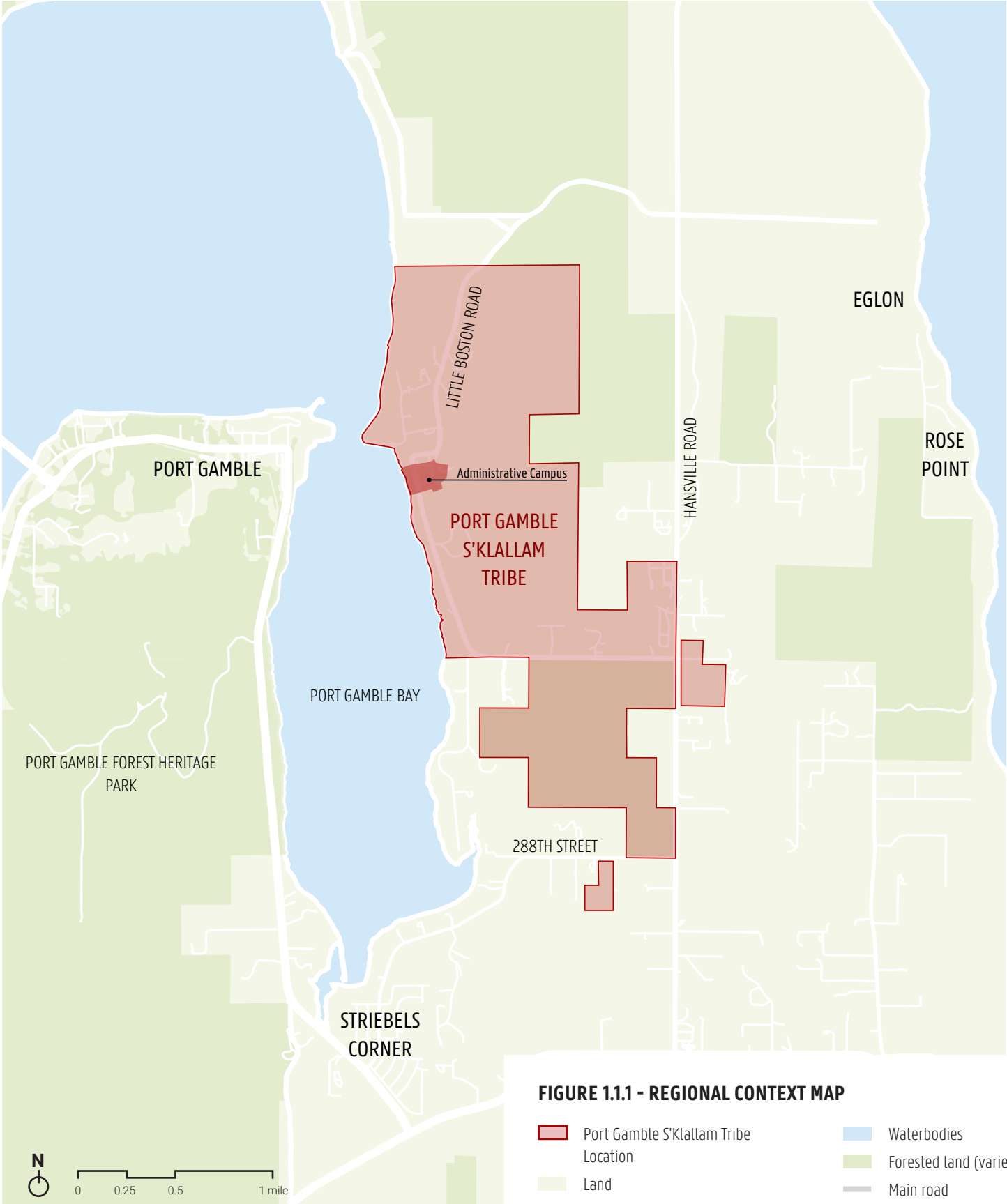


FIGURE 1.1.1 - REGIONAL CONTEXT MAP

## Section 1.2: Project Overview | Reservation Planning Efforts

The Administrative Campus is one of several destinations across the PGST community; other lands are planned for housing, additional services, and gathering places.

Between 2024 and early 2025, the PGST completed this new Master Plan for the Administrative Campus to respond to changes in department spatial and operational needs, new opportunities for the land along the Bluff overlooking Port Gamble Bay, and member preferences for amenities, circulation, gathering spaces, and cultural celebration. The planning process aimed to re-examine and build upon the ideas from the 2014 Administrative Campus Facilities Assessment and Master Plan to result in a renewed vision for this significant PGST destination. The Administrative Campus Master Plan aims to evaluate the current and planned governmental functions and facilities, laying the groundwork for both short- and long-term development and community enhancement activities.

### OTHER PGST MASTER PLANS

As the PGST plans for the Administrative Campus, it's essential to align goals and future investment decisions with other Master Plans adopted for specific lands on the Reservation. Through past and concurrent master planning efforts, the PGST has designated certain lands for specific land uses, amenities, and department functions, thus it is important to recognize those plans to avoid duplication of services, realize efficiencies in capital investments, and to achieve holistic long-range growth strategies across all PGST lands.

A vital aspect of this alignment is the presence of gathering and ceremonial spaces, which serve as essential hubs for connection and community engagement. Those spaces not only honor cultural traditions but also foster a sense of belonging among community members. Collaborating on recommendations drawn from these initiatives will help ensure compatibility and optimize land use, ultimately strengthening the contribution the Campus provides to the Port Gamble S'Klallam Tribe's future.

The following lists and summarizes the other adopted PGST Master Plans - Figure 1.1.2 illustrates where each existing Master Plan is located along with the planned gathering spaces therein.

### ADMINISTRATIVE CAMPUS FACILITIES ASSESSMENT AND MASTER PLAN (2014):

In 2014, PGST finalized the master plan for the Administrative Campus which identified future social services, office space, and community gathering spaces. Notable components from the 2014 plan include a new Administration Building, a Gym/Kitchen facility, a Judicial Center, a Health Clinic, and a Village Commons. Recently completed projects were designed to align with the 2014 Master Plan.

### WARRIOR RIDGE MASTER PLAN (2018):

In early 2018, PGST completed a master plan for the Warrior Ridge Property – encompassing 390 acres at the southwest corner of Hansville Road and Little Boston Road. The Master Plan provides for 370 new Tribal housing units. The Master Plan includes two locations along Hansville Road for future commercial services (one at Little Boston Road, and the other at 288th Avenue). The project will preserve the property's stream corridors and old-growth forests – the Plan includes conservation areas, wooded greenways, trails, and parks/recreational areas.

### BUSINESS PARK MASTER PLAN (2018):

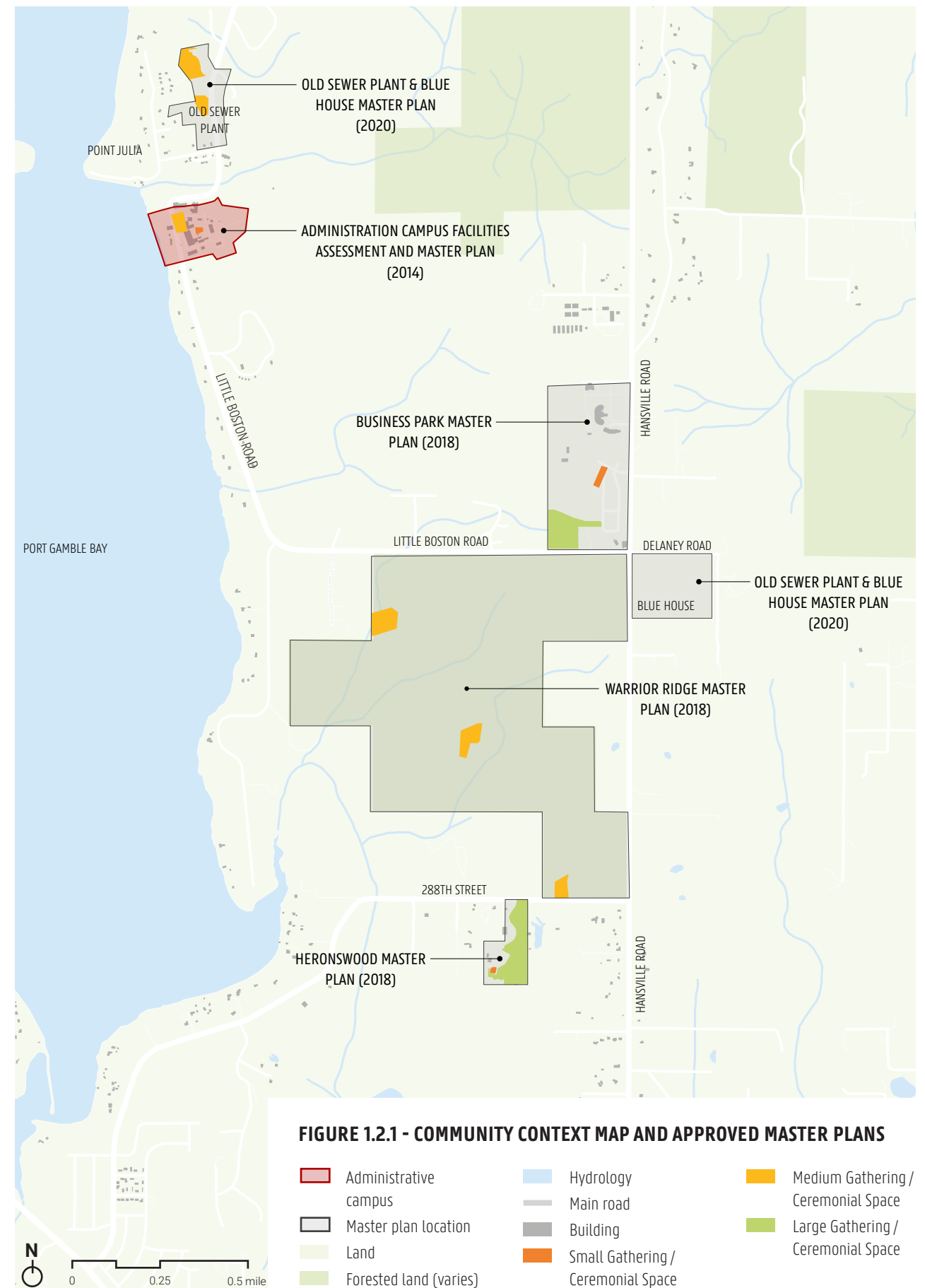
In 2018, PGST completed a master plan for the Business Park Property – encompassing 80-acres around the current Point Casino and Hotel, and the Gliding Eagle Market. The Business Park Master Plan defines a vision to (re)develop the area as a vital income-generating resource including a new Casino building, tourist-oriented entertainment, additional commercial services, and complementary employment uses that would create wealth and economic opportunity for the PGST people. The southern portions of the land are planned for Tribal services.

### HERONSWOOD MASTER PLAN (2018):

In 2018, PGST completed a Master Plan for the Heronswood property to improve the land into a destination Botanical Garden with a visitor's center, event space, administrative offices, and maintenance buildings.

### OLD SEWER PLANT & BLUE HOUSE MASTER PLANS (2020):

In 2020, PGST completed a Master Plan which outlined a strategic vision for two key Reservation properties: the ~20.75-acre Old Sewer Plant Site and the ~34.83-acre Blue House Site. The Old Sewer Plant site is planned for the PGST Utilities and Natural Resources departments (to accommodate growing space needs), member housing, and community gathering areas. The Blue House site is planned for future commercial services, medical office, a treatment center, and future housing.



## Section 1.3: Project Overview | Campus History

The Port Gamble S’Klallam Tribe’s administrative campus is a testament to the community’s resilience and commitment to preserving its identity. Following the devastating fire that destroyed the village on Point Julia in 1939 and subsequent pressures to relocate, the Tribe established a new center of life along the bluffs along Port Gamble Bay. This evolution is marked by significant developments, from early structures like the community hall and baseball field to a thriving campus that encompasses vital educational and cultural facilities. Each phase of construction reflects the Tribe’s dedication to nurturing its community and honoring its heritage.

Dating back to the 1940’s, a community/dance hall building represents one of earliest structures on what is now the Administrative Campus (later, that structure became part of the Early Childhood Education facility). The baseball field represents another early community amenity which still occupies the eastern portions of the Campus.

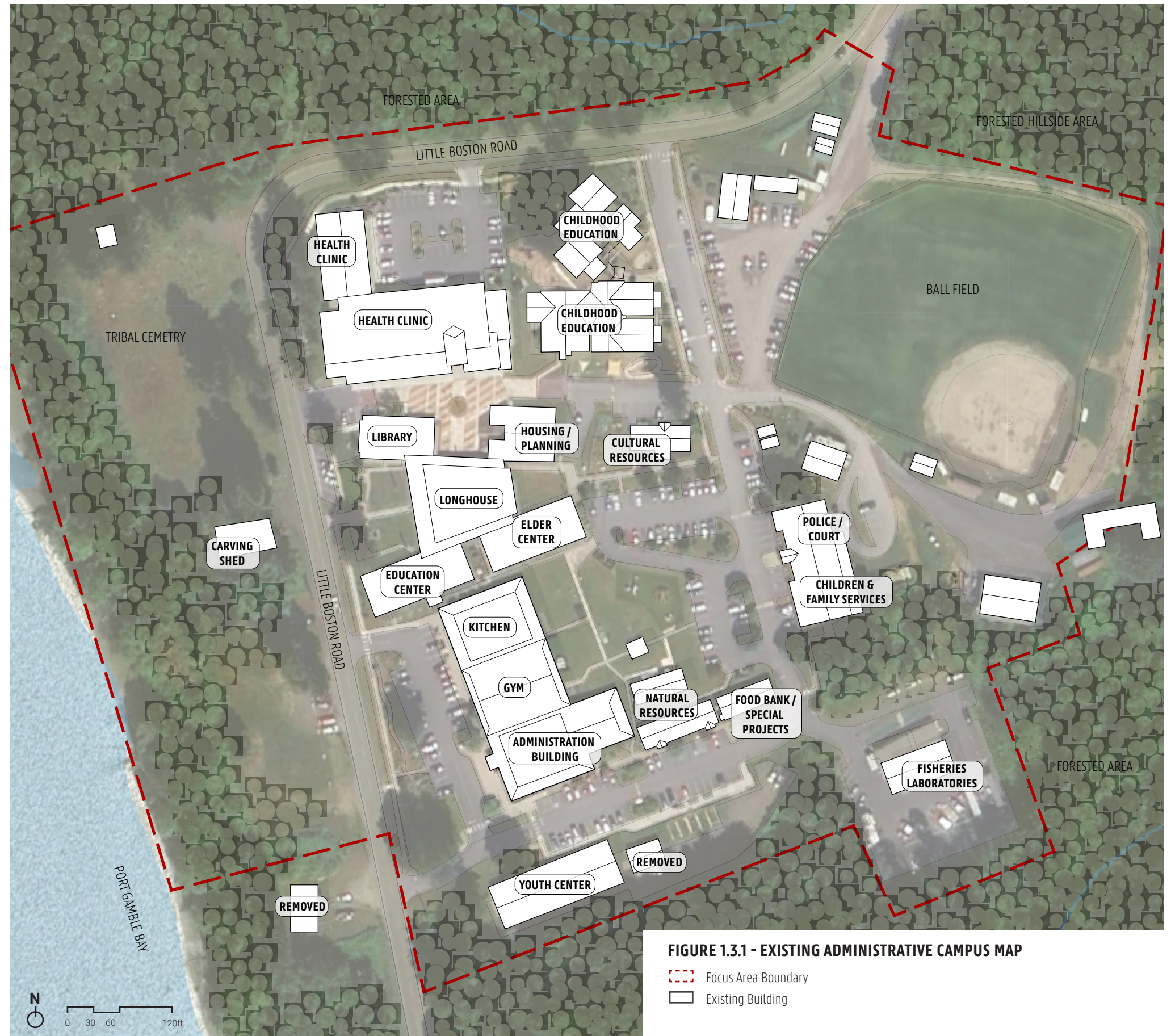
Construction began in earnest on the Campus in the 1970’s. A library opened in a small A-frame cabin in 1974. The current Administration/Gymnasium building, Early Childhood Education building, a fire station (now the Dental Clinic), were completed later in that decade.

The 1990’s were a decade of additions across the Campus. Major additions were completed on both the Administration Building and the Early Childhood Education Building. Buildings for Natural Resources and Cultural Resources (a Library at the time) were both constructed in this timeline.

Another flurry of construction occurred with the construction of the House of Knowledge Complex from 2003 to 2007. The Longhouse represents the centerpiece of the complex; its iconic Native Pacific Northwest architecture set the standard for subsequent buildings on the Campus. Surrounding this building are the Career and Education Center, the Elders Center, and the Library. A new building combining Public Safety, Courts, and offices for Children and Family Services was completed in the same period.

Demand for additional space continued. The Youth Center was completed in 2010, closely followed by a major addition to the Early Childhood Education Building in 2012. In 2011, a temporary modular building was brought onto the Campus to house Court Services.

By 2014, the PGST completed and adopted the Administrative Campus Facilities Assessment and Master Plan to define the long-range vision and action plan for the Campus. Since the Plan’s adoption, the PGST constructed a new Health Clinic, added a playground (behind the Gymnasium/Kitchen), created a public plaza (in front of the clinic), and removed two houses from the Bluff – those additions/changes aligned with the 2014 Master Plan.



**FIGURE 1.3.1 - EXISTING ADMINISTRATIVE CAMPUS MAP**

- Focus Area Boundary
- Existing Building

# Section 1.4: 2024 Master Plan Update

Starting in 2024 (and finalizing in early 2025), the Port Gamble S'Klallam Tribe (PGST) Planning Department completed a comprehensive planning initiative aimed to update the 2014 Administrative Campus Facilities Assessment and Master Plan with the objectives to respond to changing PGST department space needs, accommodate member needs/desires, recognize other PGST master plans, and to capitalize on underutilized land in and around the Campus. Specifically, this master planning process aims to (i) incorporate recent developments, (ii) carry forward applicable planning ideas from the 2014 Plan, and (iii) reevaluate the planned land uses/development activities for three designated geographic areas on the Campus; referred to as Subareas 1, 2, and 3.

This updated master plan identifies existing site conditions, summarizes prior planning considerations and delineates long-range building and site programming needs for Subareas 1, 2 and 3. Additionally, this Plan identifies supportive infrastructure and mobility improvements necessary to achieve the PGST's vision for the Campus. This Master Plan update focused on the following geographies and notable components from the 2014 Plan.

**SUBAREA 1**  
 Located central to the Campus, this subarea is planned to accommodate the functional uses, office configurations, and overall design for a new Administration Building, Community Center, Gymnasium, and community gathering spaces. Furthermore, the plan will identify new parking facilities, pedestrian pathways, and the design of a new Village Commons, along with other community open spaces. This initiative will build upon the foundational ideas presented in the 2014 Master Plan yet focusing on alternative spatial arrangement options for the planned site components.

**SUBAREA 2**  
 This subarea will focus on establishing future uses and community amenities situated between Little Boston Road and the Bluff overlooking Port Gamble Bay, with particular emphasis on preserving the Tribal Cemetery and natural features. Notably, this area was not addressed in the original 2014 Master Plan and the PGST has since removed two former houses from this area.

**SUBAREA 3**  
 The planning efforts for this subarea will involve defining future uses, buildings, and community amenities for the land located northwest of the current ballfield. Today, the land is used as a gravel parking lot, a canoe shed, and utilities. The 2014 Master Plan does not define the future use(s) of this portion of the Campus.

**OTHER PLANNING ELEMENTS**  
 The 2014 Master Plan identifies a new Judicial Center south of the Police/Court and Children & Family Services building and a new surface parking lot adjacent to the Ballfield. Those past Campus planning elements are carried forward through this update process (with slight revisions thereto).



**FIGURE 1.4.1 - EXISTING ADMINISTRATIVE CAMPUS AND SUBAREAS MAP**

- Site Limit
- Subarea 1
- Subarea 3
- Existing Building
- Subarea 2

# Section 1.5: Master Planning Process and Key Components

The master planning process involved several key components aimed at achieving a comprehensive vision and action plan for the Campus. The process examined existing site and area conditions, engaged with PGST members and local leaders, explored conceptual site plan alternatives, identified infrastructure improvements, and resulted in this Master Plan.

**Key Components** - The following lists the key components of the master planning process:



### Data Collection

Review PGST adopted policy and master planning documents and inventory the existing site characteristics on and immediately adjacent to the Campus. Existing conditions review establishes baseline data as the foundation for future planning.



### Engagement

Involve the PGST Leadership Group and PGST members to define the future uses, design, and implementation strategy for the lands within the Campus. Engagement with the PGST community ensures that local sentiments shape future uses and design strategies.



### Conceptual Planning

Create conceptual site plans for areas of the Campus that show the spatial arrangement and future land uses on redevelopment areas and underutilized land. Conceptual planning explores various options for land development within the three subareas and relating to existing site elements.



### Technical Analysis

Conduct a high-level technical analysis of the proposed conceptual site plans to identify utility needs and methods to protect/conservate the natural environment. The analysis identifies essential infrastructure and capital improvements that are needed to support the future uses/buildings on the Campus.



### Planning Document

Create a planning document that describes the process, PGST membership feedback, conceptual site plans, and technical analysis. This document “tells the story” about how the PGST will use and develop the Campus in the future.

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# Chapter 02

## Existing Context and Campus Conditions

## Section 2.1: Port Gamble S’Klallam Tribe History

The S’Klallam people have lived in the region for millennia. Along the north Olympic Peninsula and across the Straits of Juan De Fuca to Vancouver Island, a chain of S’Klallam villages dotted the shoreline, from Hoko to Port Gamble, tied together with a common language and culture.

The people and the land developed together, resulting in a culture and a way of life organically rooted in the land. They were the people of the salmon and cedar, who traveled hundreds of miles in their sea-going canoes to cultivate their lives. Despite supporting one of the densest populations of non-agricultural people on the earth, the great forests stood intact and in a pristine condition before the coming of the European settlers.

In 1855 the S’Klallam, Chemakum, and Twana Tribes signed the Treaty of Point No Point relinquishing title to their traditional lands, although preserving their rights for hunting, gathering and fishing in their usual and accustomed areas. They were assigned to the distant Skokomish Reservation on the south portion of the Hood Canal but the Port Gamble S’Klallams remained on Port Gamble Bay at a S’Klallam settlement on Point Julia. In 1938, the Port Gamble S’Klallam Reservation was established on 1,231 acres of land.

In 1992, The Port Gamble S’Klallam Tribe became one of the first Tribes in the nation to become Self-Governing. This allowed the Tribe to control Bureau of Indian Affairs and Indian Health Service programs and to expand services. The Tribe is organized under a Constitution and By-Laws.



# Section 2.2: Tribe Government Organization

The Administrative Campus serves as the seat of Tribal Government and most PGST departments operate at this location. In planning for its future, it's important to acknowledge the Tribal Government Organization so that this Master Plan can effectively accommodate those activities.

### GENERAL COUNCIL

Pursuant to the Constitution of the Port Gamble S'Klallam Tribe, the General Council sits at the top of the Tribal Government Organization structure. The General Council comprises all eligible voters of the Port Gamble S'Klallam Tribe (including individuals 18 years of age or older). The General Council retains all governing authority that is not delegated to the Tribal Council or the Courts. Its authority includes election (and recall) of the Tribal Council, the power of legislative initiative, and the power to amend the Constitution (to name a few).

### TRIBAL COUNCIL

The Tribal Council is the second listed authority on the Tribal Government Organization. The six-member Tribal Council has the power to enact laws, negotiate and enter treaties and contracts, raise revenue, authorize expenditures, and regulate Tribal boards and committees. The Port Gamble S'Klallam Foundation, Housing Authority, Tribal Gaming Agency, and Noo-Kayet Development Corporation all report directly to the Tribal Council.

### TRIBAL COURT

The Judicial Power of the Tribe is vested in the Port Gamble S'Klallam Tribal Court. Terms of appointment or removal of judges and the jurisdiction of the Court is set forth under Tribal Law adopted by the Tribal Council.

### EXECUTIVE DIRECTOR

All other governmental functions come under the direction of the Executive Director. The Director manages staff, prepares budgets, and oversees PGST facilities. The PGST's core government functions are divided into Tribal Government and Tribal Services. Figure 2.2.1 provides a graphic depiction of the PGST Tribal Governmental Organization structure and how those entities interrelate.

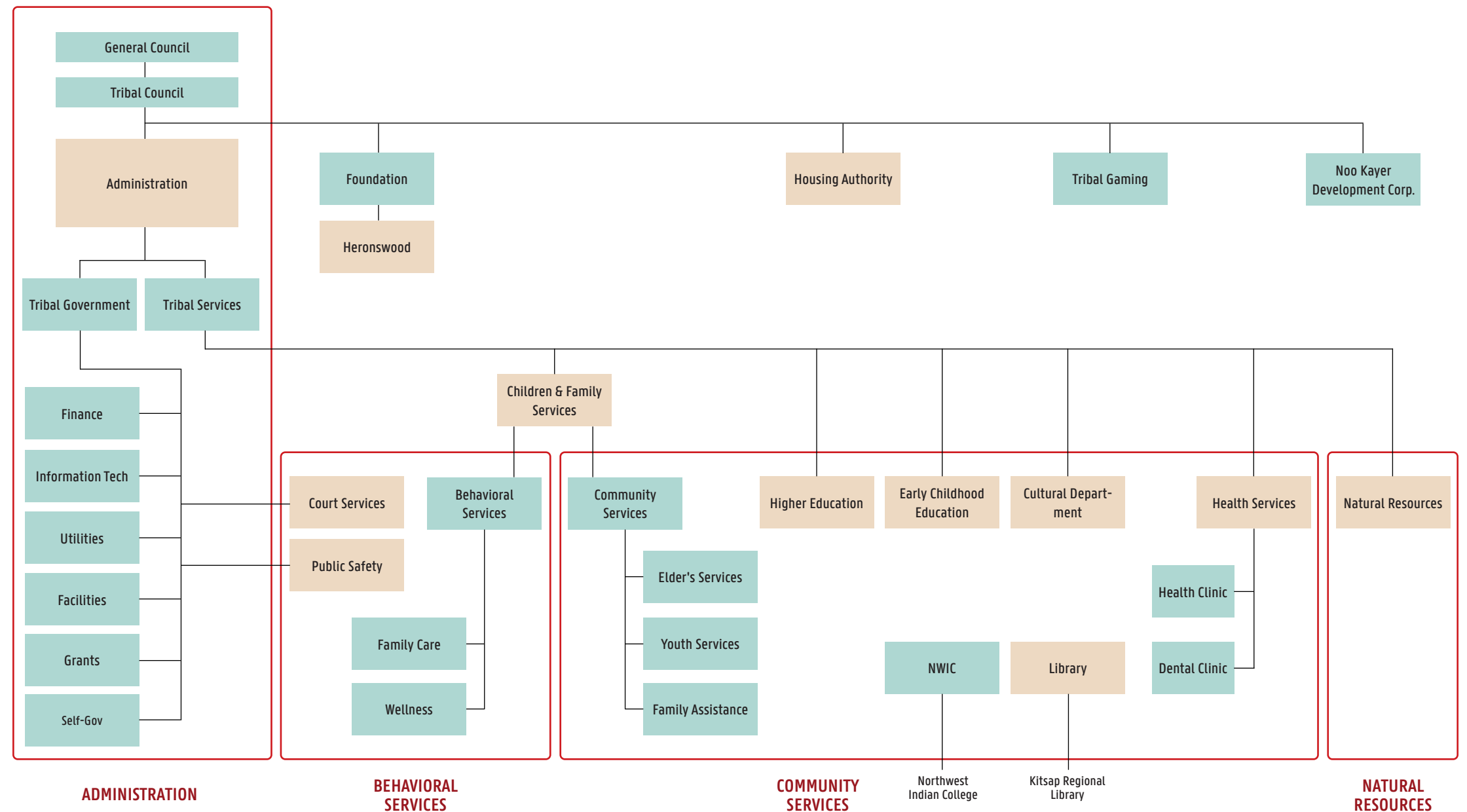


FIGURE 2.2.1 - TRIBAL GOVERNMENT ORGANIZATION

## Tribal Functions

The PGST Government provides a broad array of services aimed to manage its lands, support PGST member households, provide education/enrichment programs, manage buildings/facilities, create wealth and economic opportunity for the Tribe, and enforce laws. Each service is managed by a specific entity as defined in the PGST Constitution (or delegated by Tribal Council). PGST's Tribal Functions can be described as the following three specific categories – the diagram in Figure 2.2.2 visually depicts the specific services or PGST departments that fall under each functional category

- 1. Tribal Government** - Tribal Government functions are primarily focused on the day-to-day operations involving land management, facilities development/maintenance, essential services (e.g., utilities), accounting/finance, staff resources, land planning, permit review, and similar activities.
- 2. Community Services** - Community Services include uses, facilities and amenities that are associated with health, recreation, enrichment, education, cultural promotion/preservation, and general well-being. These Community Services typically include senior and youth activities, gymnasium/fitness facilities, educational classes, day care, crafts/art, meeting and dining halls, and health/dental clinics.
- 3. Client Services** - Client Services include uses and facilities focused on public safety, law/legal matters, behavioral health/resources, and similar services. The Client Services typically consist of the Police, the Courts, Family Preservation and Wellness, and programs/services where confidentiality is essential.

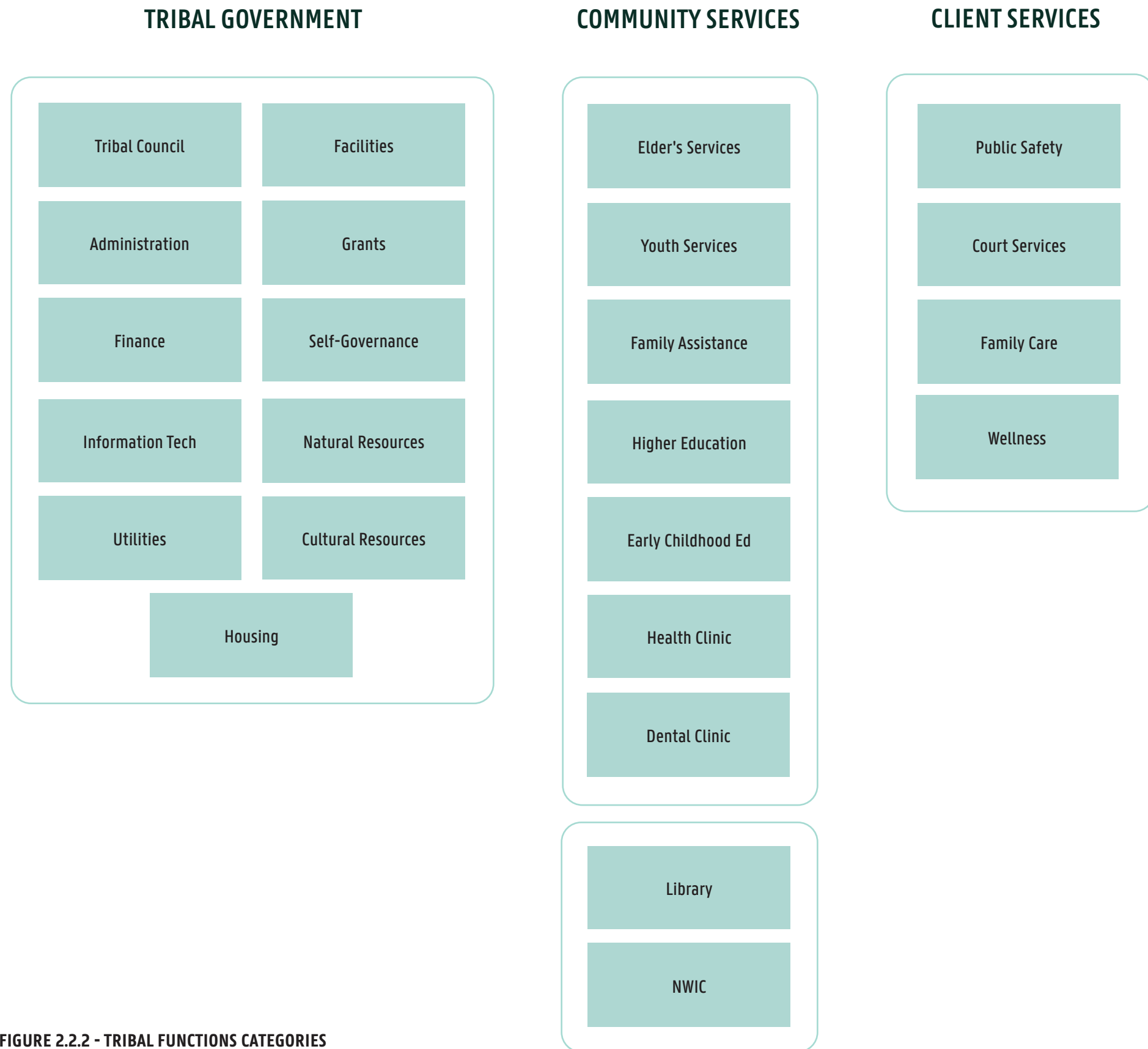


FIGURE 2.2.2 - TRIBAL FUNCTIONS CATEGORIES

# Proximity Considerations

In preparing the next update to the Administrative Master Plan, it's important to consider how individual departments (and service providers) interrelate or complement other Tribal functions. It is also essential to acknowledge that some departments/service providers utilize common facilities to implement their programs (e.g., the gym is used for several entities that operate on the Campus). In short, there are opportunities to plan the Campus so individual departments are assigned near their partners and the facilities they utilize.

As the Campus evolved over the years, the PGST has applied proximity as a significant consideration when siting new facilities. As positive examples, (i) the Health Clinic occupies the northwest corner of the Campus and is located next to the Childhood Education building; (ii) the Police and Courts currently share a building with the offices for Children & Family Services - because they are close, they work better together; and (iii) the Kitchen is located central to the Campus with proximity to the open lawn/playground, the Elders Center, and the Longhouse. As the PGST moves forward with (re)development on the Campus, the concept of proximity remains valid in planning for future facilities and assigning department space. Figure 2.2.3 depicts a diagram illustrating how the myriads of departments and service providers correlate (or regulatory partner) with other entities within the PGST community - this can be used as a guide for future decision-making

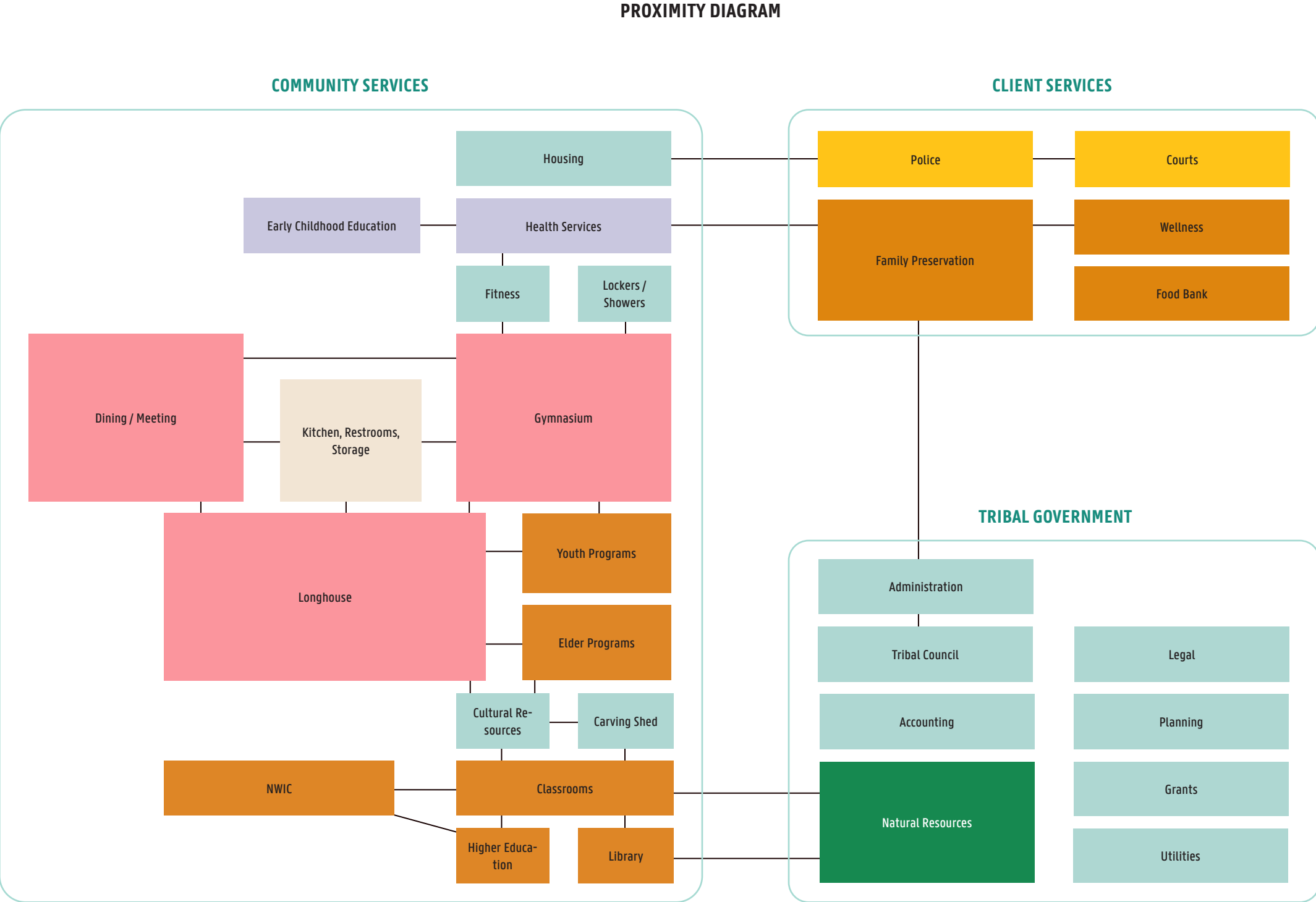


FIGURE 2.2.3 - PROXIMITY DIAGRAM

# Section 2.3: Existing Building Inventory

In planning for the Administrative Campus, it is important to recognize and complement the existing site improvements so that future structures and amenities fit seamlessly into this community destination. Over the decades, the PGST has made great strides in creating their Administrative Campus in terms of department offices, member services, and community gathering spaces. As the Campus evolved, the PGST chose to locate buildings and assign office spaces, so they are near other complementary services, related departments, and near amenities (as applicable).

Table 2.3.a and Figure 2.3.1 list, depict, and summarize the existing buildings on the Administrative Campus (as of February 2025). Each structure plays a pivotal role in providing services, community gathering space, and operational functions serving the PGST people.

TABLE 2.3.A - EXISTING BUILDING INVENTORY

ID	BUILDING NAME	BUILDING SIZE* (SQUARE-FOOTAGE)	USES/DEPARTMENTS
1.A	Administration Building	11,611 sqft	Council Chambers, Accounting, Meeting Spaces, Reception, Archives, and Office space
1.B	Gym	8,274 sqft	Gym and Gathering space (largest space available, supports room for 500)
1.C	Kitchen	7,350 sqft	Food Preparation, Dining, and Gathering Space
2	Natural Resources	2,500 sqft	Office space for Administration Personnel, Office space for enforcement personnel, Lab space, Outdoor Storage space, and Food Bank
3	Special Projects	1,440 sqft	Office space for Administration functions
4	Tribal Arts Center / Carving Shed	1,500 sqft	Goods/Art Creation, and Educational & cultural space
5	Education Center	4,060 sqft	Classrooms and Office Space
6	Elders Center	3,783 sqft	Elder Assistance & Support Services, and Activities Area
7	Longhouse	6,885 sqft	Gathering Space
8	Library	3,620 sqft	Library and Meeting space
9	Housing Authority / Planning Department	3,675 sqft	Office Space, Reception Area, Maintenance Facilities, Meeting Room, and Support Space
10	Health Clinics	22,500 sqft	Health Services
11	Childhood Education	13,060 sqft	Classrooms and Office Space
12	Cultural Resources	1,630 sqft	Classrooms and Craft Space
13.A	Police/Court	9,100 sqft (13.A & 13.B combined)	Law enforcement, Traffic enforcement, Animal Control, and Court Facilities
13.B	Children & Family Services		Elders Program, Youth Program, Child Support Program, Family Assistance Program, Family Care, and Behavioral Health
14	Fisheries Laboratories	2,772 sqft	Fisheries Operations
15	Administrative Office / Court Administration	2,600 sqft	Office Space for Administrative functions
16	Youth Center	3,452 sqft	Recreation space, craft area, meeting rooms, & offices
17	Canoe Shed	1,600 sqft	Canoe Storage
18	Utility Sheds	800 sqft	Utility Pumps (and related infrastructure)

\*Building Sizes are estimated based on appraisal reports provided to the Consultant Team by the PGST Planning Department. For buildings without appraisal reports, the Project Team used aerial photography to estimate building sizes (e.g., the Health Clinics).



FIGURE 2.3.1 - EXISTING CAMPUS AND BUILDING LABELS

- [Red dashed line] Site Limit
- [Blue shaded area] Subarea 1
- [Orange shaded area] Subarea 3
- [Black outline] Building
- [Green shaded area] Subarea 2

## Section 2.4: Existing Departments and Programming on the Administrative Campus

This section lists and summarizes the PGST departments and member services that presently operate on the Administrative Campus; this is a consolidated list and may not represent subcategories or specialized programs. These descriptions are mostly carried forward from the 2014 Plan for the Administrative Campus with some updates to reflect changes since its original adoption. The PGST (and its consultant partners) can use this information to guide future space planning on the Campus and within other PGST lands.

### Tribal Government

#### ADMINISTRATION (GENERAL DESCRIPTION)

The Administration Department serves as the central hub for Tribal governance and support functions. Within the Administration, essential governmental functions include the Executive Team, accounting/finance, grants, IT, Planning, Human Resources, and the Tribe's legal department. Additionally, Administration oversees facility management such as the Tribal Council Chambers, the gymnasium, kitchen and dining areas, and certain classroom spaces. This centralized structure ensures efficient coordination and delivery of essential services to the PGST community.

#### ACCOUNTING/FINANCE

The Accounting/Finance Department is pivotal in managing financial resources and ensuring fiscal responsibility. Tasked with overseeing financial transactions, budgeting, and reporting, the accounting team plays a crucial role in maintaining transparency and compliance with regulatory requirements. They collaborate closely with other departments to allocate funds effectively, monitor expenditures, and support strategic decision-making.

#### INFORMATION TECHNOLOGY

The IT Department provides the technological, data management, and telecommunication functions supporting the Tribe's administrative functions. Responsible for managing and maintaining information technology infrastructure and services, the IT team ensures the smooth operation of essential systems such as network infrastructure, software applications, and data security measures. Additionally, they provide user support and training to PGST employees, contribute to technology planning and strategy, and implement cybersecurity measures to safeguard Tribal data and systems.

#### PLANNING

The Planning Department is instrumental in guiding the Tribe's development initiatives and land-use decisions. Responsible for long-term strategic planning, land management, and land use initiatives, the planning team plays a vital role in shaping the Tribe's future growth and sustainability. They collaborate with Tribal leadership, PGST members, and regulatory agencies to ensure that development projects align with cultural values, environmental stewardship, and tribal priorities.

#### HUMAN RESOURCES

The Human Resources Department is responsible for employee recruitment, hiring, training, and general staffing. The HR team plays a critical role in attracting and retaining talent. They ensure compliance with employment laws and Tribal policies, administer benefits and compensation programs, and provide resources for professional development and employee wellness.

#### LEGAL DEPARTMENT

The Legal Department plays a vital role in providing legal counsel and advocacy to protect the Tribe's rights and interests. Tasked with interpreting Tribal law, navigating regulatory frameworks, and representing the Tribe in legal matters, the legal team ensures compliance with applicable laws and regulations while advocating for the Tribe's sovereignty and self-determination. The legal department safeguards the Tribe's legal interests and contributes to its overall well-being and prosperity.

#### HOUSING AUTHORITY

The Port Gamble S'Klallam Housing Authority is primarily focused on housing-related initiatives for the PGST members, including the planning and construction of new housing resources. The Housing Authority is organized into administration, new construction, and maintenance. Services include providing rental housing (on PGST lands), home ownership opportunities, rental assistance for off-reservation housing, and educational services for energy conservation and maintenance.

#### NATURAL RESOURCES

The Natural Resources Department is dedicated to the preservation and sustainable management of the Tribe's natural resources. Its functions encompass shellfish and finfish management, habitat research and monitoring, environmental protection, archeology, and enforcement efforts. The department plays a crucial role in advancing the Tribe's self-governance, self-determination, and self-sufficiency.

#### CULTURAL RESOURCES

The function of the Cultural Resources Department is to promote S'Klallam language and culture through classes, educational materials, and enrichment programs. The department provides educational tours and helps with the annual canoe events. It operates the Longhouse as a gathering place for ceremonies, weddings, presentations, and large gatherings. The Cultural Resources team also manages a large inventory of native artifacts including its inventorying, storage, and preservation.

### Client Services Category

#### PUBLIC SAFETY

The Public Safety Department is tasked with maintaining safety and security within the PGST community. With a focus on law enforcement, the department patrols the Reservation, responds to calls for assistance, and investigates crimes to protect life and property. The department also provides traffic enforcement, animal control, drug interdiction, evictions, and protection orders. While the department does not provide inmate housing, it arranges for prisoners to be boarded in nearby county jails.

#### COURT

The Court Services Department oversees the operations of the Tribal Court, which is responsible for adjudicating criminal and civil disputes in accordance with Tribal Law. The Court covers a wide range of cases, including criminal, family, civil, juvenile, traffic, custody, and Indian Child Welfare Act (ICW) matters. Through a contract with the Northwest Intertribal Court System, the Tribe ensures the availability of judges and prosecutors. Additionally, the Court Services team provides comprehensive support, including maintaining court files, supervising probationers, managing inmate housing contracts, overseeing re-entry and day programs, and aiding victims of domestic violence and support for abused children and their families.

#### CHILDREN AND FAMILY SERVICES DEPARTMENT

The Children & Family Services Department is dedicated to supporting the well-being and development of individuals and families within the PGST community. Divided into two divisions, Community Services and Behavior Services, the department offers a wide range of programs tailored to meet the diverse needs of Tribal members. Community Services encompass initiatives such as the Elders Program, Youth Program, Child Support Program, Family Assistance Program, and Family Care, while Behavior Services focus on promoting wellness and family preservation through specialized programs. As a significant department, Children & Family Services operates various facilities spread throughout the Campus, with main office spaces located in the building shared with Public Safety. These facilities include special-use spaces such as the Elders Center, the Youth Center, and the gymnasium. Additionally, the Wellness Center, catering to the community's health and wellness needs, is situated away from the Administrative Campus near the Gliding Eagle Market and Point Casino.

### Community Services

### Category

#### HIGHER EDUCATION

The function of the Career and Educational Development Department is to provide educational resources and help with employment opportunities for the PGST community. Employment opportunity services include job referrals and resume preparation. Educational services include summer school classes, GED, homework and credit completion, higher education grants, and academic advising. Associate (AA) degrees are offered on the Campus by the Northwest Indian College. Bachelors (BA) degrees are offered on site by the Evergreen State College and the Washington State University.

#### EARLY CHILDHOOD DEVELOPMENT

Early Childhood Education provides care and education for preschool children. Programs include health and nutrition, family services, and cultural education. Early Head Start begins with infants as young as 6 weeks. Head Start programs begin at age 3. Child Care services are available to all enrolled families on or near the PGST Reservation. Meals and nutrition are prepared and served in the facility.

#### HEALTH CLINIC AND DENTAL CLINIC

To improve the health of the Tribe, Health Services takes a broad view of health and well-being, including treatment, prevention, and fitness. The department operates a health clinic and a dental clinic on Campus. Beyond the clinics, services include elder home visits for nursing care, diabetes education, WIC (Women's, Infant's, Children's Nutritional Services), maternity support services, infant case management, health promotion programs, and community education. Notably, the PGST constructed a new Health Clinic in the northwest corner of the Campus and opened that facility in 2023.

#### LIBRARY

The Little Boston branch of the Kitsap Regional Library System occupies a building owned by the Port Gamble S'Klallam Tribe next to the Longhouse. The branch serves the PGST population as well as residents from Kitsap County.

# Section 2.5: Campus Parking Conditions

Parking remains an important consideration for the Administrative Campus growth and evolution as most visitors and employees arrive by motor vehicles. Over the decades, the Campus has evolved with a series of surface parking lots, stalls along Little Boston Road, and grass/gravel fields for informal parking. While many of the Campus buildings have an adjacent parking area, individuals can use/access any of the lots. Collectively, these series of parking areas provide 269 stalls that are shared amongst all the uses on the Campus (this quantity does not include the informal parking areas along the Bluff). Figure 2.5.1 depicts the current parking and assigns a unique identification number (ID) for each parking area. Table 2.5.a lists the current parking inventory on the Campus (and cross referenced with the parking map by ID).

In recent years, parking supply has been a notable challenge; this is especially evident during the work week where visitors and employees compete for available parking. Inadequate parking supply is also apparent during large community gatherings, where the gravel lot north of the Ballfield is used as event space. It's also important to note that adequate parking is not located close to major gathering places such as the gymnasium or the Longhouse. Long term storage of department vehicles often takes place in prime parking stalls; dedicated parking areas for these vehicles would free many prime area stalls for general use (either on the Campus or at other PGST lands).

Presently, many of the PGST members and department staff have communicated their concern that parking continues to be a challenge. As the Campus continues to evolve with new buildings and additional amenities, it will be important to be mindful of parking displacement. At the same time, there is a desire to plan for adequate demand while not making parking lots the dominate feature on the Campus

## Parking Supply Versus Demand

The Campus presently has approximately 109,812 square-feet of habitable building area (not including the canoe shed, utility sheds, and other storage buildings). The current 269-stall parking supply equates to a parking ratio of 2.45 stalls per 1,000 square feet of building area. The current parking ratio is on the low end of industry standards for parking demand in a rural context. Notably, the Institute of Transportation Engineers (ITE) Parking Generation Manual lists typical parking demand ratios for a myriad of land uses in a variety of settings; that manual can help estimate the long-term parking demand for the Administrative Campus. The ITE Manual provides three ranges of parking demand for office and similar uses. The high demand estimate is 3.33 stalls per 1,000 square feet of habitable building area, the mid-range is 3 stalls per 1,000, and the lowest range is 2.39 stalls per 1,000 square feet. Based on the estimates, the Campus needs between 262 to 365 stalls to serve its current habitable buildings. Table 2.5.b lists these parking demand estimates.

TABLE 2.5.A - EXISTING PARKING INVENTORY

ID	PARKING QUANTITY	BUILDINGS/DEPARTMENTS SERVED (BASED ON PROXIMITY)
A	37	Health Clinic and Childhood Education
B	4	Library and Health Clinic
C	16	Childhood Education and the Ballfield
D	39	Ballfield
E	8	Childhood education and Cultural Resources
F	25	Cultural Resources, Elder Center, Police/ Courts
G	19	Police/courts, Children & family services, and Playground
H	7	Police/courts, Children & family services, and Ballfield
I	16	Playground, Foodbank/Special Projects, and Natural Resources
J	25	Fisheries Laboratories
K	37	Administration Building, Natural Resources, and Foodbank/Special Projects
L	30	Administration Building, Gym, Kitchen, and Education Center
M	6	Longhouse and Library
<b>Total</b>	<b>269</b>	

TABLE 2.5.B - PARKING DEMAND ESTIMATES & CURRENT CONDITIONS

PARKING DEMAND ESTIMATES		
	Parking Ratio (stalls per 1,000 square feet building area) <sup>1</sup>	Parking Demand Quantity
High Demand	3.33 stalls	365.67 stalls
Mid Demand	3 stalls	329.44 stalls
Low Demand	2.39 stalls	262.45 stalls

Note: 1. Parking ratios based on the ITE Parking Generation Manual for office and similar uses

CURRENT CONDITIONS	
Building Area (Habitable Area)	109,812 square feet
Current Parking Quantity	269 stalls
Current Parking Ratio	2.45 stalls per 1,000 square feet of building area



FIGURE 2.5.1 - CURRENT CAMPUS PARKING MAP

- Site Limit
- Building
- Parking Area
- Land
- Waterbodies

## Section 2.6: Utilities

As the PGST community plans for future uses on the Administrative Campus, it is important to consider and plan for essential utilities that will be needed to serve those new buildings. The PGST owns and operates the water, sanitary sewer, and stormwater management systems within the Campus. Electric and communication infrastructure is managed and maintained by third-party providers. This section provides a planning-level summary of the current utility conditions on the Campus; See Appendix A for the utilities report.

### Water System

#### WATER SOURCES

Water supply comes from two active wells on the Administrative Campus; one is located between the Cultural Resources and Housing/Planning buildings and the other is located north of the Canoe Shed (and along the south side of Little Boston Road). There is a third backup well near the Gliding Eagle Market (located uphill and along Hansville Road). Collectively, these wells provide 288,000 gallons per day of water supply. Extracted well water is sent to a treatment station by the ballfield and then to a concrete reservoir for local use. To meet fire suppression requirements (i.e., adequate supply and pressure for fire-related emergencies), the Campus is connected to Kitsap County Public Utility District lines along Little Boston Road.

Future development in Subarea 3 (north of the Ballfield) may impact the current well and treatment facilities, thus it will be important to employ a utility strategy to maintain water service on the Campus. In a larger context, the PGST needs to update the water system plan to better serve the entire Reservation in the future.

#### UTILITY LINES

Over the decades, the Campus has evolved with a series of on-site water service lines that stretch across the property in an organic pattern rather than an organized arrangement beneath streets/drive aisles. Notably, several water lines align between buildings and beneath future development sites. As the PGST moves forward with redevelopment plans on Subareas 1 and 3, many of the current water lines will need to be rerouted so new buildings are not placed atop active utility lines (which is not a common construction practice).

#### PRESSURE ZONES

Water pressure is an important consideration for master planning and when siting future buildings within the PGST community. This is particularly important to provide adequate fire protection. The water distribution for the larger PGST community is divided into two pressure zones: the Lower Pressure Zone (LPZ) and the Upper Pressure Zone (UPZ). The LPZ relies on gravity to distribute potable water to several buildings on the Administrative Campus and to the nearby residential areas. However, it is inadequate for fire suppression service. The UPZ, supported by a booster station, serves higher elevation areas and provides both potable and fire water (although it is understood that sufficient volume of water for firefighting is not anticipated) to various PGST neighborhoods and the Administrative Campus.

### Sanitary Sewer

#### SANITARY SEWER METHODS

Most of the buildings on the Administrative Campus are connected to a sanitary sewer system; each connected structure has its own septic tank (some are placed beneath adjacent parking lots or lawn areas). The Longhouse and Gym are not connected to sanitary sewer, as they lack restroom facilities. The peak sewer flow rate for the Campus is estimated at 3,260 gallons per day. Redevelopment in Subarea 1 (including the current Administration Building, Gym, and Kitchen) will require new sanitary sewer infrastructure and potentially new septic tanks.

#### CONVEYANCE / TREATMENT

Wastewater flows by gravity through septic tanks and then south along Little Boston Road to a pump station. From there, it is pumped to the Wastewater Treatment Facility located at the Upper Reservation (behind the Point Casino and Hotel). That facility handles the sewage for most of the Reservation and has been evaluated as having sufficient capacity to manage all wastewater generated over the next 20 years.

### Stormwater Management

Stormwater management (i.e., drainage control and water quality) on the Administrative Campus involves various systems for capturing and conveying runoff. The Longhouse roof drains directly into a french drain, while four nearby buildings (Library, Housing/Planning, Elder Center, and Education Center) use drip chains to connect to the french drains. Most other buildings have conventional roof drains that lead to underground pipes. The parking lots, roadways, and drive aisles drain into catch basins.

Ultimately, the stormwater from the Administrative Campus discharges into two natural drainage channels that flow toward Port Gamble Bay—one located north of the Campus and another to the south. Several buildings have roof drains that lead to vegetated swales, helping manage runoff, while bioretention ponds treat runoff from parking lots and building roofs. These ponds are situated strategically around the Campus to improve water quality (and to remove pollutants) before it flows into the natural channels. Overall, the system aims to effectively manage stormwater on the Campus. Future (re)development activities in Subareas 1 and 3 will necessitate new stormwater management facilities to collect and treat runoff associated with new structures/paved surfaces.

### Electricity and Telecommunications

The Administrative Campus is presently served with power and telecommunications service. These services are provided as a combination of overhead and underground service lines though the PGST has limited information on the exact location of these lines. Most of this information was gathered through field observations and using readily available aerial photography. Future improvements in Subareas 1, 2, and 3 may necessitate new power and communication lines, most are anticipated to be placed underground (consistent with industry construction standards).

### Gas

The Administrative Campus is not presently served with natural gas lines (based on staff interviews and a review of readily available reports). By contrast, there are multiple propane tanks on the Campus, including a 50-pound tank west of the recently constructed Health Clinic.

## Section 2.7: Soil and Geotechnical Conditions

As the PGST plans for new buildings and outdoor amenities on the Administrative Campus, it's important to select specific development sites that are stable and conducive for those improvements. As part of the master planning process, a geotechnical firm (GeoEngineers) conducted a preliminary review of the soils and geological conditions in and around the Campus with a focus on the lands along the Bluff; (that review did not include soil sampling or boring activities). The Preliminary Geotechnical Study report can be found in Appendix B.

**Planning-level Findings** - Based on the geotechnical research, the Administrative Campus is believed to be conducive for future urban development projects, although the lands closer to the Bluff edge may require additional geological analysis to assess soil stability (and to determine the construction methods therein). As an important consideration, the PGST has adopted policy that would limit development activity along the Bluff portions of the Campus. Notably, the PGST's Law and Order Code (Chapter 24.08.01(g)) imposes a 150-foot Marine Bluff Setback from the mean high-water line along the shores of Port Gamble Bay. This buffer limits the development capacity for Subarea 2 and would guard against development on lands that may be most prone to erosion. As the PGST moves forward with redevelopment, those activities should be focused on the lands away from the Bluff. The following lists notable findings from the geological study.

### Potential Geological Hazards

The geological review focused on readily available resources from State and County sources; based on this review, the following lists the geological-related hazards that are associated with the Administrative Campus and the vicinity.

- › **Geologically Hazard Areas Map** - Per the Kitsap County Critical Areas Map, most of the Bluff along the western edge of the site is mapped as a "high" geologically hazardous area, which is categorized for areas of high erosion, landslides, and/or seismic hazards. This is due to the slopes in this area and their potential for coastal erosion.
- › **Landslide Hazards Map** - Per the Kitsap County Landslide Hazards Map, most of the Bluff along the western edge of the Campus (and Subarea 2) is mapped as "moderate" for shallow and deep landslides. The Kitsap County Critical Areas Map defines "moderate" landslide hazards as: (i) Shallow landslides with factors of safety (FS) of 1.5 to 2.5; and/or
- › "Slopes of 15 percent or greater and not classified as I, U, UOS, or URS (intermediate, unstable, unstable old slide, or unstable recent slide as defined by the Coastal Zone Atlas), with soils classified by the U.S. Department of Agriculture NRCS as 'highly erodible' or 'potentially highly erodible; or slopes of 15 percent or greater with springs or groundwater seepage;" and/or;
- › Slopes in all areas equal to or greater than 40 percent (2.5H:1V [horizontal to vertical]).
- › **Liquefaction / Seismic Vulnerability** - The Administrative Campus is expected to experience significant seismic shaking during an earthquake event. The nearest mapped fault or other seismogenic feature is more than 1 mile away from the Campus. However, according to the Washington State Department of Natural Resources Geological Information Portal, the approximate northwest half of the Campus is mapped as "low" potential for liquefaction, while the approximate southeast half is mapped as "very low."

### Subsurface Conditions / Geological Mapping

Based on readily available maps via the Washington State Department of Natural Resources (DNR) Geologic Information Portal, the Campus soils are believed to be glacially overridden (or *glacially consolidated*) and are considered a dense soil type. Glacial soils are generally characterized by relatively high strength and low compressibility. At the same time, the land is believed to contain various topsoil at variable thicknesses (deposited atop the glacial base). Per the DNR Geologic Information Portal, the following four geologic units are mapped on or immediately adjacent to the Campus; see Figure 2.71 for their locations on the Campus.

- › **Continental Glacial Outwash, Fraser-age (Qgo)**: This is mapped along the northwest half of the Campus and contains most of Subareas 2 and 3. Glacial outwash typically consists of a mixture of sand and gravel in a loose to dense condition and can include localized coarser- or finer-grained constituents. Glacial outwash is deposited from meltwater from a receding glacier and commonly overlies glacial till and is not glacially consolidated. Cobbles and boulders can be present within glacial outwash deposits.
- › **Continental Glacial Till, Fraser-age (Qgt)**: This is mapped over the lands within Subarea 1. Glacial till typically consists of a compact mixture of clay, silt, sand, and gravel. Cobbles and boulders can be present within glacial till deposits. It is not uncommon for the upper few feet of glacial till to be weathered and relatively less dense.
- › **Continental Glacial Drift, pre-Fraser (Qgp)**: This is mapped at the southwest corner of the Campus; encompassing the banks and hillsides adjacent to the Bay. In the region, pre-Fraser glacial drift typically consists of clay, silt, sand, and gravel that is in a medium dense to very dense condition.
- › **Advance Continental Glacial Outwash, Fraser-age (Qga[t])**: This is mapped at the southeast corner of the Campus. Advance glacial outwash (advance outwash) typically consists of sand and gravel that is deposited by meltwater in front of an advancing glacier and then overridden by the glacier and is generally observed to be in a dense to very dense condition. Advance outwash commonly underlies glacial till, and a gradual transition in material gradation may be present upward into the overlying glacial till. Cobbles and boulders can be present within advance outwash deposits.

### Groundwater Conditions

Based on the glacial deposits in the vicinity, groundwater on the Administrative Campus is believed to be at the same elevation as the nearby creek (generally greater than 10-feet below existing grades). However, there may be perched groundwater at relatively shallow depths throughout the Campus. This perched groundwater typically results from surface water infiltration that slows or accumulates atop less permeable soil layers, such as glacial till deposits. Additionally, the presence of fill, discontinuities, utilities, and other factors can influence the presence and volume of perched water.

### Infiltration Feasibility

Stormwater infiltration, the land's ability to absorb rainwater, is another important factor for site development. The northwest half of the Campus (especially along the Bluff) is expected to be feasible for infiltration, though it will depend on depth to groundwater and presence of underlying impediments, such as glacial till. The southeast portions of the Bluff vicinity have glacial till soil with relatively high fines content, resulting in very low infiltration potential. For project planning, glacial till soils should be regarded as relatively impermeable. Consequently, new stormwater systems in the southeast half of the site will likely require some form of detention.

## Section 2.8: Natural Resources

As the PGST plans for new buildings and outdoor spaces, The Port Gamble S’Klallam Tribe strongly values the natural environment and has adopted policy to protect critical areas and native vegetation. As the PGST embarks on (re)development within the Administrative Campus, it will be essential to plan new projects with little impact on the area’s bounty of natural resources including native vegetation, trees, wetlands, and stream corridors.

The Campus is nestled at the base of a forested hillside and rests atop a Bluff overlooking Port Gamble Bay (the land is perched 20 to 30 feet above the water). Two stream corridors frame the Campus; Little Boston Creek flows within a ravine to the north, and an unnamed stream is present just south of the developed portions of the Campus. The 2014 Master Plan describes the vicinity as a five-tiered forest where Douglas fir trees dominate the upper canopy along with western hemlock, western red cedar, and grand fir. A broadleaf subcanopy is formed of bigleaf maple, red alder, and Pacific madrone. Below is a small tree layer of Pacific dogwood, western yews, vine maple, and elderberries. A shrub layer follows, and then an herb layer dominated by sword fern.

As part of the master planning process, environmental consultants (Stantec) reviewed the natural resource conditions in and around the Administrative Campus with a focus on Subareas 1, 2, and 3. That process involved a review of readily available data and field observations. This section summarizes the key findings/considerations; the full natural resources report is provided in Appendix C. Based on this review, redevelopment activities in the three subareas are not expected to impact or degrade existing natural resources in the vicinity (subject to buffering standards).

**Environmental Protection Standards** – Title 24: Environmental Protection of the Tribe’s Law and Order Code (the “code” herein) establishes protection standards for natural resources with a particular focus on protecting streams, wetlands, and other waterbodies. The Title also requires a natural resources assessment to accompany most development projects to minimize environmental impacts and to identify mitigation methods related to those activities. The following lists notable natural resource protection standards as they relate to future development within the Administrative Campus.

- › **Stream and Wetland Buffers** – The PGST Code requires buffers along all streams and wetlands; those areas are intended to remain in their natural state and no development activity is typically allowed within said buffers. The Code allows applicants to seek deviations or reductions subject to review criteria. The required buffers are based heavily on whether a nearby stream is fish-bearing. The following lists the stream/wetland buffer requirements:
  - › Fish-bearing Streams Buffer: 150-ft
  - › Perennial Nonfish Bearing Stream Buffer: 100-ft
  - › Seasonal Nonfish Bearing Stream & Wetlands Buffer: 50-feet
- › **Marine Bluff Setback** – The Code imposes a 150-foot Marine Bluff Setback along Port Gamble Bay and measured from the mean high-water level (or a distance equal to the height of the Bluff, whichever is greater).
- › **Clearing and Grubbing** – The Code limits clearing and grubbing activities to those associated with an approved construction project, where the goal is to preserve native vegetation and topography to the greatest extent practicable.



# Natural Resources by Subarea

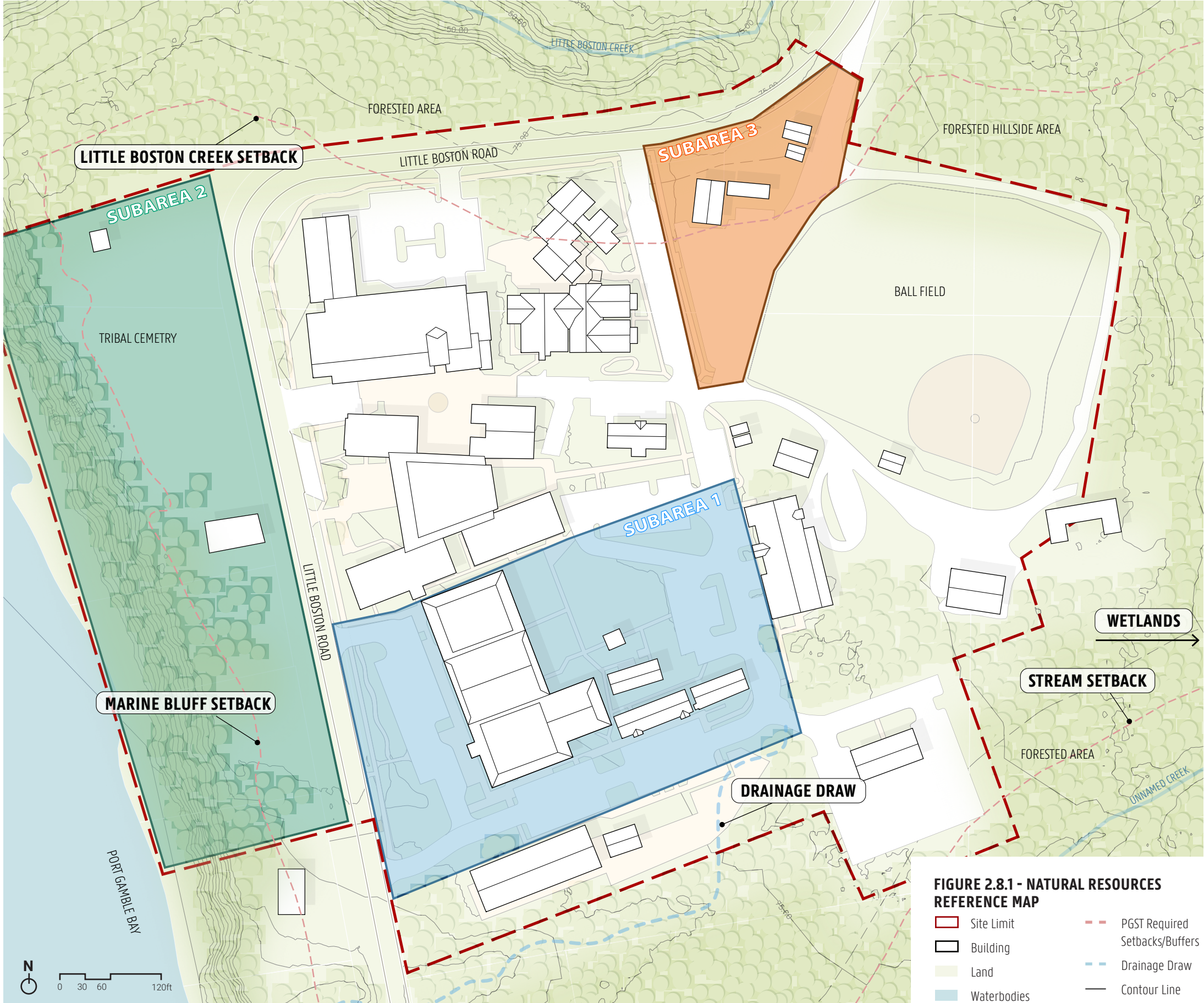
Through the master planning process, biologists examined the natural resources in and immediately near the three designated subareas and provided an assessment of potential impacts to any features present. The following summarizes the key findings.

**Subarea 1** - An unnamed fish-bearing stream is present ~300-feet south of the current Administration Building. The required 150-foot stream buffer does not extend into Subarea 1, yet slightly encroaches into the parking lot associated with the Fisheries building. Biologists observed drainage ditches and a newly installed stormwater system but found no established stream beds or wetland indicator species near the Administration Building. There are no critical areas or buffer restrictions associated with potential (re)development activity in this subarea.

**Subarea 2** - The land sits atop a steep bluff overlooking Port Gamble Bay and is subject to the 150-foot Marine Bluff Setback pursuant to the PGST's Law and Order Code. This setback largely avoids impacting the Tribal Arts Center/Carving Shed and cemetery, allowing for additional development while complying with protection standards. The top of the Bluff is about 15 feet from the cleared area and is characterized by various vegetation types, including Himalayan blackberry and red alder.

In the event the PGST chooses to encroach upon the setback with development activity or site modifications, a geotechnical review is necessary to assess potential impacts on slope stability and erosion. Construction activities near the setback should implement Temporary Erosion and Sediment Control (TESC) plans utilizing appropriate stormwater Best Management Practices (BMPs), such as silt fencing, straw wattles, and clean gravel bags, to prevent contaminant-laden stormwater from leaving the project area. Post-construction, vegetation restoration at the top of the Bluff may be warranted, including the removal of invasive species such as Himalayan blackberries and scotch broom (*Cytisus scoparius*), and the introduction of native plants suitable for the terrain and marine shoreline habitat.

**Subarea 3** - This area of the Administrative Campus is close to Little Boston Creek which flows within a ravine on the north side of Little Boston Road. That stream is fish-bearing and subject to a 150-foot buffer; portions of the buffer extend into Subarea 3 but encompassing only the northern limits. When considering existing infrastructure and the road, the concept of "interrupted buffers" applies, suggesting that the functional buffer limits may end at the roadway edge rather than extending into Subarea 3. During site observations, the project biologists identified a potential wetland area along the access road to Subarea 3, indicated by standing water and algae, but no formal wetland delineation was performed.



## Section 2.9: Environmental and Potential Site Contamination Assessment

A major objective for the master planning process is to define opportunities to redevelop portions of the Administrative Campus for more community amenities, public facilities, and additional staff office capacity. Before plans are finalized for specific development sites, it is important to assess whether pollutants, contaminants, and other hazardous substances are present in buildings, soils or groundwater. Many times, pollutants can leach into soils associated with past land use activities, intense industrial operations, illegal dumping, and/or improper chemical storage. In other situations, hazardous materials may be present in structures that could harm its occupants if they are disturbed (e.g., during demolition or remodeling activities). If those pollutants or hazardous substances are present, they must be addressed before the land is redeveloped for new community-serving uses (which would be both costly and time consuming).

**Environmental Site Assessment (Subareas 2 and 3)** - As part of the master planning process, the PGST directed their environmental consultant (Stantec) to conduct a Phase I Environmental Site Assessment (ESA) for Subareas 2 and 3 since those areas of the Campus are envisioned for future development and site enhancements. The primary objective was to have environmental professionals review readily available data sources to determine whether there are “recognized environmental conditions” or “RECs” on those areas of the Campus. (I.e., RECs refer to site characteristics that suggest there would be associated pollution/contamination).

**Regulated Building Materials Survey (Subarea 1 / Administration Building)** - The PGST also commissioned a Regulated Building Materials (RBM) survey for the current Administration Building (including the Gym and Kitchen) occupying Subarea 1 to identify whether hazardous substances/materials are present in that structure. The PGST envisions this structure would be removed and replaced with a new facility.

The following summarizes the background and key findings from the two environmental investigations; the complete reports are provided in Appendix D.

### Phase I ESA

The Phase I ESA for Subareas 2 and 3 represents a “desktop” review of readily available information to determine if there is a likelihood of pollutants, contamination, and/or hazardous substances – Phase I ESAs do not include soil sampling, borings, or laboratory evaluation. Fortunately, the Phase I ESA concluded that Subareas 2 and 3 are not likely to contain pollutants, contamination or other hazardous substances in the soil. Subarea 1 was not included in the ESA since the PGST has not conducted intense land use operations or stored chemicals on that area of the Campus since the opening of the current Administration Building.

The following summarizes the data sources and the associated findings from the Phase I ESA.

**Data Review** – The environmental consultants collected and reviewed historical aerial photographs and reviewed State and Federal environmental databases to identify whether there were past land use activities or structures that could have produced site contamination. A regulatory database search identified the subject properties but did not indicate significant environmental risks, as previous violations were resolved. Local agency input confirmed the absence of environmental violations and storage tanks, while historical records, including aerial photographs and topographic maps, indicated gradual land use changes over time without notable environmental risks. Additional historical context from regional sources underscored the long-standing use of the land by the PGST since the late 1930s.

**Site Visit / Observations** – The environmental consultants visited the lands in and immediately around Subareas 2 and 3 to identify obvious environmental concerns including chemical storage, signs of soil staining, above/underground storage tanks, and similar conditions. During the visit, no hazardous substances or significant evidence of past uses were noted in Subarea 2, though Subarea 3 contained small containers of oil and water treatment chemicals. No visible underground or aboveground storage tanks were detected. Surrounding land consists of residential areas, forests, and recreational fields, with no observed evidence of environmental issues on adjacent properties.

**PGST Staff Interviews** – The environmental consultants conducted an interview with the PGST project manager to identify any known environmental conditions and to learn more about the history of the land. The manager reported being unaware of any hazardous or petroleum substance storage, permits, evidence of fill usage, stained soil, or the presence of pits, ponds, or lagoons. It was also indicated there were no registered or unregistered underground storage tanks, and no knowledge of environmental liens related to the property.

**The Phase I Environmental Site Assessment found no recognized environmental conditions, controlled recognized environmental conditions, or significant data gaps within the Port Gamble S’Klallam Tribe Administrative Campus Subareas 2 or 3.**

# Regulated Building Materials Survey

In March 2024, a Regulated Building Materials (RBM) survey was conducted for the current Administration Building, Gym, and Kitchen with the objective to identify whether asbestos, lead paint, Mercury (Hg) / Polychlorinated Biphenyl (PCB) containing materials, or other hazardous elements are present in that structure. This is particularly important to identify whether those hazards are present so they can be safely removed/contained as part of future demolition activities (as those substances could potentially harm construction workers or contaminate air/soils on the Campus if not effectively addressed). Specifically, RBM surveys include the collection/sampling of materials and analyzed in laboratories to identify whether harmful substances are present in the building.

## HAZARDS DISCOVERED / IDENTIFIED

The RBM survey identified several hazardous materials within the Administration Building/Gym/Kitchen; those materials would need to be effectively removed/addressed as part of site demolition (or as part of remodeling activities that would disrupt those materials). As the PGST moves forward with redevelopment plans affecting the Administration Building, it will be important to select contractors experienced with handling those hazardous substances. The following lists the hazardous substances identified in the RBM survey.

**Asbestos** – Asbestos is the name of a class of magnesium-silicate minerals that occur in fibrous form; minerals in this group include: chrysotile, crocidolite, amosite, anthophyllite asbestos, tremolite asbestos, and actinolite asbestos. Asbestos has been used in thousands of different building materials to: (i) increase fire-resistance, (ii) insulate against heat, cold and sound, (iii) resist corrosion, and/or (iv) increase tensile strength. Common building materials that may contain asbestos include, but are not limited to, floor tile, floor sheeting, ceiling tile, mastics, roofing materials, gypsum board, and pipe insulations. Adverse health effects have been associated with the inhalation of airborne asbestos. However, asbestos fibers typically tightly bound in building materials, but may pose an exposure hazard if disturbed in such a way that releases airborne fibers (i.e., cutting, drilling, sanding, and other abrasive methods). The RBM survey identified the following asbestos containing materials/substances in the current Administration Building.

- › Approximately 250 square-feet of asbestos containing gray vinyl floor tile.
- › Approximately 300 square-feet of asbestos containing gray vinyl floor tile in two rooms.
- › Approximately 10,000 square-feet of asbestos containing texture with paint on the walls in two rooms.
- › Approximately 320 square-feet of asbestos containing black mastic in two rooms.
- › In dry wall joint compound found in two rooms. Per the Washington Industrial Safety and Health Act (WISHA) Regional Directive 23.30, this material is considered to be <1% asbestos containing when considered a part of the composite wall system.

**Lead-Based Paint** – Lead is a potential health hazard where State and Federal agencies regulate its handling and disposal. Lead in paint generally does not pose a health threat unless the material is disturbed or sufficiently deteriorated to produce dust, which may become airborne, inhaled, or ingested. The RBM identified the following surfaces in the Administration Building/Gym/Kitchen that contain lead-based paint.

- › Red paint on interior metal door components.
- › White paint on the interior wood door components & trims.
- › White paint on the exterior metal door components.

**Polychlorinated biphenyls (PCBs)** – PCBs belong to a broad family of man-made organic chemicals known as chlorinated hydrocarbons. PCBs were domestically manufactured from 1929 until their manufacture was banned in 1979. Due to their non-flammability, chemical stability, high boiling point, and electrical insulating properties, PCBs were used in hundreds of industrial and commercial applications including electrical, heat transfer, and hydraulic equipment; as plasticizers in paints, plastics, and rubber products; in pigments, dyes, and carbonless copy paper; and many other industrial applications. Although no longer commercially produced in the United States, PCBs may be present in products and materials such as caulk, produced before the 1979 PCB ban. The RBM identified the following materials within the Administration Building that contain PCBs.

- › One hundred forty-two (142) light ballasts were identified and presumed to contain PCBs.
- › Five PCB bulk samples of caulking and paint were collected for PCB analysis; however, none of the samples contained PCB concentrations above the laboratory reporting limits.

**Universal Wastes** - The EPA established standards for universal waste management related the following hazardous materials: batteries, pesticides, mercury-containing equipment, lamps, and other related elements. The following were identified in the RMB survey and are assumed to contain mercury:

- › Two-hundred eighty-four (284) florescent light tubes.
- › Sixteen (16) high-intensity discharge lamps.



# Section 2.10: Opportunities

The Port Gamble S'Klallam Administrative Campus presents numerous opportunities for improvement and development that can enhance both functionality and aesthetics. By focusing on strategic integration and connectivity, the Campus can better serve its community and foster a cohesive environment. Based on the existing conditions review and feedback from PGST stakeholders, the following lists key Opportunities for the Administrative Campus.

### GATEWAY OPPORTUNITIES

The Campus has several potential gateway opportunities that can serve as inviting entrances. These gateways can be designed to reflect the cultural heritage of the Port Gamble S'Klallam Tribe while also providing landmarks to invite visitors into the Campus. By improving signage, landscaping, and structural elements, these gateways can become landmarks that enhance the overall identity of the Campus.

### STREETScape IMPROVEMENTS

Further, there are significant opportunities for streetscape enhancements throughout the Administrative Campus. Upgrading sidewalks, adding greenery, and improving lighting can create a more inviting atmosphere. Such improvements not only enhance the aesthetic appeal but also promote safety and encourage more pedestrian activity. There is a notable opportunity to enhance Little Boston Road so that it feels more connected to the Campus and better utilizes the areas along the Bluff.

### IMPROVED PEDESTRIAN CONNECTIONS

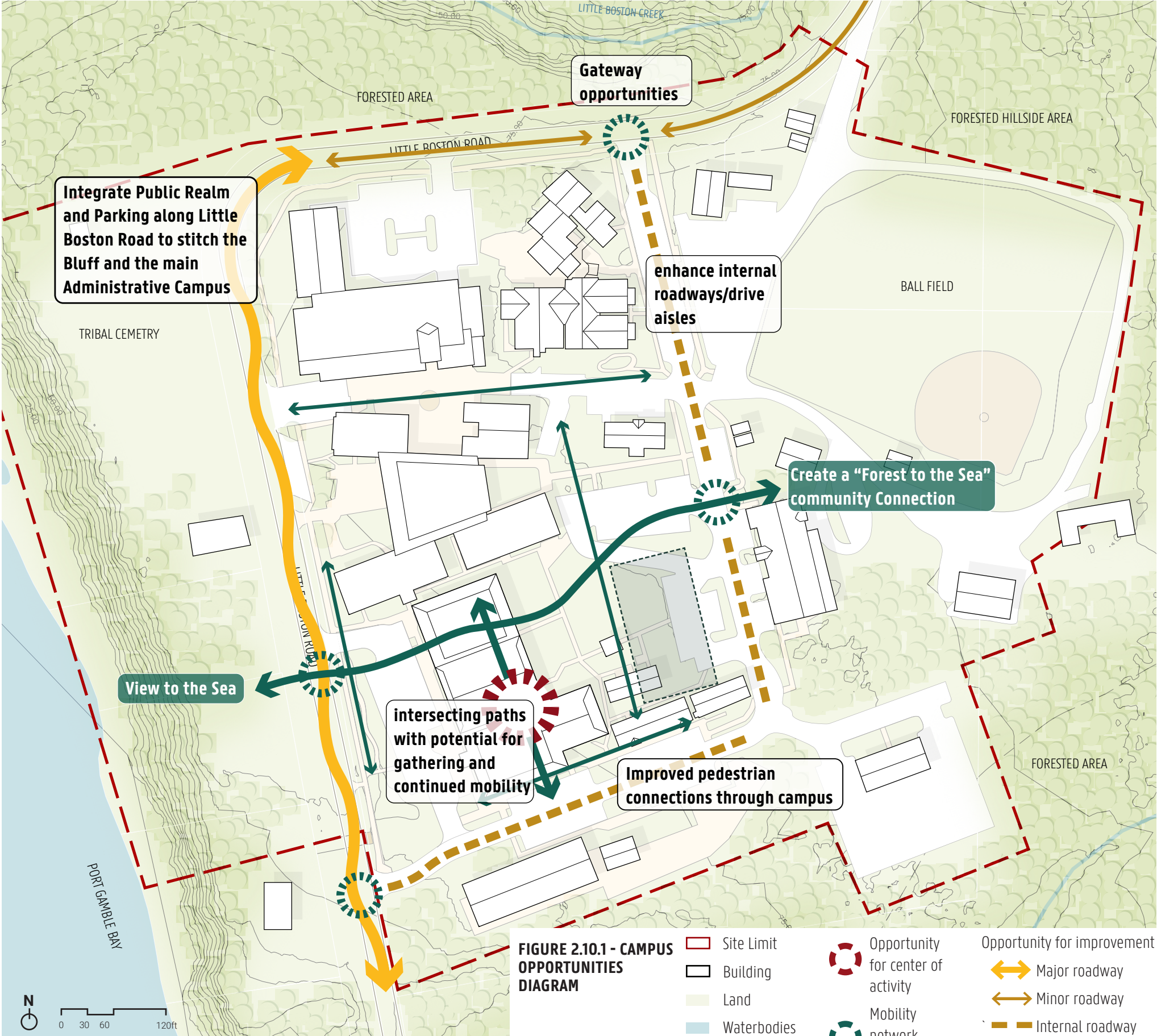
Enhancing pedestrian connections throughout the campus is essential for promoting mobility and encouraging foot traffic. Well-designed walkways and safe crossings can facilitate movement and accessibility for all visitors and staff. This improvement will also promote a healthier lifestyle by encouraging walking as a primary mode of transportation. There is opportunity to build upon the current system of pedestrian passageways that meander between the buildings on the Campus.

### "FOREST TO THE SEA" COMMUNITY CONNECTION

Creating a "Forest to the Sea" Community connection is another vital opportunity. This concept can serve to link various natural features of the landscape, promoting outdoor activities, and environmental education. By developing trails and pathways that connect forested areas with coastal views, the PGST can foster a stronger relationship between the community and its natural surroundings.

### VIEWS OF THE SEA

Finally, creating opportunities for views of the sea is crucial for maximizing the campus's natural assets. Strategic landscaping and building placements can highlight these views, providing spaces for relaxation and contemplation. This connection to the sea not only enhances the aesthetic experience but also reinforces the cultural significance of the waterfront to the Port Gamble S'Klallam Tribe.



**FIGURE 2.10.1 - CAMPUS OPPORTUNITIES DIAGRAM**

Site Limit	Opportunity for center of activity	Major roadway
Building	Mobility network intersections	Minor roadway
Land		Internal roadway
Waterbodies		Pedestrian network

## Section 2.11: Constraints and Challenges

While the Administrative Campus presents various opportunities for enhancement, several constraints hinder its potential development. Addressing these challenges is essential for creating a more cohesive and functional space.

### BARRIER CREATED BY LITTLE BOSTON ROAD

One of the most significant constraints is the current design and alignment of Little Boston Road, which acts as a barrier between the established facilities/amenities on the Campus and the lands along the Bluff. This physical and psychological barrier limits access and diminishes the sense of connectivity between these two important areas. Overcoming this barrier will require thoughtful planning and design to ensure safe and inviting crossings for pedestrians and vehicles alike.

### INCOMPLETE PATHWAY CONNECTIONS

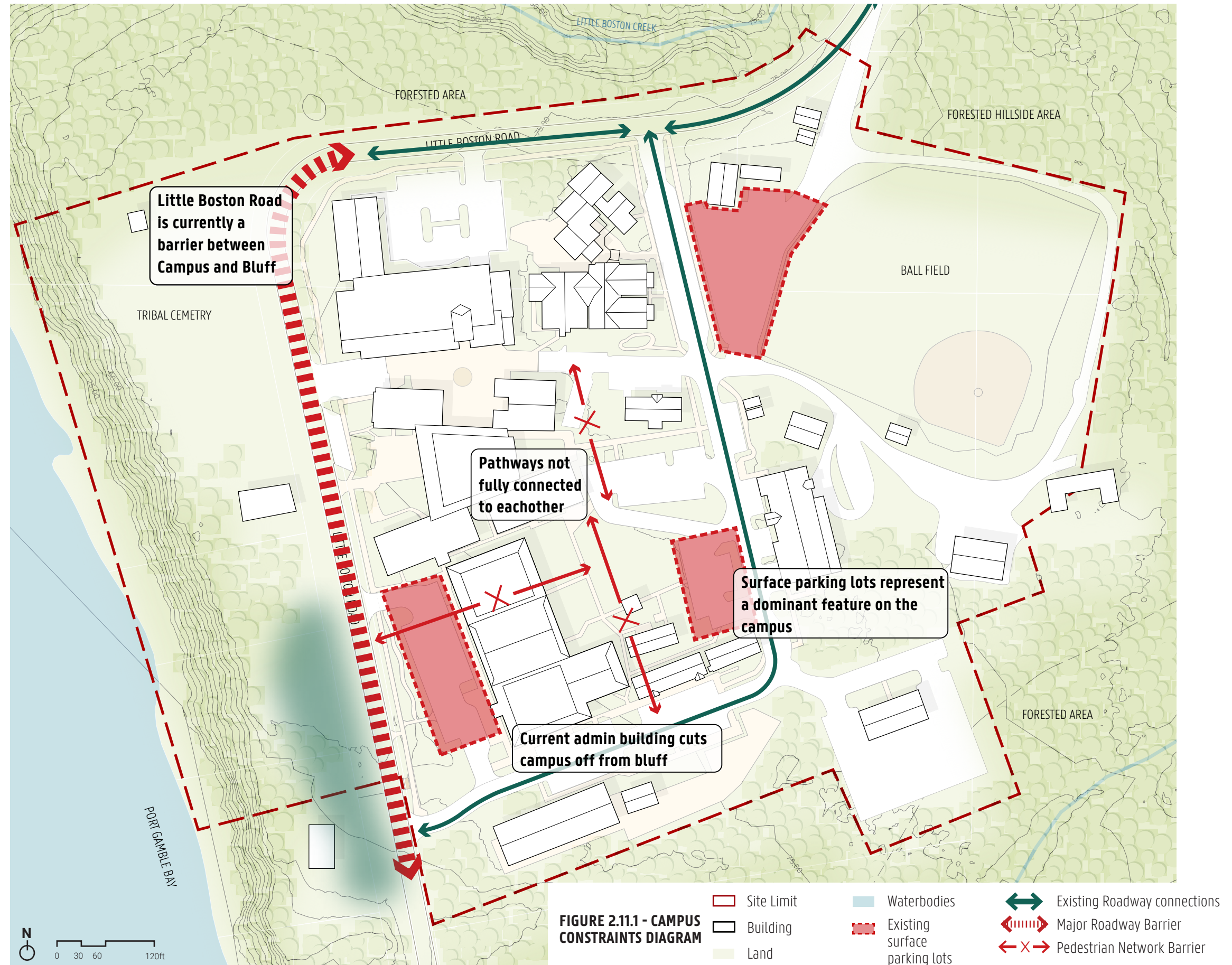
Another challenge is the lack of fully connected pathways throughout the Campus. The existing pathway network has several sidewalk gaps and does not provide a cohesive network, which limits mobility and access for visitors. This fragmentation discourages walking and makes navigation more difficult, detracting from the overall user experience.

### ADMINISTRATIVE BUILDING LAYOUT

Furthermore, the current Administration Building layout contributes to the separation between the Campus core and the Bluff. Its positioning effectively cuts off direct access to the Bluff, limiting the potential for views and interactions with the natural landscape. This division hinders the integration of the Campus with its surroundings and diminishes the overall experience for users.

### SURFACE PARKING LIMITATIONS

The presence of surface parking lots also poses a constraint on the potential for public realm development. These lots occupy valuable land that could otherwise be utilized for community gathering areas, green spaces, or other enhancements. The current layout restricts opportunities for creating a vibrant public realm that encourages social interaction and community engagement. At the same time, the many PGST members/staff have expressed concern for a lack of parking capacity; as the PGST moves forward with redevelopment it will be essential to provide adequate parking without making it the dominate feature on the Campus.



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# Chapter 03

# Community Vision

## Section 3.1: Vision and Community Priorities

The Master Plan for the Port Gamble S'Klallam Tribe's Administrative Campus seeks to weave the proud, strong traditions of their sovereign nation through a design that promotes community interaction, respects the land, and meets the Tribe's needs for the next seven generations. The community's vision can be described as *“The Administrative Campus is the center of community life, the seat of government operations, and a signature gathering space which connects the S'Klallam people to each other, their culture, and the natural environment.”* This vision evokes the idea of the Campus serving as the heart and soul of the PGST community with services, amenities, and a spatial design that reflect S'Klallam culture, history, and local values.

The vision for the next Master Plan involves a thoughtful update of the 2014 Plan and tailored to the Tribe's current and future needs. By leveraging past insights and incorporating new data and design preferences, the revised plan will provide a robust framework for the continued evolution of the Administrative Campus, ensuring that it remains a vibrant and functional center for the Port Gamble S'Klallam Tribe.

The 2014 Master Plan laid a solid foundation by defining the future locations for critical facilities, including a new Gym, Community Center, Administration Building, and Judicial Center, all arranged around an outdoor Village Commons. Building upon this groundwork, the revised Master Plan responds to the Tribe's changing facility space needs, integrates design preferences, and explores opportunities for new land use that have emerged since the original plan's adoption. By revisiting and expanding upon the elements outlined in the 2014 plan, the revised Master Plan will ensure that the Campus meets the Tribe's long-term goals while adapting to new challenges and opportunities.

### Community Priorities

The Administrative Master Plan aims to address six overarching community priorities that were defined through the project's engagement activities. As the PGST embarks on Campus enhancements and (re)development projects therein, those improvements will result in a cohesive collection of destinations with services, amenities, cultural representation, and a strong connection to the natural environment. These community priorities were identified through the community engagement process and are what the PGST aims to address and solve as the Campus evolves.

- › **Priority A: Enhance the Campus as a center piece of community life** – The Administrative Campus serves as the center of community gatherings, services, and government operations. As the Campus evolves, it will continue to serve as the central hub for community life and reserved primarily for the S'Klallam people.
- › **Priority B: Create additional capacity for PGST departments and services** – The Campus is nearing its capacity to accommodate the myriads of department and service functions. There is a need and opportunity to construct additional facilities that accommodate the PGST's growing space needs.
- › **Priority C: Create a wide variety of quality and multi-functional community gathering spaces** – The Administrative Campus is a beloved destination for community gatherings, social events, ceremonies, and civic activities. As the Campus evolves, there is a strong desire to create additional community gathering spaces to accommodate a wide variety of events, traditions, and recreational activities.
- › **Priority D: Perform modal transportation enhancements that serve a variety of users** – The Campus provides both roadway and trail connections to the surrounding PGST neighborhoods and other service areas, yet the Campus is constrained in its ability to accommodate current vehicle use demand. There are needs to create additional parking capacity, improve site circulation, and to strengthen pedestrian/bicycle connections to accommodate a wider variety of travel modes and user preferences.
- › **Priority E: Celebrate and showcase the S'Klallam Culture, History, and People** – The S'Klallam people have occupied the region for millennia and there is strong PGST pride in its culture, history, and their way of life – these aspects are showcased across the community today. As the Campus evolves with new facilities and gathering spaces, there is priority to incorporate S'Klallam culture and history through art, language-use, architecture, and traditional plantings into those site features.
- › **Priority F: Connect the Campus to the natural environment** – The natural environment is held near to the hearts of the S'Klallam people. The Administrative Campus is nestled between forested hillsides and the Bluff overlooking Port Gamble Bay and the Olympic Mountains. There is a strong community desire to maintain (and strengthen) the Campus' connection to the natural environment through land enhancement, trail connections, passive gathering areas, and resource protection.

## Section 3.2: Community Engagement Overview

The vision and the list of community priorities were defined through feedback obtained through a series of engagement events aimed to gather PGST sentiments on a variety of topics. The master planning process followed a Community Engagement Plan (CEP) that was developed and employed shortly after the project commencement. The CEP defined the target audiences, the engagement methods, and logistical resources for each event, all aimed to guide a comprehensive engagement process for the Master Plan update. This section summarizes the CEP components, and the information/sentiments obtained through those engagement activities; See Appendix F for the engagement notes/reports.

### Target Audiences

The CEP aimed to gather feedback and recommendations from two main audiences: (i) the PGST membership, and (ii) leaders from various PGST departments.

- › **PGST Members:** This engagement audience included individuals enrolled as members of the Port Gamble S'Klallam Tribe, including those living off the Reservation. Members provided valuable feedback regarding future land uses, development, and conservation specifically in Subareas 2 and 3 on the Administrative Campus. Members also provided feedback on their level of visitation/use to the Campus and the types of amenities they'd like to see incorporated to the area.
- › **PGST Leadership Group:** This group comprises representatives from various departments and key staff within PGST. Their role is to guide planning decisions related to the Administrative Campus. The Project Team collaborated with the PGST Leadership Group to identify site programming needs and goals, present technical findings, evaluate site plans and floorplan alternatives, and choose implementation approaches for future (re)development on the Administrative Campus.

### Engagement Activities

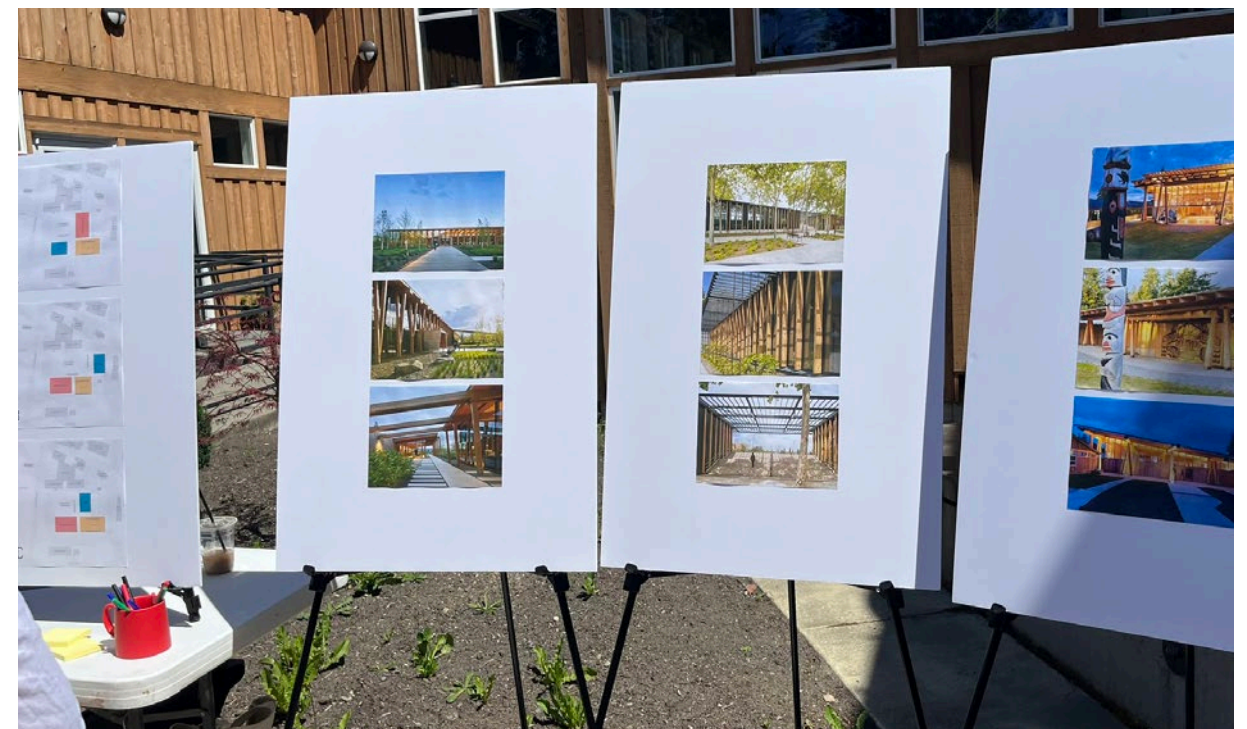
The engagement activities were planned and tailored to the two specific audiences with the objectives to understand how the Campus is presently used, to identify necessary improvements, and to define desired community amenities. The following summarizes the engagement activities that were employed through the master planning process.

#### PGST MEMBERS

- › **On-Line Survey:** In April 2024, the Project Team issued an on-line community survey with the objective to capture PGST members' desires and preferences to improve the Administrative Campus. Running for three weeks, the survey sought feedback related to level of visitation (to the Campus and the services therein), an assessment of current facility conditions, and long-range desires for future amenities, services, and cultural representation. The survey was structured to focus on the Campus at large and then narrowed to Subareas 1, 2, and 3 (for specific desires affecting those three geographic areas). The survey responses served as baseline information for the master plan recommendations and site plan options.
- › **Pop-Up Event:** On May 15, 2024, the Project Team hosted an in-person "pop-up" event as part of the Strong Family Health Fair on the Campus. The objectives were to share preliminary master planning ideas to the PGST members and seek responses to those planning concepts. The pop-up event included project representatives (serving as facilitators), graphic depictions of the draft planning concepts, and methods for participants to provide their sentiments (as written or verbal feedback). That feedback helped the Leadership Group to refine the final recommendation for the Master Plan.

#### LEADERSHIP GROUP

- › **In-person Visioning and Collaboration Meetings:** The Project Team facilitated a series of planning meetings with the Leadership Group to assess long-range space needs, identify beloved spaces, and to generate ideas for Campus enhancement and evolution. These meetings aimed to (a) provide an opportunity for PGST representatives to communicate their needs and preferences for the Subareas 1, 2, and 3, and (b) assess/ discuss site plans and design alternatives for future buildings related to the project.
- › **PGST Department Questionnaire:** Shortly after the first Leadership Meeting, the Project Team issued an on-line questionnaire to various PGST department managers/leaders with the objective to obtain current and future office/storage needs. The questionnaire asked the participants to identify their current staff sizes, project their future personnel needs, identify their preferred office/workspace layout, and to identify other features that would improve their service delivery (e.g., conference rooms, storage, and customer service elements). The questionnaire responses allowed the Leadership Group to better assess the long-range spatial needs (and desires) for each department operating on the Administrative Campus.



## Engagement Responses and Community Desires

The engagement activities employed through the master planning process provides a picture of what people feel are working on the Campus and guidance on how to improve the land to meet long-range needs and preferences. The following provides a summary of the notable topics/sentiments obtained through the engagement activities.

### WHAT'S WORKING / WHAT'S CHERISHED

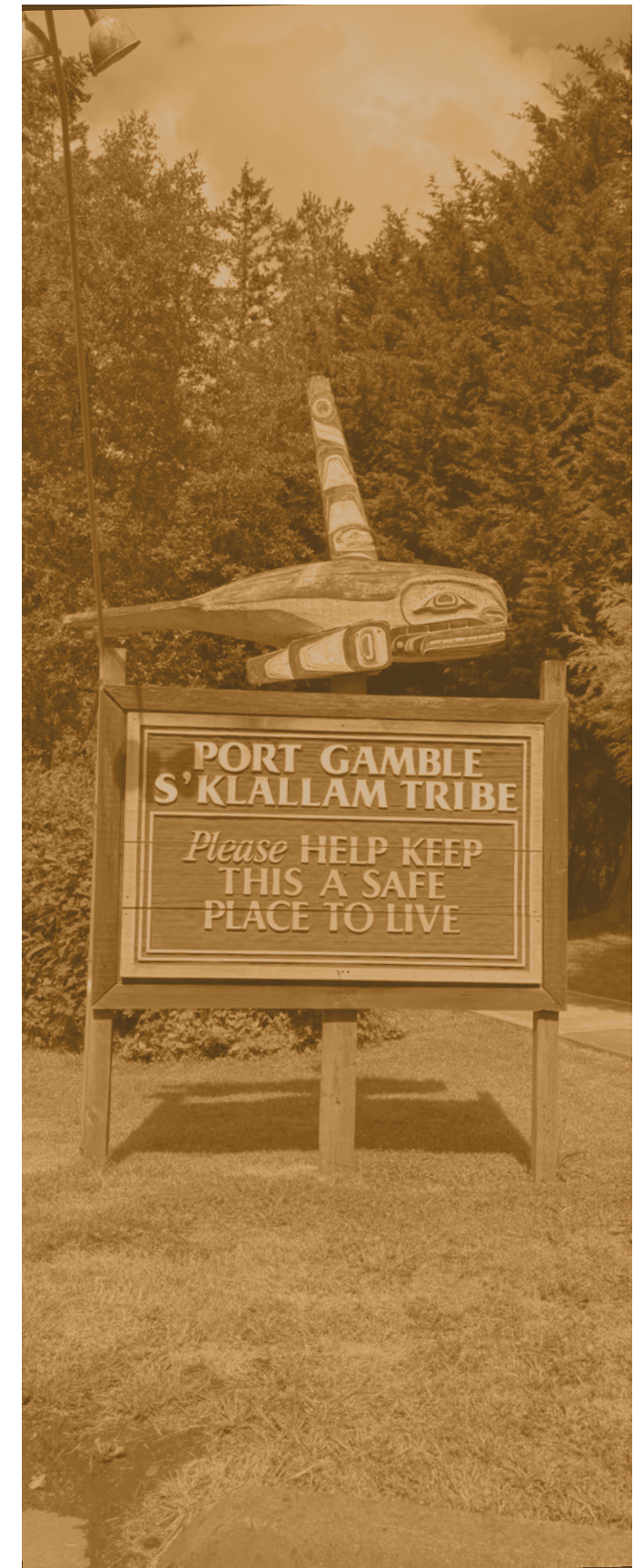
The following summarizes what appears to be working on the Campus and the beloved spaces that individuals would like to see preserved/enhanced now and well into the future.

- › **Heart of the Community** - Throughout the master planning process, there as a constant sentiment that describes the Administrative Campus as the "heart of the community". The Campus is where PGST members gather, obtain services, and celebrate their culture (and way of life). The Campus is a community-owned asset, which gives members a sense of joy, commitment, and accountability to the property and its services. This role as a signature community destination will continue well into the future.
- › **Campus Openness and Accessibility** - Many participants expressed appreciation and the importance of the Administrative Campus remaining open and welcoming to the PGST membership through its spatial arrangement, gathering spaces, and the way each department functions. Moving forward, both PGST members and leaders aim to stay true to this feeling of openness as the Campus evolves.
- › **Culture and History Representation** - The Administrative Campus has evolved in a way that celebrates the S'Klallam people, their history, and cultural elements. This includes spaces for gathering, traditional carving/art-creating spaces, native vegetation/plantings, and the spatial arrangement of the Campus itself. The Administration and Gym Buildings display the Tribe's history through art, photographs, and everyday conversation. The health services, youth enrichment programs, and Elders services showcase the Tribe's commitment and investment in its people. Even as the Campus grows over time, it will continue to showcase the Tribe's culture and history.
- › **Gathering Spaces** - Community gatherings and traditions are important to the S'Klallam people and the Administrative Campus has several spaces for those social interactions. Members noted that the ballfield, the lands along the Bluff, the playground, and several multi-purpose facilities are beloved gathering places. As the Campus evolves, it will preserve existing amenities and provide additional gathering areas for PGST members.
- › **Architecture, Plants, and Aesthetics** - The Port Gamble S'Klallam Tribe cherishes the natural environment and has built an Administrative Campus that reflects this value. The Campus has retained much of the native vegetation and many of the structures incorporate building materials found in the region. As an example, the House of Knowledge complex incorporates cedar siding, traditional shapes, and a spatial arrangement that evokes the feeling of a Pacific Northwest village. As the Tribe plans for new/replacement buildings on the Campus, those structures will carry forward the architectural elements and native plantings found on recently completed facilities.

### AREAS FOR ENHANCEMENT

The engagement activities identified areas of the Campus that need to be addressed, enhanced, and/or changed to align with member preferences and long-range aspirations. These areas for enhancements are listed below.

- › **Facility Space** - The Administration Building and several of the surrounding office buildings are operating at capacity which limits the Tribe's ability to grow services and accommodate additional staff resources. Furthermore, the Campus lacks adequate storage for supplies, files, work equipment, and similar items.
- › **Amenities and Gathering Spaces** - The Administrative Campus is an important community gathering destination and includes several designated areas for those activities - the Ballfield, Longhouse, the playground, the Gym/ Kitchen, and portions of the Bluff are notable gathering areas. Community gatherings continue to grow in attendance and frequency which necessitates more functional spaces. Some of these current facilities are showing signs of wear and do not fully accommodate the size/type of gatherings that occur on the Campus.
- › **Connections to the Bay and Forest / Views to the Mountains** - The PGST holds dear the region's natural environment and their connection with iconic features including the forests, Port Gamble Bay, and the Olympic Mountains. While much of the Campus has successfully responded to the natural landscape, the current Administration Building (and attached Gym and Kitchen) block views. The southern portions of the Bluff are now vacant and have not been enhanced. As the Campus evolves, it will be important to restore views and connection to the natural setting.
- › **Vehicle Parking and Circulation** - Most participants communicated the need for more parking capacity on the Administrative Campus. Furthermore, the drive aisles on the Campus function as mini streets and some of these routes are narrow or create dead-ends (especially around the Ballfield). At the same time, participants do not want parking lots or vehicle use areas to be the dominate features on the Campus.
- › **Pedestrian Access and Passageways** - The Administrative Campus has an established sidewalk network and a series of pedestrian passageways that meander between buildings; the PGST is currently constructing a new multi-use trail to connect the Campus to the Tribal neighborhoods. At the same time, there are several gaps in the sidewalk network, and Little Boston Road serves as a barrier between the main Campus and the Bluff.
- › **Utilities and Infrastructure** - The Administrative Campus is fully served with water, sanitary sewer, electricity, and telecommunication services. While this infrastructure is in place, it has been retrofitted overtime resulting in a haphazard utility network of underground pipes, isolated stormwater management facilities, and overhead distribution lines; many do not fall beneath roadways/drive aisles, or within conservation tracts for long-term use and maintenance. In their current arrangement, several lines must be relocated to accommodate new buildings on the Campus.
- › **Flexibility and Adaptivity** - The Port Gamble S'Klallam Tribe will remain on their land forever and will continue to grow in population and prosperity. While the master planning process aims to define the long-range space and facility needs, the Tribe must create a plan that is both flexible and adaptable to accommodate their changing space needs. The Master Plan update should include space for unforeseen opportunities and Tribal needs well into the future.



## Section 3.3: Future Uses, Services, and Amenities

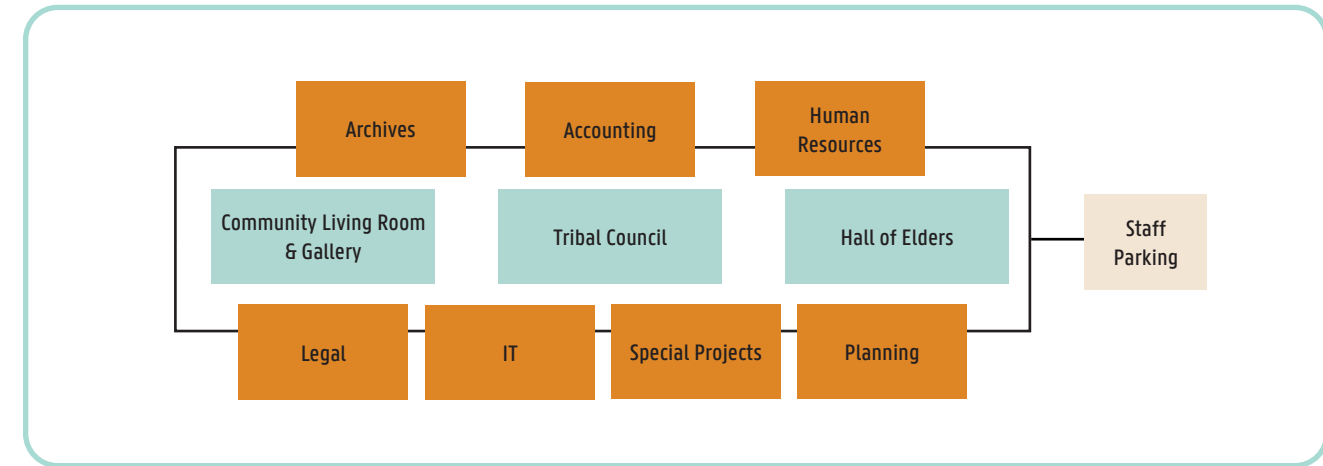
Through engagement with the community and leadership, and through review of the 2014 Master Plan, the Project Team determined the programmatic needs of the new campus building(s) to serve the community for years to come. The items listed herein are what the PGST would like to accommodate on the Administrative Campus – these represent the desired (re)development components envisioned for the Master Plan (See Chapter 4 for how they will be arranged on the Campus).

### Subarea 1 Planned Buildings and Enhancements

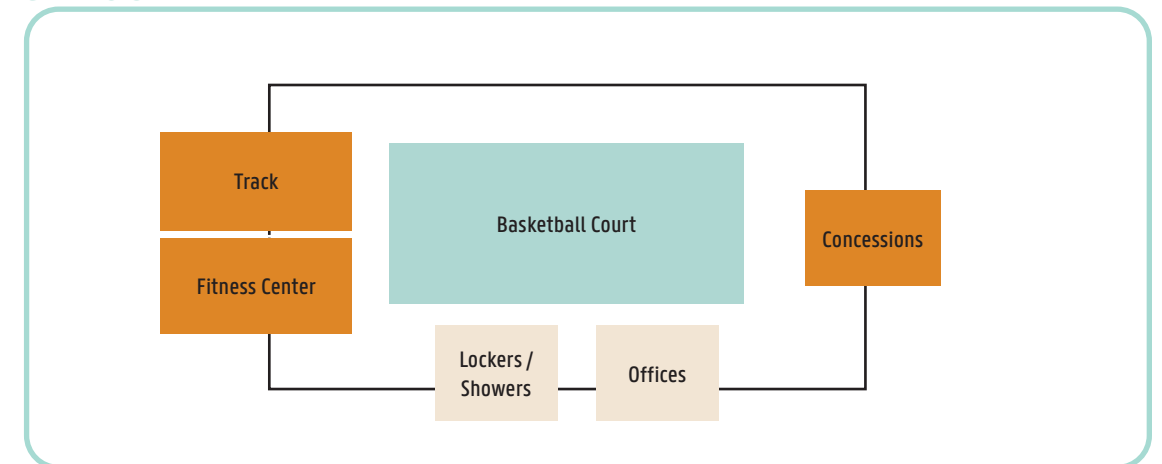
The Leadership Group determined that Subarea 1 should be redeveloped with a new Administration Building, Gymnasium, and Community Center to respond to the community feedback and to accommodate the Tribe's ever changing space needs. Specifically, the preferred design approach would be to construct three separate buildings to accommodate the planned services and centered around a new open space amenity (i.e., following a Village Commons concept as outlined in the 2014 Plan). Choosing individual buildings (over a large single structure) would address massing concerns and would accommodate a phased approach to redevelopment. Adjacency is another important consideration, where essential services and community amenities should be sited near complementary uses/destinations (e.g., a community kitchen should be next to gathering areas and interior spaces that host large events). The following summarizes the desired occupants/services/amenities that would be contained within each of the planned facilities; Figure 3.3.1 depicts the desired programming for each of the three buildings planned on Subarea 1.

- › **New Administration Building** – The objective is to remove the current Administration Building and construct a new multi-level facility to accommodate office needs for several PGST departments, spaces to highlight PGST history/culture, and provide additional interior space for members to gather. Specifically, a new facility would house the following PGST departments: Legal, IT, Accounting/ Finance, Human Resources, Special Projects, Planning, and the Executive Team. The new structure would include a new Tribal Council Chambers, a reception/lobby area, and dedicated gallery space for cultural artifacts, photographs, and historic displays.
- › **New Gymnasium** – The redevelopment goals also aim to replace the current gym with a new facility that is more functional and provides additional recreational/fitness amenities for the PGST members. Within the new Gym Building, the main programmatic element is the open gym floor with its stands for up to 500 people; other elements include locker rooms, a concession stand, and a fitness center and track.
- › **New Community Center** – There is a strong desire to replace the current kitchen facility with a new multi-functional Community Center to achieve more interior space for gatherings/events, expand youth enrichment programs, and provide more efficient cooking/food preparation facilities. The main level of the Community Center is envisioned to contain a lobby/reception area and a large event space capable of holding 300-500 people. To support the event spaces, there will be a large community kitchen, storage, and restroom facilities. The other areas of the Center would be planned as multipurpose space to support Youth Services and other enrichment programs.
- › **Village Commons / Central Open Space Amenity** – The concept of a large Village Commons to accommodate community gatherings will be carried forward from the 2014 Plan. Through the master planning process, the Leadership Group chose to explore other design options for this amenity; rather than a large open lawn area along Little Boston Road (as described in the previous Master Plan), there is a desire to create a more enclosed space lined with iconic buildings along its edges. The Commons would include hardscape areas (to support events/gatherings) and accented with native plantings, ambient lighting, and Tribal art installations.

#### ADMINISTRATION



#### GYMNASIUM



#### COMMUNITY CENTER

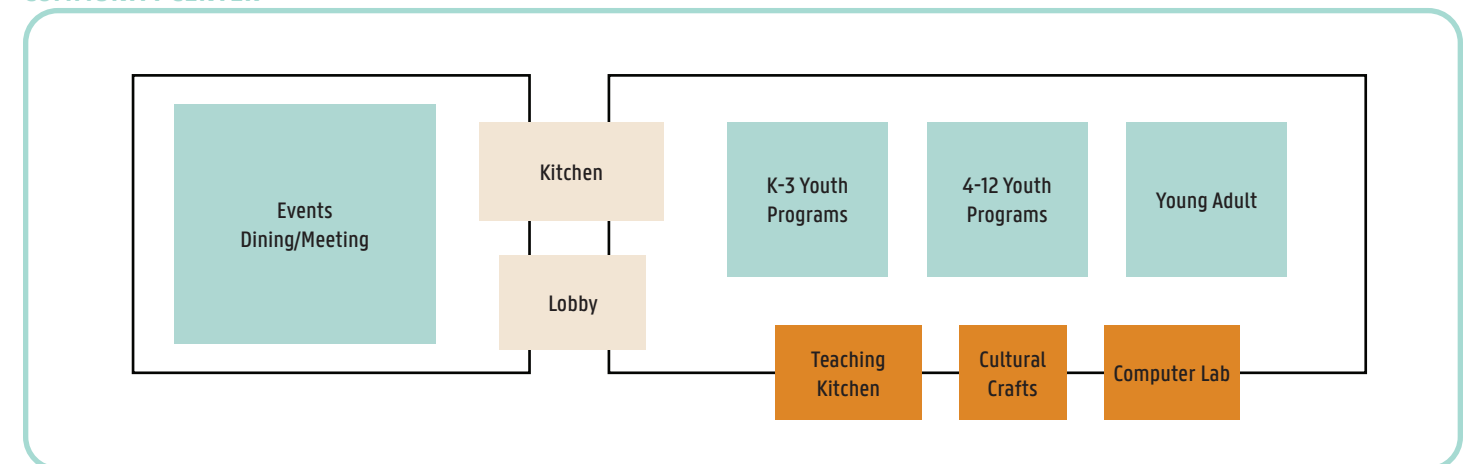


FIGURE 3.3.1 - PROGRAMMATIC ADJACENCIES DIAGRAM

## Subarea 2 Planned Changes

Upon reviewing the existing site conditions and considering the community feedback, the Leadership Group determined the lands along the Bluff should mostly remain undeveloped yet enhanced as a series of open space amenities. Notably, the Tribal Cemetery will remain on the land and enhanced with new fencing, landscaping, cultural elements, and signage/directories. The Carving Shed is showing signs of wear and needs substantial repairs; thus, it was determined that structure should be removed and replaced with a cultural feature; the carving activities would be shifted to a new facility within the larger PGST community. The open lands on the south end of Subarea 2 would be enhanced as community open space and designed to accommodate large gatherings while highlighting views to Port Gamble Bay and the Olympic Mountains.

## Subarea 3 Planned Changes

The Leadership Group determined that the land north of the Ballfield is an underutilized asset and the objective would be to explore potential development options. Notably, the gravel parking lot is somewhat inefficient in its current configuration and there are opportunities to retain its parking function but with a better layout. Furthermore, there are opportunities to plan for new facilities on the land to accommodate future office space needs.

## Other Campus Changes

Through the master planning process, the Leadership Group identified the following uses/services would be located to other lands within the PGST community to provide more efficient use of the Administrative Campus and to better accommodate the space needs for those uses/departments.

- › **Cultural Resources** – The Cultural Resources (CR) Department presently occupies the standalone building opposite of the Longhouse. The CR Department needs additional office space for staff, storage for artifacts, and other activities. There is also a desire to showcase Tribal art, cultural elements, and the S'Klallam history in a new facility. The PGST is presently exploring options to construct a new Cultural Center on the Warrior Ridge Property (or other nearby lands); that facility would house the Cultural Resources Department thus opening the current building on the Campus for other community-serving uses.
- › **Carving Shed** – The Carving Shed is showing signs of wear and needs substantial upgrades. Rather than performing costly repairs, the PGST is exploring options to relocate the carving activities to a new facility within the community. That may include dedicated space within a new Cultural Center (tentatively planned on the Warrior Ridge Property).
- › **Natural Resources** – Presently, the Natural Resources (NR) Department operates from a small office building adjacent to the current Administration Building. The NR Department needs additional staff office space and storage areas for their vehicles and equipment. The PGST is exploring options to construct a new facility for the NR staff on the Old Sewer Plant Property or other lands within the Reservation to better accommodate their space and functional needs.
- › **Judicial Center** – The 2014 Master Plan designated the land south of the Children and Family Services Building for a new Judicial Center. Since the Plan's adoption, the PGST is exploring alternative locations for this new facility (one potential site is near the Point Casino and the Gliding Eagle Market).



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# Chapter 04

## Master Plan Update Components

# Section 4.1: Master Plan Update Overview

The Master Plan update for the PGST Administrative Campus is a comprehensive initiative aimed at enhancing community facilities, infrastructure, and environmental management. This update centers on improvements to Subareas 1, 2, and 3, as well as updates to the utility/drainage infrastructure. The update also carries forward many of the planning components from the 2014 Plan to build upon past ideas relating to the Campus.

The following lists the key components contained in this new Master Plan; Figure 4.1.1 shows the location of the future site components, and Figure 4.1.2 depicts the locally-prefer Site Plan for the Administrative Campus (where future improvements would align with this graphic depicting the buildout scenario).

## SUBAREA 1

The Master Plan envisions this portion of the Campus to redevelop as three individual structures interconnected with a Village Commons and smaller outdoor spaces that meander between buildings. The buildings' architecture will borrow from the Longhouse in terms of exterior materials, roof forms, and S'Klallam cultural elements. The following lists and summarizes the key components.

- › **Administration Building** - The new Administration Building is envisioned as a two-level structure to house the administrative offices, dedicated Council Chambers, and indoor gathering spaces.
- › **Gym and Community Center** - The existing gym and kitchen areas will be replaced with two new facilities. The new Gymnasium will be three levels including a new court, locker rooms and storage in the lower level; entry, concessions, and spectator seating on the first level; and a fitness center and walking/running track on the upper level. The new Community Center will be two levels including an Events Center, offices, a community kitchen, and restroom facilities on the first floor; and classrooms for youth enrichment programs and similar space on the upper floor.
- › **Parking/Subterranean Garage** - The existing parking lots will be reconfigured around the three new buildings to maintain parking capacity. A subterranean garage is planned beneath the Administration Building and reserved mainly for PGST staff and Tribal Council.
- › **Village Commons / Gathering Spaces** - A Village Commons is planned as an open space amenity between the existing Elders Center and the planned Administration Building, Gym, and Community Center. The Commons terminates at the Bluff as an Overlook Plaza and a planned playground/splash pad serve as an anchor to the east.

## SUBAREA 2

The Master Plan envisions the lands along the Bluff will be enhanced as a passive recreational amenity with gathering spaces, and native plantings. The Tribal Cemetery will remain with minor enhancements to celebrate the sacred land. The following lists and summarizes the key components.

- › **Overlook Plaza / Lawn** - The planned Village Commons (Subarea 1) will transition into an Overlook Plaza, lawn area, and a crushed gravel gathering area along the southern portions of the Bluff. This space will serve as a new community amenity for events, ceremonies, and passive recreation with views to the Bay and the Olympic Mountains.
- › **Memorial Plaza** - The Carving Shed (due to its age and maintenance needs) will be removed and replaced with a new Memorial Plaza to recognize and celebrate PGST war veterans (moving from its present location in front of the Longhouse). Restroom facilities are planned next to the plaza with trails that lead to the Tribal Cemetery.
- › **Cemetery** - The Cemetery is planned for minor enhancements including new fencing, landscaping, and a burial plot directory. The Cemetery is not slated for expansion in its current location.

## SUBAREA 3

The Master Plan provides an option to redevelop this underutilized area of the Campus for additional parking capacity, passive gathering areas, and future office/service space. As this area redevelops, the existing utility buildings and the Canoe Shed would be relocated.

- › **Parking** - The gravel parking lot will be improved with a more efficient configuration and a new access point from an internal drive aisle (leading into the Campus). Its surface could be asphalt or pervious materials. The lot could be closed periodically to host events.
- › **Future Office A** - Long-term, there are opportunities to construct a new two-level office/service building along the Little Boston Road frontage to respond to future space needs and to retain PGST services on the Campus.

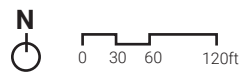
## OTHER PLANNED IMPROVEMENTS

The Master Plan carries forward many of the (re)development ideas from the 2014 Plan and identifies other improvements that were defined through the engagement process.

- › **Future Building B** - Another two-level building is planned south of the Children & Family Services building to accommodate future office and facility needs on the Campus. The 2014 Plan originally planned this space for a new Judicial Center; long-term, the PGST can define the tenants for this future building.
- › **Ballfield Parking / Access** - The gravel lot between the Police building and the Ballfield is planned to be enhanced as a formal parking lot with trees, sidewalks, and more capacity.
- › **Playground/Splash Pad** - A new playground and splash pad are planned at the center of the Campus just north of the Police Building. This new amenity rests at the eastern terminus of the planned Village Commons and across from the Ballfield.
- › **Future Use C** - The current Cultural Resources building will be retained and potentially adaptively reused for future office, enrichment, or community gathering purposes.
- › **Little Boston Road** - Little Boston Road will be enhanced to provide traffic calming, additional on-street parking, and sidewalks.

## UTILITY SERVICE AND DRAINAGE

The Master Plan assumes that the PGST would develop a utility plan to define the future line configuration on the Administrative Campus. This is needed to reroute existing underground pipes and overhead service lines to accommodate the future buildings planned on the Campus. The Master Plan also assumes stormwater management infrastructure would be provided concurrent with each new project on the Campus; long-term, there are opportunities for a regional stormwater system to serve the Lower Reservation.



**FIGURE 4.11 - CAMPUS SPATIAL ORGANIZATION**

- Site Limit
- Subarea 2
- Indoor Activity Area
- Building
- Subarea 3
- Spine Corridor
- Subarea 1
- Outdoor Activity Area
- Pedestrian Pathway



# Site Plan

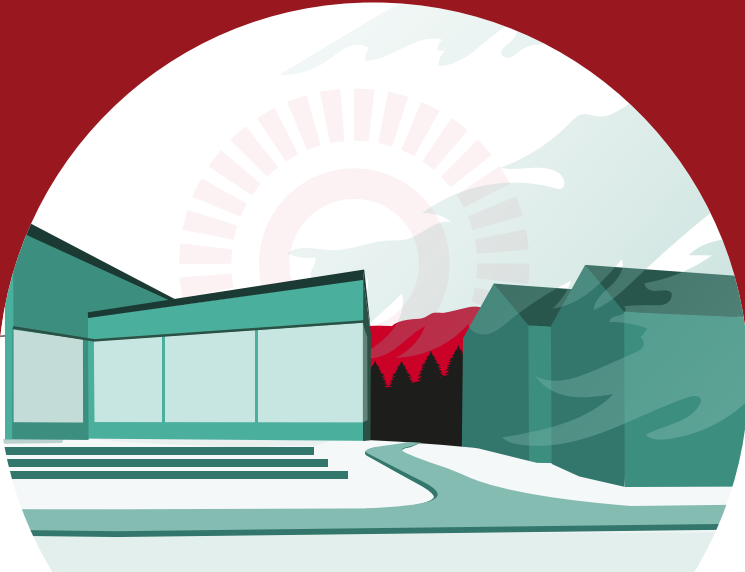


FIGURE 4.1.2 - CAMPUS SITE PLAN



# Master Plan Elements

The Administrative Campus Master Plan comprises three Elements that each focus on specific aspects of future (re)development. Each element will guide the PGST's quest in project implementation and future enhancements on the Campus.



## - 1 - Built Form

### ELEMENT 1 - BUILT FORM

The Built Form Element focuses on the planned buildings that will be constructed over time on the Administrative Campus. This Element lists the design goals and depicts the future spatial arrangement for buildings and ancillary structures.



## - 2 - Open Space

### ELEMENT 2 - OPEN SPACE

The Open Space Element focuses on the planned community gathering areas, recreational amenities, and conservation lands on and around the Administrative Campus. The Element defines the Design Influences for those spaces and lists the planned open space programming for the Campus.



## - 3 - Mobility

### ELEMENT 3 - MOBILITY

The Mobility Element identifies the planned pedestrian, bicycle, and motor vehicle circulation network on the Administrative Campus. The Element identifies the planned roadway/access configuration, sidewalk/pathway network, and the parking strategy for the Campus.

## Section 4.2: Built Form Element



The built form vision for the Administrative Campus is a thoughtful response to community input, aimed at fostering a sense of place, enhancing connectivity, and supporting the PGST's ability to accommodate its growing department space needs.

The overarching theme aims to achieve a compact village setting where future buildings complement existing improvements on the Campus in terms of urban design, architectural style, and pedestrian connections. The strategic siting of buildings creates a series of pedestrian passageways and open space amenities throughout the Campus and frame views to the surrounding forests, Port Gamble Bay, and the Olympic Mountains.

The Built Form Element defines the Design Goals that will be applied to future buildings on the Administrative Campus and describes each of the planned buildings in terms of intended uses, their spatial arrangement, exterior design, and associated site enhancements.

## Design Goals

During the master planning process, the Project Team observed the existing improvements on the Administrative Campus and considered the community's input to define the design goals that would be applied to new buildings. The Design Goals focus on framing views, enhancing gathering spaces, and establishing seamless indoor/outdoor connections, all while nurturing pathways that inspire discovery. This holistic approach ensures that the future Campus strengthens community ties, celebrates the unique landscape it inhabits and meets the functional needs of the Tribe. As the PGST moves forward with construction documents for future buildings, its design professional(s) can apply these goals to achieve a cohesive and consistent development style for the Administrative Campus.

### DESIGN GOAL #1 FRAMED VIEWS

The new buildings will highlight the existing surroundings, namely the view from the Bluff and to the surrounding forests and the Olympic Mountains. This can be achieved through thoughtful building placement on the site, and the window arrangements on facades.

### DESIGN GOAL #2 GATHERING SPACES

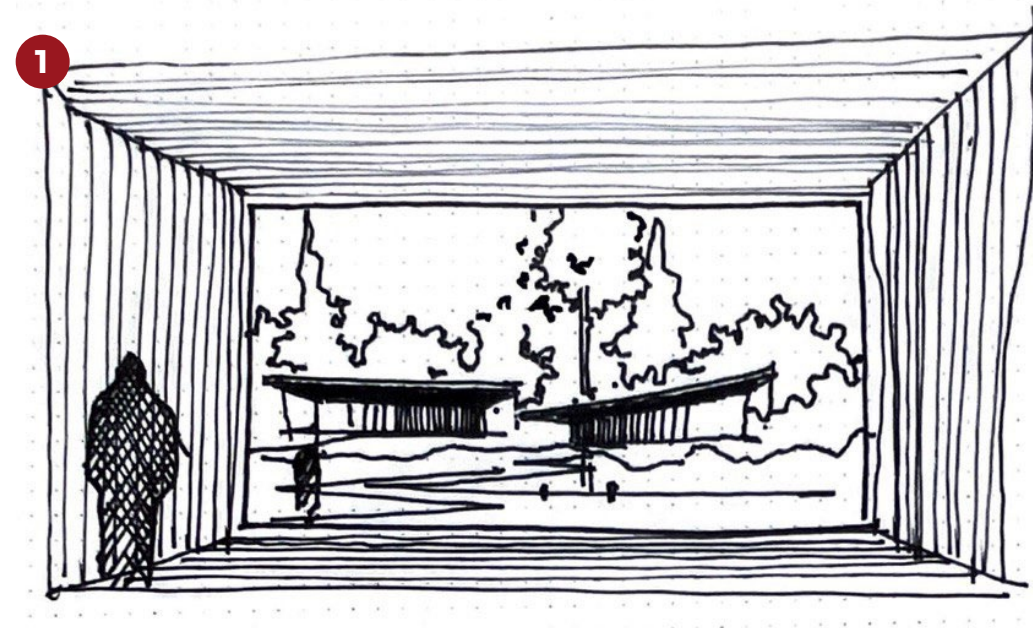
One of the main priorities of the new buildings is to provide sufficient spaces for community gatherings on the Administrative Campus; those events will need both interior and exterior spaces. Future buildings will include flexible interior spaces that can be used for a variety of events and festivities.

### DESIGN GOAL #3 INDOOR-OUTDOOR CONNECTIONS + VIEWS

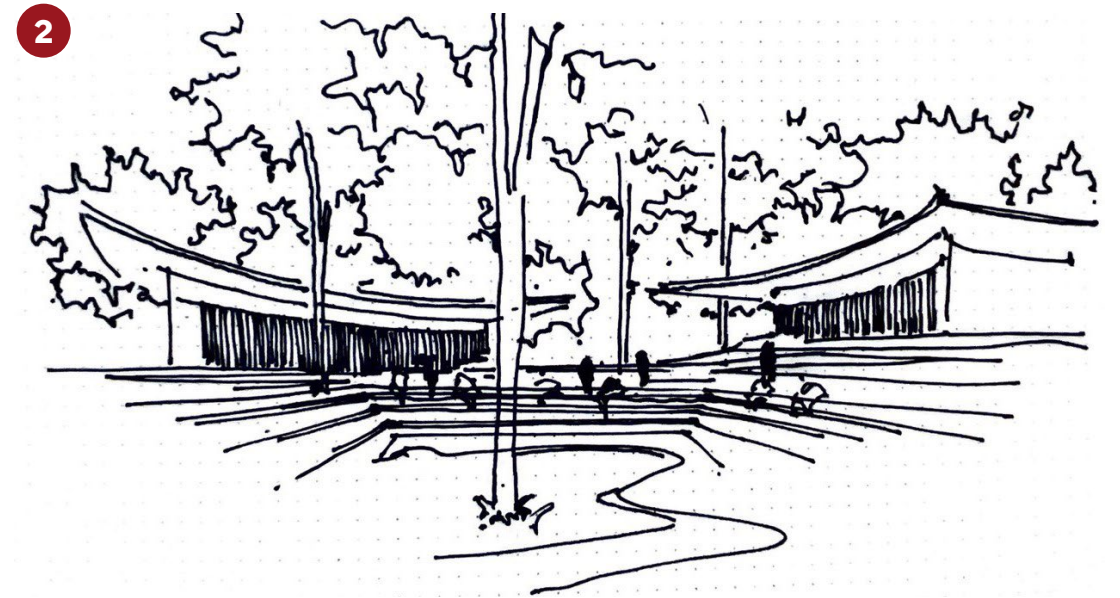
Building interiors will seamlessly connect to outdoor gathering spaces and the surrounding landscape through architectural design, window placement, and doorways. Future buildings will be designed to provide direct connections between interior and outdoor gathering spaces.

### DESIGN GOAL #4 WANDERING PATHS

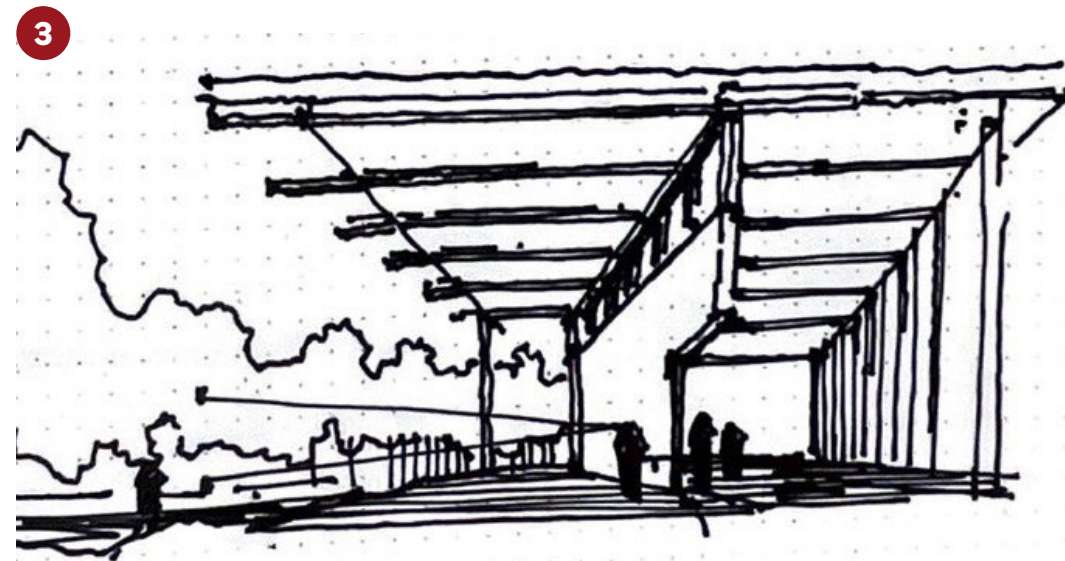
The existing campus functions with several layers of pathways and pedestrian access routes that meander between buildings and interconnect Campus destinations. This variety allows for efficient connections between existing buildings as well as wandering discoveries. The new building designs can reinvigorate this discovery at the exterior while also providing more efficient wayfinding for visitors.



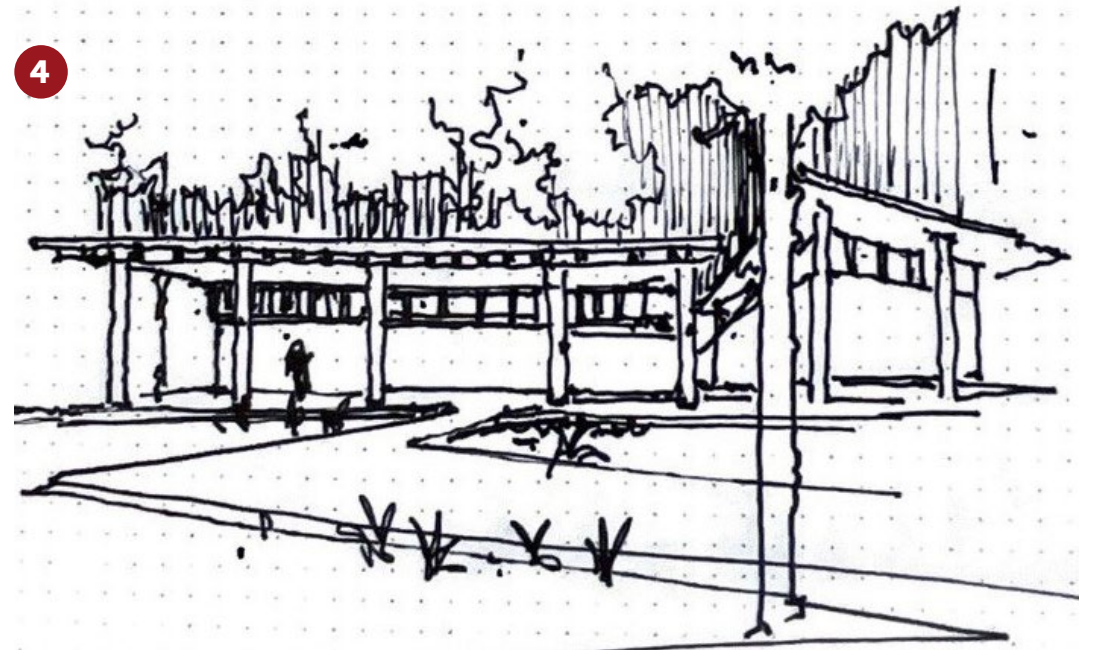
DESIGN GOAL 1: FRAMED VIEWS



DESIGN GOAL 2: GATHERING SPACES



DESIGN GOAL 3: INDOOR-OUTDOOR CONNECTIONS + VIEWS



DESIGN GOAL 4: WANDERING PATHS

## Planned Buildings

The Administrative Campus Master Plan includes five new buildings, the adaptive reuse of the Cultural Resources building, and a new restroom facility along the Bluff. The approach to siting the buildings on the Administrative Campus was based on input from the PGST community and builds upon the architectural style of the recently completed structures on the land therein. The subsections herein describe each of the planned buildings on the Campus.

Figure 4.2.1 highlights the future Campus buildings and labeling indicating how the Design Goals are applied to those structures. Figure 4.2.2. depicts the conceptual elevations for the planned Administration Building, Gymnasium, and Community Center.

**Planned Buildings** – The Master Plan includes the following planned buildings on the Campus:

- › New Administration Building (replacing the current building with more staff capacity).
- › New Gymnasium (replacing the current gym with additional amenities)
- › New Community Center with Kitchen and Event Space (replacing the current kitchen with new community-serving uses/programming)
- › Future Building A (to accommodate long-term office space needs)
- › Future Building B (to accommodate long-term office and service space needs)
- › Adaptive Reuse of the Cultural Resources Building / Future Use C (to accommodate future community-serving uses)
- › New Restroom (to provide facilities along the Bluff)

**Design Themes** – Through the master planning process, the Project Team applied the following design themes to each of the planned buildings for the Administrative Campus. These themes respond to PGST member sentiments relating to the project, and align with the overarching Design Goals:

- › Gathering spaces for large events, indoors and outdoors.
- › Transparency and easy flow between spaces.
- › Invitation to wander and find different paths.
- › Connection to views of water and forest.
- › Connection between community members of all generations.
- › Natural materials that evoke the surrounding environment and complement the existing buildings.

**Connections to Outdoor Spaces** – The future buildings are planned to have strong connections to the adjacent outdoor spaces. This is achieved through building siting/orientation, design of open spaces, and pathway alignment. The resulting outdoor spaces offer different scales of gathering areas, and draw a reference to the shape of the spaces surrounding the Longhouse.

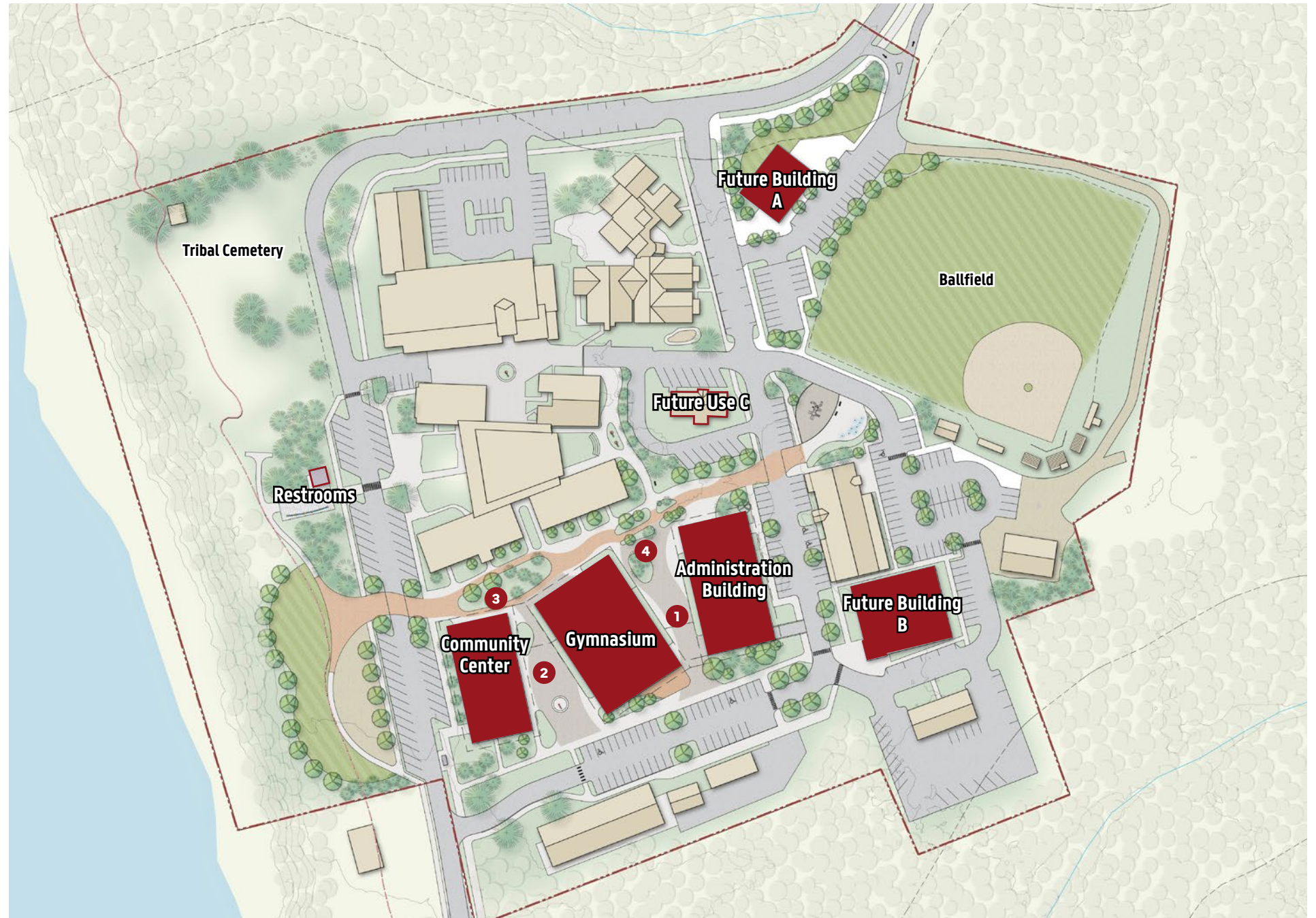
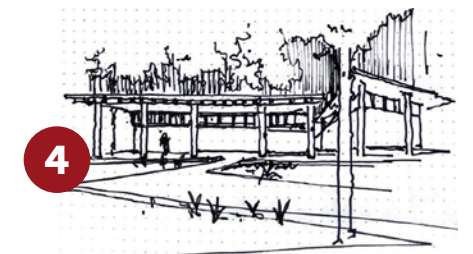
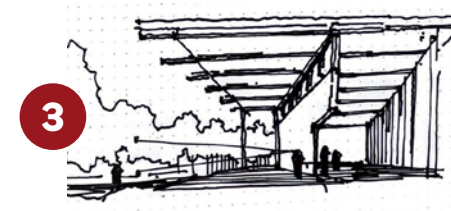
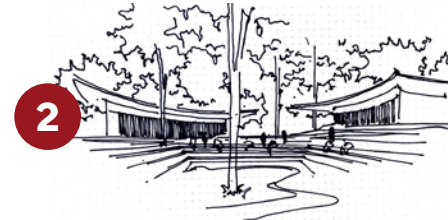
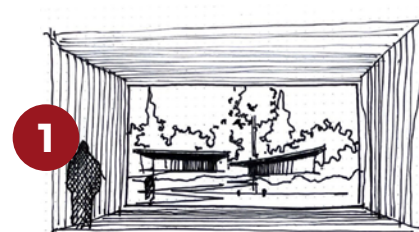


FIGURE 4.2.1 - CAMPUS SITE PLAN



# Planned Buildings

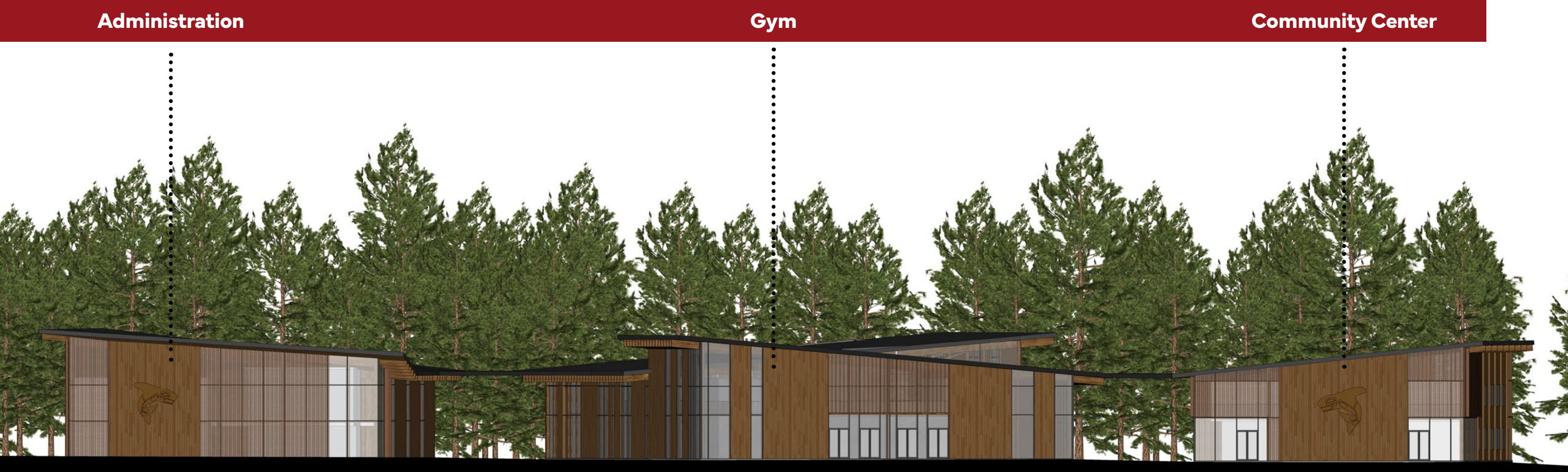


FIGURE 4.2.2 - EAST TO WEST BUILDING ELEVATION

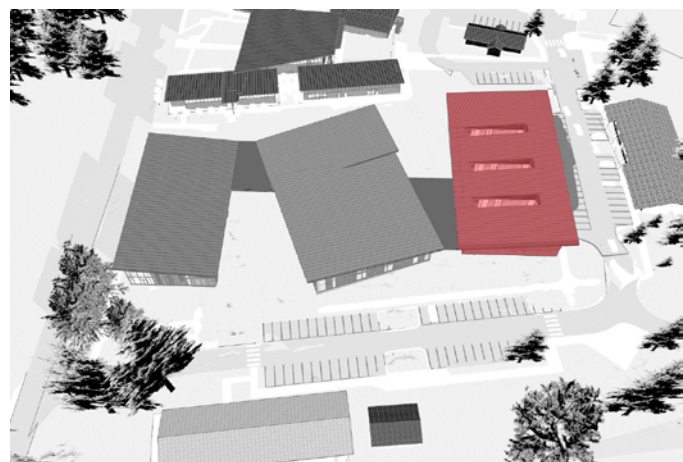
# Administration Building

The Administration Building functions as the 'heart' of the Campus, both literally and figuratively as it contains office space for multiple PGST departments, serves as the center of government decision-making, provides member services, and is an important place for members to gather. The Master Plan calls for a new two-level Administration Building to accommodate much needed staff capacity on the Campus and to allow more efficient use of the land.

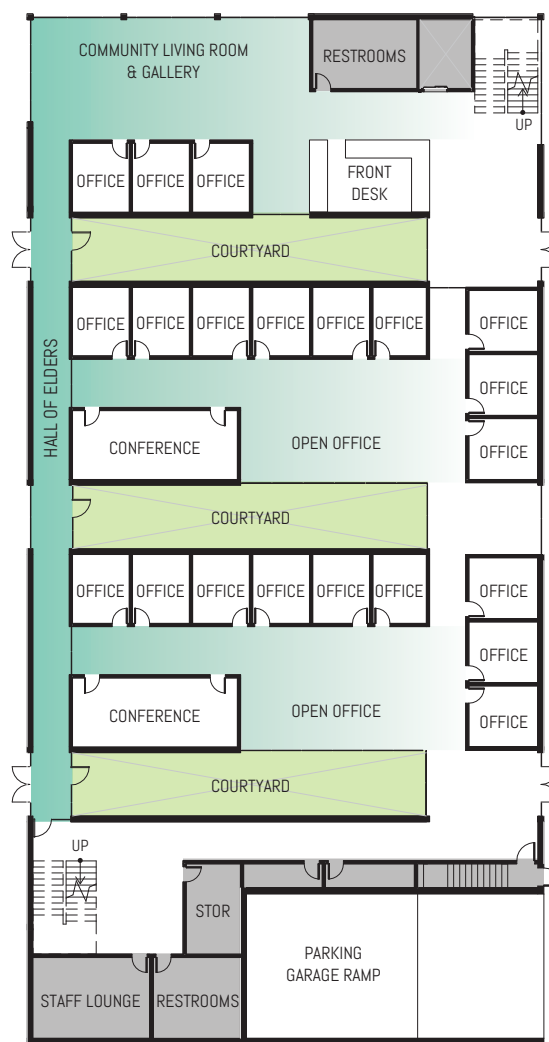
Its location is conveniently central to the overall Campus and is directly across from the Children and Family Services and the Elders Center, and immediately adjacent to the planned Gym and Community Center. The building will house the Tribal Council Chambers and community-facing office functions surrounding a welcoming sitting area with ample space for cultural displays. The building will sit atop a subterranean parking garage to add parking capacity to the Campus.

The new Administration Building is tentatively planned to provide office spaces for Human Resources, Accounting/Finance, Special Projects, Planning, the Executive Team, Information Technologies (IT), and member services. Office spaces are planned as modules to allow for flexibility based on departmental preferences and changing space needs over time – individual offices, open workstations, and conference rooms can be arranged (or rearranged) independently within each bay of the building.

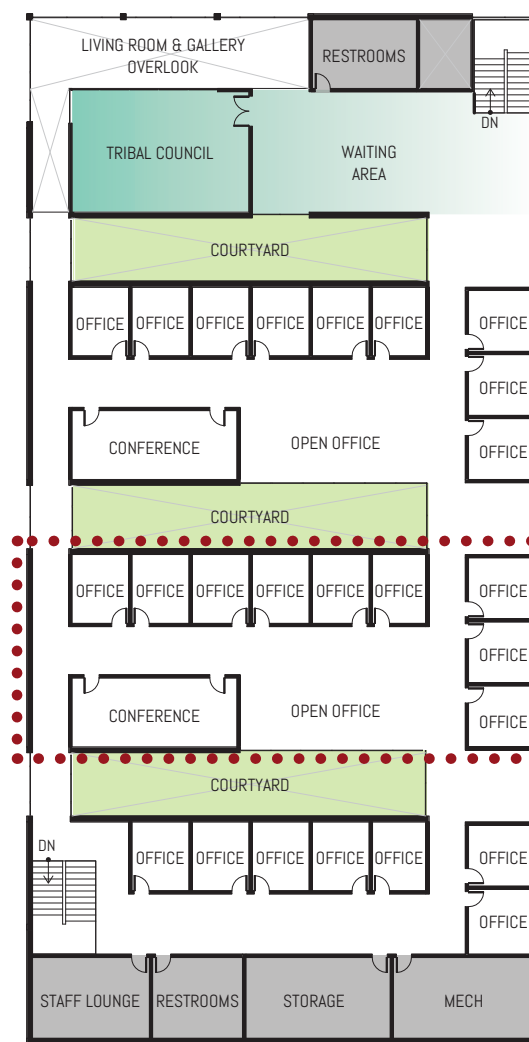
The character of the Administration Building is more inward-facing than the Gym and Community Center, whereas, the northwest corner opens up to the planned the Village Commons and nearby the House of Knowledge Complex with generous window glazing and an up-sloped roof. Three (3) internal courtyards bring natural light into these spaces and provide additional outdoor access. Figure 4.2.4 depicts conceptual floorplan options for this new facility



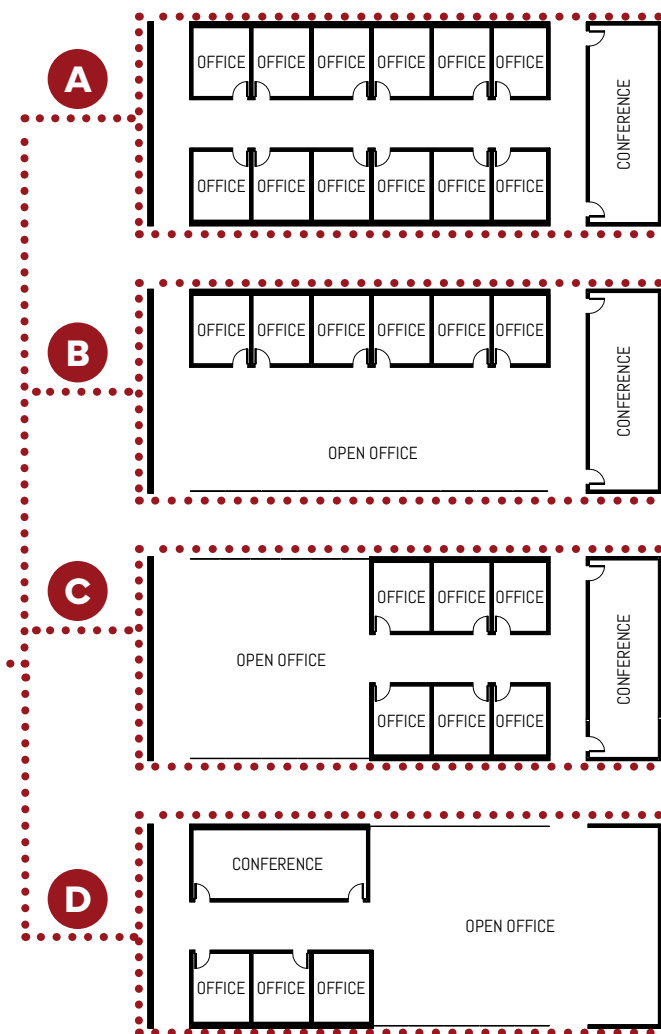
**FIGURE 4.2.3 - AERIAL MAP BUILDING MAP: ADMINISTRATION BUILDING**



14,750sf



14,750sf



Office Module Flexibility



**FIGURE 4.2.4 - ADMINISTRATION BUILDING FLOOR PLANS**

## Gym Building

The Gymnasium is an important recreational and social gathering asset for the PGST community. The Master Plan calls for a new, standalone gym building nestled between the planned Administration Building, the new Community Center, and across from the House of Knowledge complex; its location emphasizes its importance on the Campus. The new Gymnasium is conceptually planned as a three-level structure with the lower level recessed into the land.

The new Gym building will include an array of fitness amenities centered around an indoor basketball court. The court level is below grade and the stands are accessed from the ground level. The stands are planned to accommodate up to 500 spectators; locker rooms and equipment storage are also provided on the lower level.

The ground floor (Level 1) includes restrooms, office space, concessions stand, and flexible gathering areas that open to the Village Commons. There are options for an outdoor fitness area (with equipment) along the south facade. With full height glass, the building maintains a vibrant connection between indoor and outdoor activity. The upper level features a running track and fitness area, all with a view to the basketball court below. Figure 4.2.6 depicts a conceptual floorplan option for the new gym.

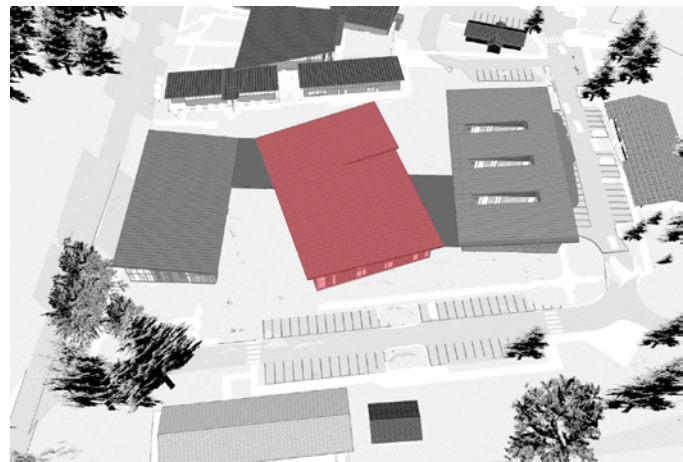


FIGURE 4.2.5 - AERIAL MAP BUILDING MAP: GYM BUILDING

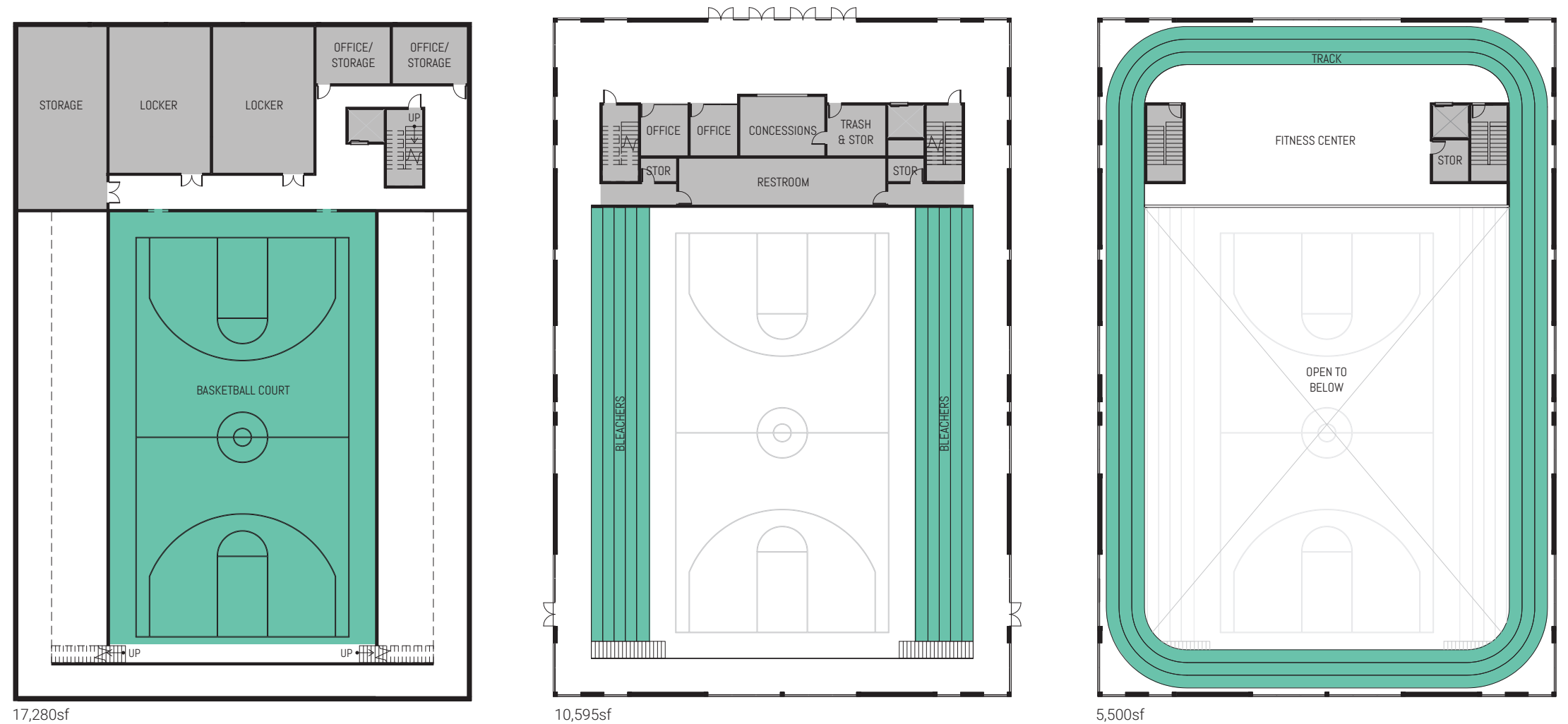


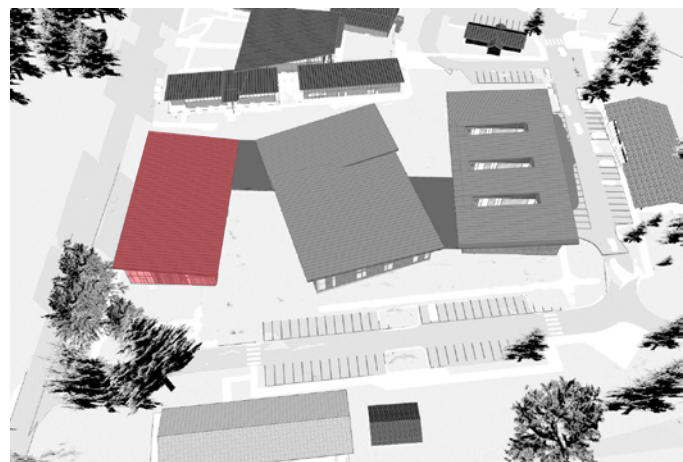
FIGURE 4.2.6 - GYM BUILDING FLOOR PLANS



## Community Center Building

The Community Center represents a new amenity that will be introduced to the Administrative Campus providing areas for gathering, enrichment programs, and events centered around food. The planned Community Center serves as the landmark that welcomes people to the Campus and overlooks the Bluff along Port Gamble Bay. The Community Center is planned as a multifunctional amenity and will complement the adjacent Gymnasium.

An Event Center is planned on the northern half of the main level to accommodate ceremonies, dining, and gatherings; the space opens onto the Village Commons and a side plaza. The Event Center has capacity for up to 500 individuals. A new community kitchen is also planned on the main level; its location within the building allows use of the Events Center and the adjacent outdoor areas. The other main floor areas include a lobby, reception desk, restrooms, storage, and office space (associated with youth enrichment programs). The upper level would accommodate youth enrichment activities including classrooms, multi-purpose rooms, offices, a kitchen, and support uses. Figure 4.2.7 depicts a potential floorplan option for the new Community Center building.



**FIGURE 4.2.7 - AERIAL MAP BUILDING MAP: COMMUNITY CENTER BUILDING**



**FIGURE 4.2.8 - COMMUNITY CENTER BUILDING FLOOR PLANS**

## Other Planned Buildings

The Master Plan identifies additional buildings that will be constructed (or adaptively reused) on the Administrative Campus to accommodate PGST long-term growth needs. Over time, it is anticipated that the PGST will need even more facilities to support its growing population and provide additional services to the members

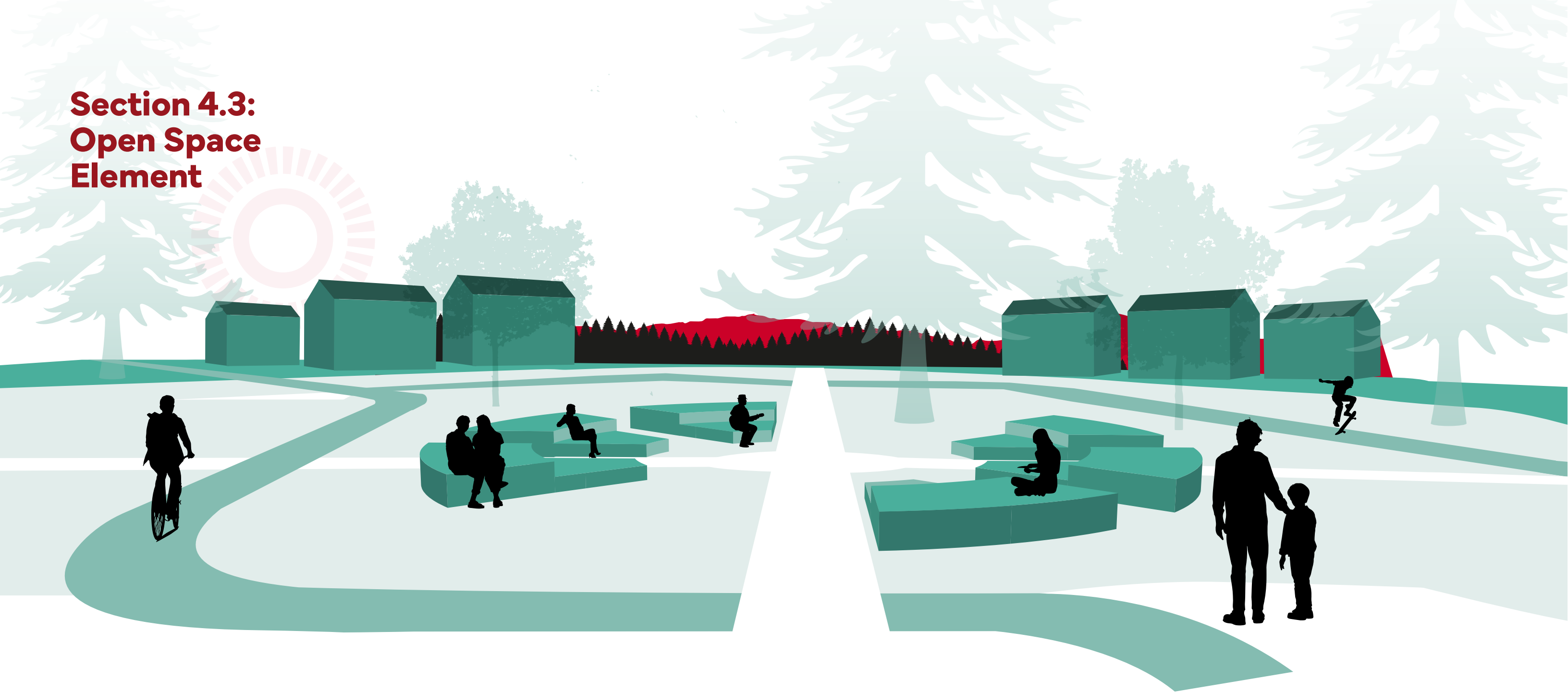
- › **Future Building A** – A new two-level building is tentatively planned on the lands northwest of the Ballfield to accommodate long-term space capacity needs and when specific tenants/uses are identified for that structure.
- › **Future Building B** – A 19,000-sf two-level building is tentatively planned on the lands just south of the Children and Family Services building to accommodate additional PGST services. The 2014 Master Plan originally designated this future building as a Judicial Center; since the original plan's adoption, the PGST is exploring other locations for this use but felt it was important to carry forward this building into the updated Master Plan.
- › **Future Use C** – The current Cultural Resources Building is tentatively planned to be adaptively repurposed for additional PGST offices, member resources, or multi-purpose space. At the time of this Master Plan, the PGST is exploring options for a new Cultural Center; in that situation, the Cultural Resources operations would be moved off the Campus to a new facility within the PGST community.
- › **New Restroom** – The Master Plan aims to reclaim the Bluff as an iconic recreational asset for the PGST community with an emphasis on future passive gathering areas. To complement this planning goal, new restroom facilities are planned just south of the Tribal Cemetery and adjacent to a planned Memorial Plaza.



**FIGURE 4.2.9 - BIRD'S EYE VIEW**

This figure represents an artist illustration depicting a potential buildout scenario for the new Administration Building, Gymnasium, Community Center, and the planned Village Commons.

## Section 4.3: Open Space Element



The open space vision for the Administrative Campus aims to honor the Tribe's rich cultural heritage and showcase natural beauty of the land and sea. The Campus is nestled amongst towering evergreens and the lush vegetation of the Kitsap Peninsula with panoramic views to Port Gamble Bay and the Olympic Mountains – those natural features will be celebrated through thoughtful open space planning on the Administrative Campus.

As a notable component, the Master Plan provides a series of community gathering spaces that are dear to the S'Klallam people's way of life. A new Village Commons will stretch across the Campus providing for gathering space, containing native vegetation, showcasing Tribal art, and providing a connection to the Bluff. Portions of the Bluff will be transformed into an iconic amenity to host events

and to provide passive recreation. A new playground and splash pad are planned central to the Campus and near Early Childhood Education, the Ballfield, and the planned Village Commons. By favoring materials like the Western red cedar for art, furniture, and shelter, the landscape will tell stories through the forest, fostering a sense of tranquility and connection to the natural world.

# Design Influences

The master planning process aimed to preserve and build upon the beloved open space amenities on the Administrative Campus while introducing the natural elements from the surrounding landscape to achieve an authentic community destination. The Design Influences focus on open space amenities that respond to the natural environment, create strong connections to the water, and create places for people to gather. The planned open space amenities on the Campus reflect these design objectives.



**DESIGN INFLUENCE #1**  
**HONOR THE LAND AND SEA**

The public realm (or common spaces) is directly influenced by the intersection of the site itself - where the lands and water meet. Design elements, from stormwater management facilities to the thoughtful integration of public spaces, connect people to these vital natural features and are considered in every aspect of the public realm.



**DESIGN INFLUENCE #2**  
**CONNECT THE COMMUNITY TO THE BAY**

The Administrative Campus sits atop a bluff overlooking Port Gamble Bay; connection to the water is at the core of the founding of the Tribe on the banks. The public realm design seeks to reinforce this historic connection, offering views to Port Gamble Bay and linking elements like public art and gathering spaces back to the water.



**DESIGN INFLUENCE #3**  
**CREATE COMMUNITY-CENTRIC SPACES**

Much like the building program provides places for gathering and social interactions, the public realm seeks to offer a wide range of spaces that foster formal and informal community interaction. Elements like play areas placed throughout the site, outdoor kitchens, formalized areas for large gatherings, and flexible common spaces that can accommodate small and large events are integrated throughout.

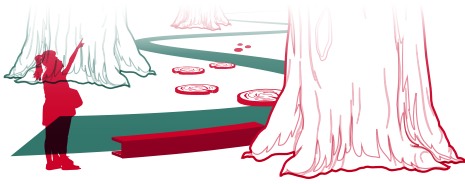
# Public Realm Approach

The public realm approach for the PGST Administrative Campus is rooted in the central theme of connection from forest to sea, celebrating the deep relationship between the Port Gamble S'Klallam tribe, the administrative campus location, and the natural surroundings of the area. This approach works towards reconnecting the community with the bay and fostering spaces that encourage interaction and has intentional placemaking present. The design integrates elements that reflect the region's natural beauty and cultural significance, with an emphasis on flexible, community-centered spaces. The subthemes that guide this approach are listed below. Figure 4.3.1 illustrates the natural history of the PGST campus area as well, including its presence on the Kitsap Peninsula, and the influences of its surrounding landscape.



### 1 LIVING AMONGST THE EVERGREEN GIANTS

- › Showcase the Western redcedar and wood carvings.
- › Highlight the lush vegetation from the Kitsap Peninsula.



### 2 TELLING STORIES THROUGH THE FOREST

- › Utilize wood as opportunities for art, furniture and shelter.
- › Create unique rooms within the forest.



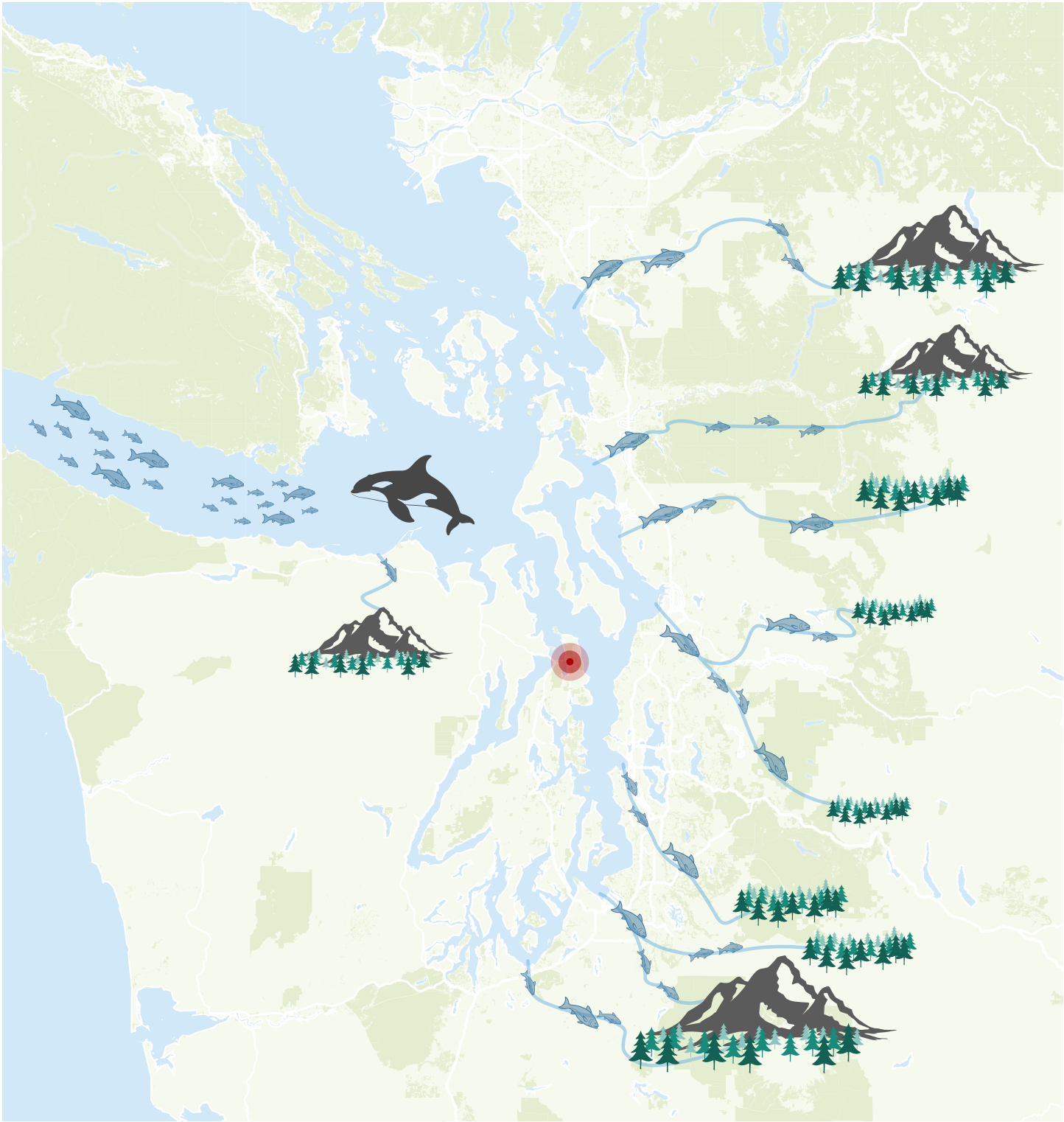
### 3 FOLLOW THE FLOW

- › Let water lead the way.
- › Acknowledge the uniqueness of Kitsap Peninsula's surrounding bodies of water - constant exchange between the mountains and the sea.



### 4 MULTISENSORY INTERACTION WITH WATER

- › Create opportunities to interact with the water; Water should be seen, heard, smelled, touched, tasted.



**FIGURE 4.3.1 - KITSAP PENINSULA: NATURAL HISTORY & INFLUENCES** ● Site location

## Open Space Programming

The proposed updates to the open space amenities on the Campus aim to enhance the integration of natural elements, particularly focusing on the Bluff and views to Port Gamble Bay and creating additional spaces for community gatherings (an important part of the S'Klallam people). These updates are designed to create a cohesive and immersive environment that deepens the connection between Tribal members and their cultural heritage while providing a vibrant space for community gatherings.

**Scenic and Natural Areas** - Central to open space is the interaction with the Bluff, which will be developed to offer panoramic views of the bay and surrounding landscape. This strategic enhancement will not only capitalize on the natural topography but also serve as a significant focal point for cultural reflection and appreciation. By incorporating pathways to the Bluff, the updated space will invite individuals to engage more deeply with the environment, fostering a sense of tranquility and connection to the land.

**Recreation and Gathering Spaces** - In addition to these scenic improvements, the proposal emphasizes the creation of multifunctional areas that cater to recreational activities, enjoyment, and community events. These spaces are envisioned to support a range of activities, from informal gatherings and cultural celebrations to organized recreational events. By ensuring that these areas are accessible and engaging, the updates will promote a greater sense of community and provide opportunities for both leisure and cultural expression.

**Open Space Programming Areas** - The open space framework includes (i) areas for Gatherings, Celebration and Play, (ii) the Village Commons (a collection of outdoor spaces central to the Campus), and (iii) Waterfront Spaces (designated along the Bluff). Figure 4.3.2 identifies the intended programming type for each open space amenity planned within the Administrative Campus.

**Open Space Programming Map** - Figure 4.3.3 on the following page represents the Campus Open Space Programming Map showing the entire area in its build-out scenario. The Design Influences are applied to each amenity in terms of site location and their spatial arrangement.

## Open Space Focus Areas

Future open space amenities are planned within three Focus Areas, each containing specific components with specific functions and complementing adjacent uses/buildings. The following introduces each focus area, whereas the subsequent subsections describe the amenities that would be contained within each.

- Open Space Focus Area 1: Village Commons** - This describes the collection of open space amenities planned within Subarea 1 and immediately adjacent to the planned Administration Building, Gym, and Community Center.
- Open Space Focus Area 2: The Bluff** - This describes the lands on the west side of Little Boston Road on the ridge overlooking Port Gamble Bay - this includes the Tribal Cemetery, and other passive recreational amenities.
- Open Space Focus Area 3: Campus-wide Amenities** - This describes the collection of additional amenities that would be introduced across the Campus (yet fall outside the Village Commons and The Bluff focus areas).



**FIGURE 4.3.2 - OPEN SPACE PROGRAMMING DIAGRAM**

- ▬ Site Limit
- ▬ Village Commons / Main Spine
- ▬ Waterfront Spaces
- ▬ Gatherings, Celebration and Play

# Program Map



FIGURE 4.3.3 - OPEN SPACE PROGRAMMING MAP



## Open Space Focus Area 1: Village Commons



**FIGURE 4.3.4 - VILLAGE COMMONS OPEN SPACES MAP**

The Village Commons is a collection of outdoor spaces that meander through Subarea 1 connecting the main Campus to the Bluff (to the west) and the Ballfield (to the east). The Commons integrate a mix of hard surfaces, open lawns, and planters and is envisioned to function as a pedestrian “Main Street” that passes through Campus. This flexible area can accommodate a variety of activities, including outdoor learning space, community gatherings, ceremonies, and passive recreation. Figures 4.3.5 - 7 (on the following pages) represent artist illustrations of the planned Village Commons from different viewpoints on the Campus. The Village Commons will include the following key components.

### MAIN SPINE GREEN

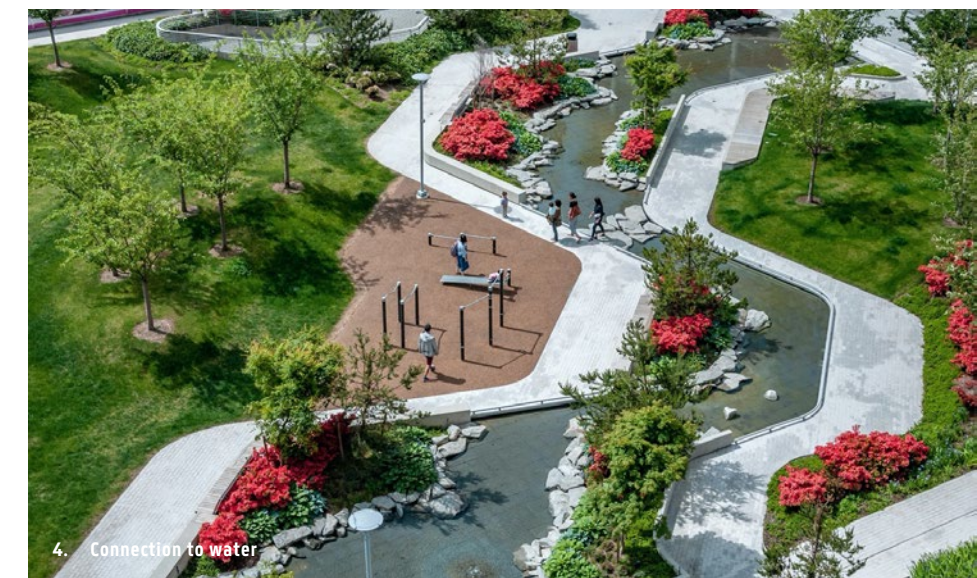
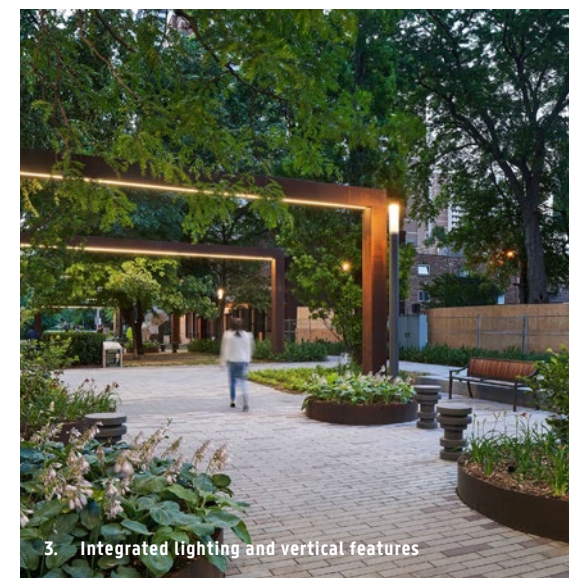
The Main Spine Green is the dominate feature within the Village Commons. It's conceptually designed as a flowing open plaza acting as a collector leading to the Longhouse/the House of Knowledge Complex, the new buildings, the Bluff, and the Ballfield. The pedestrian pathways are intended to mimic a riverbed and intercepted by vegetated islands that collect stormwater and double as comfortable gathering spaces. The space would be landscaped with solitary evergreens, deciduous specimens, and other native plantings. Tribal art installations would be introduced to the space and accented with ambient lighting.

### SHARED STREET

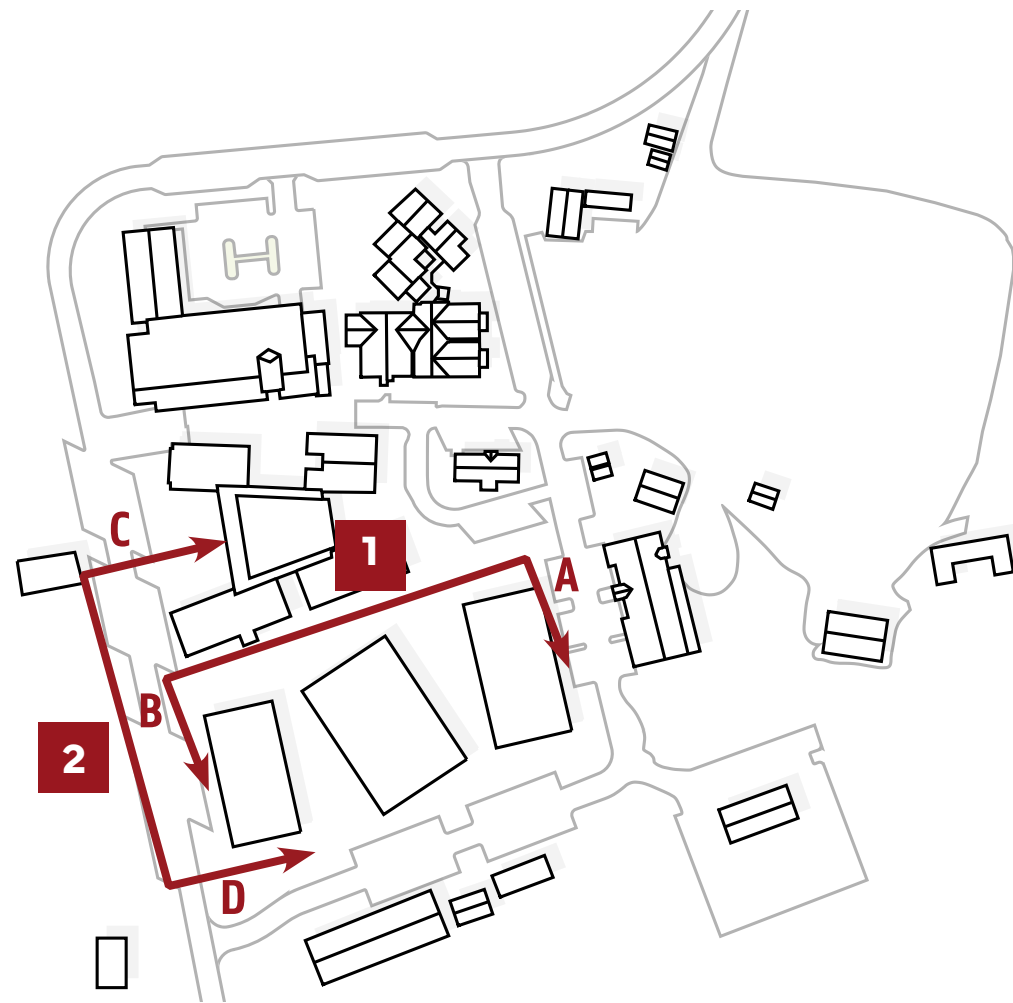
The Main Spine Green transitions to the Shared Street as it intersects with Little Boston Road. This space aims to extend the Main Spine to the Bluff to enhance accessibility/connectivity between the two open space focus areas. Additionally, barrier-free parking stalls will be incorporated to better accommodate visitors. Pavers or stamped concrete will provide a visual cue to motorists to slow down to accommodate pedestrians and cyclists.

### GATHERING SPACE

Two separate gathering spaces are planned to extend from the Main Spine Green creating outdoor patio space between the Community Center, Gym, and Administration Buildings. The gathering spaces feature an outdoor kitchen and a large firepit. Mimicking the serene backdrop of a forest, the space is perfect for hosting community events and medium to large gatherings.



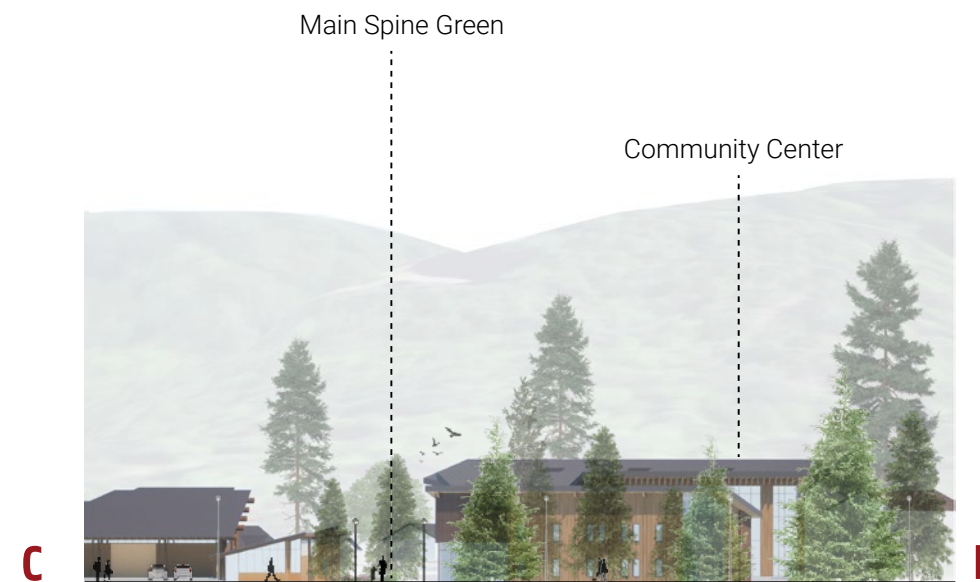
**Open Space Focus Area 1:**  
Village Commons - Main Spine Green



**1** FIGURE 4.3.5 - VILLAGE COMMONS PERSPECTIVE: AT THE HEART OF THE ADMINISTRATIVE CAMPUS



**2** FIGURE 4.3.6 - VILLAGE COMMONS PERSPECTIVE: FROM LITTLE BOSTON ROAD



**Open Space Focus Area 1:**  
Village Commons – Main Spine Green



FIGURE 4.3.7 - VILLAGE COMMONS PERSPECTIVE: PEDESTRIAN LEVEL VIEW

## Open Space Focus Area 2: The Bluff



FIGURE 4.3.8 - THE BLUFF OPEN SPACES MAP

The Bluff represents another collection of open space amenities that will reactivate the lands west of Little Boston Road serving as the “front porch” to the Administrative Campus. The Bluff is envisioned to remain mostly undeveloped and reserved mainly for community gatherings, passive recreation, and long-term conservation; the existing Tribal Cemetery will remain and better celebrated with new landscaping, art, and signage; and protected with new fencing. The open space design objective is to create a series of distinct spaces along the Bluff; the following describes the planned components therein.

### Overlook Plaza and Gathering Spaces

The Village Commons will terminate at the Bluff and transition into the Overlook Plaza; with amenities planned to the north and south of this open space feature. The design aims to maximize views toward the Bay, incorporating seating, art, and woodwork. Extending from the Plaza, a grass lawn and crescent-shaped gravel area are planned to accommodate events and gatherings.

### Woodland Forest and Playground

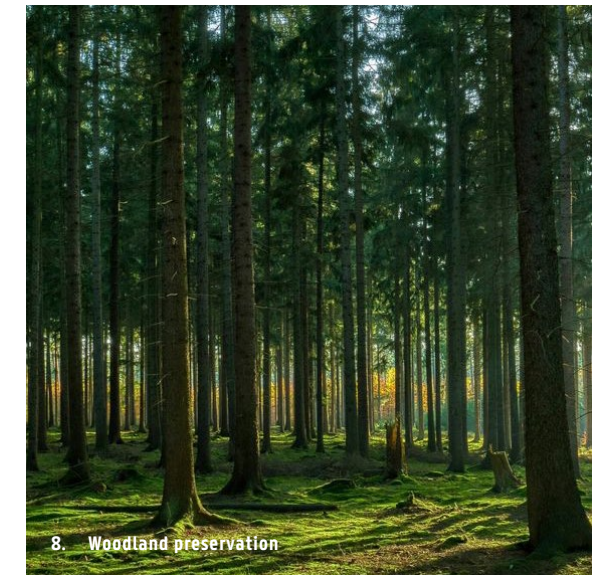
The existing cluster of cedars will be preserved and designated as the Woodland Forest. A natural playground is planned beneath that canopy to create an environment for play and youth enrichment activities; the nature playground features wooden play structures, downed timber, and natural site materials such as boulders and logs, creating a stimulating environment for explorative play. Native plantings will be reintroduced to the Woodland Forest to increase its ecological function and to showcase culturally significant plants used for medicinal purposes.

### Memorial Plaza

The current Carving Shed will be removed along the Bluff (as it is showing signs of substantial wear) and replaced with a new Memorial Plaza to celebrate PGST war veterans. Decorative pavers or stamped concrete will form the plaza base, and memorial elements could come in the form of a wall, flags, placards, and similar elements. A new restroom building is planned to the north.



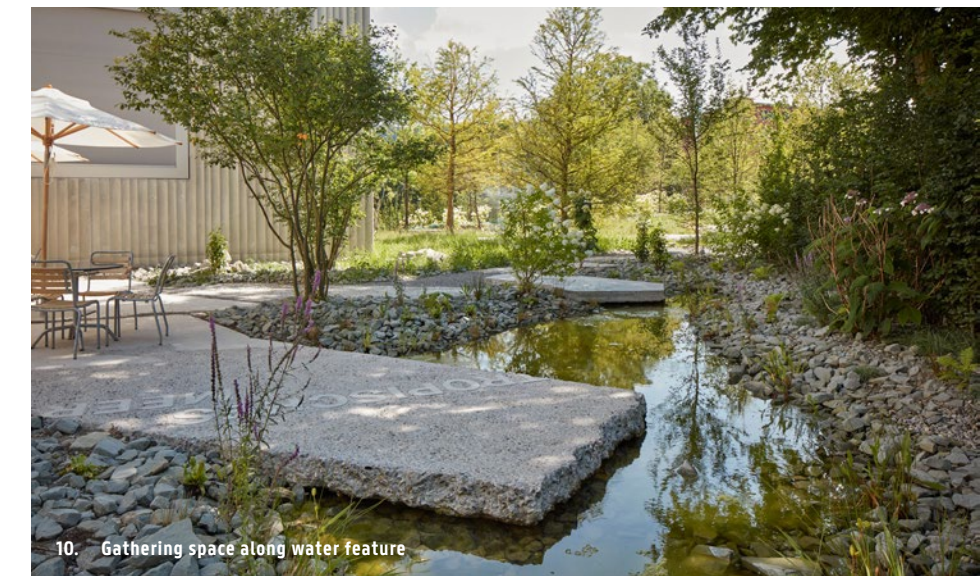
7. Accessible bay lookout



8. Woodland preservation



9. Naturalized bluff



10. Gathering space along water feature



11. Nature generating play



12. Rain garden along pathway and street

## The Bluff

The land situated across from the current and proposed Administration Building, located on a bluff overlooking Port Gamble Bay, presents a unique opportunity for development and enhancement. The recent removal of a residence on this site has opened the door for significant improvements and new uses at this prominent and historically significant location.

### ENHANCEMENTS

- 1. Development of a Public Park** - A primary objective for this area is the establishment of a public park. This park will serve as a community space and a point of interest for visitors, capitalizing on its scenic location and potential for diverse recreational activities. Key features of the park will include:
  - > **Native Plantings:** The introduction of native flora to enhance the aesthetic appeal and ecological sustainability of the park. Native plant species will be selected to reflect the regional biodiversity and to support local wildlife.
  - > **Gathering Areas:** Designated spaces within the park for social interactions, community events, and recreational activities. These areas will be designed to accommodate various group sizes and functions.
  - > **Relocated War Memorial:** The existing war memorial will be carefully relocated to a prominent position within the park. This relocation will ensure that the memorial remains accessible and visible, maintaining its significance while integrating it harmoniously into the new park setting.
  - > **Small Shelters:** The installation of small, strategically placed shelters to provide shade and protection from the elements, enhancing the usability of the park throughout the year.
- 2. Preservation of the Tribal Cemetery** - There is an interest in preserving the Tribal cemetery, which is situated at the curve in Little Boston Road. The preservation will be planned with sensitivity to cultural and historical considerations, ensuring that it meets the needs of the community while respecting traditional practices.

### 3. Infrastructure Improvements

- > **Trails:** The creation of well-designed trails to facilitate movement through the park and surrounding areas. These trails will provide a connection between the new park and existing pathways, enhancing accessibility and encouraging exploration.
- > **Sidewalks:** The installation of sidewalks to ensure safe and comfortable pedestrian access to the park and its amenities. Sidewalks will be designed to integrate seamlessly with the existing infrastructure and to provide a welcoming entrance to visitors.

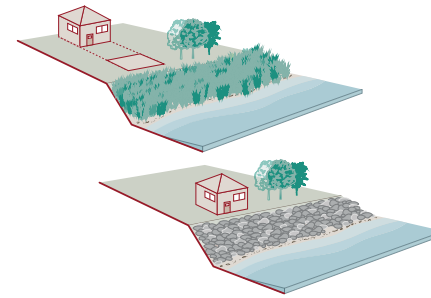
The planned improvements for the Bluff aim to transform this area into a vibrant, functional, and aesthetically pleasing community asset. By incorporating native plantings, creating gathering spaces, relocating the war memorial, and improving infrastructure with trails and sidewalks, the project seeks to enhance the cultural, recreational, and environmental value of this iconic location. The preservation of the Tribal cemetery will also be undertaken with utmost respect and consideration, ensuring that it serves the community's needs while preserving its cultural significance.

The improvements to the Bluff along the Administrative Campus is part of a 2-mile preservation effort that includes 9 strategies to be explored.

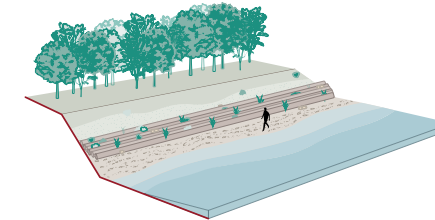
## 9 Strategies to explore

9 strategies that could be explored in alignment with preservation efforts along the Bluff are listed below. These strategies are aimed at mitigating coastal erosion and enhancing ecological resilience.

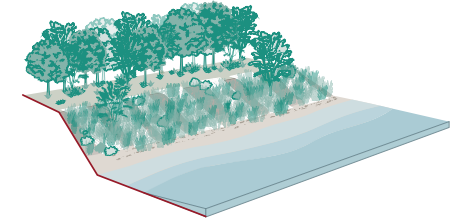
### 1 Managed Retreat



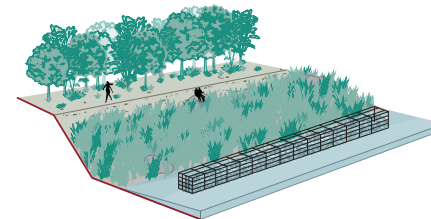
### 2 Fiber Log Barriers



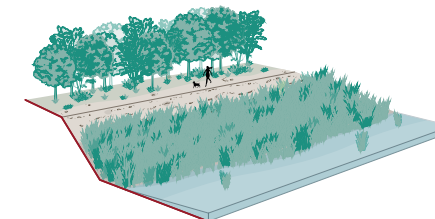
### 3 Bluff Top Stabilization with Native Vegetation with Geotextile Foundation



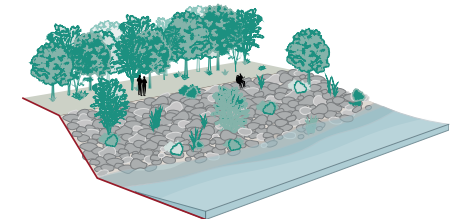
### 4 Living Shoreline



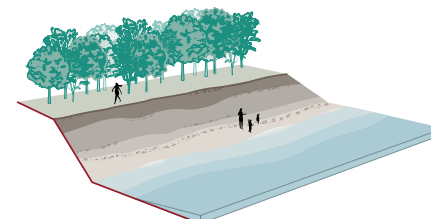
### 5 Shoreline Stabilization with Vegetation



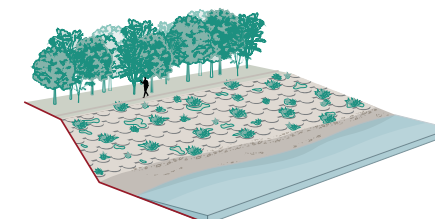
### 6 Hybrid Revetment



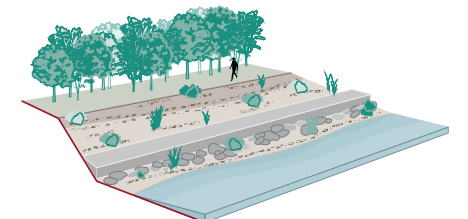
### 7 Beach Nourishment



### 8 3D Printed Concrete Reefs



### 9 Hardened Structures



1. Managed retreat involves relocating infrastructure away from vulnerable coastal areas to allow natural processes to restore the shoreline. / 2. Fiber log barriers utilize biodegradable materials like coir fiber logs to stabilize slopes and promote vegetation growth, reducing erosion. / 3. Bluff top stabilization with native vegetation and a geotextile foundation enhances soil stability and prevents erosion by planting native vegetation supported by a geotextile base. / 4. Living shorelines incorporate natural elements such as oyster reefs, submerged vegetation, and coir fiber logs to absorb wave energy and protect the shoreline from erosion. / 5. Shoreline stabilization with vegetation involves planting vegetation along the shoreline to stabilize soil, reduce wave impact, and enhance habitat for local wildlife. / 6. Hybrid revetments combine natural materials like vegetation and rocks with engineered structures to protect the shoreline from erosion while maintaining ecological functions. / 7. Beach nourishment adds sand to eroded beaches to widen the shore, reduce storm damage, and support coastal ecosystems. / 8. 3D-printed concrete reefs deploy flexible, 3D-printed structures to create artificial reefs that protect shorelines and support marine life. / 9. Hardened structures, such as seawalls or revetments, would be constructed to protect the bluff from wave and storm damage.

# Open Space Focus Area 3: Campus-Wide Amenities



**FIGURE 4.3.9 - OUTDOOR AMENITIES MAP**

Other open space amenities are planned across the Administrative Campus to reintroduce displaced components (associated with Subarea 1 redevelopment) and to activate other areas of the Campus. The following lists and describes other campus-wide amenities identified through the master planning process.

**Recreational Node**

A new Recreational Node is planned between the Ballfield and the eastern terminus of the Village Commons, featuring a playground and splash pad for interactive play. This area will serve as another gathering point central to the Administrative Campus.

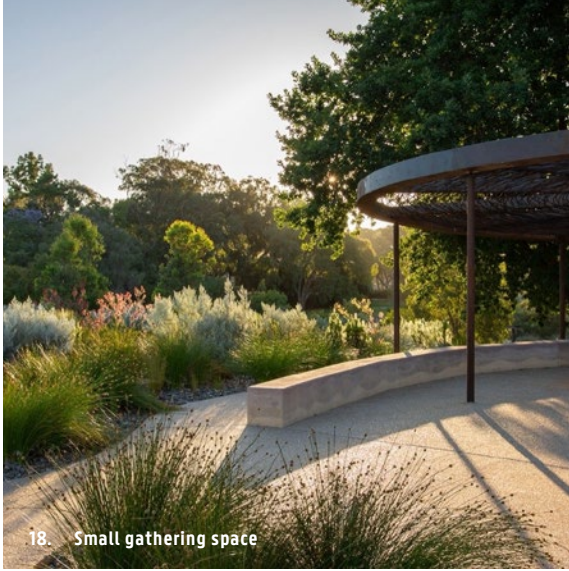
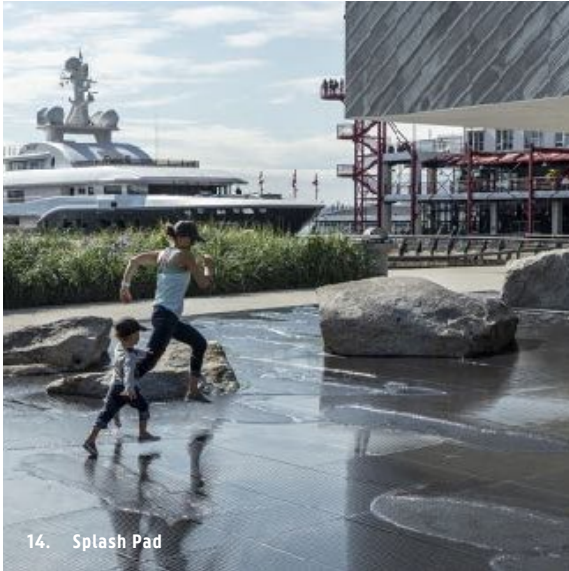
- > **Relocated Playground** – The current playground (behind the Gym/ Kitchen building) will be relocated to its new home within the Recreational Node. The playground would include a broad array of equipment and seating. The existing evergreen trees would remain, and native plantings would be introduced to the space to create a shaded area for children to play.
- > **Splash Pad** – A new splash pad would also be introduced to the Recreational Node and sited immediately adjacent to the new playground (making it easy for children to move between activities). The splash pad features large boulders, adding a natural element to the play area. Located near the Ballfield and the Childhood Education building, it offers a central spot for fun and a meeting point during community events.

**Outdoor Gym**

An outdoor gym and fitness area are planned along the south façade of the new Gymnasium Building and adjacent to a community plaza (associated with the larger Village Commons amenity) That feature would include fitness equipment, room for group classes, and post workout recovery.

**Ballfield Entrance**

The Master Plan envisions a new parking lot between the Ballfield and the Police building; that improvement will create a better-defined entrance to the field, spectator seating, and dugouts. Sidewalks are planned around the future parking lots, which would connect into the Recreational Node and the Village Commons corridor.



# Site Furnishing

The site furnishing envisioned for the PGST Administrative Campus focuses on creating a strong sense of place through the careful selection of natural and culturally significant materials and design, while creating intentional spaces for interaction and play. It is recommended that native wood, stone, and metals be incorporated into the campus landscaping and amenities to establish a harmonious connection between the built environment of the campus and the nature that surrounds it. Additionally, a carefully curated palette of natural and culturally rich colors could further enhance the campus, creating a tranquil and inviting atmosphere that encourages a deeper connection to the land and PGST heritage.



19. Artistic integration



20. Wooden lookout



21. Wooden lookout



22. Vertical and artistic lighting in corten steel



23. Bollard lighting in corten steel along pathway



24. Sandstone boulder integrated in plaza



25. Boulders facilitating play



26. Large gray concrete pavers



27. Rust colored concrete pavers



28. Brushed finish concrete

## Section 4.4: Mobility Element



The mobility vision for the PGST Administrative Campus aims to enhance connectivity and accessibility for motor vehicles, pedestrians and cyclists. Little Boston Road serves as the only roadway connection to the Campus and provides a vital link to PGST neighborhoods, other service areas, and regional destinations. Within the Campus, a series of drive aisles form an internal street network providing direct access to the buildings and open space areas therein. As the Campus evolves, the long-range plans are to enhance these existing vehicular routes to better accommodate pedestrians, calm traffic, and introduce trees/landscaping to soften their impact on the Campus functionality.

The Administrative Campus has an established pedestrian network comprising a series of sidewalks, plazas, and gravel pathways. At the same time, there are several gaps in the pedestrian network; as the Campus evolves, it will be essential to provide much needed connections between destinations. Key pathways will facilitate access to essential spaces, including the planned Village Commons, the Bluff, and other recreational areas.

Parking continues to be a challenge on the Administrative Campus, there is simply not enough supply to accommodate demands during the work week and at large community events. The Master Plan defines areas for new parking without making those facilities the dominate feature on the Campus. The planned pedestrian improvements are intended to promote walking to/from the Campus, lessening the dependence on the automobile for travel.

The Mobility Element defines the Mobility Approaches that will be applied to the Administrative Campus, provides a parking strategy, and recommends design enhancements to Little Boston Road and the main internal street/drive aisle network.

## Mobility Approach

The Master Plan aims to improve mobility options for both motor vehicles and pedestrians; both travel modes are important to the PGST now and well into the future. The following lists design considerations and the planning approach that was applied for these two travel modes; Figure 4.4.1 illustrates the planned circulation routes for motor vehicles and pedestrians.

### MOTOR VEHICLES

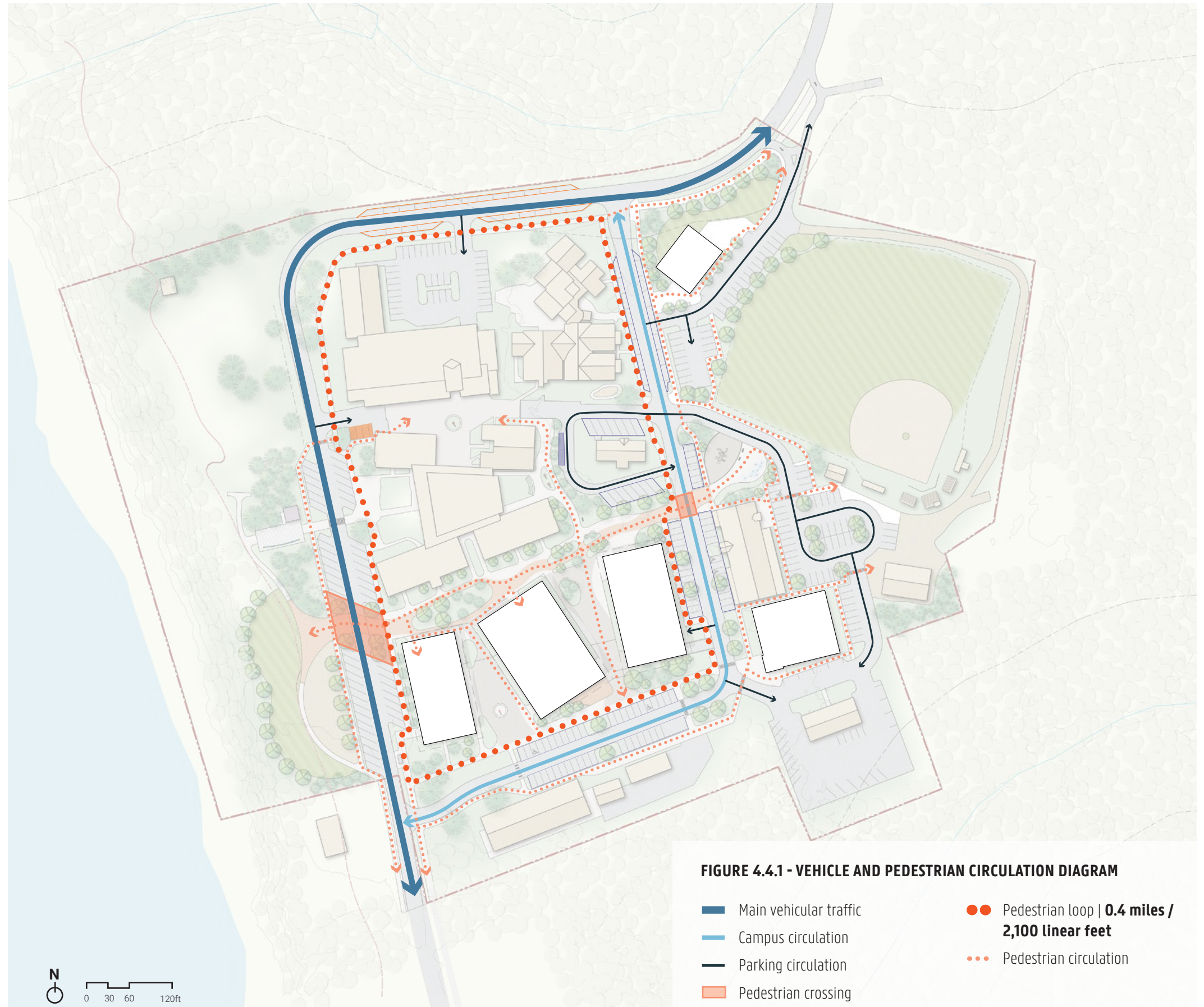
The Administrative Campus is planned to continually accommodate motor vehicles traveling to/from this location. In doing so, the PGST aims to balance vehicular access demand while maintaining the calm, village character that exists in and around the Campus today. There are two different types of roadways serving the Campus: Little Boston Road that provides regional connections, and the internal drive aisles that function as a local street network. As the Campus evolves, the PGST will perform enhancements to Little Boston Road and several of the internal drive aisles.

- › **Little Boston Road Streetscape Enhancements:** In the proposed concepts, Little Boston Road will be transformed along the Administrative Campus to integrate additional street parking, provide refuge for pedestrians, and calm vehicle speeds. Street lighting, integrated stormwater management, and the continuation of the multi-use pathway are envisioned as the final elements to Little Boston Road. Figures 4.4.2 and 4.4.3 (on the following page) show the conceptual cross sections for Little Boston Road.
- › **Internal Drive Aisles / Campus Street Network:** The internal drive aisles function as local streets as they pass through the Administrative Campus; most are lined with parking stalls, trees, and sidewalks. As portions of the Campus are redeveloped, the adjacent drive aisles will be reconstructed to mimic local streets in terms of cross section design. Figures 4.4.4 - 4.4.6 depict the recommended design for the primary internal drive aisles (also referred to as the "Campus Road" design).

### PEDESTRIAN ACCESS

The pedestrian network is designed to be connected throughout the entire Campus. Sidewalks are planned to line most internal drive aisles, and pathways are planned inside the Campus to circulate easily from one building to another. The goal is to be able to walk everywhere on the Campus without needing a car to do so. Several of these pedestrian access enhancements will occur concurrent with redevelopment activities involving new buildings, the Village Commons, and parking lot reconstruction.

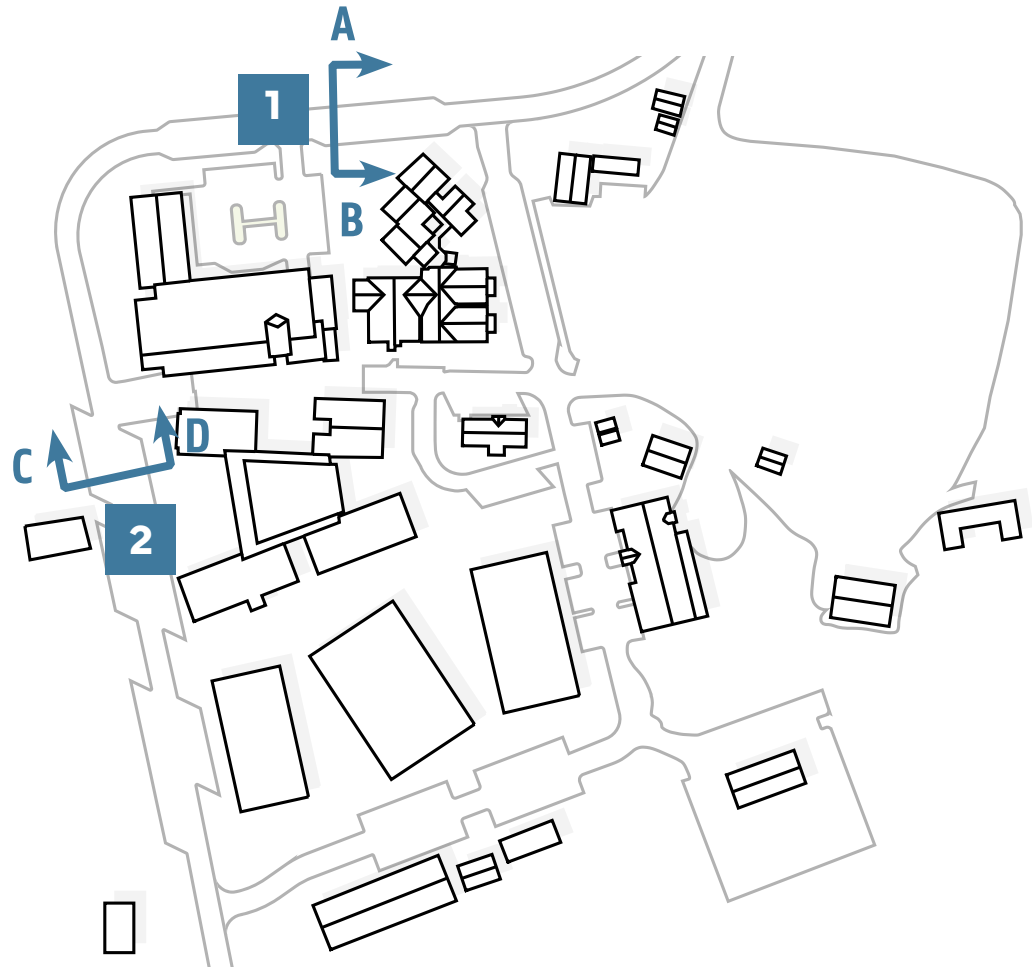
Pathways/sidewalks are planned along Little Boston Road and continuing into the Campus along the main internal drive aisle to create a 0.4 mile loop (or 2,100 linear feet). Two primary pathways are planned to extend across the Campus in an east/west alignment. One will pass through the plaza in front of the Health Clinic and leading to the Ballfield, and the other falls within the planned Village Commons providing connections between the Bluff and the Ballfield. Another north/south pathway is planned to meander between the new Administration Building and Gym, passing by the Longhouse/Elder Center/Housing Authority Building, and terminating at the Childhood Education Building. This collection of pathways will provide a comprehensive pedestrian network across the Campus.



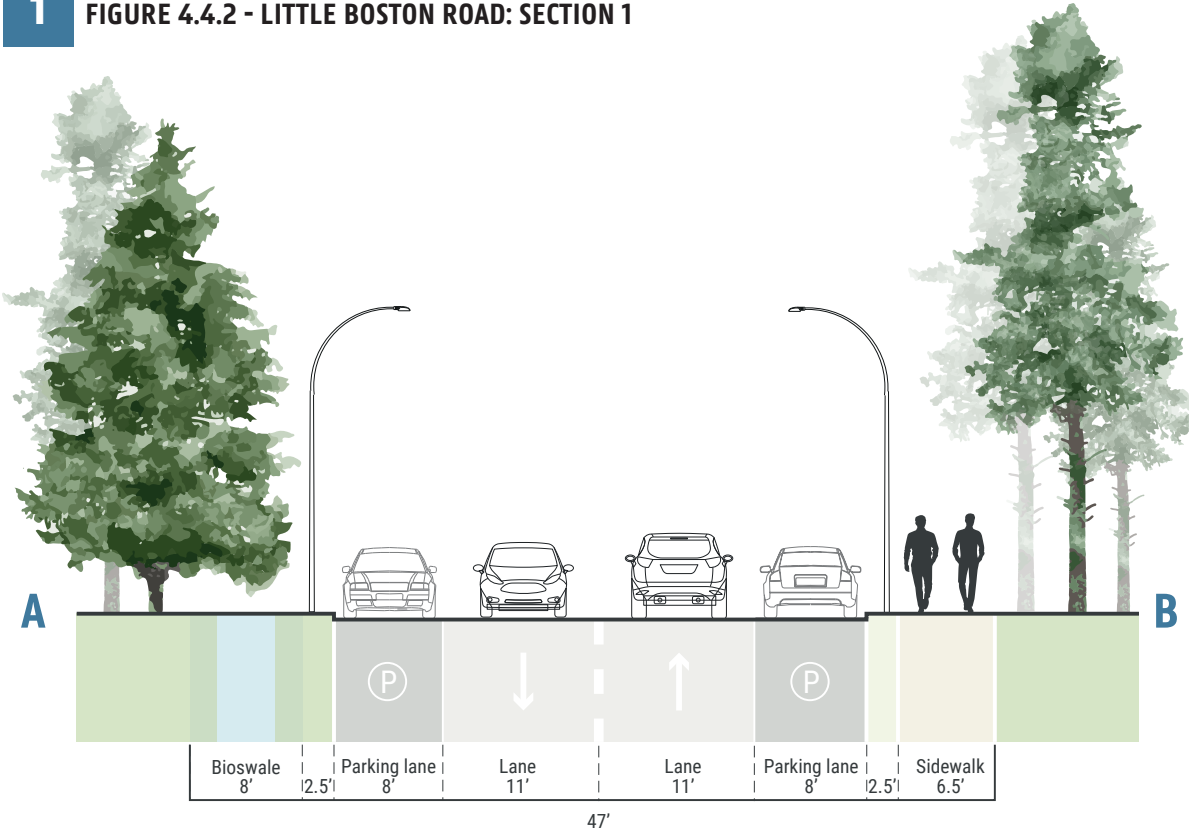
**FIGURE 4.4.1 - VEHICLE AND PEDESTRIAN CIRCULATION DIAGRAM**

- Main vehicular traffic
- Campus circulation
- Parking circulation
- Pedestrian crossing
- Pedestrian loop | 0.4 miles / 2,100 linear feet
- Pedestrian circulation

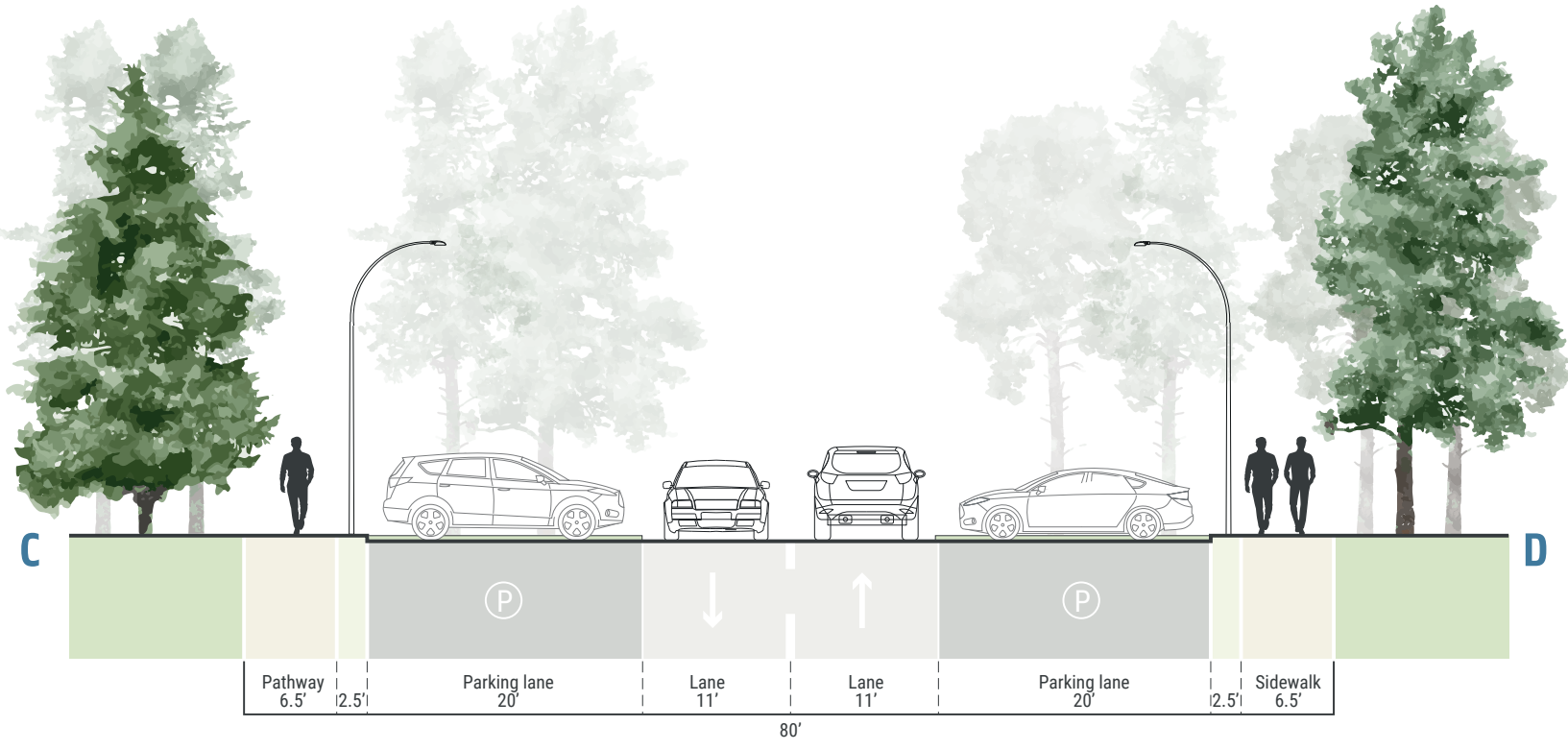
# Cross Sections

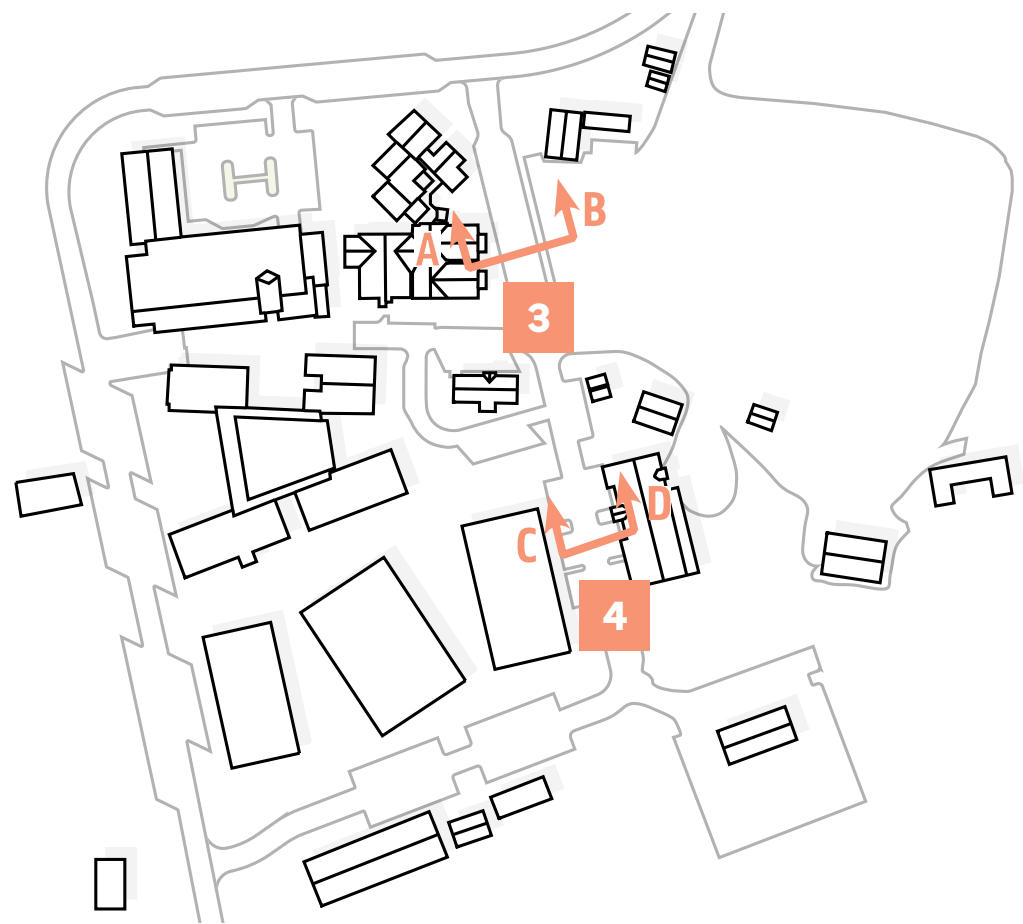


**1** FIGURE 4.4.2 - LITTLE BOSTON ROAD: SECTION 1

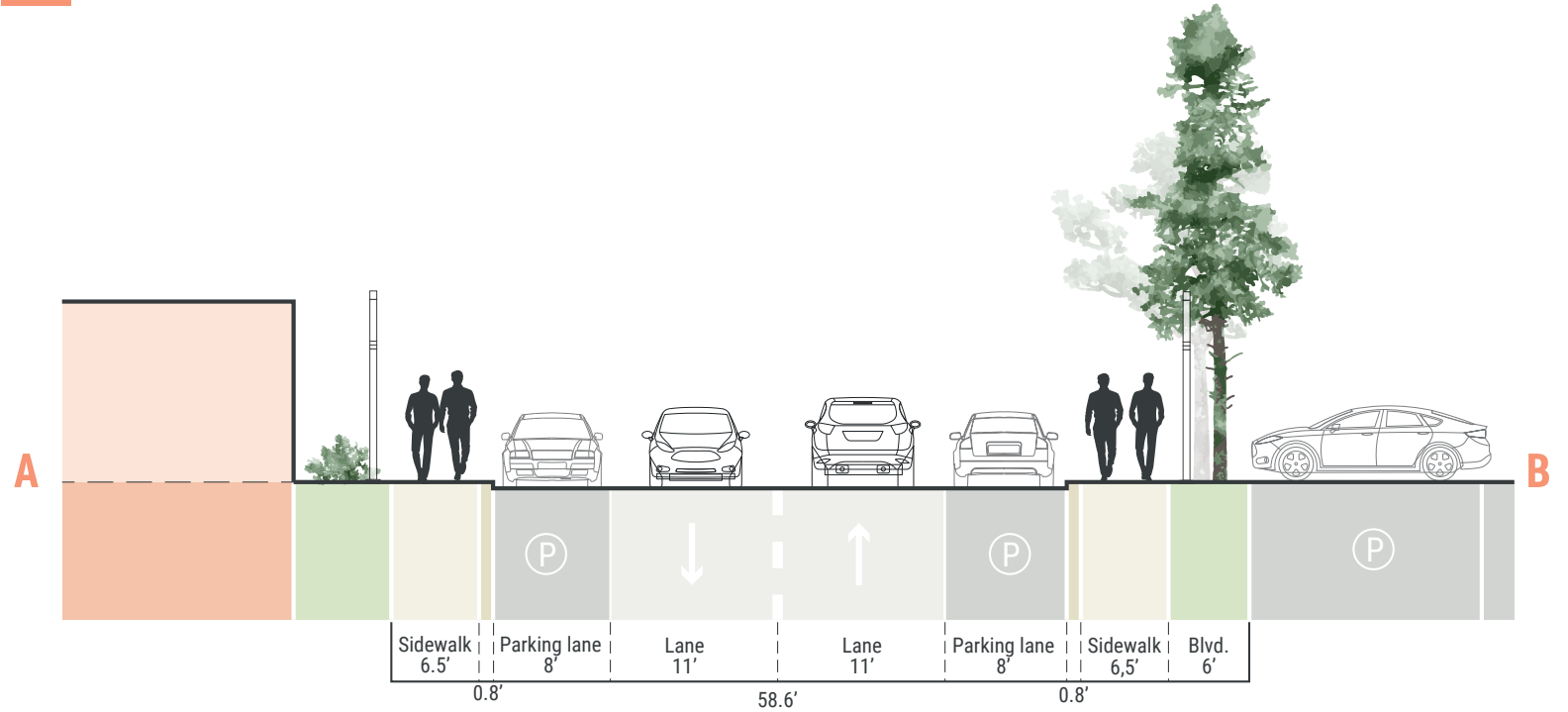


**2** FIGURE 4.4.3 - LITTLE BOSTON ROAD: SECTION 2

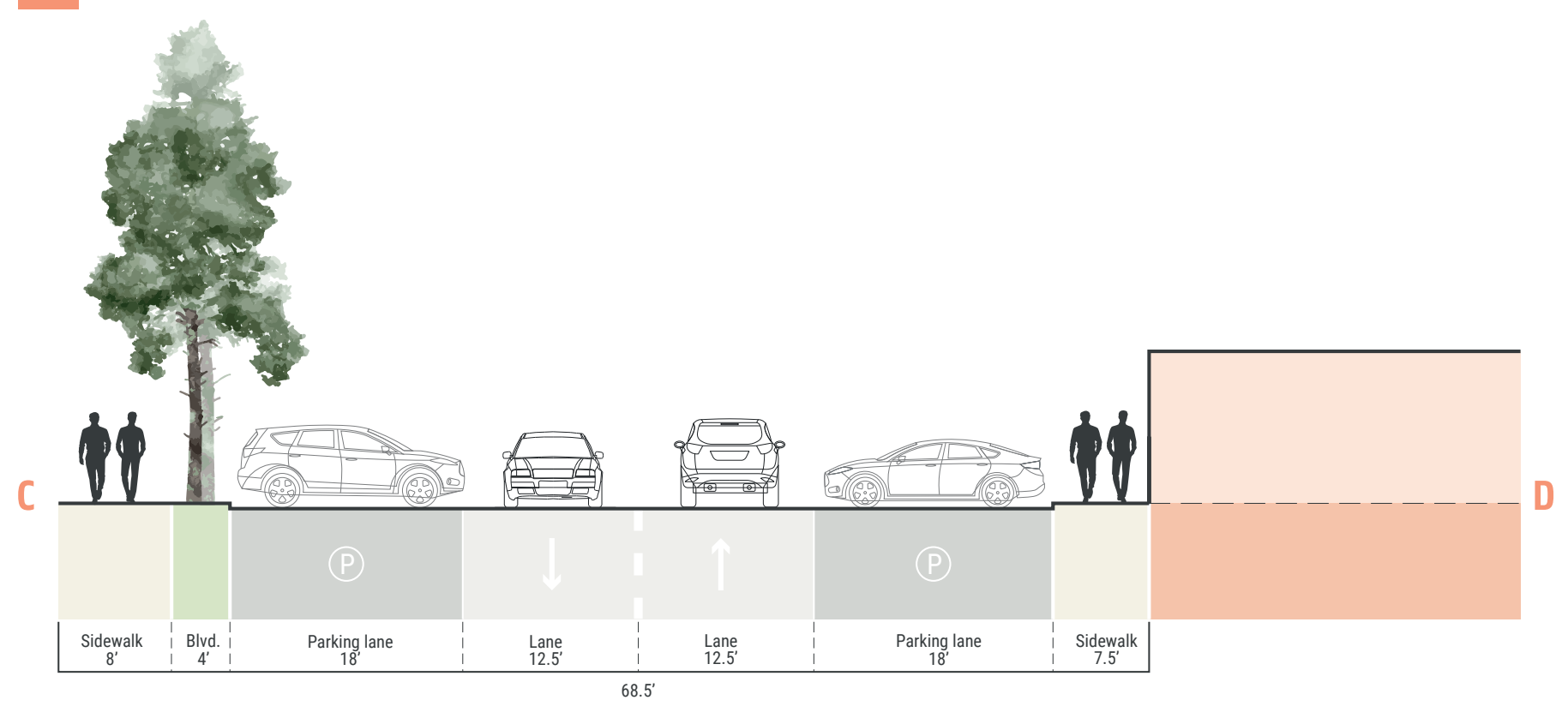




**3** FIGURE 4.4.4 - CAMPUS ROAD: SECTION 1

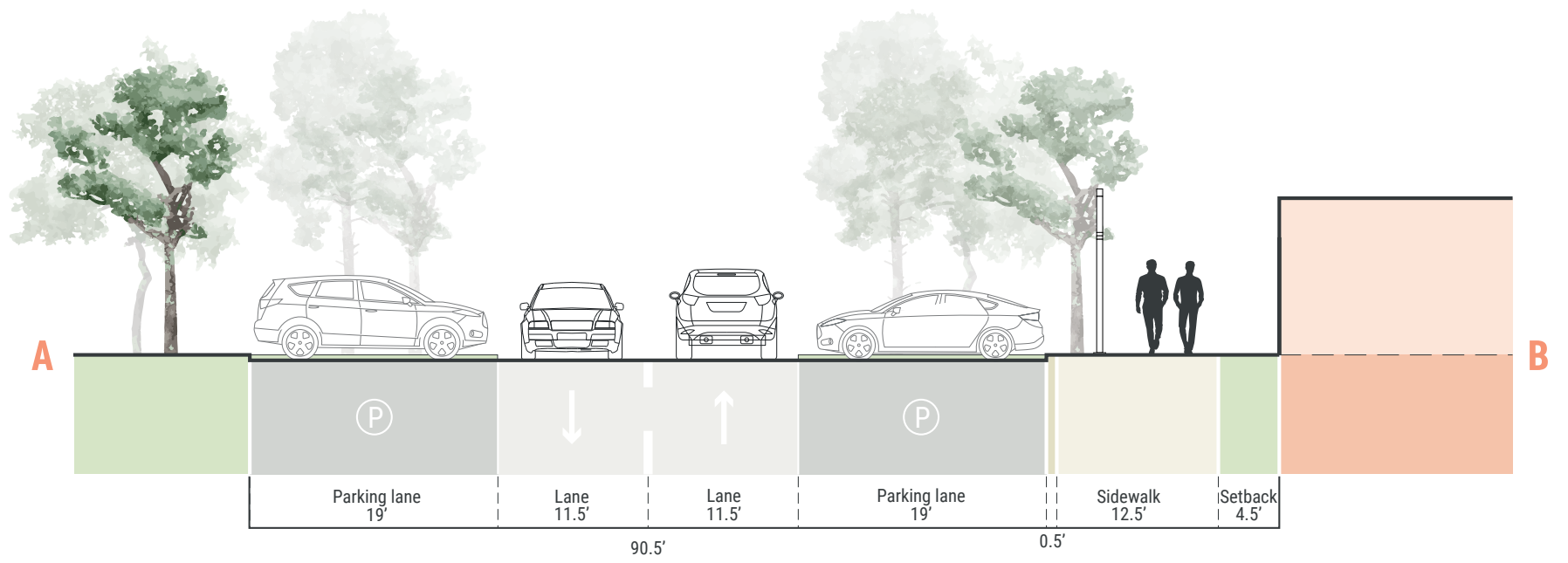


**4** FIGURE 4.4.5 - CAMPUS ROAD: SECTION 2





**5** FIGURE 4.4.6 - CAMPUS ROAD: SECTION 3



# Parking Strategy

The Master Plan defines a strategy to increase parking capacity on the Campus without making surface parking lots the dominate feature in this important community destination. In this buildout scenario, the Campus is envisioned to contain 385 stalls (a net increase of 114 stalls up from the current 269 supply). These will be provided as additional street parking along Little Boston Road, new surface lots, refinements to the current lots, and a new subterranean garage (beneath the planned Administration Building). The overarching objective is to provide parking around the Campus' perimeter leaving most of the central areas for buildings, pedestrian access routes, and gathering spaces. Another objective is to improve walkability to and from the Campus to accommodate PGST members who choose to travel by foot. Figure 4.4.7 depicts the planned parking facilities for the Campus.

### STREET PARKING - LITTLE BOSTON ROAD

Little Boston Road is slated for substantial streetscape enhancements; those improvements will add sidewalks, crosswalks, and landscaping to calm traffic and better accommodate pedestrians. The enhancements also include additional stalls along the Bluff and within the segments on the northside of the Campus; collectively Little Boston Road would provide 78 street parking stalls for those visiting the Administrative Campus.

### SURFACE PARKING LOTS

The Administrative Campus is planned to provide 247 on-site stalls including the current parking areas, the areas along the reconfigured drive aisles, and within two new surface parking lots. A new parking lot is planned in Subarea 3 just north of the Ballfield, replacing the informal gravel parking lot with a more refined configuration. Another parking lot is planned between the Ballfield and the Police building (that lot is carried over from the 2014 Master Plan).

### SUBTERRANEAN PARKING GARAGE

A subterranean parking garage is planned beneath the new Administration Building that will provide 60 stalls for PGST employees. This underground parking can also accommodate parking needs during the largest of events (where some of the surface parking lots are closed to vehicles and used for gatherings).

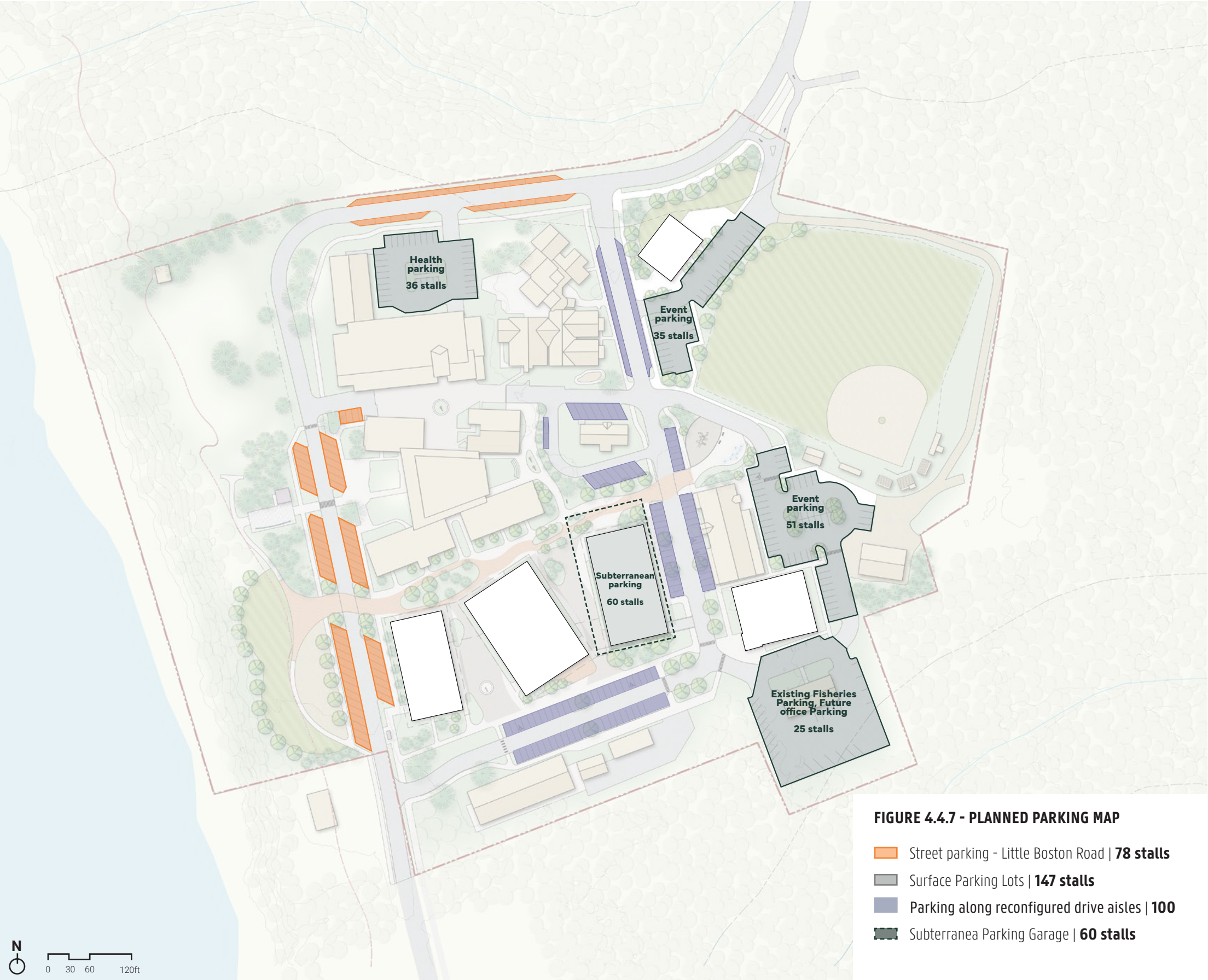


FIGURE 4.4.7 - PLANNED PARKING MAP

- █ Street parking - Little Boston Road | 78 stalls
- █ Surface Parking Lots | 147 stalls
- █ Parking along reconfigured drive aisles | 100
- █ Subterranean Parking Garage | 60 stalls

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# Chapter 05

## Action Plan

# Section 5.1: Implementation Strategies

The updated Master Plan for the Administrative Campus defines a bold and ambitious vision to evolve the land therein to meet the long-range needs for the Port Gamble S’Klallam Tribe. The plans include a set of new facilities, amenities, and other site enhancements. To implement the planning ideas listed in this Master Plan, the PGST can take incremental steps to ready the land for (re)development. The PGST can approach project implementation through the following planning-level strategies; these recommendations are arranged as overarching topics; some of these strategies will overlap in terms of sequencing and implementation. The PGST can use this list of strategies to guide future staff work plans, budget allocation, and overall space planning efforts.

## STRATEGY A – PLAN ADOPTION AND PERIODIC UPDATES

The Master Plan reflects the local needs and desires for PGST departments and aligns with the sentiments obtained from the PGST members who participated in the process. The PGST Tribal Council should formally adopt this Master Plan document so that it officially guides future land use, site design, and investment decisions related to the Campus (and other PGST lands). Upon adoption, the PGST should align its other policy decisions, staff resources, and annual budget allocations accordingly to implement the planning and infrastructure components contained within this Master Plan. On five-to-ten-year cycles, the PGST should reexamine the Master Plan and perform periodic updates therein to respond to recent construction activities and changes in local needs/preferences for the Campus.

## STRATEGY B – UTILITIES PLAN

Through the master planning process, it was discovered that the Campus was developed over time with a haphazard network of utility pipes and service lines (i.e., many do not fall within rights-of-way, easements, or other public use corridors); several utility lines run beneath planned redevelopment sites and will need to be relocated as part of site construction. Additionally, it was learned that water pressure and fire suppression service may need to be addressed to fully accommodate the long-range land uses/facilities planned for the Campus. Thus, the PGST should develop a Utilities Plan for the Administrative Campus to define the future capacity/service needs, utility line sizes/locations, and other associated improvements. The Utilities Plan should coincide with the Campus’ future layout (pursuant to this Master Plan), the site development plans (for specific improvements therein), and the associated construction phasing.

## STRATEGY C – STORMWATER MANAGEMENT PLAN

The Master Plan includes several new buildings/facilities, parking areas, and site amenities. This will warrant new stormwater management facilities on the Campus to collect, treat, and discharge rainwater runoff – this is required to avoid water ponding and to remove pollutants before it is conveyed to natural waters (as a critical approach for marine habitat health). Concurrent with the master planning process, PGST and their consultant (Stantec) embarked on a technical study to define a regional stormwater management strategy for the Lower Reservation. The PGST should develop a Stormwater Management Plan for the Administrative Campus that also works with other regional stormwater approaches for the vicinity. The Stormwater Management Plan would respond to the area soils, existing improvements, and define the best drainage/treatment methods to serve the planned Campus improvements while achieving an efficient use of the land.

## STRATEGY D – TENANT ASSIGNMENTS

The Administrative Campus includes a multitude of PGST departments and service providers that operate from several buildings therein. The Master Plan includes plans for a new Administration Building, Gymnasium, and Community Center, two other office buildings, and the adaptive reuse of the Cultural Resources Building (for other community-serving uses). The master planning process identified preliminary building assignments by department/service provider – many will remain in their current facilities while others will occupy the new Administration Building. Well before construction plans are developed for Campus projects, the PGST should take a comprehensive look of their current and long-range building tenant assignments so that each department/service provider can be effectively accommodated (and assigned) as the Campus evolves. Those findings/tenant assignments should be shared with the PGST’s design consultants before they embark on building and site planning for specific new facilities. On an annual basis, the PGST (led by the Executive and Planning teams) should reevaluate the tenant assignments and perform refinements as necessary to fully accommodate the spatial needs for the Campus.

## STRATEGY E – PHASING PLAN

The Master Plan shows a series of new facilities and site improvements that would be constructed over time; some components are needed in the near-term while others are less essential and would be built further in the future. Specifically, some of the construction activities will impact existing facilities where the occupants would be temporarily displaced, and cost is another consideration (where the PGST may need to stretch out the construction timeline to align with funding availability). Shortly after completing their ideal tenant assignments (outlined in Strategy D), the PGST should develop their preferred Phasing Plan for the Administrative Campus; that plan would list the site improvement activities by month/year and the associated costs (also see Strategy G). For the master planning process, the Project Team prepared a conceptual phasing plan and estimated the associated costs to allow the PGST Leadership Group to identify a potential redevelopment strategy and to obtain preliminary budgeting considerations prior to plan adoption – See Section 5.2 herein.

**Interim Facilities** – It will be important for the PGST to provide interim facilities for departments that would be temporarily displaced during the Administration Building demolition and reconstruction activities. Potential interim options could include modular buildings, remote/work-from-home arrangements, shared office space (with other departments), leased office space (off Reservation), and/or new facilities on other PGST lands.

**Utility Considerations** – As a notable consideration for the Phasing Plan, several of the existing utility service lines must be rerouted to accommodate future buildings in Subarea 1, and other utility infrastructure in Subarea 3 will need to be relocated to support the future site components therein. The Phasing Plan should prioritize utility-related elements to occur in the initial phases for cost and construction efficiencies.

## STRATEGY F – CONSTRUCTION AND ARCHITECTURAL PLANS

The Master Plan defines a series of new buildings/facilities, site amenities, and supporting infrastructure that would occupy the land. Those components will need civil engineering design/analysis for the site improvements, and architectural design for future buildings/structures – collectively these technical designs are referred to as “Construction Documents”. These documents are essential for meeting the Tribe’s permitting requirements, calculating project costs, guiding construction activities, and serving as historical records (in the event the PGST makes site/building refinements well into the future). The PGST should identify and hire a design consultant team (comprising civil engineers, architects, landscape architects, and, potentially, interior designers) to prepare construction documents for the planned site improvements. The PGST should select a team experienced with Tribal communities in terms of design aesthetics, and permitting requirements associated with Trust lands (i.e., the projects must align with the PGST Law and Order Code, and applicable Federal and local law).

**Utility and Stormwater Components** – As applicable, the utility and stormwater components included in construction documents should align with the Utilities Plan and Stormwater Management Plan designed for the overall Campus (See Strategies B and C).

**Little Boston Road Improvements** – Improvements, alterations, and new/modified access points associated with Little Boston Road may require permit approval through Kitsap County. While the Reservation is in Trust Status (and exempt from most state and county laws), the roadway is a County facility and may be subject to Kitsap County requirements in terms of access, permitting, and design.

## STRATEGY G – PROJECT BUDGETING

The Master Plan depicts the desired build-out scenario for the Administrative Campus; several of its planned components are envisioned to be constructed in the near-term while others will be commenced when there is an immediate need (for additional office space). Through the master planning process, opinions of probable costs were generated for the near-term elements, but those estimates were based on conceptual-level planning and during times of extreme national inflation. Near the time of construction document preparation (for specific site improvements), the PGST should develop a project budget to identify specific construction, operational, and professional costs. The PGST should then assign budget allocations to those projects to ensure adequate funding. The budgeting should align with the associated phasing plans so that multi-year projects can be funded (and paid out) consistent with the Tribe’s annual budget cycle.

**Grant Funding** – Some components listed in this Master Plan may be eligible for State and Federal Grants especially those elements that improve stormwater quality, protect/restore natural resources, involve demolition (associated with structures with confirmed hazardous materials), and site elements that address a community need. There is opportunity for the PGST to identify those grant opportunities and tailor their project budgets (and phasing plan) accordingly.

## STRATEGY H – SITE (RE)DEVELOPMENT / CONSTRUCTION ACTIVITIES

The PGST should assign one of its staff (or hire a consultant) to serve as the Project Manager and oversee construction activities on the Administrative Campus. Next, the PGST (and the assigned Project Manager) should select contractor(s) tasked with site (re)development pursuant to the Phasing Plan and the associated Construction Documents. After approvals/permits are obtained, the contractor would commence site construction activities.

**Hazardous Building Materials Removal** – A 2024 Regulated Building Materials (RBM) survey identified hazardous materials in the current Administration Building/Gym/Kitchen; those materials could pose harm to individuals (if/when disturbed) and must be disposed in a qualifying waste management facility. As the PGST moves forward with building demolition for those structures, they should select a contractor that is trained and experienced with those hazards. See Section 2.9 herein for more detail on those conditions.

## STRATEGY I – MANAGEMENT PLAN

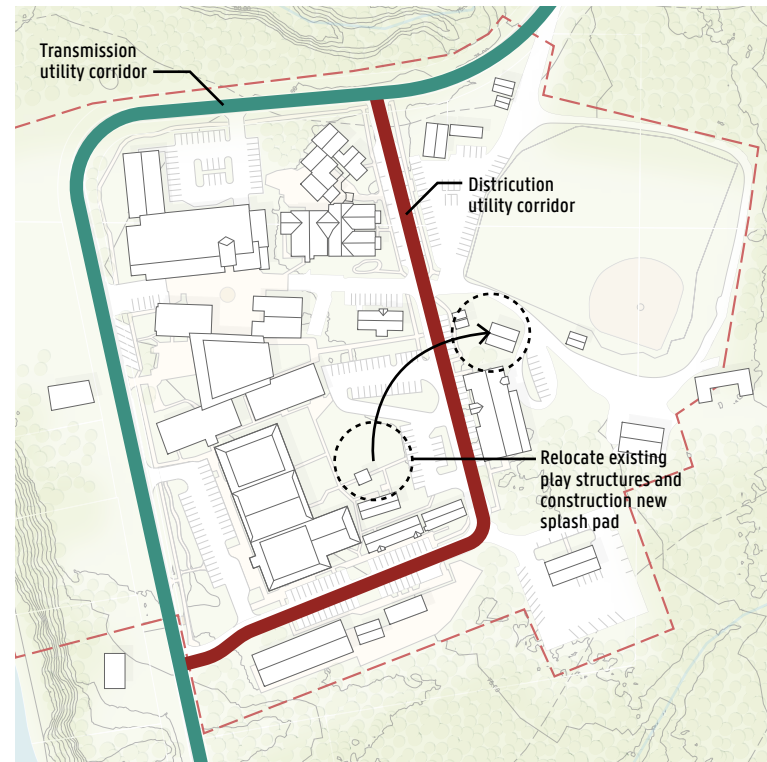
The Master Plan for the Administrative Campus includes a long list of current and planned buildings, amenities, common areas, and shared infrastructure components that need to be regularly maintained to protect the Tribe’s investment and the Campus’ appearance/functionality. On an annual basis, the PGST should develop a management plan to outline needed improvements, staff assignments, strategic actions/activities, and budget needs to effectively maintain/manage the facilities within the Administrative Campus.

# Section 5.2: Conceptual Phasing Plan / Cost Estimation

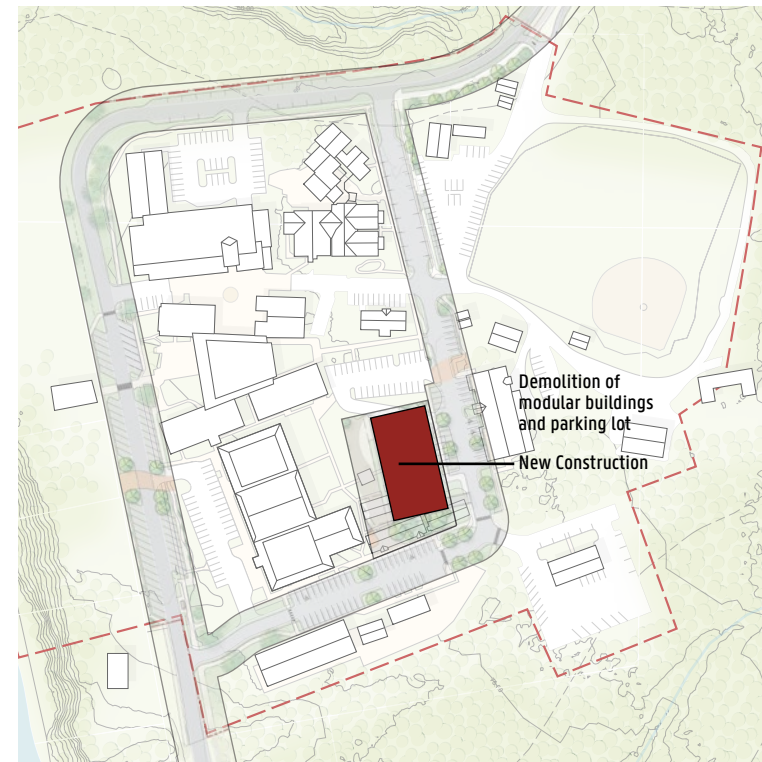
Towards the end of the master planning process, the Project Team created a conceptual phasing plan for the Administrative Campus to serve as a potential (re)development strategy for the planned site components therein. This analysis is intended to show a potential pathway to improve the land, but further analysis is warranted. Notably, this was based on conceptual drawings and construction costs for 2025 (and during a time when the United States was experiencing substantial inflation and uncertainty regarding material and labor costs).

The proposed building locations would allow for a phased construction approach to retain essential services and community amenities (during redevelopment) and to align with the Tribe's financial resources. This section provides the recommended phasing approach for the planned improvements in Subareas 1 and 2 (whereas improvements to Subarea 3, and Future Buildings A and B are not envisioned to commence in the foreseeable future).

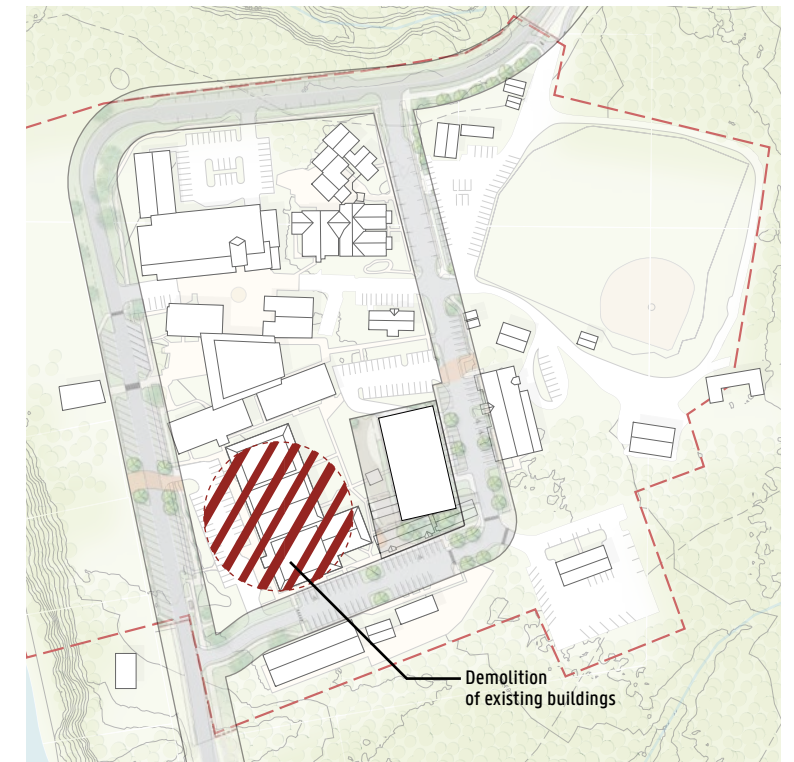
These diagrams represent an idealized structure based on feedback from the PGST Leadership Group. Given the scope of the new buildings and their proposed locations, there is vital need for completing a utility rerouting phase to implement utility corridors which will support both growth on the Campus and additional uses in the Upper and Lower Reservation areas. The nature and timing of construction may vary as specific needs develop and funding becomes available. While this analysis is conceptual in nature, the PGST can use this information to guide future decisions relating to phasing, project budgeting, construction documentation, and construction activities.



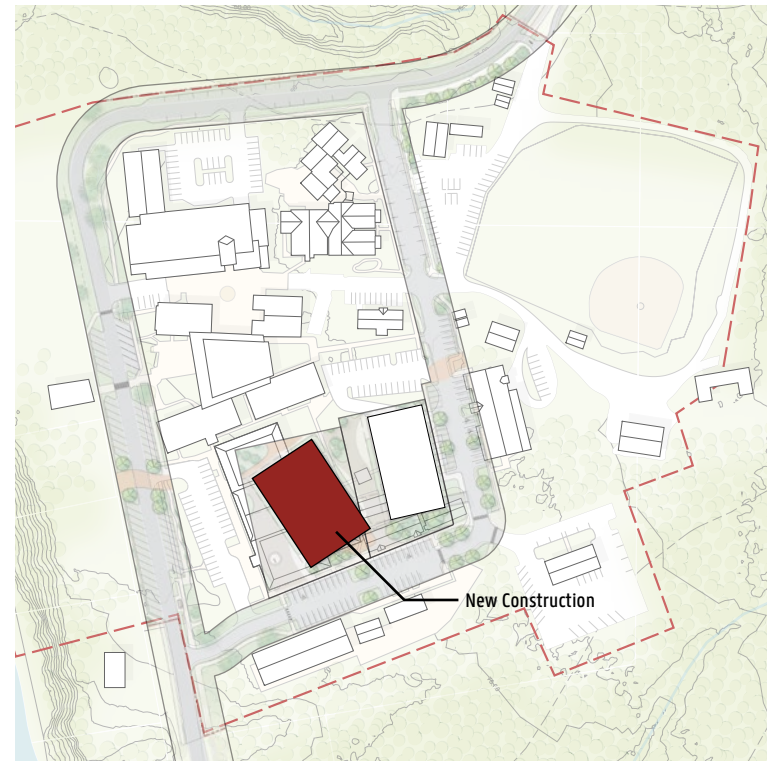
**FIGURE 5.2.1: PHASE 1 - UTILITY REROUTING TO SUPPORT FUTURE GROWTH (\$3.25 MILLION)**



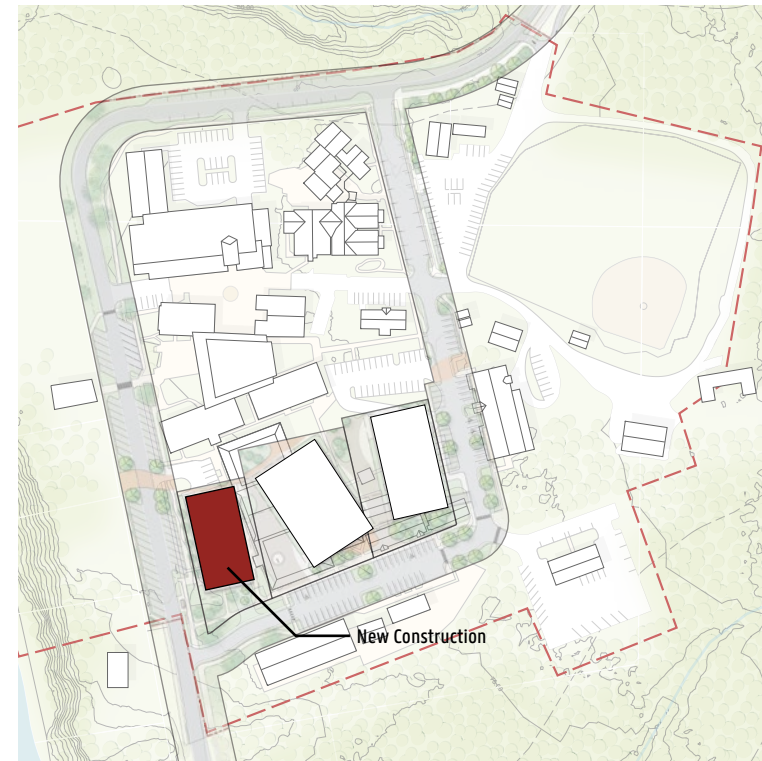
**FIGURE 5.2.2: PHASE 2 - NEW ADMINISTRATION BUILDING (\$28 MILLION)**



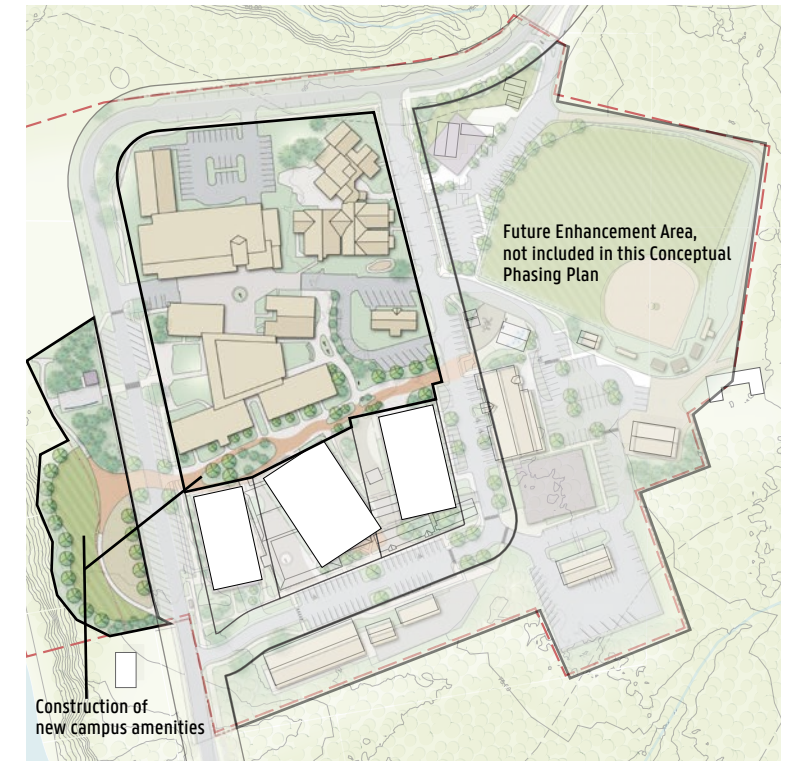
**FIGURE 5.2.3: PHASE 3 - DEMOLITION OF EXISTING BUILDINGS (\$900,000)**



**FIGURE 5.2.4: PHASE 4 - NEW GYM BUILDING (\$24 MILLION)**



**FIGURE 5.2.5: PHASE 5 - NEW COMMUNITY CENTER BUILDING (\$16 MILLION)**



**FIGURE 5.2.6: PHASE 6 - COMPLETE WITH ALL CAMPUS AMENITIES (\$6 MILLION)**