

ANNUAL REPORT 2025



ABOUT THE PORT GAMBLE S'KLALLAM

The Port Gamble S'Klallam were originally known as the Nut Sklai Yem (or Strong People) and are the descendants of the Salish people who have been well established in the Puget Sound basin and surrounding areas since 2400 BC.

In the late 1930s, the Port Gamble S'Klallam Reservation, located on the northern tip of the Kitsap County peninsula in Washington State, was established. Many of the Tribe's members, totaling over 1,400, still live there today.

LEADERSHIP

TRIBAL COUNCIL (ENDING 2025)

Amber Caldera
CHAIRWOMAN

Chris Tom
VICE CHAIR

Renee Veregge
COUNCIL PERSON I

Donovan Ashworth
COUNCIL PERSON II

Jonelle Grady
COUNCIL PERSON III

Kyle Carpenter
COUNCIL PERSON IV

Kelly Sullivan
Executive Director

Gina Steiner
Administrative Director

Greg Trueb
Chief Financial Officer

Eric Croft
Interim CEO,
Noo-Kayet Investments

Destiny Oliver
Administrative Director of
Tribal Services

Kara Horton-Wright
Executive Director,
PGS Housing Director

Nicola Armstrong
Executive Director,
Tribal Gaming Agency

Tamara Gage
Administrative Director of
Tribal Government

Andrea Dolan-Potter
Executive Director,
PGS Foundation

Sam Cocharo
General Manager,
The Point Casino

LETTER FROM THE CHAIRWOMAN

As I look back on 2025, I think not only of the successes—and there were many—but also of the efforts of people throughout this Tribe, the connections made, and, of course, those that we lost.

In 2025, our government and community continued to thrive, even in the face of uncertainty at the federal level. As always, Tribal Council and leadership have worked to strengthen our support of the membership—youth and Elders, alike—as we consider how to innovate and prepare for the future. All of this is possible because of the strong relationship Council and leadership have with staff throughout the Tribe with our shared focus to create better outcomes for our community.

In this report, you'll find examples of the extraordinary work done by departments throughout our Tribe. I cannot stress enough how proud I am of our employees: their hard work, dedication to the community, and ability to tackle challenges have ensured our Tribe's continued success.



In 2025, we were able to welcome dozens of new members to our roles due, in large part, to a multi-year effort that culminated in a membership vote to amend our Constitution in 2024. Over the course of almost a decade, a committee made up of PGST Elders, leaders, and members considered the implications of different scenarios that would expand enrollment eligibility. Ultimately, our membership agreed with the recommendations of the committee as they voted to expand the geographic area for automatic enrollment at birth.

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Amber Caldera

CHAIRWOMAN

LETTER FROM THE CHAIRWOMAN

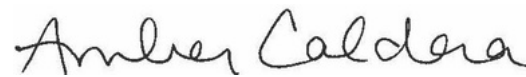
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If you're reading this Annual Report for the first time as a Port Gamble S'Klallam member, I welcome you and encourage you to get involved in your Tribe. Attend General Council and cultural events. Stay connected with opportunities found through the Tribe's Facebook, weekly memo, monthly newsletter, and app. We need you and your voice.

As we welcome new members, we also experience loss. In 2025, we said goodbye to several Elders. No matter how many times we experience that grief, it never gets easier. With every elder we lose, we lose irreplaceable pieces of our history. To know our Tribe is to know the deep love and care our people have for one another, and I'm always moved by the memories and tributes shared by our community during times of loss. I once heard someone say, "The deeper the love, the deeper the grief," and I think that's true. To have loved makes the pain of loss even greater.

To all of our members, I want to stress your importance to this community. Part of our culture is how we come together and support one another, in good times and bad. I want to encourage more of that kindness and respect every day, even when the stressors of life overwhelm and it would be easy to let frustrations run over. Everyone who works for this Tribe is doing their best to support our membership and the community. Try to always show up as your best self and be an example in how you treat others.

I am proud to serve as Chairwoman of the Port Gamble S'Klallam Tribe and understand that all the success we saw in 2025 is because our government is built on collaboration and community. Simply put, we are the Strong People and are always stronger together.



Amber Caldera
Chairwoman
Port Gamble S'Klallam Tribe

LETTER FROM NOO-KAYET INVESTMENTS (NKI) CEO

ʔáy'skwáči, nəščáyəʔčaʔ

I am pleased to provide this contribution to the Tribe's annual report on behalf of Noo-Kayet Investments (NKI). As the Tribe's economic engine, NKI operates our enterprises to provide funding for Tribal programs and create opportunities for Tribal and community members.

I joined NKI as Chief Executive Officer in March of 2026, and I have been impressed with the progress our team made in the last year. I want to extend my sincere gratitude to Chief Operating Officer Eric Croft for his steady leadership as interim CEO in 2025. Over the last year, NKI continued to invest in the success of existing businesses while actively seeking new avenues for diversification.

Cultivating a diversified business portfolio is critical to NKI's long-term resilience because this allows us to weather shifting economic conditions. Critically, sustainable growth requires a willingness to invest before outcomes are certain.



Anthony Jones

CHIEF EXECUTIVE OFFICER
NOO-KAYET INVESTMENTS

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LETTER FROM NOO-KAYET INVESTMENTS (NKI) CEO

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In this report, you will read about NKI's difficult decision to cease operations at Ascension Craft Cannabis. While Ascension's earnings ultimately did not justify continued investment, NKI pursued the opportunity because the potential upside warranted the initial risk. The decision to wind down the operation reflects the same discipline that guided our initial investment: we pursue opportunities when the prospective returns justify the risk, and we reallocate capital when they do not.

In that same spirit of strategic diversification, NKI acquired Minder Meats in 2025, and we look forward to the continued growth of that business. Minder is already proving to be a strong partner for The Point Casino & Hotel. And Tribal elders can now use their meal benefit to buy Minder products. In the near future, we look forward to working with Tribal harvesters to buy and process seafood products.

In recent months, NKI has filled key leadership positions. We welcomed a new General Manager at The Point Casino & Hotel. We filled Board positions. And I stepped into my role as the first Tribal member to serve as CEO. I am grateful for the outpouring of support I have received from the community and Tribal leadership, and I look forward to doing my part to serve the economic needs of our people.

Looking ahead, NKI is poised to make pivotal strategic decisions, including smart reinvestment in our current business portfolio and pursuit of new ventures.

yəhúmæct!

FINANCIAL REPORT

Building on several years of hard work and thoughtful planning, 2025 was a pivotal year for the Tribe focused on preparing for future growth and diversification. The Tribal government experienced continued strong financial performance driven by strategic planning, zero-based budgeting, and prudent management of the Tribe's resources. 2025 included notable investments in staffing, member benefits and land acquisition, including the purchase of an office building and vacant lot in Kingston as well as 13 acres on the corner of Highway 104 and Hansville Rd. 2025 was also a significant year for the Tribe's enterprise arm, Noo-Kayet Investments, marked by continued solid financial performance of the casino, the completion of the "NKI refresh" project and the acquisition of Minder Meats.



As a team, we continue to evaluate relationships, strategies, and policies to ensure that we are prepared to address challenges and take advantage of opportunities. We are focused on long-term planning that aligns the Tribal Council's strategic directions with the goals and objectives of the Tribe's departments and its entities. By doing so, and while always honoring and building upon the hard work and visionary leadership of those that came before us, we are positioning the Tribe to realize its full potential while providing a sustainable financial framework for future generations.

Greg Trueb

CHIEF FINANCIAL OFFICER

FINANCIAL REPORT

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Looking ahead, there are many exciting projects and opportunities on the horizon. The Admin Campus project is getting underway, the NKI Board and leadership team have been put in place, and the Tribe continues to look at real estate acquisitions both for government and enterprise uses. Strategic investments combined with years of hard work and thoughtful planning have started producing results as mentioned on the previous page and highlighted on the next page and the Tribe's financial health has never been stronger.



FINANCIAL REPORT

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Below is a snapshot of the financial performance mentioned above, please note the amounts presented are unaudited. In general, the Tribe's assets increased, we maintained an operating surplus, and hard dollar revenues exceeded budget while expenditures were on track or under budget across the government.

FY 2025 Financial Highlights

Total Cash as of 12/31/25 equaled \$28,168,840 compared to \$26,616,982 as of 12/31/24, an increase of \$1,551,858.

Total Assets as of 12/31/25 equaled \$231,912,164 compared to \$212,153,880 as of 12/31/24, an increase of \$19,758,284.

Total Investments as of 12/31/25 equaled \$85,483,217 compared to \$78,904,706 as of 12/31/24, an increase of \$6,578,511.

Total Cash and Investments as of 12/31/25 equaled \$113,652,057 compared to \$105,521,688 as of 12/31/24, an increase of \$8,130,369.

Total Surplus of revenues over expenditures as of 12/31/25 equaled \$5,492,915 compared to \$5,853,881 as of 12/31/24, a decrease of \$360,966.

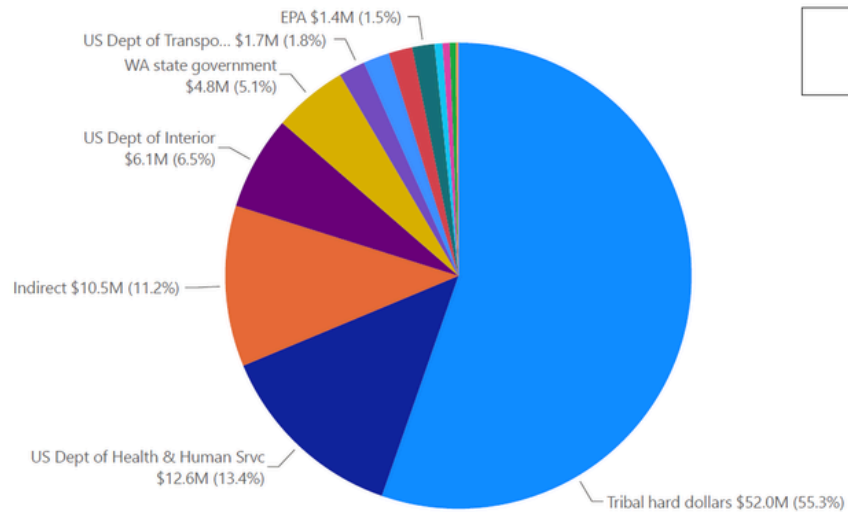
FINANCIAL REPORT: GRAPHS

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PGST Annual Revenues by Funding Source

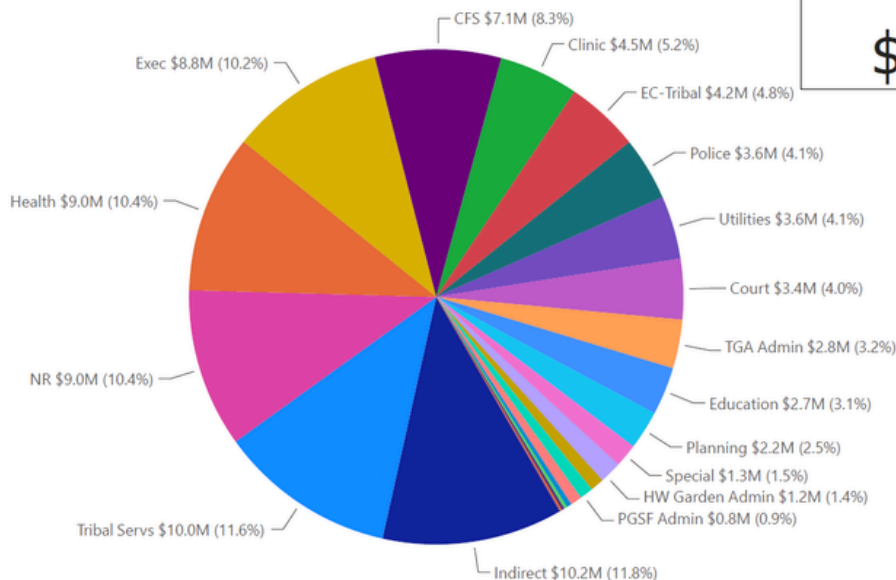
2025

Total
\$93.9M



PGST Annual Expenditures by Dept

Total
\$87M



PGST LANDS

PGST Lands

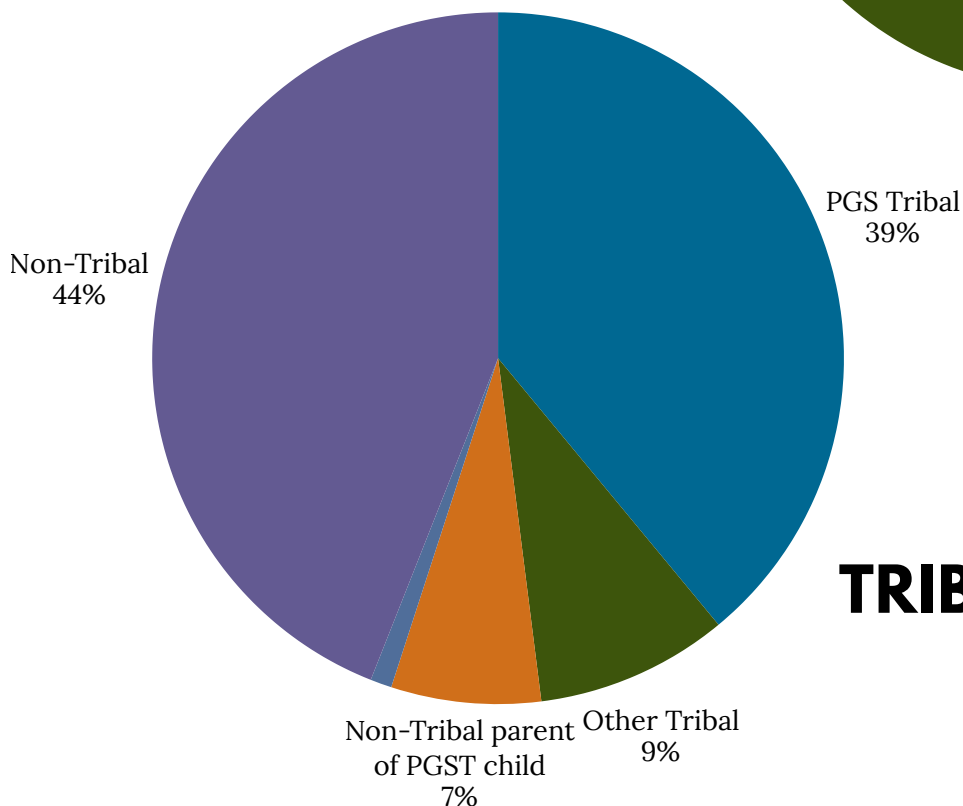
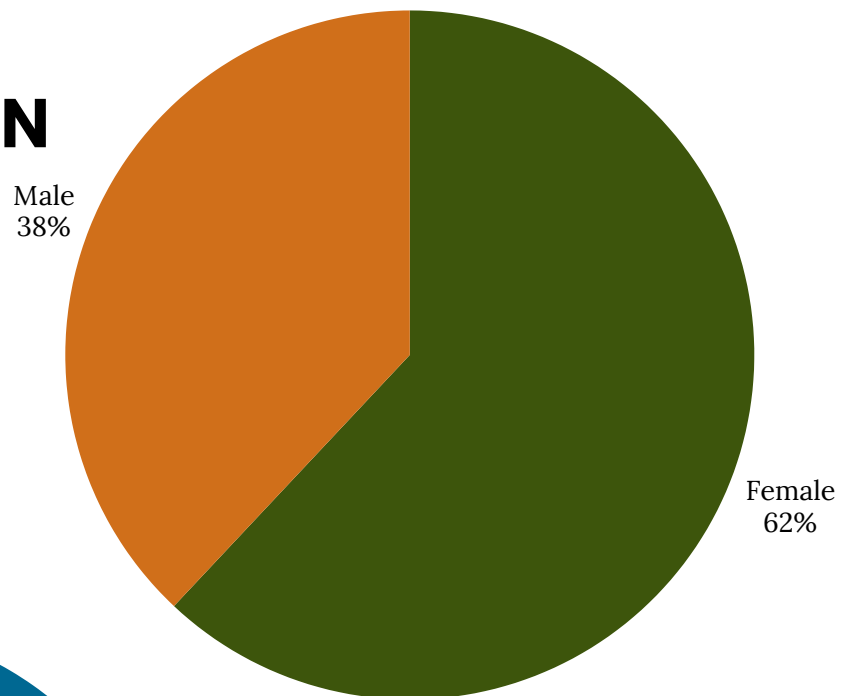
December 11, 2025

Land Area	Acreage	Acquired by Tribe
Reservation		
Uplands (1938 boundary)	1,229.75	3/12/1936
Tidelands (1938 boundary)	67.20	3/12/1936
Warrior Ridge	390.28	1/6/2005
Pope 20-trust	20.24	9/26/1989
TOTAL RESERVATION	1,707.47	
Off Reservation Trust Lands		
Heronswood	14.97	7/12/2012
Blue House	35.63	5/7/2003
Foxglove	9.20	11/21/2016
Miller Bay Road Property	1.56	3/6/2020
TOTAL OFF RESERVATION TRUST	61.36	
Off Reservation Fee Lands		
Pope 20-fee	20.08	9/26/1989
Simonsen property	1.07	12/23/2011
Hansville Block	924.91	12/16/2019
Kountry Korner	0.89	7/31/2017
A&A Tree Farms	14.40	9/7/2023
Duckabush 47	47.56	12/20/2023
Fall property	7.33	7/29/2024
Gunnerman property	3.56	9/13/2024
Miller Lake	265.00	10/28/2024
Tanner Building	0.34	3/14/2025
Minder Meats	1.57	4/28/2025
Bjarnson property	13.57	7/15/2025
Gene Anest donation	3.80	12/8/2025
TOTAL OFF RESERVATION FEE	1,304.08	
Total Acreage Tribal Lands	3,072.91	



EMPLOYMENT STATS

GENDER IDENTIFICATION



TRIBAL STATUS

EMPLOYMENT STATS: TENURE

Underlined names indicate PGST members

5 YEARS

<u>Austin Ashworth</u>	<u>Leslie Purser</u>
Ross Bayton	<u>Selina Ramirez</u>
Martin Brown	Ashlee Rangel
<u>Darius Cole</u>	<u>Garrett Sitting Dog</u>
<u>Jordan Decoteau</u>	<u>Jacob Sullivan</u>
<u>Mychal Oliver</u>	<u>Matthew Tom</u>

10 YEARS

<u>Andrea Murphy</u>	<u>Jessica Hankin</u>
Christina Barone	<u>Cherie Jacobs</u>
<u>Dayna Benefield</u>	<u>Amanda Purser</u>
Bernadine Folz	Sarah Shaw
Joylina Gonzalez	Elizabeth Strandberg
<u>Brandon Halsey</u>	

15 YEARS

Stacy Mills
Barrett Schmanska
Abigail Welch

20 YEARS

Vicki Brown
Irina K. Fox
Robin Houtz
Dorie Salem
William Swift

25 YEARS

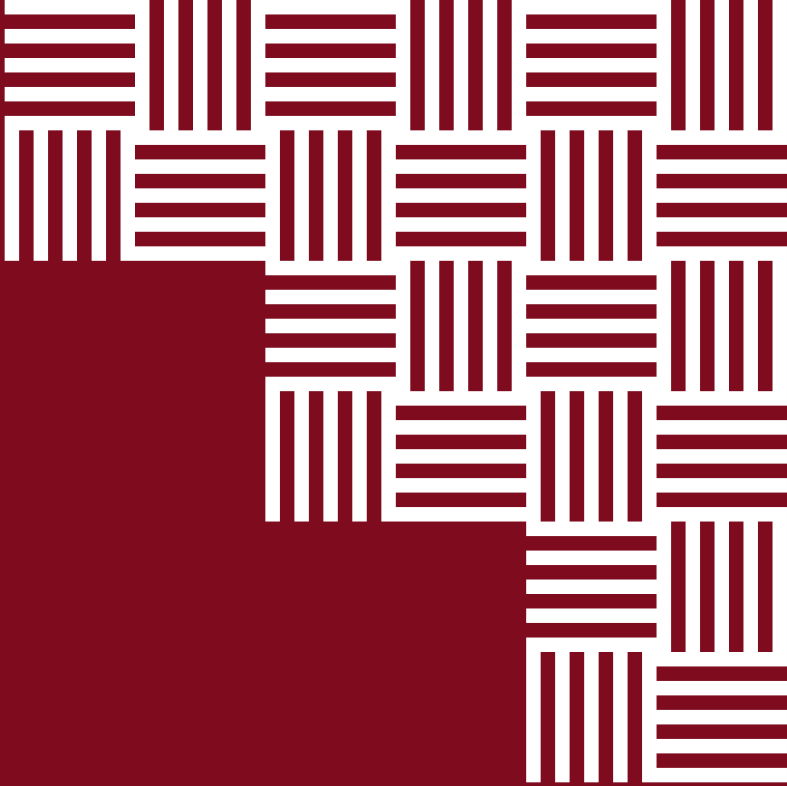
Tamara Eisenhart
Elizabeth Kelton

30 YEARS

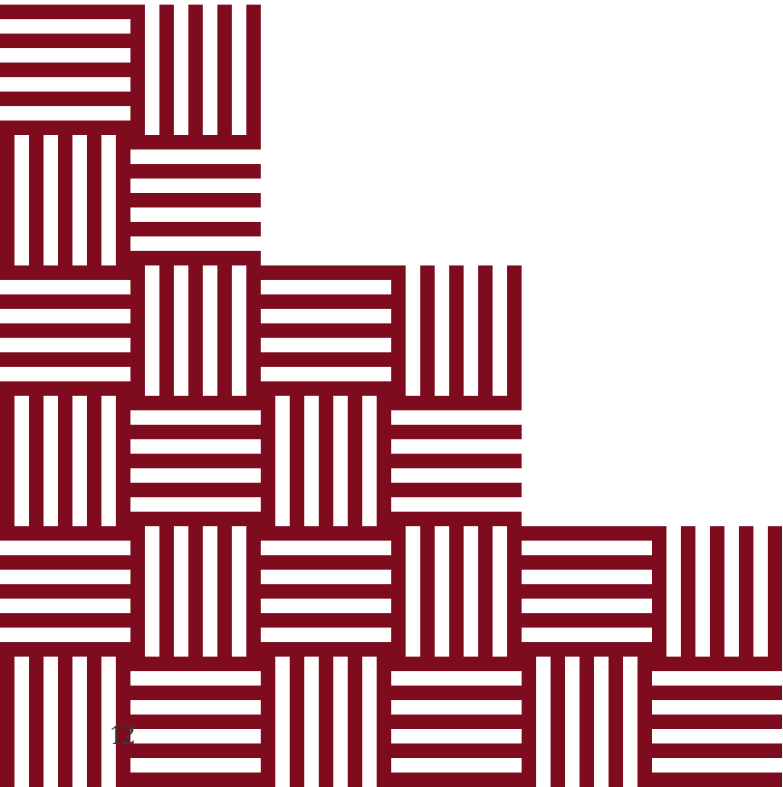
Mandi Moon
James Price
Theodore Seachord

35 YEARS

Rogina Steiner
Melissa Streun



DEPARTMENT REPORTS



CAREER & EDUCATION

.....

- Career
- Higher Education
- Grades K-12

A Major Milestone

- Awarded a three-year Administration for Native Americans (ANA) Language Preservation and Maintenance Grant. This grant provides critical support for the revitalization of the Klallam language and will guide the development of a centralized language curriculum, family-centered language nests, and culturally grounded teaching resources. This work strengthens the transmission of language and cultural knowledge across generations and helps ensure the Klallam language continues to thrive in our community.



Strengthened K-12 Academic Supports

- Academic coaching, advocacy, and collaboration with school districts helped students access tutoring, cultural support, and college and career readiness opportunities. These efforts help ensure students feel supported both academically and culturally as they move through their educational journeys.
- The Places Outdoor Education Program continued to grow and serve as a cornerstone of culturally grounded learning. Through hands-on outdoor experiences, students connected with the land, explored traditional ecological knowledge, and learned about S’Klallam history and stewardship.

CAREER & EDUCATION

- Career
- Higher Education
- Grades K-12

..... CONTINUED

Higher Education and Career Pathways

- Tribal members received assistance with college applications, scholarships, financial aid, and academic planning.
- Workshops such as FAFSA support sessions and college visits helped students and families better understand the steps toward post-secondary success.
- College enrollment is the highest it has ever been.
- 320,000 was spent providing support to approximately 32 members for their higher education.
- 1 running start student
- 25 undergraduate students
- 1 vocational student
- 5 graduate students

Workforce Development and Employment Readiness

- Staff worked to build partnerships with training institutions and employers to bring more skill-building opportunities to the community. These efforts are part of a larger strategy to help tribal members gain the training and certifications needed for stable careers and livable wage employment.
- Baker Technical Institute provided a training on the reservation and helped nine tribal members obtain Heavy Equipment operator certifications as well as other stackable certifications such as Forklift certification, Flagger certification, OSHA 10, heavy load securement as well as job interview skills and resume writing.



CHILD & FAMILY SERVICES

.....

- Child Support Services
- Child Welfare
- Elders Services
- Family Assistance
- Kinship Care
- Special Needs Services
- Tribal Vocational Rehab
- Together for Children
- Vulnerable Adult Services
- WIC
- Youth Services



Child Support Services

- Total number of cases: 365
- Total collected: \$193,696
- \$104,572 collected from clients working at tribal enterprises, treaty income license suspensions, and interception of tribal funds
- Child support paid to families: \$124,516
- Child support sent to states and other tribes: \$68,053
- Actively focusing on hard to collect cases and closing cases
- The Program strengthened partnerships with key departments and initiatives—including the Early Education Center, Re-entry Program, Temporary Assistance for Needy Families (TANF), and Together for Children—to provide coordinated, wraparound support for families.

CHILD & FAMILY SERVICES

.....
CONTINUED

- Child Support Services
- Child Welfare
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Child Welfare

- Provided services to families and held monthly events, for example, family movie night, fatherhood outreach event, and a holiday decorating night.
- Continued to provide preventative services to families. At the end of 2025 there were a total of 11 children in open dependency and 18 children in guardianship.
- Continued to look for an in-home service provider and hope to find someone this year.
- Total of 14 foster homes, including 1 kinship licensed home.
- Received the TANF Child Welfare Grant. The grant allows TANF and Child Welfare to work together to:
 - Improve case management for families eligible for assistance from a tribal TANF program.
 - Provide supportive services and assistance to tribal children in out-of-home placements and the tribal families caring for such children.
 - Provide prevention services and assistance to tribal families at risk of child abuse and neglect.

CHILD & FAMILY SERVICES

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CONTINUED

- Child Support Services
- Child Welfare
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Elders Services

- Elders traveled to Hawaii for the Elders trip in September. 102 PGST Elders and their significant others attended along with 10 staff and three tribal council members, including Chairwomen Caldera. This was a great trip for the elders.
- Served 15,555 Elders meals for 2025
- Hired a full-time Elders Assistant/Activity Coordinator and on-call Cook
- Hosted and coordinated several activities, including movie trips, bowling, bingo, Elders Volleyball, sporting events (Mariners), attended other tribal elder's luncheons, Elder socials with youth, jam making classes, provided daily care, and attention to Elders.
- The Elder Chair Volleyball team competed in a Chair Volleyball tournament in Arizona.



CHILD & FAMILY SERVICES

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CONTINUED

- Child Support Services
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Family Assistance

- Increased the emergency food vouchers amount and used a tier approach for family sizes, this has led to decreased stress on families when providing food.
- TANF has hosted monthly events with other programs and has seen an increase in case numbers.
- TANF and Child Welfare are working together on a grant and streamlining case plans for mutual clients, in order to avoid duplicating service requests in case planning.
- 477 Program is expanding and working with Education and Early Childhood Education to help increase educational fluency.
- Increase in budget from WSDA for foodbank purchasing, leading to purchase of larger quantities of variety of foods for salt-free, gluten-free, allergen-friendly foods.
- PL102-477 Plan was approved until 2030, and successfully added the LIHEAP Program to the plan.



Kinship Program

- Worked with 20 caregiver families.
- Held two appreciation events for caregivers and their families.
- Annual Culture & Support event cooking oysters with caregivers for lunch.
- Financial Support: utility bill, food, bedding, and household/concrete goods

CHILD & FAMILY SERVICES

.....
CONTINUED

- Child Support Services
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Special Needs Services

- Assisted families in navigating programs such as developmental disability services and other state or community supports.
- Hosted events and activities that promote social interaction, community participation, and relationship building for individuals with special needs.

Tribal Vocational Rehabilitation

- Awarded a 5-year Tribal Vocational Rehabilitation Grant through the Department of Education.
- Hired a Program Manager to oversee the program, Danielle Thomas, in December. She is working to establishing program structure, policies, and procedures to ensure effective service delivery.
- Initiated collaboration with state partners such as DVR and other service providers to expand opportunities for participants.
- Implementing a data collection system to track services, case management, protective payee services, and participant outcomes.

Together for Children

- The home visitation program consistently operated at maximum capacity, serving 52 households this period and reaching 148% of its initial target.
- The team completed 404 total visits, 99.7% of them in person and 792 additional alternative encounters for crisis support and resource coordination.
- A standout success is the peer-led Fatherhood initiative, featuring a robust schedule of groups where Tribal members showcase traditional S'Klallam ways.
- The program maintained a 100% success rate in ensuring every enrolled family has at least one documented Personal Foundational Goal in their plan.

CHILD & FAMILY SERVICES

.....
CONTINUED

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Vulnerable Adult Services

- Provided more individualized support and guidance to vulnerable adults and their families.
- Responded to reports of abuse, neglect, or exploitation and helped coordinate appropriate interventions and safety planning.
- Assisted Tribal members in understanding and applying for Social Security benefits, including disability-related programs.

WIC

- Served 69 unduplicated clients, nine breastfeeding, one non-breastfeeding, 11 infant, 39 children, and nine prenatal.

Youth Services

- Continued ongoing programming for youth 4th-12th grade, young adults, families, & Elders focusing on Culture, Leadership, Prevention, & Recreation.
- Staff actively involved with ECEP & Kingston Schools for integrating culture and ongoing youth support.



New things for 2025:

- Began offering High School Only Dinner Trips to offer programming to youth who cannot attend after school activities.
- Purchased and awakened a youth fiber glass canoe named by the Youth Leadership Group, sčaʔyaʔčiʔáytʔiyám, meaning Young & Strong.
- Youth Leadership planned budget and events for the For Our Lives, Opioid Prevention Campaign.
- Began coordination with KHS Sports Teams to offer sports clinics to youth.

COURTS

- Community Court
- Court Security
- Healing/Talking Circles
- Guardian ad Litem

- Mediation Services
- Pretrial/Probation
- Reentry
- Sober Living Transitional Housing
- Special Tribal Criminal Jurisdiction
- Victim Services

Key Challenges:

- Limited housing options for domestic violence survivors
- Continued reliance on grant funding for critical services
- Need for expanded data systems and performance tracking

Opportunities

- Expansion of culturally grounded justice practices
- Increased community engagement and education
- Continued development of peer-led and Indigenous-centered programming

In 2025, the department made meaningful progress toward improving coordination and communication across justice services:

- Continued cross-department collaboration to support individuals experiencing addiction and mental health crises.
- Strengthened referral pathways between probation, reentry, victim services, and housing programs.
- Enhanced internal coordination through shared case management practices.

The department deepened its commitment to culturally grounded justice practices:

- Continued emphasis on restorative justice approaches, including diversion, mediation, and culturally informed accountability.
- Expansion of cultural healing services through victim services programming with Tribal culture bearers.
- Integration of Indigenous frameworks into reentry and court programming.
- Development of an Indigenous research paradigm, shifting evaluation methods away from Western-only models and toward relational, community-defined measures of success.

COURTS

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CONTINUED

The department strengthened operational capacity and system effectiveness:

- Addition of an in-house Tribal Prosecutor, improving coordination, case flow, and system efficiency.
- Implementation of court security enhancements to improve safety for staff and community members.
- Expansion of legal aid services, increasing access to justice for Tribal members.

2025 Key Achievements

Restorative Justice & System Improvements:

- Continued implementation of restorative justice practices across all programming
- Increased system efficiency through in-house prosecution
- Strengthened courtroom safety and infrastructure

Probation & Pretrial Services:

- Strong supervision outcomes with only one unsuccessful probation completion in 2025.
- Continued focus on accountability paired with supportive services. This reflects alignment with strategic goals to reduce recidivism and improve participant outcomes.

Community Safety & Crisis Response:

- 14 Domestic Violence Protection Orders issued, ensuring immediate safety for survivors
- Ongoing collaboration across Tribal programs to respond to addiction and mental health crises

Challenge identified: Continued difficulty securing safe housing for domestic violence survivors, particularly during transitions out of abusive relationships. This remains a critical gap requiring continued cross-departmental and community-based solutions.

COURTS

- Community Court
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- Healing/Talking Circles
- Guardian ad Litem

- Mediation Services
- Pretrial/Probation
- Reentry
- Sober Living Transitional Housing
- Special Tribal Criminal Jurisdiction
- Victim Services

CONTINUED

2025 Key Achievements (continued)

Reentry Program Success:

- 6 program graduates demonstrating successful reintegration
- 14 residents served in transitional housing

Leadership through lived experience: Reentry program staffed entirely by program graduates, including the Program Manager. This model continues to demonstrate the power of peer mentorship, credibility, and community-based healing.

Innovation in Tribal Justice:

- Development of an Indigenous research paradigm as a formal grant deliverable
- Establishment of evaluation methods grounded in:
 - Relationship
 - Cultural context
 - Community-defined success

This positions the program as a national model for Tribal justice innovation.

Victim Services & Cultural Healing:

- Continued delivery of culturally grounded healing services
- Integration of trauma-informed approaches across programming
- Expansion of culturally relevant services supporting survivors of violence. These efforts recognize both historic and ongoing trauma while creating pathways toward healing and safety.

CULTURE



During the reporting year, the Culture Department coordinated and supported a wide range of activities focused on **cultural governance, traditional knowledge transmission, harvesting practices, community education, and public engagement**. Activities included committee leadership, curriculum review, traditional arts instruction, food sovereignty work, cultural harvesting, and regional collaboration.

CULTURE

..... CONTINUED



Cultural Governance & Program Planning

Activities included:

- Culture Committee and make-up meetings
- Culture staff meetings and new calendar system
- Thematic Development Meetings
- Yehumect / Yohumct collaboration on events
- STI Curriculum Review and joint review with the Culture Committee
- Grant Coordination Meetings
- Artifact Display Planning
- Logistical Planning with Natural Resources
- Carving Shed coordination with maintenance staff
- Cookbook collaboration planning with Natural Resources
- MMIWR Planning Committee participation

Tribal Historic Preservation and Cultural Resource Protection

During the reporting year, Juanita C. Holtyn was hired and trained in the role of **Tribal Historic Preservation Officer (THPO)**. In this capacity, she has worked diligently to streamline cultural resource data collection required for grant and federal reporting, strengthening the Tribe's compliance and documentation capacity. She has also met a high volume of consultation requests from local, state, and federal agencies, while actively collaborating with the Jamestown S'Klallam Tribe and the Lower Elwha Klallam Tribe on cultural resource protection and preservation issues. These efforts have reinforced intertribal coordination and enhanced the Tribe's ability to protect cultural resources and ancestral places.

CULTURE

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Cultural Harvesting & Resource Gathering

Cultural harvesting activities supported food sovereignty, traditional materials gathering, and land-based knowledge transfer. These activities were conducted both locally and on Indian Island Naval Base.

Harvesting and gathering activities included:

- Nettle harvesting
- Cedar bark harvesting
- Sweetgrass harvesting
- Labrador tea harvesting
- Gathering trips to Indian Island

Traditional Arts, Skills & Knowledge Transmission

The department offered and supported hands-on workshops and classes led by community artists and culture bearers. These activities focused on skill-building, intergenerational learning, and the continuation of traditional artistic practices. Instructional activities included:

- Beaded embroidery and brick stitch beading workshops
- Peyote stitch and ornament beading workshops
- Necklace-making workshops
- Wool Tumpline weaving classes
- Wool skirt weaving instruction
- Smoked salmon preparation workshops

CULTURE

..... CONTINUED



Community Events, Exhibits & Regional Engagement:

The Culture Department supported community celebrations, educational outreach, exhibitions, and regional gatherings that highlighted S'Klallam cultural practices and strengthened external partnerships.

Community engagement activities included:

- Stan Purser Memorial Powwow and Coastal Jam Event
- Strong Family Fair culture table
- Spring Foods Celebration Event
- Canoe Fit meal planning
- Canoe Journey hosting in Port Townsend (qatáy)
- Canoe Journey hosting at Home (nəxʷqíyt)
- Woven in Wool exhibition at the Burke Museum
- NNABA Weaving Conference participation
- Native American Heritage Month events and school assemblies

EARLY CHILDHOOD EDUCATION

- Early Head Start
- Extended Day Child Care
- Family Engagement
- Head Start
- School Age Child Care



Meaningful growth, cultural revitalization, and strengthened partnerships

- Hosted a Potlatch ceremony within the program, creating a powerful opportunity for children to learn directly about ancestral ways of life. This event reflects the program's deep commitment to honoring tribal ways of life and ensuring that cultural knowledge is passed to the next generation.

Leadership in Professional Development for the Early Childhood Field

- Hosted a large, week-long Conscious Discipline training for partnering Early Childhood programs, staff, and other Tribal departments. This training was led entirely by Native trainers. This gathering brought together educators from across the region, sister band tribes, and marked a historic moment as the first training of its kind to be delivered by an all-Native team.

EARLY CHILDHOOD EDUCATION

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- Early Head Start
- Extended Day Child Care
- Family Engagement
- Head Start
- School Age Child Care

CONTINUED

Culturally Responsive Learning Environments

- Nearly \$500,000 provided from a state grant (The Tribal Early Learning Fund) was dedicated to purchasing new curriculum materials, cultural learning tools, and classroom resources that reflect the identities and lived experiences of the children and families served. These additions included culturally relevant books, dolls representing diverse Native identities, canoe wagons, and other materials that support cultural learning through play and exploration.
- Elders were also engaged throughout the year to share stories, teachings, and language with children, strengthening intergenerational connections and ensuring that traditional knowledge remains a vital part of daily learning for our children.

Additional Information

- Completed a comprehensive two-year evaluation in partnership with an external agency. This evaluation examined program management systems, service delivery, organizational structure and more. The process provided valuable insights that will guide continued program improvement and long-term sustainability.



GRANTS

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Grants Department submitted a total of 51 grant applications.

- 37 grants were awarded
- 9 grants were denied
- 2 applications remain pending
- 3 opportunities were cancelled by the funding agency

The department achieved an overall grant success rate of 76%, demonstrating strong project development, competitive proposal writing, and strategic alignment with funding opportunities, successfully securing \$12,457,638 during the year

Quarter 1

- **Staff changes:** One grant writer terminated in 1st quarter. Grants team consists of Grants director and two current grant writers.
- **Major Accomplishments:** Got Smartsheet up and running. Completed the department strategic plan reporting spreadsheets. Working on grant management tools within smart sheet.
- **Major Challenges:** Grant compliance continues to be a challenge in programmatic reporting and financial reporting.

Quarter 2

- **Major Accomplishments:** Smartsheet is up and running. It is working very well for the NOIA. Getting lots of positive feedback.
- **Major Challenges:** Working with two grant writers rather than three is a bit overwhelming for all. The team is managing the chaos.

Quarter 3

- **Major Challenges:** Grant compliance continues to be challenging. Departments are being reminded to use proper chair signature channels for grant/contract awards. Progress reports are late on a few grants.

GRANTS

..... CONTINUED

Quarter 4

- **Staff changes:** Hired a third Grant Writer, who is a tribal member, completing the grant writing team and strengthening capacity for funding opportunities.
- **Major Accomplishments:** Successfully completed the first year of Smartsheet implementation. Staff feedback has been overwhelmingly positive, and adoption across programs has exceeded expectations. Teams are discovering new and innovative ways to use Smartsheet, improving collaboration and efficiency across multiple departments.
- **Major Challenges:** Initial setup of Strategic Planning in Smartsheet involved trial and error. Through this process, we identified a more streamlined approach using dashboards, which will simplify future planning efforts.

Summary

In 2025, the Grants Department made significant progress in strengthening internal systems, improving organizational efficiency, and expanding capacity to support funding opportunities across the Tribe. While the year presented staffing and compliance challenges, the department demonstrated resilience and adaptability, ultimately ending the year in a stronger operational position.

- A key accomplishment was the successful implementation of Smartsheet as a centralized tool for grant tracking, strategic planning, and reporting. Throughout the year, the department developed and refined reporting systems, supported pre-award grant organization, and began testing post-award grant management processes. Adoption of Smartsheet exceeded expectations, with positive feedback from programs and increasing use across departments. By year-end, teams were leveraging the platform to enhance collaboration, streamline workflows, and improve visibility into grant activities.

GRANTS

..... CONTINUED

Summary (continued)

- Staffing levels posed a challenge for much of the year. The department operated with two grant writers instead of three, following a vacancy in the first quarter. This created increased workload pressures; however, staff maintained continuity of operations and continued to meet key deadlines. After an extended recruitment process, the department successfully hired a third Grant Writer in the fourth quarter, who is also a Tribal member, strengthening both capacity and internal expertise.
- Grant compliance remained an area of focus and ongoing improvement, particularly in programmatic and financial reporting. The department worked closely with programs to reinforce reporting expectations, improve timeliness of progress reports, and ensure proper approval and signature processes for grant and contract awards were followed. These efforts will continue into the coming year as part of a broader commitment to accountability and compliance.
- A major highlight of the year was the inaugural Inter-Tribal Grants Roundtable, hosted in October 2025. This first-of-its-kind event brought together approximately 30 participants representing nine Tribal communities from across Washington State. The roundtable created a valuable space for collaboration, knowledge sharing, and relationship-building among Tribal grant professionals. Feedback from attendees was overwhelmingly positive, with strong interest in continuing the gathering as an annual event to strengthen regional coordination and support shared learning.
- Additional accomplishments include continued development of tools and processes to support long-term grant management. The department also refined its approach to strategic planning within Smartsheet, transitioning to a more streamlined dashboard-based system that will improve future planning and reporting.

Overall, 2025 was a year of foundational growth for the Grants Department. With a full team in place and enhanced systems now operational, the department is well-positioned to increase efficiency, strengthen compliance, and expand funding opportunities in the years ahead.

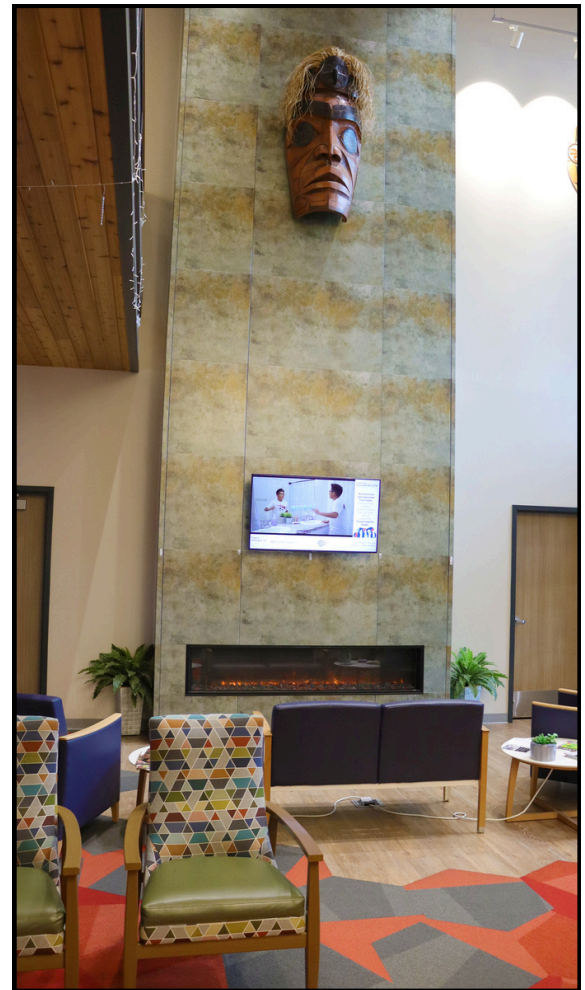
HEALTH SERVICES

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- Behavioral Health Services
- Crisis Services
- Dental Services
- Medical Services
- Public Health Education
- Purchased & Referred Care
- Urgent Care

The Health Services Department achieved several notable accomplishments this year.

- Proudly supported two Tribal staff members who completed specialized training and received certification from the Portland Area CHAP Certification Board as the first Certified Dental Health Aide Therapist (DHAT) and Behavioral Health Aide (BHA). Additionally, the DHAT became the first Dental Therapist licensed in Washington State. Both staff members are now integral parts of Provider staff, delivering essential care to patients.
- Selected by the Northwest Portland Area Indian Health Board as a Community Health Aide Program Pilot Site. There is currently one CHR staff member in training who will soon begin clinical work with medical providers, becoming yet another Tribal member on the medical team. The Department is excited to formalize these programs and create pathways for more Tribal members to enter the health field soon.
- Welcomed three new Physicians, along with a Dentist and a Hygienist. These additions allow the Medical Providers to consult with each other and conduct peer reviews of patient charts. This collaboration helps the department continuously improve services and reduces the need for outside referrals to specialists and laboratories. The expanded dental staff also enables the department to shorten wait times and provide more care for the community.



HEALTH SERVICES

CONTINUED

- Behavioral Health Services
- Crisis Services
- Dental Services
- Medical Services
- Public Health Education
- Purchased & Referred Care
- Urgent Care

- During monthly in-service training, the Department dedicated time to learn more about the culture and community of PGST. Education was also provided on various health-related topics, enhanced communication, strengthened the team, and developed a strong value statement that reflects the department's commitment to delivering quality care to the community.
- A team of staff members collaborated closely with contractor, VytOne, to establish an in-house pharmacy. In just ten months, Health Services completed the construction of the facility and obtained both state and federal licenses just before the end of the year. This new service will enhance patient safety, provide easier access to medications for patients, and help the department control the costs of expensive drugs.
- The Behavioral Health Program is now fully staffed again, which enables the department to expand services. The department introduced a harm reduction group for individuals who are still struggling with addiction or considering making a change. Additionally, Health Services provides recovery support through more group sessions and peer counselors. The department has also been able to financially support various cultural and prevention activities that promote wellness throughout the community.



HOUSING

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- Homeowners Assistance Fund
- Low-Income Housing Tax Credit Program
- Low-Rent Program
- Move-In Rental Assistance Program
- Rental Assistance Program

Goal: Develop long term strategic plan that addresses all income levels for tribal member housing.

- Worked with Sweet Grass Consulting, LLC and developed a Long-Term Strategic Plan that encompasses more than just housing. This report will be used as a foundation for developing future housing and seeking alternate funding sources that are not restricted by income limits, which includes a request that Tribal funding be set aside for construction of new homes on reservation.

Goal: Ensure staff are trained to the top of their skills and area of service.

- Housing provided various trainings to the newly seated Board of Commissioners; legal structure, budgeting, policy, roles and responsibilities, ethics, confidentiality, Native American and Self Determination Act of 1996 (broad overview), Indian Housing Plan Development and general housing overview from history of housing to current day programs.
- Staff attended Environmental Record Review, policy, Low-Income Housing Tax Credit, Certified Housing Professional, Maintenance Management, Apartment Maintenance (certification course), Strategic Plan development, National American Indian Housing Council, Northwest Indian Housing Association, and Project Based Vouchers Trainings.

Additional Information:

- Held a ribbon cutting event at the opening of Warrior Ridge Phase II, adding 30 one-, two-, and three-bedroom units to Housings rental stock for a total 127 rental units, this is the largest rental construction project in Housing history.
- Staff took part in Bite of Boston, Strong Families Fair, and hosted financial classes.



HUMAN RESOURCES



In 2025, the Human Resources department demonstrated a strong commitment to professional excellence, workforce development, and community engagement while continuing to operate fully with 100 percent Port Gamble S’Klallam Tribal members. This foundation reflects both organizational pride and a deep connection to the community.

A major highlight of the year was the team’s collective investment in professional growth. Every member of the department achieved a new certification aligned with their role in Human Resources.

- Malissa Purser earned a Certified Professional in Training Management credential, strengthening internal training development and delivery.
- Audreena Tom obtained a Talent Acquisition Specialty credential, enhancing recruitment strategies and candidate engagement.
- Melody Bidtah achieved the Society for Human Resources Management Professional certification, bringing recognized expertise in HR best practices.
- Jennifer Wright Tom became fingerprint certified, expanding internal capability and efficiency in onboarding processes.
- Martha Dumford earned a Tribal Human Resources Professional certification, reinforcing culturally grounded HR practices.
- Kiana Charles and Lisa McDonald advanced their expertise further by obtaining Advanced Tribal Human Resources Professional certifications, positioning the department with a high level of specialized knowledge in tribal HR leadership.

HUMAN RESOURCES

..... CONTINUED

Additional Information:

- The team also maintained a strong presence in the community through active participation in recruiting events at area colleges and secondary schools. These efforts supported workforce development pipelines and increased awareness of employment opportunities, helping to attract future talent while building meaningful connections with students and educators.
- Internally, the department offered a wide range of training topics to staff, supporting employee development and organizational effectiveness. These trainings contributed to skill building, compliance awareness, and professional growth across departments.
- Financial wellness education was a priority in 2025. The team hosted quarterly financial wellness events open to both staff and the community, providing valuable education and resources to support informed financial decision making and overall wellbeing.
- Collaboration was another key strength in 2025. The department partnered with Jesse Henley to deliver social media literacy and cybersecurity training to all departments. This initiative increased awareness of digital safety, responsible online engagement, and risk prevention, equipping employees with tools to navigate an increasingly digital workplace.

Overall, 2025 was marked by significant professional achievement, expanded outreach, and meaningful partnerships. The Human Resources department continues to serve as a leader in fostering growth, supporting employees, and strengthening connections within the organization and the broader community.

INFORMATION TECHNOLOGY



New data center

Improved overall network performance

- Successfully upgraded several legacy Gen 1 data switches and wireless access points

Brought reliable fiber-optic internet to every home on the reservation

- Completed construction under the NTIA fiber grant, including installation of new fiber to 196 previously unserved dwellings and repairs to fiber connections for 86 existing dwellings

Additional Information

- Migrated several critical network services into the newly constructed data center, laying the foundation for a full transition planned for 2026.

LEGAL

Tribal Code

- PGST has a new retail sales tax, effective January 1, 2026. Matt Ives and Greg Trueb asked for this tax to be developed in early 2025. Legal started working on a concept, researched other tribes' approaches and put together a work group. We recruited Kelly Croman, tribal tax specialist, to help the team at minimal cost.
- PGST amended its motor vehicle code (Title 9) to prohibit parking on sidewalks. Government sponsors drove the proposal – seeking to ensure the new pedestrian trail along Little Boston Road remained clear.
- General Code was contracted to host the PGST Code online making it more accessible and searchable for members.

Protecting Sovereignty

- Legal planned and executed a strategy to block Port of Kingston annexation of Port Gamble. PGST leadership and staff convinced the Ports of Eglon and Kingston to undo their official actions to use the PGST Rez as a bridge for annexation to Port Gamble. PGST Legal coordinated with Kitsap Prosecutor, and the Prosecutor delivered a persuasive legal opinion to the Ports that helped the annexation fail.



Land Expansion and Protection

- Planning and Legal coordinated with Gene Anest for a donation of 3.4 acres at the north edge of the Cliffside neighborhood. Approximately 179 feet of road frontage on Hood Canal Drive now connects PGST fee ownership to the Tribe's clearcut parcels (Hansville A). The tax parcel number is 322802-1-038-2008 and contains approximately 3.82 acres new acres of tribal forest (alder and brush). This strip was likely part of Ed Purser's original homestead, and adjacent to Jacob and Foster Jones' homestead.
- The Miller Bay (part of former Kountry Korner) property advanced to the final step of a fee-to-trust application. The Tree Farm next to the Casino parking lot and the Gunnerman property were also submitted for BIA fee-to-trust review. Substantial work was undertaken on the Bjarnson, Fall and Miller Lake properties to get them ready for the fee-to-trust application process. Galanda Broadman began helping prepare fee-to-trust applications for the Tanner Building and 1st and Ohio lot. GB's involvement is helpful to learn an external firm's approach and refine PGST staff attorney skills for this challenging work.



Natural Resources Protection

- Coordinated with Natural Resources for the Tribe to join the Indian Creek NRD Trustee Council. A double tanker of fuel crashed and emptied into the Creek in July 2025. Fish and habitat were harmed in that tributary and the main stem Elwha River.
- Participated in several meetings with the Natural Resources Department and Stantec to develop a GIS map for PGST lands and nearby real estate and landscapes.
- Culverts mediation sessions were held between 21 Tribes and the State over funding and logistical setbacks affecting the State's obligation to correct hundreds of fish passage barriers under the 2013 federal court injunction.
- Assisted Planning staff with the planning and procurement of several shoreline bluff relocation housing units.

Enterprise Projects

- Sought to provide better support to the Housing Board and Authority. David started to attend Board meetings regularly and offer support to both the Board and Executive Director. He helped the new Board find its footing, and Michele has since become their main attorney.
- Helped the Foundation establish a "Founder's Circle" so that the Foundation may honor its highest donors. This was done as part of an effort to honor Dan Hinkley, proclaiming him as the first member of the Circle.
- Assisted with several rounds of drafting for revised NKDC bylaws (now approved).
- Continues to assist with the Tribe's gaming compliance and regulatory issues. Eric provided a joint training on IGRA to the NKI Board and Gaming Commission. David has helped the Tribe navigate some highly sensitive issues, including the closure of table card games and a whistleblower complaint. Galanda Broadman was selected by an RFP process to assist TGA, the Gaming Commission and David with governmental ownership, regulation and oversight of The Point Casino operations.

LEGAL

..... CONTINUED

General Welfare

- Michele was instrumental to update policy and approach for the Child Support Program to legally redirect general welfare benefits from non-custodial parents to custodial parents.

Personnel

- Following Gina's retirement, Legal began 2025 missing a full time attorney. Steven and David had to step into new rolls – while covering an increased workload. Eric also stepped up to support. For months, they worked diligently to ensure the Tribe was covered despite it all.
- Michele joined Legal at the start of Summer. Legal looks forward to enjoying her intelligence, diligence, and friendship over the many years to come.
- Eric retired at the end of the year. He continues as a contract attorney in 2026. Eric began his work for the tribe in 1996 as an outside counsel. He successfully resolved claims involving millions of dollars for the cleanup of the Hansville landfill, the severance of a casino management contract and the removal of a gaming consultant contractor. He drafted the original charter for NKDC. Eric joined the PGST Legal Department in May 2009. He served as a part-time staff attorney, supporting the Tribe with his federal law and tribal government expertise. He was instrumental in expanding the PGST Reservation in 2016 and ongoing efforts to increase PGST's trust land base. He started his service to Indian Country at Navajo in 1973. His career highlights include general counsel and staffer on the Senate Indian Affairs Committee under John McCain, and as board member and then chairman of the Udall Foundation. He co-founded the Indian Law section at Dorsey Whitney. Since 2009, he teaches and mentors law students and coordinates other educational support to our profession, first at Seattle University and then the University of Washington School of Law.

MAINTENANCE

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Energy Efficiency & Modernization

- Completed a full LED lighting retrofit in the Career Ed building to reduce energy consumption.
- Had energy-efficient heat pumps installed at both the Library and Elders Center for improved climate control.
- Had 15 touchless wave-to-open doors and operators installed across campus to enhance building accessibility and hygiene.

Facility Preservation & Aesthetics

- Applied protective staining to the exteriors of the Library, Career Ed, and Elders Center.
- Had new gutters installed at the Cultural Center and Library to improve water drainage and structural integrity.

New Building Acquisitions

- Assessed and prepped newly acquired properties ready for the new occupants and will continue with preventative maintenance schedule to ensure Buildings are readily available.

NATURAL RESOURCES

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- Environmental Program
- Finfish Program
- Forest & Conservation
- Habitat, Research & Monitoring
- Hatchery Program
- Shellfish Program



- Helped get the former Mill Site name change approved by Tribal Council. The new name is Nəxʷqíyt Point. Tribal artists were selected to create art for the new park that the Tribal community will be able to enjoy.
- Reared and released 300,000 Chum Salmon smolt, and 579,000 Coho Salmon, and collected 271,000 eggs during fall Chum salmon spawning to increase salmon harvest opportunities for Tribal Members. More than 2,500 surplus salmon were distributed to feed Tribal families.
- Completed a project on ESA-listed Salmon at the Hood Canal Bridge that evaluated predator-prey interactions near the Hood Canal Bridge and tested temporary mitigation structures to improve fish passage. These efforts will help guide decisions about future permanent mitigation structures and contribute to salmon research to improve fish mortality rates at the Hood Canal bridge.

NATURAL RESOURCES

CONTINUED

- Environmental Program
- Finfish Program
- Forest & Conservation
- Habitat, Research & Monitoring
- Hatchery Program
- Shellfish Program

- Julianna Sullivan authored this new language that was incorporated into House Bill 1631 that helps affirm our Tribal Treaty Rights. “Bull kelp holds deep cultural significance for tribal nations, continuing to sustain and support tribal communities today as it has for generations. For tribes, access to healthy bull kelp ecosystems within their usual and accustomed grounds, stations, and traditional areas is essential not only as a source of food and traditional materials, but also for spiritual, cultural, and economic practices that have long depended on the kelp forest’s vitality. This act explicitly respects and upholds the treaty rights of Indian tribes. Nothing within this act is intended to alter or infringe upon these inherent rights.”
- To aid co-management and ensure salmon for the future, staff monitored and sampled several salmon and halibut fisheries with high rate and accuracy. Fisheries monitored and sampled include halibut, Quilcene River and Quilcene Bay coho, Hood Canal chum, and Hood Canal chinook fisheries which was sampled at 100% sampling rate! 40 chum were sampled per spawning day at the hatchery.
- Coordinated a volunteer event and planted 14 trees in residential and park areas around the reservation which helps to enhance and restore aging alder, reduce invasive species, like Himalayan black berry, and increase biodiversity of our forests.
- Finalized elder's wood list and provided a cord of alder to each reservation elder household. A location was secured and planning began for a log landing and firewood storage area for future community firewood needs.
- Built twelve new cockle enhancement cages and deployed 7 at the Gravel Plot to protect them from predators and aid research.
- Completed Summer European Green Crab trapping with Washington Dept. of Fish and Wildlife to help trap and remove invasive European green crab from our waters.
- In an effort to increase harvest opportunity, planted 1.2 million Manila clam seed at the Bars with the help of five Tribal members. Planted 5 million Manila clam seed on Indian Island beaches #6 and #9 in a joint effort with Suquamish, Jamestown and the Navy.

NATURAL RESOURCES

CONTINUED

- Environmental Program
- Finfish Program
- Forest & Conservation
- Habitat, Research & Monitoring
- Hatchery Program
- Shellfish Program



- Collaborated to write and implement the “Deer and Elk Butcher Services General Welfare Policy” to allow all PGST members to have butcher services provided and paid for to eliminate carcass dumping and increase access to cultural foods and practices. In 2025, 22 applications were approved for deer and 2 for Elk through this policy.
- Held Elk Jerky Making and Buckskin Tanning classes for the Tribal Community to teach traditional practices.
- Completed the final part of the 2025 youth wildlife education program by participating in a CyberTracker evaluation with Tribal Youth.
- As part of the Summer Youth work program, taught two summer youth workers about collecting trail cameras and took them to cougar clusters where they were able to identify the cluster site and kill species, check the bone marrow and fill out forms.
- To help educate local students, Garrett Sitting Dog presented to six science classes at Kingston High school on the camera data and the cougar project.
- Completed 2026 Budgets for over 60 grants/programs.

New Staff:

- Megan Richard joined the team as the Restoration Program Manager. She will play a lead role in planning the Port Gamble Recreation and Restoration project, Shipbuilders Creek Culvert Replacement, invasive species removal and other restoration projects.

NOO-KAYET INVESTMENTS

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Represented Entities:



Executive Leadership

Anthony Jones, CEO (started March 2026)
Eric Croft, Interim CEO (resumed role as COO starting March 2026)
Yong Kwon, CFO
Marc Papaj, General Manager (started May 2026)

Board of Directors

Alicia Fulton, Interim Board Chair (appointed Board Chair February 2026)
Christian Tom, Vice-Chair (appointed to Board February 2026, Vice-Chair May 2026)
Kelly Sullivan, Ex-Officio
Jonelle Grady, Ex-Officio (appointed February 2026)
Amber Caldera (no longer serving as of January 2026)
Greg Trueb
Richard Baze
Matt Ives (no longer serving as of August 2025)
Brennan Jacobson (appointed February 2026)

NOO-KAYET INVESTMENTS

..... CONTINUED

In 2025, Noo-Kayet Investments and its operating entities exceeded its budgeted numbers for both the current calendar year and in year-over-year comparisons. In addition, NKI pushed forward strategic projects, finalized acquisitions, and filled key leadership positions.

Acquisition of Minder Meats

In April 2025, NKI finalized the purchase of Minder Meats, a meat distribution and retail company that has been a staple of the Kitsap County business community since 1943. One of only two USDA-approved meat processors in western Washington, Minder Meats serves families, restaurants, grocery stores, and other commercial operations from Tacoma to Port Angeles. They specialize in locally sourced beef, pork, chicken, and seafood.

Soon after the purchase was complete, NKI began a remodel of the Minder Meats retail space in Bremerton, which celebrated its Grand Opening in December 2025.

Eagles Nest Expansion

In September 2025, Eagles Nest Espresso celebrated the opening of its new, larger location near Gliding Eagle Market. The new 600-square-foot retail space features two drive-up windows and an expanded menu.

New Leaders

John Briggs was hired as Assistant General Manager of Gaming for The Point Casino.

The search for NKI's permanent CEO began in late 2025. Anthony Jones was named CEO in March 2026.

The Point Casino & Hotel's General Manager position became vacant in 2025. Marc Papaj was hired to the role in May 2026.

Tribal Developments Center Opens

At the site of the former Point Market/Kountry Korner store, NKI celebrated the opening of the Tribal Development Center. This fully remodeled space houses NKI's Human Resources department, the office of the Tribal Development Manager, and recruiters, who source employees for all NKI entities.

The Point Market gas pumps remain open for credit and debit card use only.

NOO-KAYET INVESTMENTS

..... CONTINUED

Property Acquisition

NKI continued to source land and property acquisitions on behalf of the Tribe. In 2025, NKI closed on a 25-acre property across from Tribal Development Center, as well as the Tanner Building, an office complex in Kingston. Both properties are now in the process of being placed into tribal trust.

Refresh of The Point Hotel

The Point Hotel continues to undergo a complete refresh of its rooms and facilities, including new carpeting, furniture, and bedding. This work—which is being done in a phased approach to not disrupt occupancy—began in 2024 and is expected to be complete in 2027.



NOO-KAYET INVESTMENTS

..... CONTINUED



Closure of Ascension

Ascension Craft Cannabis ceased operations on June 30, 2025. Launched in 2023, Ascension produced and distributed high-quality, medical-grade cannabis utilizing sustainable, regenerative, and environmentally responsible growing practices.

Although its products were very well received and enjoyed strong initial retail presence, Ascension ultimately faced significant challenges achieving long-term traction in an increasingly saturated market. These conditions created an environment where retailers expected discounts and lower prices, which, for Ascension, was not possible while still maintaining a quality product and turning a profit on the operations.

After Ascension was unable to meet earnings targets for five straight quarters, the NKI Board and Executive Team made the difficult decision to phase out the business, while working to ensure maximum value on the remaining inventory. Ascension is just one casualty in this marketplace; in recent years, many growers have been forced to shut down.

NKI Leadership and its Board of Directors wish to express their sincere appreciation to the entire Ascension team for their hard work and dedication. This includes Operations Manager Frank Faults, who brought his decades of cultivation experience and leadership to the organization.

As of June 2026, NKI is in negotiations to lease out the former Ascension as an additional source of revenue.

PLANNING



- Completed construction of the Data Center building, which will house the Tribe's vital network servers.
- Completed construction of the Natural Resources Enforcement modular office building, which will also temporarily house the entire Police Department during the Public Safety renovation (police station).
- Completed design of the Public Safety renovation.
- Negotiated home relocations with three tribal homeowners along the bluff, demolished two bluff homes and restored the vacated homesites, and began site work for two new replacement homes at Old Red Cedar.

PLANNING

..... CONTINUED

Additional Information

- Completed construction of the new Heronswood greenhouse.
- Completed construction of the campground at Warrior Ridge, used during Canoe Journey.
- Completed construction of the amphitheater seating area at the House of Knowledge
- Began construction of the new pharmacy at the Health Center.
- Installed standardized fire alarm systems in tribal campus buildings
- Worked with Council getting the Administration Campus Master Plan update adopted.
- Prepared a Feasibility Report for the new Cultural Center and Food Preservation complex with the Stantec consulting team.
- Prepared a Feasibility Report for the new Cemetery with the Stantec consulting team.
- Prepared a Master Plan for the Hansville Block property with the Stantec consulting team
- Began work on an update of the Old Wastewater Treatment Plant site Master Plan with Montrose consulting
- Worked with Kitsap County, getting the Conditional Use Permit approved for the 288th St property, allowing tribal government offices under county zoning
- Completed 90% construction drawings for the 288th Street office space remodel, including building architecture and site improvements.



POLICE/NR ENFORCEMENT



Personnel & Staffing Highlights

In 2025, PGSPD welcomed two new officers and Chief Brian George, further enhancing our operational capabilities:

- Officer Dakota Melton, transferred from the Patrol Division to the Natural Resources Enforcement (NRE) Division, bringing the division to full staffing for the first time—a major milestone.
- Officer Craig Mellinger joined the Patrol Division, beginning his assignment in May and completing his training at FLETC in October.
- Chief Brian George a Port Gamble S'Klallam Tribal Member, joined the department and is excited for the opportunity to support the Port Gamble community.

Emergency Rescue - Canoe Journey

- NRE Officers responded to a canoeist in distress, locating the individual, administering lifesaving measures, and ensuring safe transport to shore. Medical personnel took over care without delay.

Natural Resources Enforcement (NRE) Division

2025 was a notable year for NRE, marked by professional development, expanded operational readiness, and significant service to the community:

- Two NRE officers attended Field Training School, successfully completing their programs.
- Two officers attend Drone Operators Course, allowing the department to continue to build out operational capacity.

POLICE/NR ENFORCEMENT

..... CONTINUED

Community Involvement & Outreach

PGSPD remained deeply engaged with the community throughout 2025, continuing a long-standing commitment to relationship-building and youth engagement. Activities included:

- Handed out stickers and candy at the Tribal Easter Egg Hunt.
- Participated in the Strong Family Fair, giving away helmets, toys, otter pops, gift bags, and engaging children in games.
- Supported the MMIWR Walk, including cooking for participants; NRE officers walked alongside community members from Gliding Eagle to the Tribal Center.
- Honored former Reserve Officer Ray Bessette with a full military memorial service, including a 21-gun salute.
- Visited the elementary school to teach students about police work and safety, helping them explore patrol cars and equipment.
- Welcomed children who visit the station with popsicles, stickers, and educational items
- Full participation in the Canoe Journey.
- Attended and supported the S'Klallam Youth Talent Show
- Participated in the Employee BBQ Dunk Tank, with Officer Bradshaw taking the plunge multiple times.
- NRE officers led educational nature walks for ECE classes, teaching about local plants and wildlife.
- Attended the Annual Shop with a COP Event, ensuring tribal community children had a meaningful Christmas and positive interactions with Law Enforcement.



S'KLALLAM FOUNDATION

• Heronswood Garden



Accomplishments:

- Development of a major donor/legacy giving program with planned estate gifts.
- Establishment of a Founders Circle with donors committing \$50,000 or more.
- Addition of the Community Investment Grant program (formerly Appendix X)
- Completion of the Heronswood Greenhouse.
- Installation of mobility supports throughout the garden to improve accessibility (grading trails, strategic placement of benching, etc.).
- Record revenue for fundraising and public event activities (for example, Haunted Heronswood).



S'KLALLAM FOUNDATION

• Heronswood Garden

..... CONTINUED



Additional Information

- Record revenue for weddings (2025 had the most weddings booked in Heronswood's history); increased and expanded infrastructure for more wedding amenities and options, including capacity for larger attendance.
- Expanded Heronswood's internship program from a summer (seasonal) program to year-round, including college students and local high school students interested in botany and horticulture.
- Significant increase in facility use services for meetings, events, and special programs at Heronswood (Tribal/non-Tribal)
- Tourism signage project completed: Professional interpretive and directional signage.
- Garden staff had a robust speaking schedule for professional and public convenings, conferences, and media.
- Transition began in 2025 to a more capable database for managing our growing donor/member/fundraising records and activities.
- Continued development and expansion of the Heronswood Gift Shop, with locally-sourced and Tribal artisan items.
- Expanded children, youth and family programming and special events, including outdoor education, year-round Early Childhood Education, and special event activities.

SPECIAL PROJECTS

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In 2025, the Special Projects Department stayed busy supporting the community in the following ways:

- Hosted 13 community events, including the largest Canoe Journey the Tribe has ever held with more than 2,500 people in attendance, along with 3 all-staff events.
- Provided over 350 Sick Kits to staff and more than 250 to tribal/community members.
- Assisted 17 families with funeral, memorial, and celebration of life services.

SPECIAL PROJECTS

..... CONTINUED

Additional Information:

- Worked with the Chairwoman and the Washington State Department of Veterans Affairs to sign an MOU that allows a couple of staff members to become Tribal Veteran Service Officers so they can better support our Veterans with claims and benefit applications. One staff member completed the course and will be available to serve Veterans in the 2nd quarter of 2026.
- Coordinated CPR classes for staff and partnered with the WA State Emergency Management Department (EMD) to update the Tribe's Community Emergency Management Plan, which will be completed in early 2027.
- Prepared an RFP and contracted with a consultant to update the Tribe's Hazard Mitigation Plan, which should be complete by the end of 2026.
- Staff also worked closely with the new policy writer to update the Lot Clean-Up and Funeral policies, which are expected to be approved in early 2026.
- Another major project was developing the "Building Homes on PGST Land" guide to help Tribal members on the Lot Wait List understand the full process of becoming a successful homeowner and lot holder.
- Collaborated with Planning to identify potential new locations for the cemetery and the Community Garden. Although a temporary garden site was identified, ground issues prevented the move, so the garden will stay where it is until a permanent location is ready in future years.



TRIBAL GAMING AGENCY

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Staff & Infrastructure

- Hired TGA's first ever IT personnel, Jason Mosely, as IT Manager.
- Completed a full computer upgrade across the entire agency.
- Promoted Orville Hills to Surveillance Supervisor.

Technology & Systems

- Built and launched CIP reporting for Licensing, Surveillance, and Compliance, transitioning to a fully paperless solution.
- Expanded eConnect with 30 additional facial recognition cameras and one new server to support the system.

Regulatory Development

- Completed the content for the Tribal Internal Control Standards (TICS) with GLI. Legal review is currently underway.
- Began work with Galanda Broadman to create regulations pursuant to PGST Law & Order Code: Title 20.

TRIBAL GAMING AGENCY

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Training & Engagement

- Facilitated two trainings for NKI Leadership, PGST Council, PGST Gaming Commission, and Casino Leadership on the Commission/TGA role and authority, presented by Tribal Attorney Eric Eberhard and NTGCR Chairman Jamie Hummingbird.
- Hosted Michael Crump for a comprehensive surveillance training for the agency.

Commission Activities & Conferences

- Facilitated the PGST Gaming Commission's 2nd retreat at Ocean Shores, WA, which also created the space for the first joint meeting of the PGST Gaming Commission and NKI Board of Directors.
- Hosted NIGC Vice Chairwoman Jeannie Hovland's visit to PGST.
- TGA maintained a presence at the NTGCR Fall Conference (Northern Quest Casino, Spokane, WA), the Northwest Indian Gaming Conference & Expo (ilani Casino, Ridgefield, WA), and the GLI Regulators Roundtable (The Palms Casino, Las Vegas, NV).

Additional Information

- Philip Marmolejo, TGA Operations Manager, was selected by Armstrong Law Office as the Regulator of the Month for September 2025. Additionally, he was appointed by majority vote of the Northwest Region of the National Tribal Gaming Commissioners/Regulators (NTGCR) to serve as a member of the NTGCR Board and as the Northwest Region Alternate to Delegate Dr. Lena Hammons from the Tulalip Tribe.

UTILITIES

- Parks and Roads Management
- Equipment Services

Over the past year, the Utilities and Public Works Department achieved the following:

- The new well has been connected into the distribution system and should be in operations within the next month or so.
- New Membranes for the MBR were purchased and installed.
- The walking path project was completed.
- Added a new staff member to manage the Energy Program (Rachel Gates).
 - a. Rachel has advertised and obtained a solar trailer that will provide solar energy for miscellaneous power needs where access to power is limited.
 - b. Got council approval on a strategic energy plan.
 - c. Obtained an energy program manager certification.
 - d. Overseen the installation of solar panels and battery storage for the health center.
 - e. Performed energy audits for tribal admin buildings.
- 2 staff members acquired state certification for water distribution.
- Public Works organized the repaving of the upper housing, salmonberries and hood canal cul de sac.
- Fencing for basketball courts at the skatepark, Boston lane and baseball field locations were installed.



IN REMEMBRANCE 2025

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ROSEMARY FULTON
JOAN MURPHY
KAREN ARMANTROUT
FLOYD JONES
MARCELENE SPARKS
JUDITH TREVATHAN-HUNT
CYRENE TOOZE
JOHN LUND
DIANNA PURSER
BONNIE GEORGE
DONALD PURSER SR



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