



Muckleshoot Indian Tribe



ANNUAL REPORT



January 1, 2018 ~ December 31, 2018

A GUIDE TO MUCKLESHOOT TRIBAL PROGRAMS & SUMMARY OF THEIR ACCOMPLISHMENTS



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&

SUMMARY OF THEIR ACCOMPLISHMENTS



Virginia Cross, Chair



Anita Mitchell, Vice-Chair



Jessica Garcia-Jones
Secretary



Jaison Elkins, Treasurer



John Daniels Jr.



Louie Ungaro



Jeremy James



Donny Stevenson



Mike Jerry Sr.



MUCKLESHOOT TRIBAL COUNCIL



2018 - '19 Muckleshoot Tribal Council

Virginia Cross, Chair

Anita Mitchell, Vice-Chair

Jessica Garcia-Jones, Secretary

Jaison Elkins, Treasurer

John Daniels Jr.

Jeremy James

Mike Jerry Sr.

Donny Stevenson

Louie Ungaro



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Community Services Division / Building Maintenance & Security

The Community Services Division is comprised of two departments, Building Maintenance and Security. The Community Services Division supports the Muckleshoot Tribe by maintaining functional, energy efficient, accessible, and secure environments at Muckleshoot government administration buildings and properties.

BUILDING MAINTENANCE

Brook Boone | Building & Security Director
38805 172nd Avenue Southeast Auburn, WA 98092
(253)876-3068
Brook.Boone@Muckleshoot.nsn.us

Building Maintenance provides well-maintained, secure, and accessible environments for Muckleshoot Tribal Members, employees, community members, and visitors. The Building Maintenance department is responsible for the maintenance and facility upkeep of 81 tribal government buildings and properties. The Building Maintenance team performs routine and extensive preventative maintenance and repair procedures on Muckleshoot buildings, mechanical equipment and utility systems.

Tribal Government Building and Property Emergency Line: (253)561-1297

SERVICES PROVIDED

- Key access to tribal government buildings and properties
- Electrical maintenance and installation
- Heating, ventilation, and air conditioning maintenance, repair, and installation
- Plumbing maintenance and repair
- Painting and patching of government buildings
- Delivery and service of generators at Muckleshoot government buildings and approved Muckleshoot tribal elder homes
- Key access to the White River access gates for Muckleshoot Tribal Members 18 years old and older and for employees that perform business at the White River
- Brush clear for Muckleshoot Tribal Members 18 years old and older using mechanical equipment or our eco-friendly alternative, goats
- Pest control and reporting for Muckleshoot government buildings and properties
- Assist the Construction department on particular upcoming projects
- Any needed facility replacements, repairs, and installation type of services
- Emergency Muckleshoot government and administration building facility issues

• **HIGHLIGHTS OF 2018**

- Building Maintenance and Security became a part of the new Community Services Division
- Locking systems were changed on all White River access gates and new keys were administered
- The Brush Clearing Program was created to service Muckleshoot Tribal Member properties
- Coordinated contracted home inspections for select Muckleshoot Tribal Housing units begun
- Online mobile reporting utilizing MoboTour was implemented for Building Maintenance services

OUTLOOK FOR 2019

- Upgrade locking systems for Muckleshoot government buildings and White River Access gates
- Deliver and service generators for newly built select Muckleshoot elders homes
- Coordinate contracted home inspections for select Muckleshoot Tribal Housing units
- Provide painting and patching service work in-house on select Muckleshoot government buildings
- Increase brush clearing service provided for all Muckleshoot Tribal Members 18 years old and older
- Distribute Pacific Northwest native trees to Muckleshoot Tribal Members and plant trees for Muckleshoot Tribal Member Elders 50 years old and older
- Repair and replace fencing at needed areas on Muckleshoot government properties

Completed Services	Completed
Completed work requests for Muckleshoot government and community	1,422
Elders generators serviced – 3rd and 4th quarter	62
Elders generators delivered – 3rd and 4th quarter	66
Brush clearing services provided	59
White River Access keys administered to Muckleshoot Tribal Members	349
White River Access keys administered to Muckleshoot employees	51

Work Requests Completed	
Month	Completed
January	102
February	117
March	149
April	100
May	110
June	111
July	108
August	92
September	135
October	195
November	109
December	94
Grand Total	1,422



Building Maintenance



Brush Clearing Program goats

The Muckleshoot Tribe’s security officers and management work diligently to provide safety on the Muckleshoot reservation in a professional and service-oriented manner. Muckleshoot Tribal Security are responsible for assisting in protecting and safeguarding the Muckleshoot Tribe’s assets, personnel, and visitors of the Tribe.

SECURITY EMERGENCY LINE: (253)261-7707
FOR EMERGENCIES, CALL 911 FIRST AND THEN SECURITY

SERVICES PROVIDED

- Perform security patrols of buildings, vehicles, White River Access gates, and tribal events
- Jump start vehicles and help with vehicle entry for keys locked in vehicles
- Escort tribal members, employees, and banned individuals
- Investigate and complete reports on accidents, incidents, suspicious activity, and other security related situations while maintaining confidentiality
- Contact appropriate law enforcement agencies regarding unauthorized trespassing as well as hostile, aggressive, or loitering individuals at tribal facilities, housing, or community events
- Protect property from theft and vandalism
- Provide needed assistance to tribal members, employees, and visitors at gatherings and funerals

Muckleshoot Tribal Security are Available 24/7

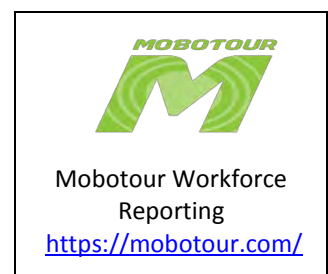
HIGHLIGHTS OF 2018

- Increased patrol and Muckleshoot Security presence at Muckleshoot Market & Deli, thereby decreasing incidents and loitering
- Began patrol for additional Muckleshoot properties
- Installed lighting in dimly lit loitered areas on the Muckleshoot reservation, thereby decreasing loitering and suspicious activity
- Attended Law Enforcement Curriculum on Elders Abuse Training
- Implemented online mobile security reporting utilizing MoboTour

OUTLOOK FOR 2019

- Increase patrol for Muckleshoot events and gatherings
- Attend and implement security officer training on defusing situations, self-defense, and defensive driving

Security Mobotour Reports Submitted 3rd and 4th Quarter (Mobotour implemented May 2018)	Mobotour Reports
911 Response Reports	19
Escort Forms	11
General Incident Reports	472
Open Door and Window Reports	320





Community Affairs/Advocacy

“For the Muckleshoot Tribal Members, Community and Employees”

Executive Management Team - (Employees Complaints and Claim Process)



PERSON IN CHARGE: Rita Jean Martin, Director

LOCATION: Cedar Building

PHONE: 253-876-3212

EMAIL: Rita.Martin@Muckleshoot.nsn.us

DEDICATION: I am a dedicated Muckleshoot Tribal Member. I have worked for the Muckleshoot Tribe for 40+ years. I report to COO and find solutions to issues that arise.

HIGHLIGHTS OF 2018:

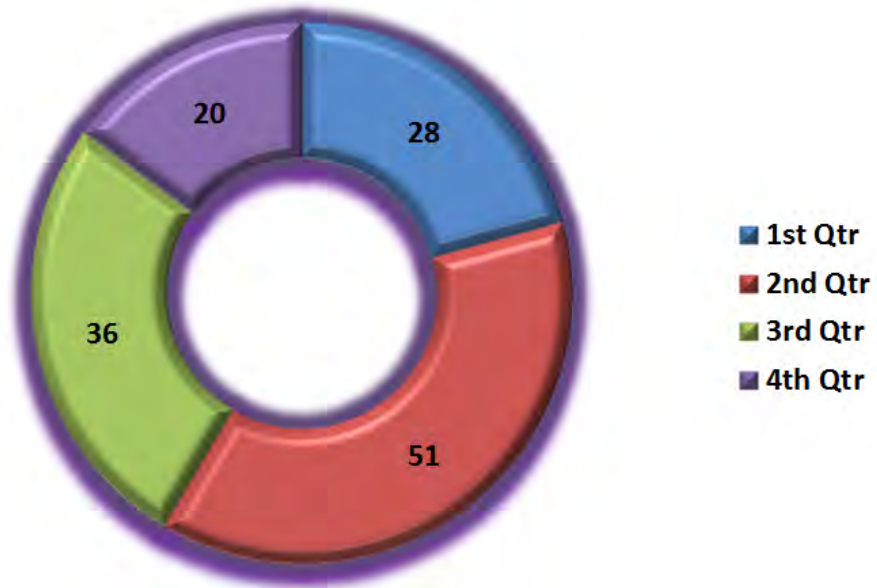
- I provide confidential assistance to Muckleshoot Tribal Members, Community Members and Employees.
- Home visits to elders, disabled or family without transportation- Family needs or resources. Act as an advocate on their behalf.
- I attend Muckleshoot Indian Tribe Court and I am advocate on their behalf if needed. I have attorneys that are willing to assist Muckleshoot Tribal Members at Regional Justice Center (Kent).
- I was an advocate for Tribal Member at Auburn Court and transported Tribal Member.
- If you have trouble with paperwork, I assist with paperwork to be filled out if needed.
- I answer questions and interpret the Muckleshoot Governmental Policies & Procedures and Departmental Policies and Procedures.
- Act as an advocate: complaints, issues and try to resolve in professional manner.
- Research and study complaint before attending meetings as advocate.
- Meet with the COO and the Directors if needed to resolve issues. I send my direct report to COO for further investigation, or for him to develop solutions to improve our organization.
- Attend meetings and community events.
- Duties as assigned by COO for Muckleshoot Tribal Members, community and employees.
- Attend Funeral/Comfort Muckleshoot Tribal Members and the Community.
- Executive Management Team – Employees Complaints and Claim Process.

OUTLOOK FOR 2019:

Be Motivated, Positive Outcome – Find solutions, Caring-Respect One Another, Team Players, Cultural and Spiritual Beliefs. Honor – “Dedicated to the Muckleshoot Indian Tribe Members.”

2018 - RESOLVED ISSUES – 135

Average number of interaction with Muckleshoot Tribal Members, Community & Employees





Community Services – Reception & Mailroom

PERSON IN CHARGE: Thea Nelson-Jerry, Community Services Program Manager

LOCATION: Philip Starr Building

PHONE: 253-939-3311

EMAIL: Thea.Nelson-Jerry@Muckleshoot.nsn.us

PROGRAM DESCRIPTION:

Community Services provides a continuous flow of comprehensive communication delivery service to all Muckleshoot Indian Tribal entities locally. Our Reception desk, the core of the program, answers and directs all incoming phone calls and people to the appropriate staff and departments, servicing communications to all programs across MIT, vendors, customers both internal and external we are located at the Phillip Starr Building.

SERVICES PROVIDED:

Community Services – Reception/Mailroom provides effective daily delivery service of all incoming/outgoing written, oral and digital messaging to the appropriate staff and departments for Muckleshoot Indian Tribe across all entities.

HIGHLIGHTS OF 2018:

- We rebuilt the way we document data in our mailroom, this new recording was incorporated into our system in 2018 providing accuracy to our daily production.
- We brought innovative technology to the mailroom by using a fully automated system for accepting, delivering and tracking packages for programs within Muckleshoot Indian Tribe.
- Our new economically friendly vehicle came in 2018, with more room to load boxes emphasizing improvement in time management and mail delivery.
- We successfully began adding events to the Muckleshoot Events Calendar, offering clarity for all programs at MIT for scheduling events sponsored by Muckleshoot. The purpose of this calendar is to serve MIT programs, with a directive to provide members ability to view events anytime/anywhere with internet connection via: Muckleshoot Indian Tribe Application. Thank you to our wonderful Information Technology Team.

OUTLOOK FOR 2019:

- In the next year we will finalize use of the new System of tracking packages, and mail distribution across all entities in Muckleshoot. Monitoring frequency we can now move forward with minimal error and continuously track progress with data gathered.
- PSB Reception's phone system upgrade will come in 2019, also with tracking mechanism to better record influx of calls.
- Meeting requests will improve to digital input to provide an efficient process. Improve current system, supporting desired trend in economically inclined methods.



COMMUNITY SUPPORT SERVICES

Adult Athletic Sponsorship

NAME & TITLE OF PERSONS IN CHARGE:

Kristina Jones, School Age Administrator
 Fawn Hutchens, Director

LOCATION: Youth Facility
MAIN PHONE: (253)876-3370
MAIN EMAIL: Kristina.jones@muckleshoot.nsn.us



PROGRAM DESCRIPTION:

The Program is intended to encourage participation but will *not* necessarily pay the full cost of the activity. The Program will be administered under the Muckleshoot Indian Tribe Recreation Program. Eligible Muckleshoot Adult(s) may receive financial assistance up to \$900.00 each calendar year to use toward a qualifying activity or as long as funding is available. Funding for Team Sports may be shared equally from MIT Adults.

SERVICES PROVIDED:

- **Services/Benefits** – Eligible Muckleshoot Adult(s) may receive financial assistance up to \$900.00 each calendar year to use toward a qualifying activity or as long as funding is available.

HIGHLIGHTS OF 2018:

- **Customer Service** – improved communication on processing applications and communicating with customers while they enter the building.
- **Vendor List** – Initiated Vendor List of local businesses that are in our system.

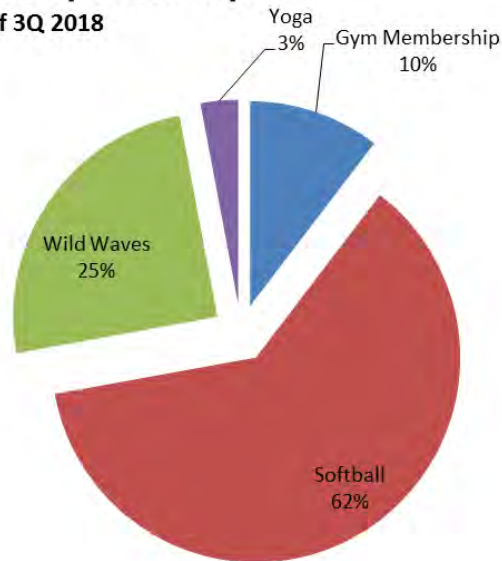
OUTLOOK FOR 2019:

- **Vendor Recruitment** – reaching out to local businesses to increase our service vendor list.

Adult Athletic Sponsorship 2018	Quarter 1	Quarter 2	Quarter 3
Number of applicants in adult sponsorship.	26	42	35
Average spend per participant in adult sponsorship.	\$543	\$425	\$292

Adult Athletic Sponsorship

as of 3Q 2018



Youth Activities Fund

NAME & TITLE OF PERSONS IN CHARGE:

Kristina Jones, School Age Administrator
Fawn Hutchens, Director

LOCATION: Youth Facility
MAIN PHONE: (253)876-3370
MAIN EMAIL: Kristina.jones@muckleshoot.nsn.us

PROGRAM DESCRIPTION: Youth Activities Fund Program is intended to support Muckleshoot youth athletics in the pursuit of activities that are positive and creative. Involvement in activities will teach the Muckleshoot youth the essential life skills of self-discipline, commitment, teamwork, responsibility and patience, which will lead into improve academic performance in school.

SERVICES PROVIDED: Financial Assistance for Eligible Muckleshoot Youth with Activities expenses up to \$700.00 per calendar year, with an additional \$300.00 for competitive sports leagues to assist with registration fees/dues.

- Activities involving a sport, arts education programs, or extra or co-curricular activity connected with the child's school enrollment.
- Funds may be used for Supplies and equipment necessary for youth participation such as sports, uniforms, minor additional clothing necessary for the sport (i.p., socks, sports bra, swim suit, protection gear)
- Funds may cover Lessons/classes – musical instrument costs for rental/purchasing, instructor/lesson fees, additional fees necessary to participate (i.p, lift fees for ski lessons, club dues), shoes, costumes, and books and materials needed for lessons.
- Limited assistance for youth athletic teams to participate in local youth sports tournaments.

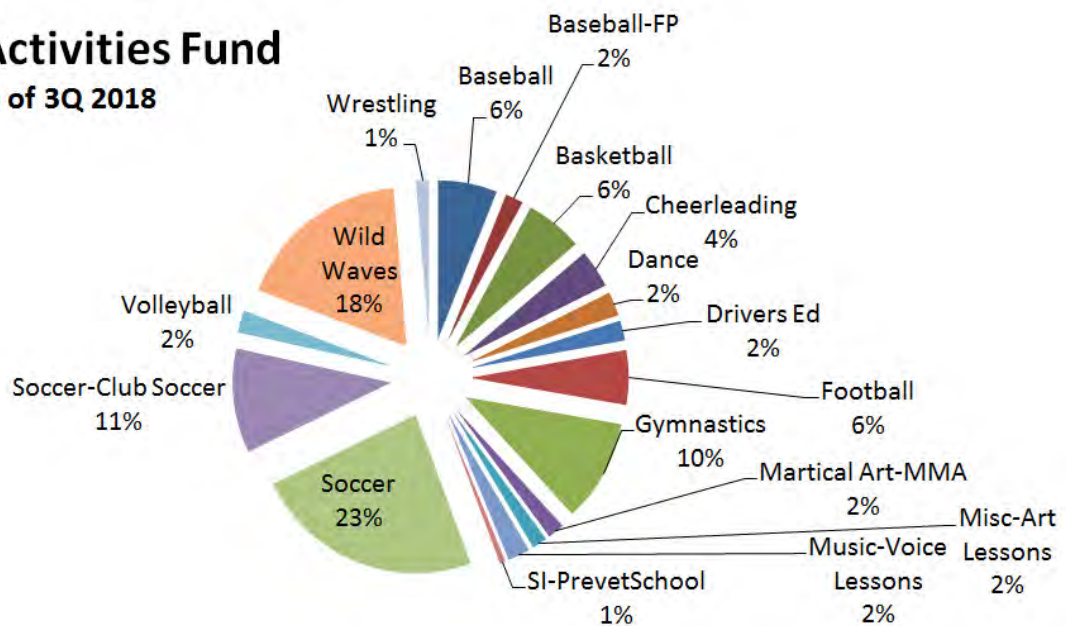
HIGHLIGHTS OF 2018:

- Customer Service – improved communication, expedited application processing as well as more assistance provided with processing.
- Creation of Vendor list for local businesses
- Increased participation of youth in Competitive-Select sports programs.
- Lil Rippers Teams (various age grouped teams) participated in various tournaments throughout the 2018 year.

OUTLOOK FOR 2019:

- Vendor recruitment, reaching out to local businesses to increase our service vendor list
- To service more youth both in and out of state

**Youth Activities Fund
as of 3Q 2018**



2018	1 st Quarter	2 nd Quarter	3 rd Quarter
Number of applicants in youth activities fund	78	50	57
Average spend per participant in youth activities fund	\$230	\$464	\$255



Youth Development Program

NAME & TITLE OF PERSONS IN CHARGE:

- Katey Sias, Youth Development Program Manager
- Ginger Starr, YDP Admin IV
- Courtney Bennett, YDP Coordinator (assists with Program Enrollment)
- Fawn Hutchens, Director

LOCATION: We have two service sites:

- **Youth Facility**, 38625 172nd Ave SE, Auburn WA 98092
- **Teen Center**, 17608 SE 400th ST, Auburn WA 98092

MAIN PHONE: 253-876-3383 Youth Facility / 253-876-2853 Teen Center

MAIN EMAIL: Ginger.Starr@Muckleshoot.nsn.us & Courtney.Bennett@Muckleshoot.nsn.us

PROGRAM DESCRIPTION: To provide positive and healthy extracurricular & cultural activities and education that focus on leadership and promote positive self-image, sensitive topic awareness/prevention, and life skills the program enables the children and youth of the Muckleshoot community to be equipped with the tools to needed for a successful life.

SERVICES PROVIDED:

- **Afterschool Program.** Safe, drug and alcohol free-positive environment and space for youth to engage in various activities and make friends.
- **Youth Facility:** Tuesday – Thursday, 3:00 – 8:00 PM; Friday, 12:00 – 6:00 PM, Saturday, 11:00 – 6:00 PM unless otherwise noted, based on field trip/activity
- **Teen Center:** Tuesday – Thursday, 3:00 – 8:00 PM; Friday, 3:00 – 10:00 PM, Saturday, 11:00 – 6:00 PM unless otherwise noted, based on field trip/activity

Limited Transportation Services

- YDP offers a service for members to be picked up if they live within the boundaries after school Tuesday – Thursday, as well as on Saturdays for field trips or onsite activities.
- YDP conducts a drop off for enrolled participants that live within the boundaries at 8:00 PM Tuesday – Thursday and 6:00 PM Friday- Saturday (unless otherwise noted).

Field trips. We offer field trips and/or exciting onsite activities on Saturdays, and during school breaks.

Meals:

- **Normal Program Hours:** we provide a snack and dinner.
- **Early Release & School Breaks:** we provide a (breakfast – during school breaks), lunch, snack, and dinner
- **Field Trips:** based on time of field trip, we provide lunch, snack and dinner. Dinner may be an offsite option on occasion.

Enrichment activities. YDP offers a wide variety of fun and engaging enrichment activities ranging from cultural arts, homework session, active outdoor/indoor group activities, crafts, computer lab access and more.

HIGHLIGHTS OF 2018:

Program Modification: Age versus Grade at the Teen Center. We have made a modification to our program, and we now allow the Teen Center to allow members to join based on their grade and no longer their age. The Teen Center, formerly known as the Drop in Center, now allows 6th graders – 18 year olds (until end of school year/graduation) to attend.

Power Hour. Research has shown that youth perform better in school when they spend their non-school hours engaged in fun, but academically challenging activities. Amongst the daily structure, we incorporated dedicated time in part of the day where we allow our participants to complete and/or finish their homework. In the event our participants do not have homework, we also facilitate some type of educationally focused specific group activity that incorporates engagement and fun.

Program Structure. We have implemented an overall structure to our onsite days to benefit the participants and staff. The participants are able to explore arts, culturally focused arts and activities, computers, and organized activities and games throughout the day during designated times. Staff are able to share their talents when working in specific areas of their choice or interest.

Staff Development: Fulcrum Learning Systems, CRATE Training. On July 2nd and 3rd, the Fulcrum Learning Systems provided a training in the areas of team building, personal growth, and a CRATE activities training to better enhance how we facilitate activities. Fulcrum provided training and development to 22 staff, and all of the skills were utilized to help make for a productive and engaging summer for our youth.

Staffing Update. In 2018, we were able to bring on Katey Sias as YDP Manager her experience has tremendously improved our services. She has been monumental in developing a flow to our program that provides more social-emotional growth opportunities for Our Youth. She has been an incredible mentor for all YDP staff and provides remarkable support for Management staff. We look forward to 2019 & the accomplishments & growth that Katey will guide us through.

Summer Camp. YDP collaborated with MCDL to provide a summer camp a 6 week, weekly themed summer camp for grades 2nd – 5th at the Youth Facility, and specialized tracks for grades 6th – 12th at the Teen Center. We served an average of 58 participants at the Youth Facility and averaged 11 at the Teen Center.

The 2nd-5th grade participants were able to have the opportunity to go on weekly theme related field trips, engage in onsite themed activities, participate in a 6 week progressive swim lessons, have a cultural-elder connection day with berry picking to make jam to gift to Elders, and explore careers within the tribe.

The 6th-12th grade participants had the option to participate in 4 different tracks: sports, dance, leadership, and filmmaking. They also had the opportunity to participate in fun field trips, and at the end of the 6 weeks the teens produced 6 short films with an award winning native artist, polished their leadership skills, learned new dance routines to a song of their selection, and develop their skills in basketball and football.

OUTLOOK FOR 2019

College and Career Awareness. In 2019 and continuing, the YDP will be shifting gears to emphasize the importance of college and career. YDP will be creating more awareness around college and career readiness by advertising college and its successes, and exposing the participants to the various careers and opportunities around the tribe and around the world.

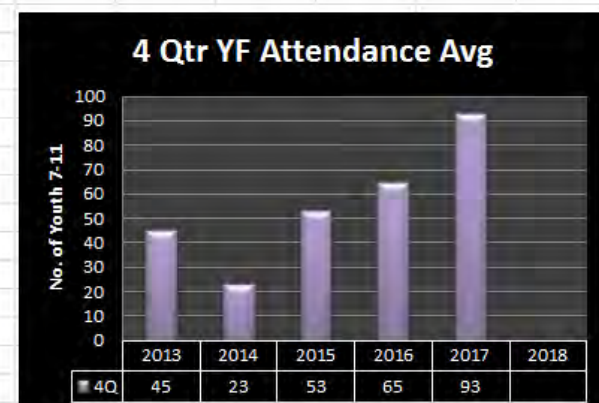
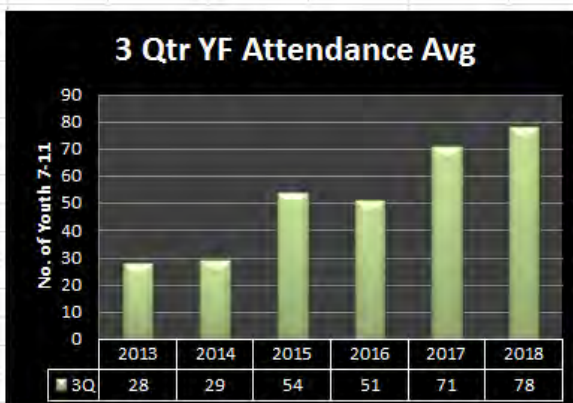
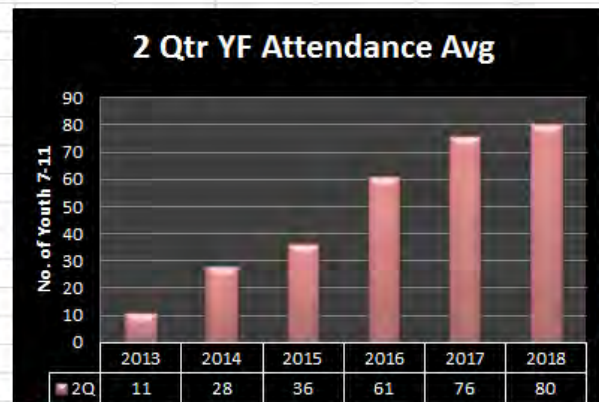
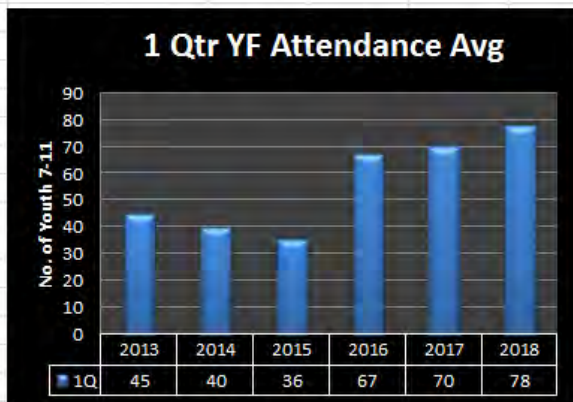
Program Implementation & Programming vs. Activities. The YDP staff will be learning how to develop activities into meaningful programs to deliver with an emphasis in social emotional learning. This concept will be also applied to building more culturally focused programs.

Reward System. The YDP will finalize and launch a reward system that focuses more on recognition and acknowledgments, as well as steers away from distributing unhealthy treats. The reward system will have an emphasis in focusing more on positive reinforcement. One of the main goals is to create an environment of understood positive behavior with more praise to accomplishments.

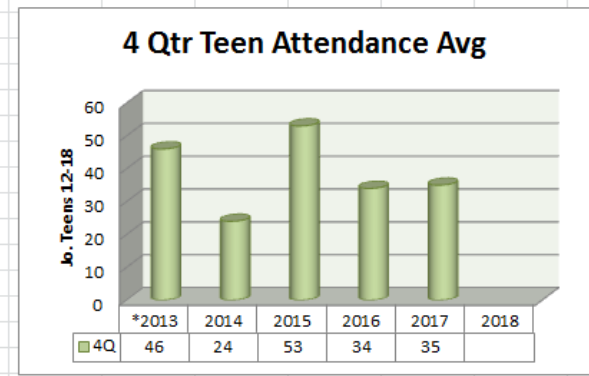
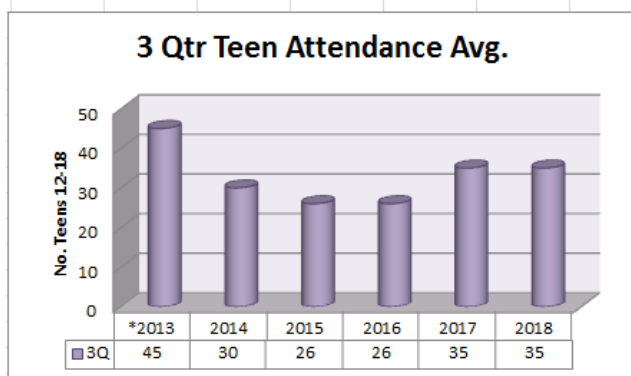
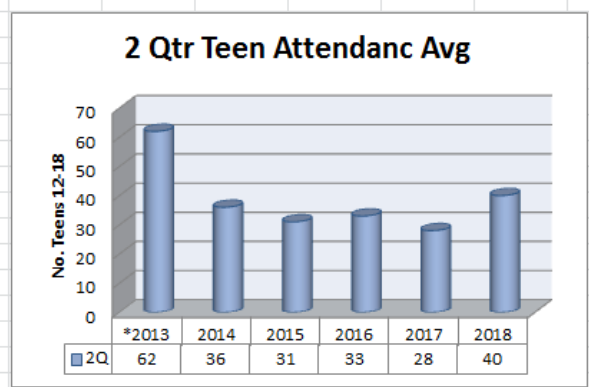
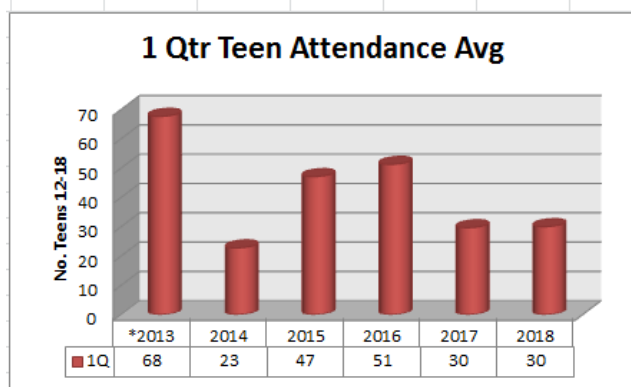
Teen Center – Studio. In 2019 and continuing, the Teen Center is anticipating opening the studio to allow the teen participants to be able to creatively express themselves through musical instruments, song writing, and music producing.

Meals: GO Green! The YDP has made changes to offer fresher foods to the participants. YDP plans to continue those efforts into 2019, as well as incorporating more cultural foods.

YDP -Youth Facility Attendance
Daily Average Quarterly Average - As of 09/30/2018



YDP - Teen Center Attendance
Daily Average Quarterly Average - As of Sept 30, 2018



*2013 - Attendance included YWTP youth-they were signed in but as employees not participants
We see increased numbers for 1st & 4th Quarter due to Holiday Breaks and we offer services similar to Summer



Recreation

NAME & TITLE OF PERSON IN CHARGE:

- Tabitha Baker, Recreation Shift Supervisor
- Kristina Jones, Registrations
- Fawn Hutchens, Director

LOCATION: Muckleshoot Youth Facility
MAIN PHONE: 253-876-3370
MAIN EMAIL: Kristina.Jones@Muckleshoot.nsn.us

PROGRAM DESCRIPTION: The Recreation program strives to provide Muckleshoot youth ages 5-17 who are enrolled in school opportunities to help learn fundamental sports skills and strategies, and experience an array of recreational activities in a fun, safe, and drug, tobacco and alcohol free environment

We consider Recreation to be an entry level program; we participate in local City Leagues such as Auburn Parks & Recreation and Enumclaw Parks which focus more on fundamentals and participation than competitiveness. Recreation has been a long-time participant of the Inter-Tribal Youth Basketball League where we travel to the South end Reservations to play games and meet new athletes.

SERVICES PROVIDED:

- Basketball (Fall & Winter) for elementary grades 2-5
- Baseball & Fast Pitch (Spring & Summer) focused on elementary grades 2-5
- Soccer (Fall) focused on elementary grades 2-5
- Inter-Tribal Basketball Sessions are offered September – March for Middle and High School students. The League consists of South Sound Tribes: Nisqually, Puyallup, Skokomish, Wah-he-lut, Squaxin Island, and Muckleshoot.
- Ticket Distribution for local Major League Sports & Events like Native American Nights for Seattle Mariners & Seattle Storm, Point Defiance Zoo Lights, and Monster Jam.
- Offer Discount codes for Tribal Members & Employees to activities like Wild Waves, KUBE 93.3 Haunted Morgue, Washington State Fair, and various local shows.
- Local Tribal Tournament participation
- Sports training/skills camps or clinics

HIGHLIGHTS OF 2018:

- Increased Ticket purchase for Event distributions for MIT Families
- Obtained Discount Codes earlier than past years
- Participated in Seattle University and Tulalip Boys & Girls Club Tournament which provided youth athletes, an opportunity to tour Seattle University campus and meet SU Athletes as well as enjoy a Seattle University Game.
- Collaboration with HWC to encourage youth to participate in Jiu Jitsu classes

OUTLOOK FOR 2019:

- Continued Collaboration with HWC for youth activities
- Explore other activities and sports for youth athletes like dance, trainings, etc.
- Host a youth tournament



Tabitha Baker, MIT REC Shift Supervisor, 4-5 Grade Girls Soccer, Auburn Parks & Rec



Kristina Jones, MIT Coach – Boys 4-5 Grade Basketball, Enumclaw Parks & Rec



Seattle University & Tulalip Boys & Girls Club – Native Youth Tournament 02.03.2018



Andrake West, MIT Coach - Boys 4-5 Grade Soccer, Auburn Parks & Rec



Department of Education

Tribal Education Officer-Joseph Martin

"The Muckleshoot Department of Education: Pulling Together."

The mission of the Muckleshoot Department of Education is to provide a seamless system of excellence from birth through higher education in which the culture, history and language of the Muckleshoot people is integrated into every aspect and level of the education system.

The Muckleshoot Department of Education is home to the following divisions and programs:

Tribal Education Office

- Tribal Education Academics and Curriculum
- Tribal Education Operations
- State Tribal Education Compact Compliance
- Education Human Resources Business Partner
- Education Analytics and Research

Muckleshoot Early Childhood Education

- Muckleshoot Child Development Center (MCDC)
- Muckleshoot Early Learning Academy (MELA/Head Start)
- Birth to Three
- Muckleshoot Early Childhood Education Support Services
- Child Care Development Fund (CCDF)

Muckleshoot Tribal School

- Elementary School
- Middle School
- High School
- Attendance Mentors

Muckleshoot Language Program

Muckleshoot Culture Program

- Canoe Family
- Traditional Foods and Medicines Program
- Cultural Specialist-tool making, carving, canoe building and maintenance

Adult and Higher Education/Financial Aid

- Scholarship
- Workshop and Training
- Muckleshoot Tribal College
- College and Career Education Opportunities



Graduation Summary for 2018

Head Start.....	46
Muckleshoot Tribal School Kindergarten Students.....	51
Muckleshoot Tribal School 5th grade.....	37
Muckleshoot Tribal School 8th grade.....	28
MTS high school (MTS).....	34
Higher Education:	
College degrees –Post-secondary certificates.....	71
GEDs and High School 21 PLUS Diplomas.....	146

The Department of Education experienced a number of highlights and supported new and recurring initiatives in 2018.

- The Department of Education welcomed 3 new senior-level leaders in 2018:
 - Charlene Burgess – Muckleshoot Early Childhood Education Director
 - Valerie Segrest – Director of Curriculum and Instruction, Tribal Education Office
 - Adele Thompson - Human Resources Analyst, Business Partner, Tribal Education Office
- April 26, 2018, The Muckleshoot Tribe hosted the Washington State Tribal Leaders Congress on Education.
- May 5, 2018, Tribal Education Office hosted the Seattle Sounders U23 team who conducted free youth clinics and participated in a free exhibition match at the Muckleshoot Tribal School.
- May 30 through June 1, 2018, Muckleshoot Department of Education hosted the Washington State Early Learning Language Summit.
- From June through August 2018, the Department of Education in collaboration with the Youth Development Program provided the third annual Muckleshoot Summer Camp Program.
- The Department of Education hosted the following community events:
 - Honoring Our Graduates, June 23, 2018
 - New Teacher Orientation Luncheon- On August 21, 2018, the MIT Department of Education welcomed new teachers and administrators from the Muckleshoot Tribal School, Auburn School District, Enumclaw School District, and the Seattle School District.
 - Back To School Bash, August 24, 2018
 - Second Annual Salmon Jam Basketball Tournament, December 15 & 16, 2018
- The Department of Education, as part of an effort started by the vision of Tribal leadership and in collaboration with Muckleshoot Legal; Behavioral Health; Tribal Court offices and the community, have spent the latter part of 2017 and all of 2018 in the development and implementation of a Muckleshoot Truancy Program for use at the Muckleshoot Tribal School.
- Worked to develop a meaningful relationship with the Puget Sound Education Service District to provide expanded educational opportunities for our pre-kindergarten through grade 12 students.
- Began updating the work on the Muckleshoot Birth to Grade 12 Education Master Plan through the planning of continued development and growth of a comprehensive Muckleshoot Birth through Grade 12 educational campus.
- In an effort to assist local school districts in becoming compliant with Senate-House Bill 1495,

Government to Government Relations and Tribal History Curriculum the Muckleshoot Tribal Education Office under direction from Tribal Leadership, began participating with local school districts in consultation meetings. In 2018, TEO has met with Auburn, Enumclaw, Highline, Kent, Renton and Seattle School Districts.

- On September 17, 2018, Muckleshoot Tribal Leadership along with the Tribal Education Office welcomed the new Superintendent of Seattle Public Schools, Denise Juneau, J.D., to Muckleshoot.



Early Childhood Education Programs

PERSON IN CHARGE: Charlene Burgess

LOCATION: Muckleshoot Early Childhood Education Center & Muckleshoot Child Development Center

MAIN PHONE: 253-876-2159

MAIN EMAIL: Charlene.burgess@muckleshoot.nsn.us

It is my pleasure to present to you this year's accomplishments and forward movement on our goals. It takes a great team to build a great program, and I am privileged to lead this dedicated, hard-working and creative team.

Of the many highlights this year, I would like to focus on two. We have experienced tremendous growth throughout all programs in the early childhood division. 1) We have spent time hiring new staff to support the growing attendance rolls. 2) We have reshaped our roles in the program to meet the ever changing community needs in all early childhood programs.

To address the growth in all programs the Early Childhood Education has worked to hire and retain a qualified staff. Recognizing that the early years are valuable we have moved to ensure our Early Childhood educators are compensated equally to the teachers/educators in the tribal school communities. Our teachers hold degrees in Early Childhood education or are striving towards that goal. We have implemented a compensation system for our instructional aides in which they are promoted by longevity, as well as, the education they achieved.

To address the ever changing community needs we have added a host of new positions to our programs. Our Science, Technology, Engineering, and Math teacher is a welcome addition to our MCDC program. She provides stimulating activities to children 12 mos. to 12 yrs. We have also added a Special Education teacher and Special Education Instructional Assistant to the MCDC campus to further support our children with disabilities on campus.

We have added an additional Speech Language Pathologist whose focus is to work with our birth to three children. Our Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) coordinator has a good understanding of the enrollment process and we look to her to strengthen the application and enrollment process in collaboration with the new Birth to Three Parent Liaison.

Completion of these long-term projects involves the contribution of many people, and I so appreciate all who were involved. They are dedicated in ensuring that Muckleshoot children and their families receive the highest quality of services.

HIGHLIGHTS FOR THE YEAR:

- Working with Youth Development Program to create summer camp experience for the school age children enrolled at MCDC.

- Birth to 3 staff attended a Zero to Three conference focusing on Relationship+-Based care which is most important for young developing brains.
- 3rd successful year of summer school. MELA enrolled children have the opportunity to attend school almost 1200 hrs. /year. With the additional hours offered.
- The Support Services parent liaison is reaching across all programs and working with Muckleshoot parents and helping them understand the value and importance of early childhood interventions.

OUTLOOK FOR 2019

- Expand the Birth to 3 program to the MCDC setting to include an additional 48 toddlers and up to 12 infants zero to 12 mos.
- Continue to work in collaborative partnerships with all Muckleshoot Early Learning programs and with the Muckleshoot Tribal school to ensure a seamless birth through grade 12 pathway.



Early Education leaders Yvonne James and Marie Starr teaching Muckleshoot children many years ago.



Muckleshoot Child Care Development Fund/ Tribal Tax Fund Child Care (Home Based) Programs

PERSON IN CHARGE: Julia Anderson

LOCATION: Muckleshoot Early Childhood Education Center

PHONE: 253-939-3311

EMAIL: Julia.anderson@muckleshoot.nsn.us

PROGRAM DESCRIPTION:

The Muckleshoot Child Care Development Fund Program is a federal block grant the Muckleshoot Indian Tribe receives to assist low income Native Americans with childcare costs. In order to be eligible for this federally funded program you must:

- Meet income guidelines at or below 85% of the Tribal Median Income. Muckleshoot CCDF follows Housing & Urban Development income guidelines of 2016 for King County, Washington.
- Live within the CCDF's identified service area; 30 mile radius from tribal administration. Families residing within Pierce County, Federal Way and north of Interstate 90 may be referred to their primary CCDF program; Puyallup or Snoqualmie for initial eligibility determination.
- Child is an enrolled member of a federally recognized Indian tribe or verified descendant going one generation back; parent must be enrolled in a federally recognized tribe.
- Parent/ guardian(s) must be working, going to school, or attending a training program.

The Tribal Tax Fund Child Care (Home-Based) Program is supported by Muckleshoot tribal funds. This program supports eligible Muckleshoot tribal members with childcare and respite care costs. Families must reside in the CCDF's identified service area (30 mile radius of MIT administration), unless noted otherwise. MIT Families may qualify for Child Care while parent or guardian is away at work, training or educational program for:

- Muckleshoot enrolled child or verified descendant going one generation back; parent must be enrolled Muckleshoot Tribal Member:
 - With income up to 100% TMI.
 - Living outside of the service area because of being placed by the Muckleshoot Child & Family Services Program or State Indian Child Welfare Program and utilizing a state licensed facility
- Muckleshoot child with developmental delays or disabilities that adversely affects their ability to care for self or requires a high level of supervision. Income may exceed the TMI.
- MIT Families may qualify for Respite Care, up to 576 hours per calendar year (parent/ guardian/ custodial placement does not have to be involved in work, training or education program) for:
 - Muckleshoot child with developmental delays or disabilities as described above.
 - Muckleshoot child placed in kinship/relative placement with supervision by the Muckleshoot Child & Family Services (MCFS) Program.

2018 HIGHLIGHTS:

In 2018, CCDF served at least 86 families and approximately 172 children within the community (Muckleshoot and other tribes).

CCDF has coordinated childcare services with:

- Approximately 30 In-home: Family, Friends & Neighbors
- Approximately 16 Licensed Child Care Facilities; Centers & Homes

New eligibility criteria added for Muckleshoot children with developmental delays or disabilities and Muckleshoot children placed in kinship care by the Muckleshoot Child & Family Services Program.

Quality activities for the CCDF Program included:

- Quarterly First Aid/ CPR training for providers and families
- Distribution of Health & Safety supplies to providers
- Distribution of Summer Fun Activities Kits, Family/Provider engagement activities
- Online professional development for CCDF Providers
- Bonuses to providers that complete online courses/certificates
- Continued distribution of informational newsletters (Early Years, Nutrition Nuggets, Reading Connection, Recipes for Success, and Math & Science Connection) to families and providees,
- CCDF staff development.

GOALS AND OBJECTIVES FOR 2019:

- Start planning construction for a new CCDF Child Care Center
- Work on CCDF Plan for 2019-2022 with Public Hearings for community input in Spring of 2019
- Increase income eligibility for families
- Increase provider child care rates for:
 - Licensed child care providers and
 - FFN providers serving children with developmental delays or disabilities and infants/ toddlers
- Enhance quality activities with more provider interaction, training and communication



Muckleshoot Early Childhood Support Services Program

PERSON IN CHARGE: Marty Laronal

LOCATION: Muckleshoot Early Childhood Education Center

PHONE: 253-876-3056

EMAIL: Marty.Laronal@muckleshoot.nsn.us

PROGRAM DESCRIPTION: The Muckleshoot Early Childhood Education Support Services Program provides accessible local therapy services for Native infants, toddlers and preschoolers (0-5) with disabilities. The Muckleshoot Early Childhood Education Support Services Program is dedicated to ensuring all children with disabilities and their families regardless of their income level, ability to transport or cultural background, have access to services of the highest quality.

SERVICES PROVIDED: The Muckleshoot Support Services Program provides trainings and screenings, assessments, and therapy services in Speech and Language, Mental Health, Cognitive, Physical, and Occupational, including social/emotional and adaptive development to infants, toddlers and preschoolers (ages 0-5).



The Muckleshoot Early Child Education Center

HIGHLIGHTS OF 2018:

- Support Staff attended the Bruce Perry Presentation/Training of April 2018 in Seattle, WA
- Support Staff attended the Language Summit of May 2018, sponsored in part by the Muckleshoot Language Program and Washington State
- Support Staff observed and toured the University of Washington Experimental Education Unit in the Harrington Center in November 2018
- The Special Education Coordinator, throughout 2018 taught college-credited courses in Child Development, and she has trained staff in Child Plus, Ages & Stages Questionnaires (developmental and social/emotional)
- Support Services Staff take ongoing Muckleshoot Language classes.
- Weekly meetings with primary therapists, Parent Liaison/Family Resource Coordinator, Support Services Manager, and Special Education Teacher at MCDC meet to discuss screenings, referrals, observations, assessments, therapies, IFSPs and IEPs and progress
- All therapists, Parent Liaison/FRC meet weekly with each classroom from Birth to Three, Cougars, Salmons, Eagles, Orcas and Cubs
- Support Services contracted School Psychologist
- Therapists meet weekly with the Birth to Three Baby Group at MECE
- Therapists do home visits with families upon family requests

MELA Presentations of August 2018:

- Two Program Certified Occupational Therapy Assistants, received Right Response training modified to work with children ages 2-5. These COTAs were able to seamlessly combine their occupational therapy backgrounds and Right Response into a nurturing and gentle method of de-escalating emotional and physical dysregulation. They have certified MELA teachers, instructional assistants and Support Staff in Right Response.
- The Special Education Coordinator presented/trained "The ABCs of Movement" curriculum along with Glenna Leau, a MELA Instructional Assistant
- The Speech Language Pathologist, presented/trained "Developmentally Appropriate Speech Sounds."
- The Occupational Therapist and Certified Occupational Therapy Assistants (COTA) presented/trained "Family Style Lunch: how to incorporate family-style dining into a toddler and preschool setting"
- Additionally, the Occupational Therapist (OT) and the Physical Therapist (PT), presented/trained "Mindfulness & Yoga" for the preschool classroom
- Three Licensed Marriage and Family Therapy Associate. (LMFTA) presented/trained "Positive Reinforcement"

OUTLOOK FOR 2019:

- Expansion of the Birth to Three Programs to include the Muckleshoot Child Development Center as well as the existing Birth to Three Program at MECE with fully trained teaching and therapeutic staff for Birth to Three as well as ages 3-5
- Fully trained therapists in the Individualized Family Service Plan (IFSP) and Individualized Education Plans (IEP) systems
- Fully trained Support Admin staff in Child Plus
- Expansion of therapy services and training to cover all Muckleshoot early childhood programs including transition assistance for special needs children entering Muckleshoot Tribal School Kindergarten
- Expansion and refinement of the Birth to Three Home Visit Program





Muckleshoot Early Learning Academy (MELA)

(Head Start & Birth to 3)

PERSON IN CHARGE: Charlene Burgess

LOCATION: Muckleshoot Early Childhood Education Center

MAIN PHONE: 253-876-2159

MAIN EMAIL: Charlene.burgess@muckleshoot.nsn.us



This past year MELA has focused on expanded services to children birth to 5. The days of operation increased to give children more time in their educational setting, which in turn means more opportunities for instruction, practice and of course play.

SERVICES PROVIDED: Muckleshoot Early Learning Academy (MELA) has 9 classes; one baby group, four B3 toddler classes, which meet 2x/wk for 2 hrs. , five Head Start classes

HIGHLIGHTS FOR 2018:

- HS served: 40 Income Eligible Students, 42 children in the Over-Income range and 13 Foster-placed children.
- With the 3rd successful year of summer school and the effective transition of the classrooms to full week services, with a new Friday expansion; MELA enrolled children have the opportunity to attend school almost 1200 hrs./year.
- Maintained 100% enrollment monthly, with an average daily attendance of 82% for Head Start Children.
- The percentage of enrolled children that received medical and dental exams.
- At least 85% of children received a dental screening during the 17/18 school year. 70% of the children who received this screening required dental follow-up.
- Literacy and Knowledge for the children transitioning to kindergarten grew 58%. Beginning of the year 14% of the enrolled children were developing as expected or proficient, by end of year 72% of the children were developing as expected or proficient.
- Parent Engagement activities:
 - Fatherhood, day at the ball field (Mariners Game)
 - Parent Informational Night (intro to Family Partnership Agreements, Goal Setting)
 - Christmas Gift Making (cookie mix gift jar, felt banners, homemade candles)
 - Homemade Household Product Making

OUTLOOK FOR 2019

- Continue towards transitioning our programs to provide full day/full week services for the enrolled children 3 yrs to 5 yrs of age.
- Work closely with Muckleshoot Tribal School to strengthen children's transitions to their new school setting.
- Our goal is for Head Start to be in full compliance in all areas of service.

MELA Head Start Educational Outcomes 2017/2018	
Physical Development	
Beginning of the year	End of year
40%	69%
Social Emotional Development	
Beginning of the year	End of year
36%	67%
Approaches to Learning	
Beginning of the year	End of year
20%	53%
Literacy Knowledge and Skills	
Beginning of the year	End of year
10%	50%

Birth to Three Educational Outcomes 2017/2018 School year	
Physical Development	
Beginning of the year	End of year
94%	95%
Social Emotional Development	
Beginning of the year	End of year
97%	98%
Communication and Language	
Beginning of the year	End of year
73%	66%
Cognitive Development	
Beginning of the year	End of year
95%	95%



Muckleshoot Child Development Center

PERSON IN CHARGE: Cathy Calvert

LOCATION: Muckleshoot Child Development Center & Muckleshoot Education Office

PHONE: 253-876-2104

EMAIL: cathy.calvert@muckleshoot.nsn.us



OUR PROGRAM: At Muckleshoot Child Developmental center we currently have 229 students enrolled from 6 weeks old through 12 years.

HIGHLIGHTS OF 2018:

We have made some significant changes at the Muckleshoot Child Development Center in 2018.

We have hired numerous new teaching staff and added additional classrooms

in the Waterhouse and Forrest House wings. By adding the new classrooms we have been able to address the growing Muckleshoot community with new students and new babies entering into the program.

We have added for the first time a Special Education teacher and a Special Education Instructional Assistant. Both of these staff brings a wealth of experience and background in Special Education in Tribal communities. Additionally, we have added a Science teacher. She teaches age appropriate science concepts to all our ages. The kids enjoy the science concepts and experiments.

The MCDC staff has completed numerous training days to address our curriculum:

- mandatory reporting

- childhood abuse
- first aid
- child brain development and more

We have worked with the University of Washington, Autism Center, with our preschool classrooms and have received additional trainings in classroom set up and strategies that benefit all children.

MCDC shared great summer programming with the Muckleshoot Youth Development program for our students in second through fifth grade. The students attended a variety of events and field trips in collaboration with the Youth Development program. For the students who were in first grade similar summer programming of field trips and fun summer activities were offered each day. This group attended the canoe landing and various other cultural activities.

OUTLOOK FOR 2019: We are continuing the goal towards improving services to children including more intentional and individualized educational opportunities for all children enrolled at MCDC. We are purposeful in our choices of learning opportunities and activities. It is an honor to work with your children and provide their loving care and learning experiences.





Muckleshoot Tribal School

John Lombardi, Chief School Administrator

LOCATION: 15209 SE 376th Street, Auburn, WA 98092

MAIN PHONE: (253) 931-6709

MAIN EMAIL: mts@muckleshoottribalschool.org

PROGRAM DESCRIPTION: The Muckleshoot Tribal School is a comprehensive Tribally Controlled School that works in conjunction with the Bureau of Indian Education (BIE) and the State of Washington as a Tribal Compact School to serve the needs of the students and Muckleshoot Community. The School provides grade level instruction for Native American students from kindergarten through twelfth grade focusing on Common Core Standards while infusing Muckleshoot Tribal culture, practices and history.

The Tribal School's core curriculum focuses on Language Arts, Mathematics, Science and Social Studies in addition to a variety of elective options. All students Kindergarten through eighth grade receive additional, focused instruction in the Muckleshoot Language and Culture. High School students must complete two years of Muckleshoot Language in order to graduate.

Focusing on students interests and passions to help guide their academic choices is a cornerstone of our program, offering elective programs in middle and high school, based on student interests and staff expertise. Options range from the fine and performing arts to Career and Technical Education courses focused on Culinary Arts, Sports Medicine, Woodshop, Computer Repair and Business and Marketing.

SERVICES PROVIDED:

Focused, Relevant Curriculum and Course Offerings – MTS is in the process refining all curricular options and defining what all kids are supposed to know and be able to do at each grade level or in each individual course.

Challenge Academic Program Partnerships to Meet Student Needs – MTS is working on building stronger partnerships with other educational institutions to better meet the needs of all of our students. Currently we have students accessing the Running Start program primarily at Green River Community College and pursuing their pilots' license at Spanaflight.

Language and Culture Instruction – All elementary students receive language and culture instruction. In addition MTS has dedicated itself to full implementation of the *Since Time Immemorial: Tribal Sovereignty in Washington State* initiative.

Student Support Services – MTS added a Director of Student Support Services who oversees all programs to support students with disabilities including Special Education and students in need of a 504 accommodation plan. In addition, the Director of Student Support Services also oversees the Gifted and Talented Program to help challenge our highly talented students.

Food Service – MTS provides breakfast, lunch, snacks and occasionally evening meals for the students and staff at the school. On the average day the kitchen serves between 1000 – 1500 meals.

School Nurse and Athletic Trainer – Student safety is the paramount duty of MTS. A full time licensed nurse if available for all student health issues and the recent addition of an athletic trainer supports that focus for our athletes and after school programs.

Counseling Services – Academic & Mental Health services are provided to all students at MTS. The Academic (4) and Mental Health (2) Counselors promote student mental health as a critical component of improving school climate, safety, and learning, and to provide school leaders with best practices for dealing with teen suicide and other school crises.

Safe and Secure Campus – MTS has a security of team of a Security Manager, Supervisor and five Security Officers. It also uses multiple cameras, monitored entry and keycard enabled exterior doors to maintain a safe and secure environment.

Attendance Monitoring and Mentoring – Due to the new Tribal Truancy Ordinance schooling is compulsory for children and young people aged from 6-17 years unless an exemption from attendance or enrolment has been granted. Daily attendance is important for all children and young people to succeed in education and to ensure they don't fall behind both socially and developmentally. The Tribal School has three Parent Liaisons, two Attendance Mentors along with numerous support staff working with the community to improve student attendance and academic success.

Student Leadership Development Programs – MTS has developed and implemented a new high school leadership class to compliment the two middle school leadership classes. The purpose of these courses are to help students develop leadership skills necessary for success in their future academic endeavors and careers through effective communications, problem-solving techniques, and managing resources and meetings. The students will develop an understanding of the need for community service as part of their overall civic and professional responsibilities.

HIGHLIGHTS OF 2018:

Largest Graduating Class in the History of MTS – MTS graduated 37 students in June of 2018

Highest On-Time Graduation Rate since becoming a Compact School – The On-Time graduation rate at MTS went up from 42.1% (OSPI Report Card) in 2017 to 57.1% in 2018

Implementation of the Since Time Immemorial: Tribal Sovereignty in Washington State (STI)

- Staff participation in the week long summer STI training provided by the MIT Culture and Language programs.
- Monthly STI focused professional development provided to all MTS staff during the Friday afternoon release time.

Adoption and Implementation of a New Science Curriculum:

- Houghton Mifflin Harcourt (HMH) Science Dimensions | NGSS Science Curriculum was adopted and implemented at the start of the 2018-2019 school year K-10 (Biology) to align science curriculum and expectations.
- Houghton Mifflin Harcourt (HMH) Science Dimensions | NGSS Science Curriculum is being aligned with the schools STI work including experiential learning experiences in the forests, meadows, mountains, etc.

Improved Services for Students with Disabilities:

- Addition of a secondary Autism Spectrum Disorder (ASD) room. The ASD program is growing, and we are currently serving 12 students through this program. Last year, two of the students graduated from their elementary program which necessitated a new secondary 6-12 ASD classroom to serve these students.
- In October a Muckleshoot Tribal Member was hired for the position of Special Education Administrative Assistant which had been a vacant position for over two years. This position will greatly support the daily operation, coordination, and legal compliance of all our MTS Special Services programs.
- Addition of a second Speech and Language Pathologist (SLP) to not only help provide speech therapy services to our students that qualify for speech thorough their Individual education plans, but also help support the make-up speech sessions that were missed last school year due to the district being unable to hire an SLP until late October 2017.
- Moving to an inclusive classroom model for all K-12 classrooms. In an inclusion classroom, general education teachers and special education teacher work together to meet the needs of students. This type of classroom gives special education students the support they need and allows them to stay in the least restrictive environment. All students can benefit from the additional resources and supportive techniques used in an inclusion classroom.

Addition of an Athletic Trainer – MTS Athletics was very excited to add a full time athletic trainer to ensure the safety of our student athletes. The Athletic Trainer prepares athletes prior to practices, rotates between practices checking on athletes and attends athletic competitions.

OUTLOOK FOR 2019:

Focused Student Interventions to Improve Student Achievement and On-Time Graduation Rate – Based on the principles of Response To Intervention (RTI)

Addition educational partnerships – During the 2018-2019 school year MTS is perusing opportunities for our students with:

- Green River Community College, College in the High School program
- Puget Sound or Pierce County Skill Centers
- Grad with the Kent School District
- Washington Virtual Academy (WAVA)

Improved Food Service – the MTS kitchen is working with Chef Lorenzo to reorganize and update the kitchen. This proposal should culminate in higher quality meals and more selection for students on a daily basis.

Community Volunteer Program – MTS is in the process of establishing a program similar to WATCH D.O.G.S. (Dads Of Great Students) from the National Center for Fathering. The volunteer program will

focus on improving education in our schools by using the positive influence of Elders and Community Members for a two-fold purpose:

1. To provide a positive and active role-model for students during the school day
2. To provide an extra set of eyes and ears to enhance school security and reduce bullying.

Student Mentoring Program – Mentoring at K-12 schools, whether by volunteers or school personnel, has been an increasingly popular choice for bringing caring adult and older peer relationships to the lives of more youth for several decades. The school setting is often seen as an opportunity for reaching larger numbers of youth in a controlled setting that also allows access to educational, recreational, and developmental supports that may enhance the mentoring relationship.

Fully Functioning Student Government – Early in 2019 students will be campaigning and establishing a student government that resembles the Muckleshoot Tribal Government.

Student Enrollment		Attendance Percentage K-12		Summer School Enrollment	
2013 - 2014	439	2013 - 2014	82.8%	2014	155
2014 - 2015	460	2014 - 2015	81.6%	2015	126
2015 - 2016	485	2015 - 2016	81.2%	2016	159
2016 - 2017	485	2016 - 2017	85.2%	2017	163
2017 - 2018	501	2017 - 2018	80.7%	2018	181
2018 - 2019	544	2018 - 2019			

Muckleshoot Tribal Member & Descendent Enrollment										
Gr. Level	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
K-5 th	156	145	149	164	157	201	189	186	194	202
6 th -8 th	82	71	66	69	66	85	78	71	71	71
9 th -12 th	111	86	101	104	114	131	126	107	115	109
Totals	349	302	316	337	337	417	393	364	380	382

High School Graduates: Native Students and Muckleshoot Tribal Members													
School	2	2	2	2	2	2	2	2	2	2	2	2	2
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	1	1	1	1	1	1	1	1	1
	6	7	8	9	0	1	2	3	4	5	6	7	8
Muckleshoot Tribal School	5	4	4	2	19	19	17	15	11	19	24	14	37
Auburn High School	12	13	11	10	12	18	6	14					
Auburn Riverside High School	11	5	3	6	5	5	5	8					
Auburn Mountainview H.S.	0	10	2	2	4	4	8	11					
West Auburn High School	4	1	2	1	1	4	0	2					

High School Graduation Rates (% Reported by OSPI)							
Muckleshoot Tribal School	2015	2016	2017	2018			
On-Time Graduation Rate	52.2	46.7	42.1				
Extended Graduation Rate	62.5	53.1					

High School Graduation Rates (% Reported by MIT Analytics)									
Muckleshoot Tribal School	2010	2011	2012	2013	2014	2015	2016	2017	2018
On-Time Graduation Rate	44.4	34.3	41.0	25.0	21.4	38.5	50.0	40.0	



Adult and Higher Education Division

Denise Bill, Ed.D, Executive Director of Adult & Higher Education

- Muckleshoot Tribal College
- Financial Aid
- College Education Opportunities Program

College and Career Education Opportunities Program (CCEOP)

Program Manager: Sonja Moses, (253) 876-3372

Crew Supervisor: Josie Benito, (253) 876-2839

Crew Supervisor: Tyler Spencer, (253) 876-2858

Crew Supervisor: Lena Baker, (253) 876-3343

LOCATION: Muckleshoot Tribal School Building "C", 38723 172nd Ave SE, Auburn, WA 98092

MAIN EMAIL: CCEOP@Muckleshoot.nsn.us

MISSION STATEMENT: The mission of the Muckleshoot College and Career Education Opportunities Program is to introduce Muckleshoot youth ages 14 to 18 to college and career information both academic and experiential; in order to assist them in making informed decisions and taking the necessary action when choosing a career path. Careers within Muckleshoot Tribal enterprises will be of primary focus, but participants will have the opportunity to explore any career field in which they have interest.

PROGRAM DESCRIPTION: The CCEO Program is a career exploration program that enables Muckleshoot enrolled youth to explore careers in a variety of professions and businesses, and through these experiences, gain the knowledge and confidence necessary for making future career and education decisions. The program involves many aspects, all designed to educate students in their career direction and choices.

SERVICES PROVIDED:

Opportunities to Develop Job Skills
Career Preparation
Career Fair
Internship
Career and Job Shadowing
Career Excursions
Acquire Work Ethics

Educational Workshops
Team Building Seminars
Off Site Field Trips
Career Interest
Gain Work Experience
Provide Tutoring

HIGHLIGHTS FOR 2018:

- Muckleshoot Tribal Council approved the hiring of ten additional youth participants for both sessions, therefore we hired:
 - School Session, the CCEOP hired forty (40) youth participants
 - Summer Session, the CCEOP hired sixty (60) youth participants
 - As well as a newly created Crew Supervisor Position and we were able to hire Miss Lena Baker.
- The CCEOP youth participants were active participators in the Muckleshoot Comprehensive Planning.
- 17 CCEOP Students Attended the Early College Program at Muckleshoot Tribal College.

OUTLOOK FOR 2019:

- We are excited to announce that the CCEOP is establishing a Muckleshoot Youth Council for 2019.
- In 2019 we will be traveling with at least ten (10) youth participants to an education conference per quarter.

Denise Bill, Ed.D

UW Bothell-Operations Management Certificate Graduates its First Cohort



The graduation of the first student cohort in the UW Bothell Operations Management certificate program was on August 25, 2018.

The certificate program was created as a partnership between the School of Business at the University of Washington Bothell and the Muckleshoot Tribal College to bring certificate opportunities to business professionals in Auburn, WA.

The cohort consisted of 13 Muckleshoot tribal members and another local patron. The learners engaged in a 10-week community-based project experience where

they applied operations management, project management, and business process improvement methodologies.

The four community-based projects selected for the class were proposed and sponsored by cohort members. The projects were presented to an audience of community, faculty, and administration members before graduation and demonstrated the creation of new knowledge and opportunities for social impact on the reservation and in the local area.

UW Native Education Certificate 2018-2020

A new partnership evolved and classes began between the Muckleshoot Tribal College, Tribal School, and the University of Washington in August of this year. This new program, a Native Education Certificate, cohort will run from August 2018 to July 2020. The program is designed to cultivate educators' abilities to create meaningful and effective relationships and partnerships with Native American students, families, and communities.

Educators will develop content expertise and perspectives about the historical dynamics and impacts on practices of schooling in order to ensure Native students thrive and succeed. This is being achieved through hybrid learning with online modules, Zoom meetings, and cohort gatherings at the Muckleshoot Tribal College.

Students are allowed to choose to do this Native Education Certificate for 10 credits, or, take it as a certificate program only. There are 40 enrolled students from the Muckleshoot community:

- Muckleshoot Tribal School: 21 employees
- Auburn School District: 3 employees
- Enumclaw School District: 3 employees
- MIT Scholarship Department: 4 Muckleshoot Tribal members
- Other: 14 employees from surrounding community

Cannabis Education Workshops

MTC & Seattle Central College

In preparation for the opening of Joint Rivers, the Muckleshoot Tribe's new cannabis dispensary, the Muckleshoot Tribal College reached out to Seattle Central College's Continuing Education divisions. Seattle Central College is one of three state recognized agencies for cannabis education. The Director of Continuing Education introduced us to their instructional designer and teacher of cannabis education Trey Reckling. Trey designed a six-part Cannabis Information Series for us.

1. Cannabis Foundations
2. Qualifying Conditions
3. Strains & Terpenes
4. Extracts & Infusions
5. Creating the Customer Service Experience
6. Cannabis & Pain Management



The classes had an average attendance of 60 people with the highest attendance being 67 people and 25 people who attended all 6 sessions. On the final night we ran a survey through the audience with 49 people choosing to participate in the survey.

Rating their experience 1 to 10 the average response was 9. Same scale for rating content of the sessions averaged 9 as well. The instructor Trey Reckling averaged a 10. Survey participants overwhelmingly commented how much they enjoyed the amount and quality of the information.

With the help of Janet Emery and Ronda Cabanas we were able to provide food and refreshing infusions for each night.



**MUCKLESHOOT
TRIBAL COLLEGE**

Muckleshoot Tribal College (MTC)

Denise Bill, Ed.D and Michelle Rodarte

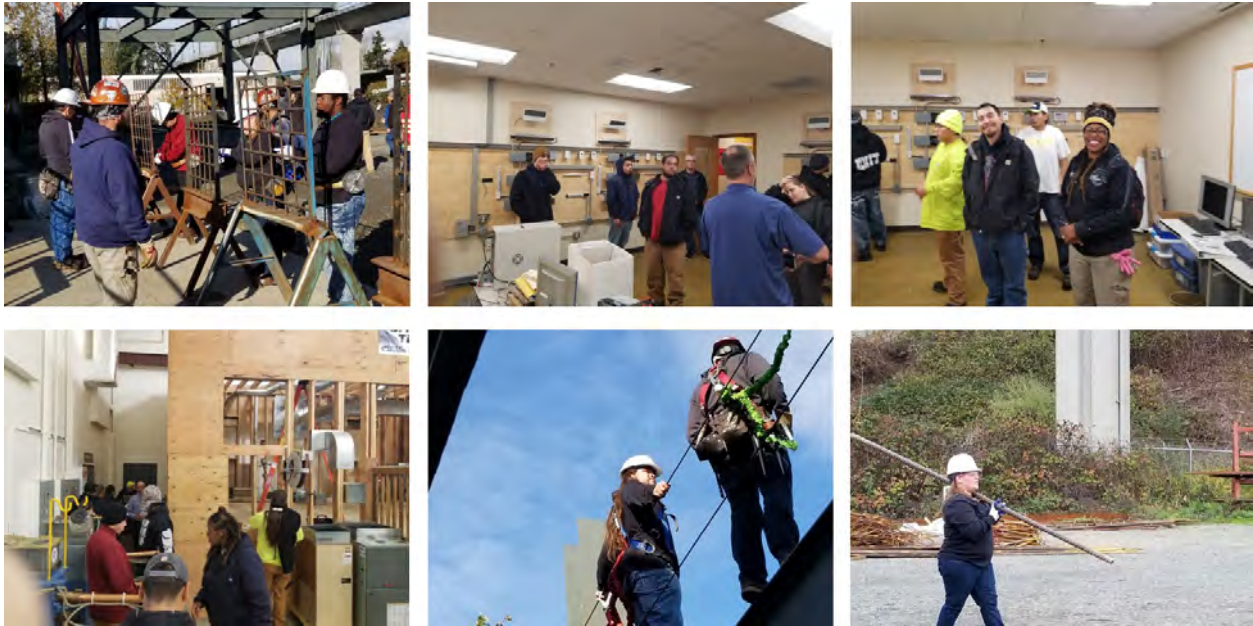
MISSION STATEMENT OF THE MUCKLESHOOT TRIBAL COLLEGE: Muckleshoot Tribal College is a tribally directed education leader, promoting life-long learning and the power to choose. Through strategic partnerships, we create a culturally inspiring environment that expands academic and career opportunities for our immediate Tribal family and extended community.

Bates Pre Apprentice Program Fall 2018

Administrator: Michele Rodarte, Tribal College

PROGRAM DESCRIPTION: This is an 11-week program to prepare Muckleshoot Tribal Members, for the construction and carpentry work force. The course includes exposure to other trades, and preparation for apprenticeship programs, and will cover introductory instruction in basic safety, construction math, hand tools, power tools, labor history, physical strength and aptitude training, construction blueprints, plans and drawings, scales and dimensions, financial literacy, basic communication, employability skills, and material handling.

Upon completion students will have four certificates in forklift, WA state traffic control traffic control flagger, industrial first aide, and construction safety OSHA 10, First-aid and Adult CPR.



- **Cohort #2 Jan-March 2018:** We had a total of 7 student register and they all completed the program successfully. One of our students continued on in the Trades Program at the Green River College. We also had one continue on with the Bates HVAC Trades Program and has been successful thus far and we have one who works for the Muckleshoot Casino utilizing her new skills within her Engineering position.
- **Cohort #3 Oct-Dec 2018:** We had 12 student register, two students dropped the program and 8 of the twelve are Muckleshoot Tribal Members and 2 Community/Spouses of a tribal member and they are all on schedule for completion of the program December 20, 2018. Two of the student were return students from the 2nd cohort and have taken on Leadership Roles in the shop and on the projects.

Many thanks to the Advisory Board, consisting Adult Work Training Program, Muckleshoot HR, MIT Housing, MTC, MIT Transportation and Bates Technical College for their invaluable assistance in making this program a success.

OUTLOOK FOR 2019:

- Continue meeting with the Advisory Board
- Schedule meetings with Green River College and Renton Technical College to discuss potential partnerships and what their programs may have to offer.
- Discussion regarding a partnership with the Iron Worker Pre Apprenticeship 4 week Training with direct entry into the apprenticeship program.
- Continued discussion with NROC Northwest Regional Organizing Coalition in regard to certificate trainings such as: Blueprint Reading, Demolition, Lead Abatement Renovator, and Fire Watch.

2018 Muckleshoot Career Day

PROGRAM DESCRIPTION: Native American Career Day at Emerald Downs

- **Attendance:** Muckleshoot Tribal School, Auburn School District, and Enumclaw School District Native American students attended.
- Total of middle school students: 130
- Total of high school students: 106

SERVICES PROVIDED: We had 40 booths from local Colleges and universities, Microsoft, Muckleshoot housing, Hancock Forest Management, Muckleshoot Behavioral Health, Muckleshoot Dental, Muckleshoot Legal, Muckleshoot Culture/Language, Muckleshoot Preservation, Muckleshoot Wildlife and Fisheries Dept. At the booths the students were provided with information on different career opportunities/path ways.

HIGHLIGHTS OF 2018:

- We had a Keynote Speaker: Damen Bell-Holter
- Offered numerous workshops: Being Native in College/Law School, Diversity of careers in Forestry and data technology, Multi Health Systems Nursing Career Ladder, Sui-Lan Indigenous Identity and understanding Cultural Wealth.
- High School Student Panel of 2018 seniors giving speeches in regard to their high school experiences and their future plans.

OUTLOOK FOR 2019:

- Recruit more local businesses
- Provide more in-depth workshops around education and career paths
- Create advisory board to help get more support from staff and local school districts





Continuing Education Department

Mitzi A. Judge/Continuing Education Manager

LOCATION: Muckleshoot Tribal College

PHONE: 253-876-3395

EMAIL: mitzi.judge@muckleshoot.nsn.us

MISSION & GOALS: Continuing Education includes, but is not limited to, the following programs: Adult Basic Education (ABE), GED Preparation, GED Examinations, Professional Development, College Readiness, Workshops, Culture Classes, Clock-hour Classes, Non-Accredited Courses and Adult Counseling and Advising in regards to Continuing Education.

SCOPE OF SERVICES:

- College Readiness
- Counseling & Advising
- Clock Hour Classes
- Non-Accredited Courses
- Culture Classes
- GED Examinations
- GED Preparation
- Professional Development

HIGHLIGHTS FOR 2018:

- Ongoing classes in ABE curriculum which was quite popular with working professionals
- Used LIFE SKILLS booklets connected with students in various topics related to creating independence, career advising, resume writing, cover letters, etc.
- Increased Continuing Education attendance and monthly class numbers
- Increased Continuing Education budget
- Continued one-on-one tutoring, social media updates, internet advertising, and maintained quarterly "Student of the Quarter" recognition
- Hired new staff member for GED and ABE instruction
- Continued outreach and recruitment by attending community events, employment fairs and by sending out monthly birthday cards and retention letters
- Publicly acknowledged students who passed test on our "Success Wall"
- Wrote and/or coordinated submittal of articles for the Muckleshoot Messenger on a quarterly basis
- Surveyed student in GED, ABE, and Continuing Ed for class recommendations
- Tracked and monitored all GED students on GED Academy both on and off site

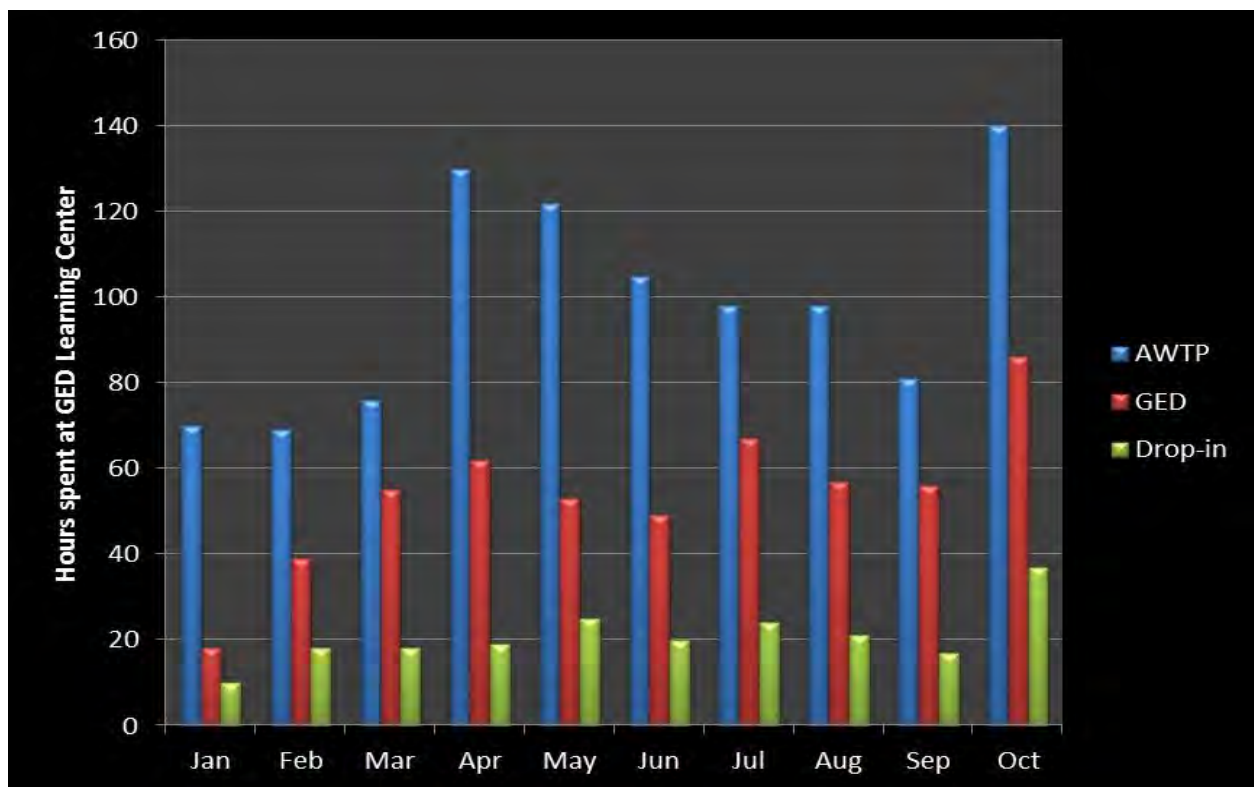
- Procured a Native American Grant of \$32,000 and implemented approximately a dozen classes serving the community with art and culture classes and held an art walk at the conclusion of the grant highlighting student work.
- Organized a successful and popular fieldtrip to Renton Technical College for the summer's Early College Program (teenage) students
- Provided training for other Muckleshoot departments in Customer Service and Office Etiquette by request

MO	AWTP	GED	Drop-in
Jan	70	18	10
Feb	69	39	18
Mar	76	55	18
Apr	130	62	19
May	122	53	25
Jun	105	49	20
Jul	98	67	24
Aug	98	57	21
Sep	81	56	17
Oct	140	86	37

- Re-engaged students in weekly seminars taught by course subject with new name and renewed course instruction to be more attractive for students

OUTLOOK FOR 2019:

- Possibility of becoming a GED Paper Test Pilot for Pearson Vue to address computer illiteracy
- Three staff will attend professional development by attending the annual 2019 Coalition of Adult Basic Education (COABE) training in the spring
- Early prediction of an influx of GED graduates before the end of the year
- Increase Continuing Education classes and Continuing Education enrollment
- Ongoing development of marketing plans and strategies for recruitment
- Outreach to previous students that we have not contacted within a few years
- Meet or beat last year's GED and HS21+ graduation numbers





Muckleshoot Occupational Skills Training (MOST)

Kwanna Wise, Career & Technical Education Manager

LOCATION: Muckleshoot Tribal College

PHONE: 253-876-3344

EMAIL: kwanna.wise@muckleshoot.nsn.us

PROGRAM DESCRIPTION: MOST is a program designated to members of the Muckleshoot Indian Tribe and surrounding communities in vocational programs that deliver industry-validated, state accredited, certificate of competency programs. MOST is a Native American Career and Technical Education Program (NACTECP) grant that adheres to Government Performance and Results Act (GPRA) standards. Our performance has met or exceeded GPRA standards in each of its categories. MOST just completed its 5th year of the grant and closed out, October 2018.

MOST: Muckleshoot Occupational Skills Training

NACTECP: Native American Career and Technical Education Program

GPRA: Government Performance and Results Act

In the 2018-2019 year the MOST Program has serviced the community in multiple platforms:

Enrollment

- 100 students were enrolled
- 45 students in basic office technology
- 27 students in intermediate office technology
- 15 students in A+ Personal Computer Technician
- 5 students in Microsoft Certified Professional (MCP)
- 8 students in Net+ Network Technician
- Approximately 440 students were served in the past five years of the MOST Grant

Retention

- 85% retention rate

Job Placement and Education

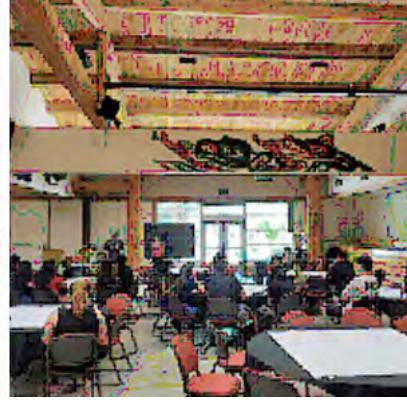
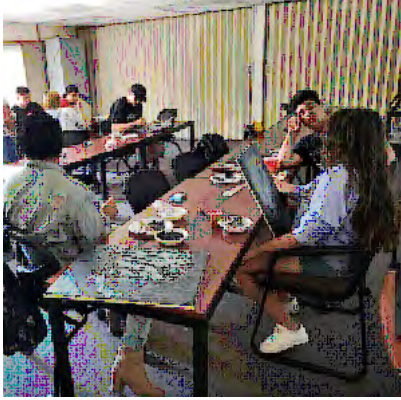
- 54% of completing students obtained a job during or after the program
- 65% of students are continuing their education in or beyond MOST offerings

Early College Program (ECP) – The purpose of the Early College Program (ECP) is to provide culturally relevant educational experience for Native American high school students needing to recapture credits. Juniors and seniors were invited to attend this four week summer program in which they earn high school credit. The coursework was completed within the timeframe of the program.

This program partnered with the MOST Program, Northwest Indian College (NWIC), and the Muckleshoot Language Department. Students had a NWIC transcript sent to their high school. Muckleshoot culture was embedded in this program. Field trips were to Green River College, University of Washington, Tacoma, Amazon, Renton Technical College, Canoe Landing at Alki, the Shovel-nosed River Canoe Blessing, White River Valley Museum, and the Louie Gong Art Studio.

2018-2019 Year ECP Highlights and Statistics:

- 17 students participated
- 15/17 students completed certificate program
- 9th consecutive year of the ECP
- Over 100 High School Native students have participated in the ECP to date. 90% are Native community members. About 3/4 of these students are Muckleshoot Tribal member



NT PLUS: Native Technology Program

Path, there is always a path open, Listen to elders, Using information technology, Statewide initiative The Native Technology PLUS Program, is a Native American Career and Technical Education Program (NACTECP) grant that was written by Muckleshoot Tribal College Staff and MIT Grant writers. This grant was funded for three years. In this grant there is a Career & Technical Education Agreement with Green River College to offer a two year AAS degree in Information Technology, as well as, standalone I.T. Certifications classes, which will enhance the AAS degree and allow community members to be more quickly employable. The standalone courses have rolling admissions.

Standalone Certificates:

CompTIA A+ Certification Preparation – CompTIA A+ is an internationally recognized Information Technology certification which is the preferred qualifying credential for job positions relating to technical support and IT operational roles. This class will prepare students to handle a variety of hardware installations, understand various troubleshooting methods, install Microsoft Windows Operating Systems, and a basic understanding of how to navigate and maintain tools for Apple OS and Linux Ubuntu.

CompTIA Project+, standalone course – CompTIA Project+ prepares students with the skill proficiency to initiate, manage and support a project or business venture. This course is designed to equip students with the project management experience necessary for employment in almost any field of work, not just IT. Project+ trains students on communication skills to manage a project, business skills needed to lead with confidence, completing projects on time, and how to stay within budget.

Microsoft Certified professional (MCP) – Microsoft Certified professional class teaches students what is current in the Microsoft Operating Systems and production improving software, gaining the skills to manage Microsoft operating systems, which is valuable for any IT professional. MCP will prepare students take the Microsoft Certificate exam, install and configure Microsoft Software and Create and configure accounts.

OUTLOOK FOR 2019:

- Start our two cohorts (15 students each cohort) for the Associate of Applied Science Degree in Information Technology Systems and Security (AAS Degree from Green River College/Muckleshoot Tribal College)
- Start our Standalone I.T. Certification Program
- Hire second Information systems instructor
- Continue to improve the Early College Program



Muckleshoot Language Program

PERSON IN CHARGE: Eileen Richardson

LOCATION: Green Modular next to HR

MAIN PHONE: 253-876-3306

MAIN EMAIL: Language@muckleshoot.nsn.us

PROGRAM DESCRIPTION:

- Muckleshoot Language, Apprentice and Certification
- Apprentices – 4
- Teachers Tribal Certified – 1
- Teachers Tribal & State Certified – 9

SERVICES PROVIDED: Language Teachers are teaching in the following areas:

- Muckleshoot Early Learning Academy (Birth to Five)
- Muckleshoot Child Development Center (Birth to Twelve)
- Muckleshoot Tribal School (Elementary & Middle School)
- Elders Program
- Culture Program
- Muckleshoot Tribal College and Northwest Indian College site based classes
- Weekly Community Classes

HIGHLIGHTS OF 2018:

- Hosting of Department of Early Learning Language Summit May 30th & 31st
- Began training MELA support staff
- Unicorn Rescue Society; Sasquatch and the Muckleshoot
- 3 New Certified Teachers





Muckleshoot Culture Program

PERSON IN CHARGE: Willard Bill Jr., Director

LOCATION: House of Muckleshoot Culture, 39009 172nd Ave SE

MAIN PHONE: 253.876.3013

MAIN EMAIL: Willard.billjr@muckleshoot.nsn.us

PROGRAM DESCRIPTION: The Muckleshoot Culture Department actively participates and leads cultural revitalization efforts in root elements of Muckleshoot Culture, expanding the cultural and intellectual property of the Muckleshoot Indian Tribe. We strive to create culturally relevant spaces for Muckleshoot Culture to be taught and revitalized through employing Tribal and community members with cultural knowledge and expertise. The MIT Culture Department provides learning and teaching opportunities in the following areas:

SERVICES PROVIDED:

- Traditional foods, plants, and medicines.
- Carving
- Weaving
- Tool making
- Cooking
- Sewing
- Muckleshoot Canoe Family
- Ceremonial support
- Education, curriculum development, professional development, culturally relevant student, staff, school and district level supports

HIGHLIGHTS OF 2018: The Muckleshoot Culture Program over the first three quarters of 2019 has provided 228 cultural offerings to 12,914 participants. We are actively working to integrate Language into our offerings to better serve the Muckleshoot community.



OUTLOOK FOR 2019:

- The Muckleshoot Culture Program continues to strive to follow a seasonal calendar while remembering the teachings of our Ancestors.
- Our goal of expanding Cultural opportunities for Tribal members is being supported with a remodel of our Canoe Barn/Carving Center. This will enable us to provide high level instruction in tool making, carving, canoe building and other cultural arts.
- The Muckleshoot Canoe Family will be participating in Paddle to Lummi 2019 and a potential Paddle to Alcatraz. Efforts are already underway to prepare and organize for these Journeys.



These welcoming figures (left), carved by Tyson Simmons and Keith Stevenson, now greet visitors at the Federation Forest Interpretive Center. At right, students learn the traditional skill of butchering wild game.





Financial Aid /Scholarship Department

Marie Marquez, Financial Aid Director

LOCATIONS:

Scholarship Building
38977 172nd Ave SE
Auburn, WA 98092
Primary Telephone

and MIT College- Scholarship
39811 Auburn Enumclaw Rd. SE
Auburn, WA 98092
(253) 876-3378

DEPARTMENT SUMMARY: The Financial Aid Division has the following programs which serve Tribal members; Scholarship, Workshop & Training, and Developmental Disabilities. We are here to assist students with their educational cost and to provide support services to ensure student success while attending colleges/universities/technical colleges to pursue their career path and earning their certificates and/or degrees.

HIGHLIGHTS FOR 2018: Financial Aid/Scholarship Department accomplishments:

- MIT Scholarship Application is entirely on-line for higher education The new revised online Scholarship Application Portal has the capability to maintain a draft application to which the applicant may return to at a later date to complete and submit the application and attach the required documents
- Vocational/Certificates funding is paper application inquire at the office for application and deadlines.
- Revised the online application portal
- The on-line portal is: <http://memberportal.Muckleshoot.nsn.us>
- Created an email address solely for inquiries: ScholarshipsDept@Muckleshoot.nsn.us
- Have the capability to view your MIT Scholarship application status online
- 3 FAFSA Workshops at MIT College
- 4 FAFSA Workshops at MIT High School
- 2 FAFSA Workshops at Enumclaw High School in Spanish
- 2 FAFSA Workshops at Enumclaw High School in English
- Conducted Yearly Orientation for all students at the Muckleshoot Tribal College. Over 70 Muckleshoot Tribal members attended.
- Held "5 Days of Scholarship" November 2018 to provide "Walk-in" Support to any Muckleshoot Tribal member needing assistance with paperwork, applications, FAFSA, and/or Advising.
- Attended Muckleshoot Tribal College Career Day

OUTLOOK FOR 2019: To provide more Financial Aid Workshops at different high schools Auburn/Tacoma School District. Also provide "college readiness" workshops for students in 9th , 10th , 11th , and 12th grade to prepare for college.

MIT Scholarship Program

HIGHLIGHTS for 2018:

- Processed over 4,775 payments to students and vendors
- 5 Students attend out of state 2/4year colleges
- 291 Students attend in-state 2/4year colleges
- 151 Students attend vocational programs which also include the MOST Programs
- 113 Care packages were issued to MIT Scholarship recipients
- 5 Days of Advising at the MIT College



Scholarship Care Packages

Vocational/MOST Certificates

- 21 Vocational Certificates
- 28 MOST Basic
- 20 MOST Intermediate
- 8 MOST A+1
- 9 MOST A+2
- 2 MOST MCP
- 2 MOST Net+



Degree Incentives. A total of 12 were issued:

- 1 Master of Social Work, University of Washington
- 1 Bachelor of Science, Family Studies & Human (Child) Development, Arizona State University
- 2 Bachelor of Arts, Tribal Governance & Business Management, Northwest Indian College
- 7 Associates:
 - Arts
 - Automotive Technology/ITEC
 - Physical Education
 - Sustainable Agriculture
 - 3 Arts & Science Direct Transfer
- Hosted the Higher Education Graduation Dinner for June 2018: 235 attendees.



OUTLOOK FOR 2019: Now that the Program has two full-time Academic Career Counselors, MIT Scholarship plans to reach out to more students.

The program now has the capability to provide more on-site orientations and workshops guiding students through the MIT Scholarship Policies providing students a better understanding of processes and procedures.

Scholarship Students 2018



GED Assistance

Tribal members who wish to study for and receive the General Education Diploma (GED) may receive financial support from the Scholarship Program. To qualify for GED assistance, Tribal members must be at least 18 years of age and out of high school for at least one year.

In addition members must submit an approved GED completion plan from a certified GED instructor that provides for receipt of the GED certificate within 6 months. The member who is in a GED certification program may receive up to up 6 months of financial support from the Scholarship Program. Tribal members are honored with a cash incentive once they attain a GED Certificate.

HIGHLIGHTS for 2018:

- 4 students were approved for 2017
- 240 students in the system of which 15 are actively pursuing their GED
- High School 21+ Incentive – 8 High School Diplomas
- GED Incentives – 6 have received their GED Certificate.

OUTLOOK FOR 2019: We anticipate the number of recipients of the GED certificate and of High School 21+ to continue increasing over the years to come.

Workshop & Training

Through this program, there is funding available for enrolled Muckleshoot Tribal Members on a biennially basis (once every 2 years) to attend any educational and wellness workshop, conference, or training. The funding is to cover registration fees, travel expenses, lodging, per diem and shuttle fees, must submit application 30 days prior to the even for approval.

HIGHLIGHTS FOR 2018:

- 153 Tribal members participated in 2018
- 5 Cedar Weaving classes hosted on-site
- 2 Sewing Classes hosted on-site
- 6 Essential Oils hosted on-site
- 3 Cedar Weaving classes hosted off-site
- 2 Roots & Mushrooms digging in the mountains
- 19 Workshop & Training Incentives funded

OUTLOOK FOR 2019: The Workshop & Training Program will provide more on-site workshops (Pendleton sewing, cedar weaving, NW plants picking, canning, and essential oils).

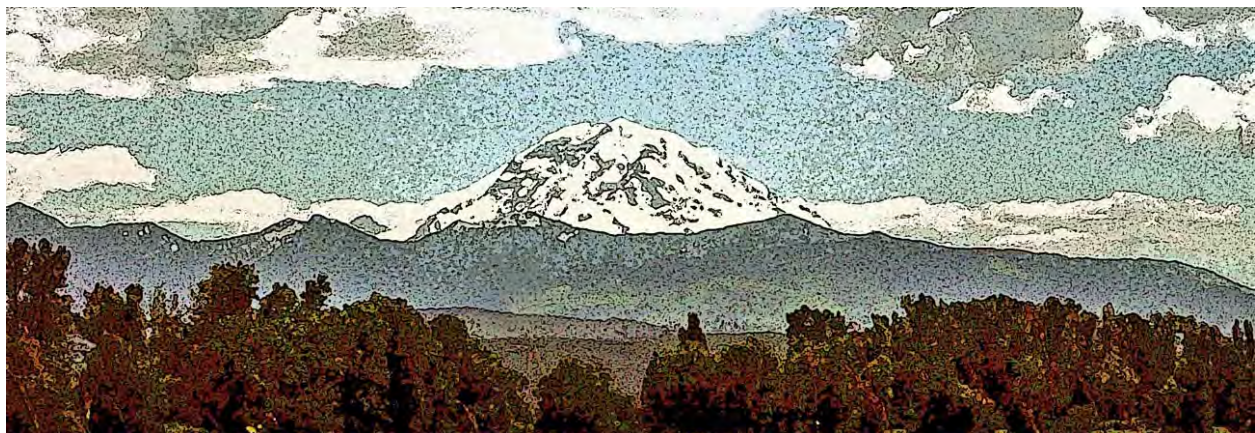
Developmental Disabilities

This program provides financial assistance to Muckleshoot Tribal members to assist with educational services to improve their learning performance and enhance their educational growth. All requests must be in writing, explaining need and costs for the monetary assistance.

HIGHLIGHTS for 2018:

- 83 Tribal members funded to attend various learning centers.

OUTLOOK FOR 2019: To collaborate with all educational and health related programs within the tribe to ensure that Muckleshoot Tribal Members with developmental disabilities; receive the services required to enhance their quality of life for the purpose of having assisting in pursuing their education without obstacles not matter out grade level or school/university.





Emergency Management Program

PERSON IN CHARGE: Ada McDaniel, Emergency Management Director

LOCATION: Cedar Building, 38717 172nd Ave. SE, Auburn, WA. 98092

PHONE: 253-876-3247

EMAIL: ada.mcdaniel@muckleshoot.nsn.us

PROGRAM DESCRIPTION:

The MIT Emergency Management program aka “Emergency Preparedness” is a program that serves and trains the Tribal community members and employees before and after a man-made or natural disaster occurs on or near the Muckleshoot Reservation. The EP program provides educational outreach and emergency preparedness training throughout the year for Tribal and Community members.

SERVICES PROVIDED:

Emergency Preparedness Educational Outreach – The EM department sets up at different tribal events throughout the year providing emergency supplies to the Tribal families and Community members.

Trainings provided:

- HAM operator (Amateur) Radio License class
- Community Emergency Response Team (CERT) training
- Active Shooter and STOP the BLEED training

HIGHLIGHTS OF 2018:

- **Tomanamus Forest Educational Outreach** – approximately 350 emergency preparedness kits were given out to the community.
- **Warming Center and Cooling Shelter** – Both the Center and the Shelter provided the community members protection from the extreme weather conditions that the Pacific Northwest can instill upon an individual.
- **Active Shooter/STOP the BLEED** campaign has begun at Muckleshoot within the Tribal Government divisions.

OUTLOOK FOR 2019:

- MIT Emergency Management will continue to build a robust Emergency Preparedness division that will incorporate most employees, tribal and community members so that we can unify and prepare for the unexpected man-made or no notice events that can impact our community.
- Emergency Preparedness and Educational Outreach will continue to be offered throughout the 2019 year at the MIT divisions.



Enrollment

PERSON IN CHARGE: Danielle WhiteEagle, Enrollment Director

LOCATION: Philip Starr Building

MAIN PHONE: 253-939-3311

MAIN EMAIL: EnrollmentDept@Muckleshoot.nsn.us

PROGRAM DESCRIPTION: To provide services to Enrolled Muckleshoot Tribal members and to those applying for Tribal membership. Staff also assists the Enrollment Committee and Tribal Council in maintaining the integrity of the Membership rolls.

SERVICES PROVIDED:

- Assist with the Enrollment process and issue Applications for Tribal Enrollment;
- Issue Certifications of Tribal Enrollment;
- Issue Tribal Identification Cards;
- Verify Enrollment status of Enrolled members.

HIGHLIGHTS OF 2018:

- The Enrollment Office assisted with the Enrollment of 66 persons as of November of 2018. 62 of these persons are of the ages 0-12 and four were of the ages 13-17.
- As of November 2018, 2,932 persons are enrolled in the Muckleshoot Indian Tribe. The age ranges of those enrolled are as follows:

MIT Enrollment by Age Group	
0-12	753
13-17	299
19-49	1,450
50+	430
TOTAL	2,932

OUTLOOK FOR 2019: The Enrollment Committee and Staff will continue to process eligible members' applications for enrollment, and will be looking into implementing an Enhanced Tribal ID soon!



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PERSON IN CHARGE: Ada McDaniel, Emergency Management Director

LOCATION: Cedar Building, 38717 172nd Ave. SE, Auburn, WA. 98092

PHONE: 253-876-3247

EMAIL: ada.mcdaniel@muckleshoot.nsn.us

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Enrollment

PERSON IN CHARGE: Danielle WhiteEagle, Enrollment Director

LOCATION: Philip Starr Building

MAIN PHONE: 253-876-3141

MAIN EMAIL: EnrollmentDept@Muckleshoot.nsn.us

PROGRAM DESCRIPTION: To provide services to Enrolled Muckleshoot Tribal members and to those applying for Tribal membership. Staff also assists the Enrollment Committee and Tribal Council in maintaining the integrity of the Membership rolls.

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Family Resource Center

PERSON IN CHARGE: Gil Adame, Family Resource Center Manager

LOCATION: 38907 172nd Ave SE Auburn, WA 98092

MAIN PHONE: (253)876-4040

MAIN EMAIL: Gilbert.Adame@muckleshoot.nsn.us



PROGRAM DESCRIPTION: The Family Resource Center is a program that makes available certain emergency and other supportive assistance to any tribal member who is experiencing unexpected financial circumstances that affects his or her individual welfare or the welfare of their family. The Tribe views the Resource programs as an important “safety net” for Tribal members in need. The Tribe also believes that making this safety net available for

tribal members in need as an investment in both tribal member and the future of the community.

SERVICES PROVIDED:

Clothing Bank – Clothing donated to the Family Resource Center is a great resource for Tribal Members and families to take advantage of. Whether it may be baby clothes your kids have outgrown, or the adult clothes that are taking up room in your closet, we welcome all clothing. We do not accept any other items.

Emergency Assistance – The Emergency Assistance Program is intended to help Tribal Members who are experiencing an unexpected and emergency problem that affects the health, safety and well-being of Tribal Members and their families who have good reason for not having money available to pay the cost related to the emergency. This assistance is dependent on available funding, The maximum among a tribal member household can receive in a calendar year is \$1000.00

Food Bank – The Food Bank Program is intended to ensure that needy community families have access to balanced and healthy food. Applicants must come to the Resource Center to pick up food except that the program may deliver food to elderly and/or disabled tribal members residing in the Auburn–Enumclaw vicinity who request food service delivery. The Program Staff will coordinate with other tribal programs (Seniors or CHR) to ensure that deliveries are carried out as efficiently as possible.

General Assistance – Financial Assistance program for enrolled native Americans 18 and over living within Muckleshoot boundaries not receiving any other state assistance or any other income. This is a federal grant and the Family resource may not receive it at times. When the grant is applied there is usually enough to do two rounds of assistance.

Personal Care needs – Hygiene/toiletries. Adults receive - shampoo, bar soap, razor, feminine hygiene, tooth paste and toothbrushes. Children receive baby shampoo, lotion, hair detangle, diaper rash and baby wipes. Four rolls of toilet paper are also handed out with personal care needs. These items are all resources handed out to help assist once a month

Laundry/Laundromat Assistance – Tribal member households (unless applied as homeless) who do not have access to a washing machine and/or dryer may receive a voucher for a coin operated laundry service once each quarter based on the size of the household, as follows: 1 person = \$20; 2-3 persons = \$30; 4- 6 persons = \$40; 7- 9 persons = \$50; 10 and above persons = \$60. Laundry detergent will be provided, as appropriate, one time each quarter.

LIHEAP – Low Income Household Energy Assistance Program, this program is intended to help enrolled Muckleshoot tribal members and other natives living in King or Pierce County excluding Seattle with their utility bills. As long as their household doesn't not exceed 60 % of king County Median Income. The grant is formulated near the end of the year around October. There are 2 rounds two rounds of assistance, each round last up to 2 to 3 months.

Seniors Assistance – This program is intended to help seniors, 50 or over with their utility bills. Eligibility and method of payment of will be up to \$300 per Qtr. (living within a 30 mile radius from Muckleshoot Tribal Chimney. As long as a household income does not exceed 100 % of King County median Income. The assistance will be paid directly to the energy supplier of heat, electricity or fuel for heating, lighting, or cooking,

STOWW (Commodities) – Small Tribes Organizations of Western Washington (STOWW). STOWW provides a service for tribal members who qualify via application. The Family Resource Center is only a drop off location for commodities or commodes. Commodes are delivered once a month by STOWW and we deliver to elders that are disabled, single or do not have transportation.

Tax Fund Energy – This program is intended to help Muckleshoot Tribal member households with their utility bills. They must live in King or Pierce County excluding Seattle with their utility bills. As long as their household doesn't not exceed 60 % of king County Median Income. I usually receive this funding after LIHEAP is over and clients can apply for assistance once a round. Each round lasts 2-3 months long.

HIGHLIGHTS OF 2018:

- Setting up tables with information and representing the Family Resource Center at the 2nd Annual Housing Fair.
- New self-serve computer kiosks at front lobby of The Family Resource Center. This makes all areas much more efficient and people in the community like this as well.
- The painting of the inside of department. This new look has a more appealing and comfortable feeling.
- The housing food drives donations to the Family Resource Center. This is a generous assortment of donations.
- Thanksgiving and Christmas Baskets. The team truly pulled together and made this go as smooth as possible.
- The Family Resource Center hired a new Manager, Gil Adame.

OUTLOOK FOR 2019: This coming year our goal is to ensure that the Muckleshoot community has a better open line of communication with the Family Resource Center staff. It will be our mission to provide quality customer service to ensure each person we assist remembers how we made them feel. Below are goals that we will strive to accomplish. We as a team will better understand that we have an obligation to our people who are striving to be better.

- Quality food
- Professional dress attire
- Better Delivery
- Greater Understanding
- Better Customer service
- Time management
- Attendance
- New Org Chart
- A Great Team
- Community involvement

Family Resource Center Team

Gil Adame – Manager
Renae Ward Anderson – Social Services Specialist
Juanita Sam – Outreach Coordinator
Vonna Moses – Admin I
Alyssa Vaiese – Admin I
Charlotte Porterfield – Admin II
Luis Esparza – Admin III
Antonio Cabanas – Food Bank Coordinator



Family Support Center

PERSON IN CHARGE: Charlotte Williams, Program manager

LOCATION: Family Support Center, 39819 Auburn Enumclaw Rd SE

MAIN PHONE: (253) 939-3311

MAIN EMAIL: charlotte.williams@muckleshoot.nsn.us

PROGRAM DESCRIPTION: The primary objective of the program is to provide a clean and sober environment for tribal and community members to visit and/or attend support groups.

SERVICES PROVIDED, Group meetings:

- Narcotics Anonymous (N.A.)
- Alcoholics Anonymous (A.A.)
- Gamblers Anonymous (GA)
- Youth group
- Supervised visitation for families
- Support services such as transportation and personal conversation



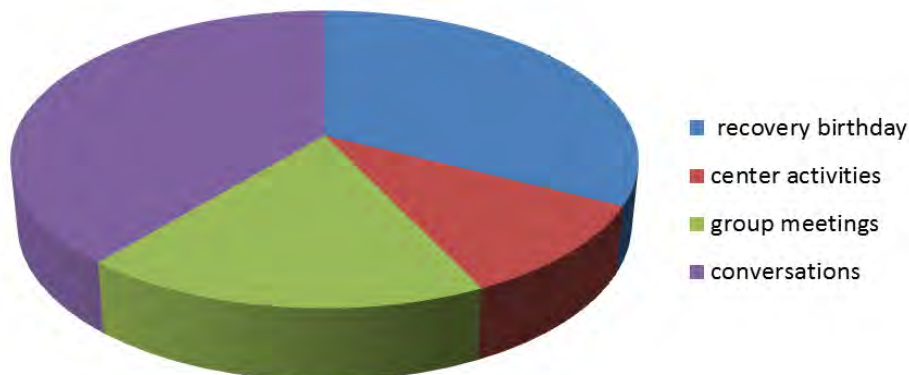
HIGHLIGHTS OF 2018:

- Meeting with special guest, Tim Ehman
- Monthly sobriety birthday celebrations
- Monthly speaker meetings
- Supportive training from the behavioral health program

OUTLOOK FOR 2019:

- Continue the highlights from 2018
- Provide other supportive services such as workshops for cultural, language, life skills
- Provide center related activities

Activities Breakdown





Finance Department

PERSON IN CHARGE: Jeff Songster, Chief Financial Officer

LOCATION: Finance Building

MAIN PHONE: 253-939-3311

MAIN EMAIL: Finance.Receptionist@Muckleshoot.nsn.us

PROGRAM DESCRIPTION: The Tribal Finance Department provides accounting and finance services to all programs in the Tribal Government.

SERVICES PROVIDED:

- **Accounting Services** – Payroll, Purchasing, Accounts Payable, Tax Forms, Banking, General Ledger and Cash Receipts
- **Budget** – Coordinates the preparation of the annual budget and monitors budget compliance
- **Grant Development** – Provides guidance to program personnel regarding development of new grants and renewals of existing grants.
- **Grant Administration and Compliance** – Processes grants, contracts and related budget activity for the Tribe and determines grant compliance for audit purposes.
- **Tribal Member Payments** – Processes all Per Capita and Senior Assistance payments.
- **Minors Trust** – Coordinates with the Plan Trustee to manage contributions, distributions and reporting.
- **Audit** – Provide all required information to external auditors for the annual audit of the Tribal Government.

HIGHLIGHTS OF 2018:

- **Banking conversion** – fully transitioned the banking activities for the Tribal Government to Key Bank
- **Time and attendance system** – converted the Tribal Government from a manual time sheet system to a fully integrated electronic system
- **Audit** – the annual audit was performed by an independent accounting firm who reviewed the financial statements of the Tribal Government to ensure that accepted accounting standards were followed, that proper internal controls were maintained and that The Tribe complied with applicable laws and regulations.

For the 2017 audit, which was completed timely in 2018, the auditors issued an opinion that the financial statements were fairly presented and followed acceptable accounting principles. One audit finding was noted and has since been resolved.

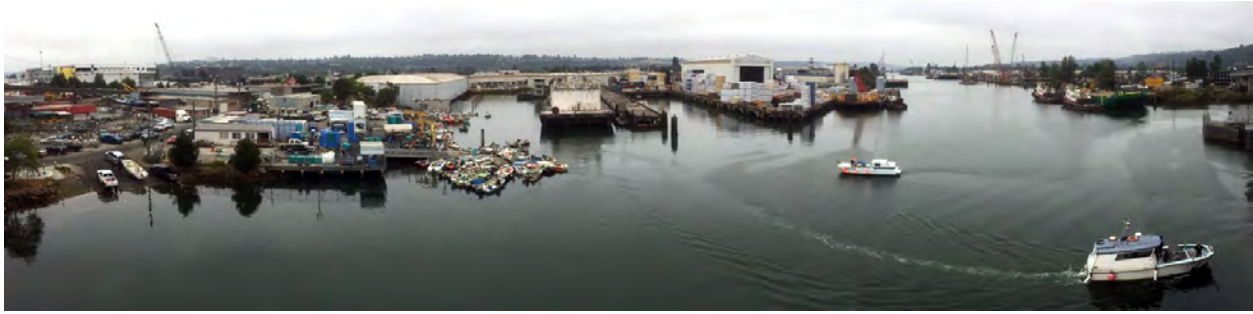
- **Minors trust** – quarterly meetings were held for Tribal Members with the Trustee to provide plan information

- **Finance trainees** – coordinated with Training and Development to implement a program for mentoring and developing two new Tribal Member positions in Finance

OUTLOOK FOR 2019:

- **Polices** – develop policies and operating procedures for all areas within the Finance department
- **Grants** – expand grant development efforts to increase funding levels
- **Tax services** – convert from H&R Block to Liberty Tax for on-site tax preparation services





Fisheries 2018 Annual Report



Message from the Fish Commission

Our 2018 River and Bay Chinook Fisheries openings represent a window into the benefits of conservative management and cooperative work with the Washington Department of Fisheries in developing and implementing the Palmer Ponds Projects and Chinook adult outplanting activities conducted by Fisheries Harvest Management and Hatchery staff.

Our optimism for the future is well-founded but cautious given the environmental challenges in the urban environment and the negative effects on survival caused by unprecedented shifts in ocean temperature regimes that affect food availability and migration patterns.

Similarly, as a result of our conservative management and aggressive negotiations with our co-managers to reduce interceptions, we again met our Chum egg take goal of 5 million. This again is a window into future benefits to tribal fishers. The increase in chum production is due to the investment in modernizing the Keta Creek Hatchery complex.

The Fish Commission continues to work towards increasing fishing opportunities into the future, that sometimes require short term sacrifices in order to maximize Hatchery production in the White river, Green River and Lake Washington systems. The Commission continues involved in negotiations to



Tribal fishing fleet at Stanley ("Sut") Moses Landing during a commercial chinook opening.

finalize the new long term Harvest Plan that should be much more favorable for terminal area fisheries.

Finally, the Commission continues working with consultants and contractors for the development of a new dock at First Avenue. Construction is expected to commence in ~~early~~ 2019. The modernized facility will provide benefits and safety to tribal fishers but we will be faced with some adjustments to allow for construction and will require the cooperation of each one of you.

Fisheries Division

Isabel Tinoco, Fisheries Director

LOCATION: Philip Starr Building

MAIN PHONE: 253-939-3311

DIVISION DESCRIPTION: Under Policy guidance from the Fish Commission, the Fisheries Division works toward protecting and enhancing the Tribe's fisheries resources, their habitat, and access to those resources to satisfy the needs of tribal members and their future generations.

SCOPE OF SERVICES: The information generated to manage the Tribe's Fisheries is generated by the Fisheries Division and stem from the multitude of activities performed by our programs and projects.



Fisheries staff: (Russell Markishtum (center), Keith Hunter Pulsifer (right), Dwayne Ross Jr., William Bachel, Matt Jones, Jeff Sheldon Sr., Dwayne Ross Sr. and Virgil Ross (background from left to right) pulling in the beach seine which is part of the Green river chinook telemetry study

Our programs include:

- **Harvest Management Program:** Fisher Services, Vessel Coordination, Salmon Management, Shellfish Management, Fish Production, Research
- **Fisheries Enforcement Program:** Three Officers commissioned to enforce the Tribe's Fisheries Code patrol the Tribe's U&A to make sure regulations are followed and also to assist Muckleshoot fishers.
- **Fish Production Program:** White River Hatchery, Keta Creek Complex, Fishing Derbies, Elliott Bay Net Pen
- **Fisheries Habitat Program:** Water Resources, Watershed and Land Use





Micah McDaniel along with Micah Jr. and Donovan Heredia showing off their chinook catch.

Harvest Management Program

PERSON IN CHARGE: Mike Mahovich (Assistant Director Harvest Management)

LOCATION: Phillip Starr Building

MAIN PHONE: 253-876-3113

MAIN EMAIL:

Mike.Mahovich@Muckleshoot.nsn.us

PROGRAM DESCRIPTION: Harvest Management staff (scientists and technicians) work toward providing the greatest possible annual harvest opportunity for Muckleshoot fishers. Staff scientists take part in annual salmon and shellfish management planning processes and provide technical support to the Muckleshoot Fish

Commission to negotiate fishing seasons and manage fisheries during the year.

SERVICES PROVIDED:

- Fisher Services (boat and individual fisher registration)
- Information on current harvest regulations for Salmon and Shellfish Management
- Shellfish from the Vashon property
- Vessel Coordination Program

HIGHLIGHTS OF 2018:

Fisher Services

- Registered 324 tribal members
- Registered 130 tribal vessels
- Issued 119 Protective fisher gear vouchers handed out

Coordination Program – In cooperation with local agencies staff implemented vessel coordination agreements to minimize conflicts on the water between tribal fishers and commercial vessels and cargo.

Chinook fisheries

White River/Puyallup River ceremonial and subsistence (C&S) spring chinook net fishery started on May 11th. The tribe fished ten consecutive extended weekends fishing up July 16th which was the most days fished in the last 30 years of this fishery.

Along with the net fishery the tribe conducted a hook and line fishery. The hook and line fishery caught 14 chinook, the net fishery caught 562 chinook for a total catch of 576 Chinook. This was the highest number of spring chinook the tribe has harvested for both net and hook and line in the last three decades.

On July 19th, 26th and August 2nd the tribe conducted a chinook test fishery in inner Elliott Bay. The total catch from these three nights of test fishing was 176 fish which was modeled and met the criteria for a full fleet (all tribal fishers) one night 12 hour commercial fishery.

The commercial fishery was conducted in Inner Elliott Bay and the lower Duwamish River on August 9th with a total catch of 3945 (3785 river and 160 bay) which was an above average catch for the first night but more importantly guarantee the tribe's fishing community a second commercial fishing night.

The second opening in the same areas was held on August 16th caught 5483 chinook (5278 river and 240 bay). The total catch from both nights was 9463 fish which was one of the highest (two 12 hour openings) commercial fishery totals in many decades.

The tribe also harvested an additional 1137 chinook incidentally to the commercial coho fisheries from both Elliott Bay and the Duwamish/Green River. There were an additional 139 chinook incidentally to the commercial coho fishery in the upper ship canal, Lake Union area and North Lake Washington.

Coho fisheries – Tribal fishers experienced a good season of catch numbers. The overall size of each fish was good and the price per pound as in the past 3 seasons remained high. The total harvest from all areas (Elliott Bay, Duwamish River, Puyallup River, Ship Canal/Lake Union and North Lake Washington) was 45,483 fish.

Chum fisheries – The Green River chum fishery starts mid to late October and continues all the way through into early December. The total catch this year was 23,332 fish. This wasn't a record but considering all the survival problems with South Sound Chum this year this was consider a good harvest especially when most terminal areas in Central and South Sound either had a very small harvest or none at all.

Shellfish



Butter clams from the Tribe's Vashon Island tidelands.

Tribal members along with several tribal programs – including the Muckleshoot Tribal School, MIT Summer Youth Program, and the MIT Educators Summer Institute - visited the Tribe's Vashon Island property this year to experience the pristine environment and collect shellfish on the tidelands

2018 was a very good year for shellfish harvesting; the total oyster harvest climbed to just over 10,000 oysters and there was a record 24,600 cultured Littleneck clams harvested for tribal consumption. Most of the harvest was conducted by the Shellfish Team, which was able to provide thousands of high-quality oysters and clams to the Seniors Kitchen for serving at luncheons and distribution to Tribal Elders. Oysters and clams were also provided by request to numerous other tribal events and memorials throughout the year.

Research

During the winter staff operated juvenile salmon out-migration traps on two Green River tributaries. An inclined trap was used on Crisp Creek and a rotary screw trap on Newaukum creek. The juvenile salmon that are caught (and released unharmed) help determine egg to fry survival and smolt production from each of those creeks.

In the spring, staff completed a third year of warm water species test fishing in lakes Washington and Sammamish. From March 20 - June 8, there were 480 net sets conducted that caught 4,400 fish. Stomach contents were taken and analyzed from the 2,300 potential salmon predators (bass, pikeminnow, trout and others) which will help with the larger predator removal efforts in the future. There was also a walleye acoustically tagged (5-year transmitter) in Lake Sammamish to collect depth, seasonal movement and temperature data to better target that non-native species in the future

Also in the spring, since 2015, in collaboration with WDFW, staff coded wire tagged Chinook and coho smolts from Issaquah Hatchery and trucked them to downstream release sites in Kenmore and Ballard. In addition to the CWT fish there were passive integrated transponder (PIT) tags placed in chinook. This

research is testing to see if this improves their survival to adults Lake Sammamish/Lake Washington basin.

Throughout the summer and fall months staff conducted several more studies. The sockeye bio-sampling program at the Ballard Locks collected several hundred fish for analysis. After analysis, the carcasses were brought back to the tribe for distribution throughout the community.

Also this past summer staff conducted the fifth year of telemetry studies on Green River Chinook. The goal is to help determine why so many Chinook die on the spawning grounds before spawning. There are numerous hydro-phones placed throughout the basin to track when and where Chinook moved during their migration.

Staff conducted spawner surveys with WDFW on the Cedar River, plus other Lake Washington basin tributaries, Green river and the upper White River in the Greenwater River.

In an effort to learn more about chum timing and abundance as they migrate between the Duwamish and Keta Hatchery, staff telemetry tagged chum in the Duwamish and tracked them to the middle Green and Keta using the same general methods use for Chinook.

Staff also increased the number of spawners on the Green River by trucking (out-planting) excess chinook, coho and chum salmon from both the Keta Complex and Soos Creek hatchery back to the spawning grounds. Chinook were out-planted at Flaming Geyser Park on the mainstem of the Green river while all the coho and chum were out-planted in Newaukum Creek, a tributary of the Green river.

OUTLOOK FOR 2019: Technical personnel from both the state and tribes are just starting to develop all forecasts for salmon returning in 2019. The hope is that we have a similar year (or better) then the 2018 harvest. Management planning starts in early January with pre-season planning negotiations and usually concludes by the beginning of May. The first Monday in June will be the annual fishers meeting and at that time all the pre-season forecasts will be presented.



Enforcement Officer JC Byars

Fisheries Enforcement Program

PERSON IN CHARGE: Officer John C. Byars

LOCATION: Philip Starr Building

MAIN PHONE: 253-876-2904

MAIN EMAIL: jcbinars@muckleshoot.nsn.us

PROGRAM DESCRIPTION: Muckleshoot Fisheries Enforcement Officers enforce Title 6 and regulations to secure fishers safety, and the complexity of managing successful treaty fishing in the urban environment. Currently the three Officers, (JC Byars, Paul Rodarte and Colt Potts) are all tribal members that have attended and graduated from the BIA Academy in Artesia. Our officers patrol fishing locations all over the Tribe's U&A in the Lake Washington, Green-Duwamish, Elliott Bay and the White-Puyallup systems.

SERVICES PROVIDED:

- Enforce Title 6
- Enforce Fishing and Administrative Regulations
- Coordinate with other Law Enforcement Agencies
- Assist and remind fishers of safety procedures and requirements
- Assist Fisheries Staff when conducting field work

HIGHLIGHTS OF 2018:

- Provided coverage during all fisheries openings within the Tribe U&A
- Patrolled fishing sites to secure no poaching occurred
- Increased cooperation with Vessel Coordination staff during the fishing seasons
- Worked together with Harvest Management staff during the Warm Water test fisheries

OUTLOOK FOR 2019: Fisheries Enforcement Officers will continue to serve the fishing community by providing safety information and by enforcing tribal law.

Fish Production Program

PERSON IN CHARGE: Laura Swaim, Assistant Director of Fish Production

LOCATION: Philip Star Building, Room 106

PROGRAM DESCRIPTION: White River Spring Chinook Hatchery serves to hold adult Spring Chinook collected by Hatchery staff. Approximately 1,100 adult brood stock fish (500 females and 600 males) are spawned for a realized take of about 1,200,000 eggs of which 400,000 fry are reared on-station to 80 fish per pound during the month of May. The other 800,000 eggs are transferred to WDFW hatcheries for hatching and rearing ultimately those fish are placed into acclimation ponds on tributary rivers above Mud Mountain Dam for release in May.

Keta Creek Complex, Staff spawns and rear Green River Chum and Coho Salmon returning to the hatchery during the month of November. Staff collects and fertilizes 6,000,000 chum and 200,000 Coho eggs for incubation and onsite rearing. About 5 million Chum salmon are released from Keta Creek Hatchery as small sub yearling fingerlings. The Coho are raised for a full year and one half and are released as yearlings. Approximately 400 thousand Coho are transferred to the Elliott Bay Net Pen for growth and acclimation to the Bay. Staff also helps to care for Fall Chinook at Palmer Hatchery.



2018 fish return to Keta

SERVICES PROVIDED:

White River Hatchery

- Fertilize 1.2 million Spring Chinook eggs
- Release 400,000 fry on-site into the White River

Keta Creek Hatchery

- Produced 5 million Chum and 1.2 million Coho fingerlings
- Host three Trout derby events for Tribal Members

HIGHLIGHTS OF 2018:

White River Hatchery

- Released 411,381 Chinook fingerlings at 70 fish per pound on site to the White River and 818,457 to the Greenwater River.
- We currently have about 492,000 fish embryos on-station - The adult spawners looked great and held nicely during the 100-120 days they were on-station. Surface water temperatures were high and so we mixed in well water to cool the fish.
- Transferred 478,252 eggs to Puyallup Voight's Creek Hatchery and 476,617 embryos WDFW Hupp/Minter Hatchery and we have 491,889 embryos at White River Hatchery

Keta Creek Hatchery

- Released 6.8 million Chum fingerlings
- Transferred 415 thousand yearling Coho to the Elliott Bay Net Pen
- Released 562 thousand yearling Coho on-station
- Fed and Released 1.3 million Fall Chinook fingerlings from Palmer Hatchery
- Staffed and hosted three Trout Derbies
- Spawned and fertilized 6 million Chum eggs and 2 million Coho eggs – The adult spawners were late in arriving at the hatchery due to low river flows this year, but a small amount of rain helped to bring them home to Keta Hatchery.

OUTLOOK FOR 2019:

White River Hatchery – With several grants being funded, we hope to increase production of Spring Chinook. We have funding to add egg incubation trays, and are securing funding for constructing another groundwater well for the lower rearing ponds that are currently supplied with re-use water from the upper raceways. This added supply a fresh groundwater will enable us to rear more fry on-station for release there, increasing our overall production.

Adding circular tanks for rearing the Spring Chinook builds strength and endurance of the chinook fingerlings for excellent swimming downstream and transition into the saltwater environment. We increased production this year and will be in a position to fertilize more eggs and increase production next year.



Jack Starr, Lawrence Jerry, Tim Ross Jr., Marvin (“Butch”) Ross, and Sharon Curly waiting to off-load their catch.

Hatchery will continue to host the Trout Derbies.

Keta Creek Complex

The Keta Complex will continue to make adjustments and tune its operational performance following its recent upgrade. It is performing well and meeting its goals of fertilizing 8 million eggs, there continues to be some engineering challenges that can be made to improve rearing of the fish that we hope to address during the coming year.

Adding a bio-filter to the large re-use ponds will be needed to combat lower flows and increased water temperatures due to warmer, drier summer and fall conditions. High temperatures and lack of rain create unhealthy conditions for the yearling Coho. Keta will continue to achieve their goals. Keta

2018 Production for the White River Hatchery

Location	Brood Year	Salmon Species	Age	Release Number
White River Hatchery	2016	Spring Chinook	8 months	412,000
Greenwater River	2016	Spring Chinook	8 months	819,000

2018 Production for the Keta Creek Complex

Location	Brood Year	Salmon Species	Age	Release number
Palmer Ponds	2017	Fall Chinook	6 months	1.3 million fingerlings
Elliot Bay Net Pen	2016	Coho	18 months	415,000 smolts
Keta Creek Hatchery	2016	Coho	18 months	562,000 smolts
Keta Creek Hatchery	2017	Chum	6 months	6.8 million fingerlings

Hatchery Spawning Production for 2018

Location	Salmon Species	# of fish embryos
White River Hatchery	Spring Chinook	492,000
White River Hatchery for the Acclimation Ponds	Spring Chinook	819,000
Keta Complex	Coho	2 million
Keta Complex	Chum	6 million

Fisheries Habitat Program

PERSON IN CHARGE: Glen St. Amant, Habitat Program Assistant Director

LOCATION: Philip Starr Building

PROGRAM DESCRIPTION: The Habitat Program focuses on the aquatic habitats necessary to sustain the Tribe's fisheries resources. The goal of the program is to pursue opportunities to minimize development impacts on Tribal fishing opportunity within the Muckleshoot Usual and Accustomed Fishing Area, including the White, Green-Duwamish, and Lake Washington basins.

When possible, this includes directing project proposals to improve habitat and afford additional Tribal fishing opportunity. The Program includes two technical teams, the Watershed and Land Use Team, and the Water Team. Key accomplishments for 2018 and the outlook for 2019 are summarized below.

SERVICES PROVIDED:

The Watershed and Land Use Team monitors pending development proposals/permits, including forest practices and land use permits in the Tribe's Usual and Accustomed watersheds, in order to assess potential harm to fish habitat or water quality. Team members identify measures to avoid or mitigate impacts, and seek opportunities to improve and restore fish habitat.

As part of this work, the Team assesses the potential for projects to interfere with treaty fishing access and works with the Muckleshoot Fish Commission to identify measures to alleviate impacts. The Team works with a wide variety of local, state, and federal government agencies which authorize or plan development activities.

The Water Team collects data and participates in projects, plans, and legislation, concerning stream



The Keta Creek Derbies have become a family tradition.



Dwayne Ross Sr. ("Hotdog") is about to release a live chum back into the Duwamish River that was caught and tagged with an ultrasonic tag. Virgil Ross is in the background captaining the boat.

flows, dam operations and fish passage, water rights, water supply, and water pollution. Efforts focus on curtailing the impacts of human activities that cause water pollution or reduce the amount of water available to fish.

The Team works with government agencies to ensure that toxic spills and contaminated waterways are adequately cleaned up. State legislation is monitored and actively prevented from reducing instream flow protections as much as possible.

Team members recommend reservoir releases and flow levels to the Army Corps of Engineers and water utility managers in the Green, White, and Cedar river basins to maximize protection for fish resources.

HIGHLIGHTS OF 2018: The Watershed and Land Use Team:

- Reviewed over 4,475 federal, state, and local government permits, or an average of 89 per week, and over 1,120 were prioritized for further review and/or site visits. Team efforts often resulted in project modifications or new measures to mitigate negative development effects on fish habitat. Examples were adding fish-passable culverts at road crossings, verifying streams that support salmon, and increasing buffers to better protect wetlands and streams.
- Worked closely with State agencies subject to the federal culvert case injunction to ensure that new and replaced road crossings would not impede salmon migration. Technical recommendations were submitted for several projects, including the SR 167 and I-405 Road Widening projects, and Sound Transit's Lynnwood, Redmond, and Federal Way projects.
- Engaged closely with the US Army Corps of Engineers regarding mitigation banking projects proposed in the U&A to ensure that salmon and their habitats are sufficiently protected. The Team reviewed several bank repair and levee projects in the Green, White, and Cedar rivers and made recommendations to improve fish habitat and protect/restore fishing access.

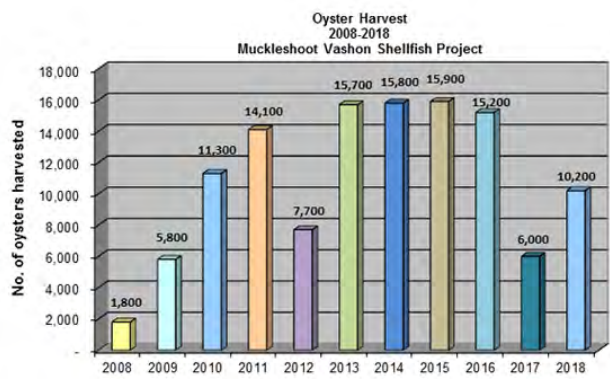
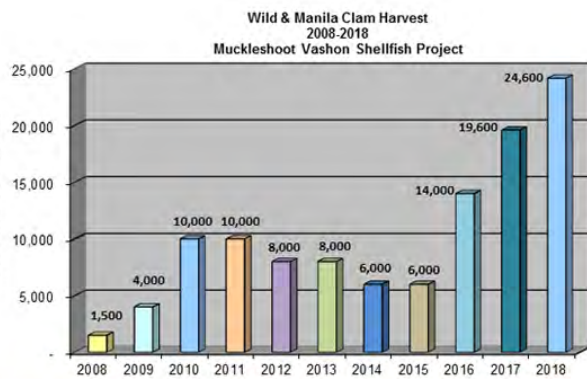
Water Team:

- Monitored water quality in the White River and set up a new project to collect water quality data in Crisp Creek, which is the source of water for operations at the Tribe's Keta-Crisp Creek Hatchery. Monitoring results will be shared as appropriate with other agencies to document conditions and pollution levels.
- Continued work with state and federal agencies on a water cleanup plan to reduce pollution from piped discharges in the White River. Staff worked with local agencies to address agricultural pollution along the White River and its tributaries.
- Set up the Muckleshoot Tribe's Water Quality Laboratory for State accreditation to test for seven water quality parameters.

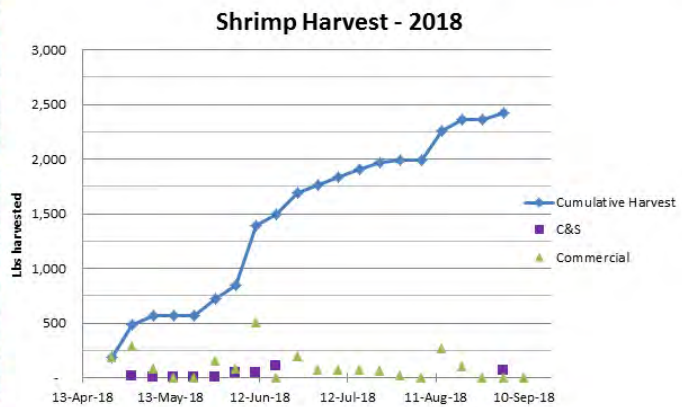
- Active participation on watershed planning committees and the Legislative Task Force on Water Mitigation, which will focus funding on meaningful salmon restoration efforts in the Tribe's U&A areas.

OUTLOOK FOR 2019:

- Continue working to protect and restore fish habitat by reviewing, and responding to plans, permits, and legislation from local, state, and federal agencies to identify necessary mitigation measures and restoration opportunities.
- Engage with local governments, state and federal agencies in an effort to protect and improve fish habitat conditions and protect tribal fishing sites affected by a variety of actions including piers/docks, levee projects, and other activities planned in the Tribe's U&A.
- Finalization of the pH and phosphorus cleanup plan for the White River and monitoring water quality at sites in the White River and Crisp Creek.
- Maintain the Tribe's Water Quality lab for accreditation to ensure that the Lab continues to meet professional standards to test for several water quality parameters.
- Track and influence state legislation that affects instream flow and habitat and to participate in watershed planning and habitat restoration efforts. Water right permitting processes will be monitored and tribal interests addressed.
- Watershed modeling, data collection and analysis, and water right compliance efforts will continue into 2019 to protect streamflow and hatchery water rights.



Spot shrimp harvested in Elliott Bay





Fisheries Technicians Russell Markishtum and Derek Hicks sort oysters at the Vashon tidelands for delivery to the Elders Center



Staff removing otoliths from chinook to identify Palmer chinook



General Services

Katie Brown, Janitorial/Landscape Services Manager
Frankie Lezard, Events Planning Manager

LOCATION: General Services Building

PHONE: 253-939-3311

EMAIL: Katie.Brown@Muckleshoot.nsn.us; Frankie.Lezard@Muckleshoot.nsn.us

PROGRAM DESCRIPTION:

- **General Services/Janitorial/Landscaping** – Oversee Janitorial and Landscaping services for Tribal Government properties and Elders Lawn care for those eligible.
- **Events** – Plan, prepare, and execute events on the Reservation for Tribal and community members.

SERVICES PROVIDED:

- **General Services/Janitorial/Landscaping** – Janitorial and Landscaping for Government properties, contract Elder's Lawn services to those eligible, provide assistance for funerals, and perform a variety of other functions throughout the Tribe.
- **Events** – Assist Tribal members with use of certain Tribal buildings for their events (Sla-Hal, Shaker Church, Catholic Church), Event Planning Assistance for the Tribe and Tribal Departments, loan tables and chairs to Tribal members within the Reservation for events and funerals.

HIGHLIGHTS OF 2018:

- **Buildings** – We oversee contracts for Custodial Services for 51 Government buildings, we currently contract with 11 Muckleshoot-owned custodial companies for these services.
- **Landscaping** – We also oversee Landscaping Services for Government Buildings and properties and provide Elders Lawn care. We contract with four Muckleshoot-owned landscaping companies and contracted 113 Elders lawns this year, an increase of 18 lawns from the previous year.
- **Events** – 42 Events were hosted and we assisted with 13, including the planning and execution of the Canoe hosting with over 1,200 people attending. Each event is growing year to year with the average attendance at dinners being over 500 people.

OUTLOOK FOR 2019:

- We will continue to contract Janitorial and Landscaping services for the Government properties and Elders Lawn care. Please contact Katie Brown if you have any questions regarding Elders Lawn services.
- New events will be added for 2019, and those that were well-attended and received will continue. We hope to plan as many events and assist as many programs as possible while keeping costs low.





Health & Wellness Center

Administration, Facilities & Business Office

NAME & TITLE OF PERSON IN CHARGE: David Hoffman, MD, Chief Medical Officer

LOCATION: Health and Wellness Division – 17500 SE 392nd St.

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION: Muckleshoot HWC provides support service to the Health and Wellness Center and Behavioral Health programs, MEIHSS, facilities, and equipment.

SERVICES PROVIDED:

- **Business Office** – includes billing for services and that in turn helps supports other MIT programs, Patient Registration and Managed Care helps patients with eligibility and insurance questions. Purchase Referred Care, formally CHS, manages payments for patient care outside of HWC.
- **Facilities** – maintains a professional, safe, and hygienic environment (interior and exterior) in all areas of operations in support of the overall mission of the Health and Wellness Center, Behavioral Health Building, Men’s/Women’s’ Recovery House, Youth Recovery House, Red Cedar House, Butterfly House and Lily House.

HIGHLIGHTS OF 2018:

AAAHC Accreditation. The Muckleshoot Health and Wellness Center has achieved accreditation by the Accreditation Association for Ambulatory Health Care (AAAHC). Accreditation distinguishes Muckleshoot HWC from many other health facilities by providing the highest quality of care to its patients as determined by an independent, external evaluation. Muckleshoot HWC Medical, Dental,

Pharmacy, and Behavioral Health all met nationally recognized standards for the provision of quality health care set by AAAHC.

Not all facilities that undergo the rigorous on-site survey process are granted the AAAHC accreditation distinction. The two AAAHC Surveyors reviewed 928 standards for the HWC clinical program services. Muckleshoot HWC scored “Fully Compliant”, the highest possible score in 15 categories. Fully Compliant services include Patient Rights, Provider Credentialing, Quality of Care, Quality Improvement Program, Risk management, Clinical Records, Infection Control, Prevention and Safety, Facilities, Dental Services, Medical Lab Services, Behavioral Health Services, and Teaching and Publication Activities.

Muckleshoot Elders In Home Support Services (MEIHSS). MEIHSS has been moved under the Health Division. This is a natural and logical restructuring since the caregiver team works so closely with the healthcare providers. MEIHSS is hiring more tribal members to reduce the expense of contracting out for caregivers. This provides a triple benefit: caregivers that know the culture, employment for the tribe, and a decreased burden on the tax fund.

Medication Assisted Treatment Program - Nationally recognized. Muckleshoot has become the model for Behavioral Health and Primary Care working together to support those who seek help for substance abuse issues. Beyond the clinical aspect, the community and patient support is overwhelming in keeping our clients on a healthy path.

The Muckleshoot Behavioral Health Program continued to receive national praise in 2018 with an article written in the “Journal of Law, Medicine and Ethics.” The title of the article was “Opioid Epidemic in Indian Country” and it highlighted the innovative and culturally relevant treatment offered at our Behavioral Health Department. [Authors: Robin T. Tipps, Gregory T. Buzzard, and John A. McDougall, *The Journal of Law, Medicine & Ethics*, 46 (2018)]

Facilities. Successfully passed FM Global insurance carrier 3 year audit that concentrated on Fire Prevention, including required documentation, drills, inspections, testing, and fire system maintenance of the. Inspection also included security measures at the HWC and associated buildings.

New MindCare Clinic. Completed remodel of storage area for clinical use, which includes a waiting area, treatment room, offices, wheelchair accessible ramp, and signage.

OUTLOOK FOR 2019: THE HEALTH DIVISION

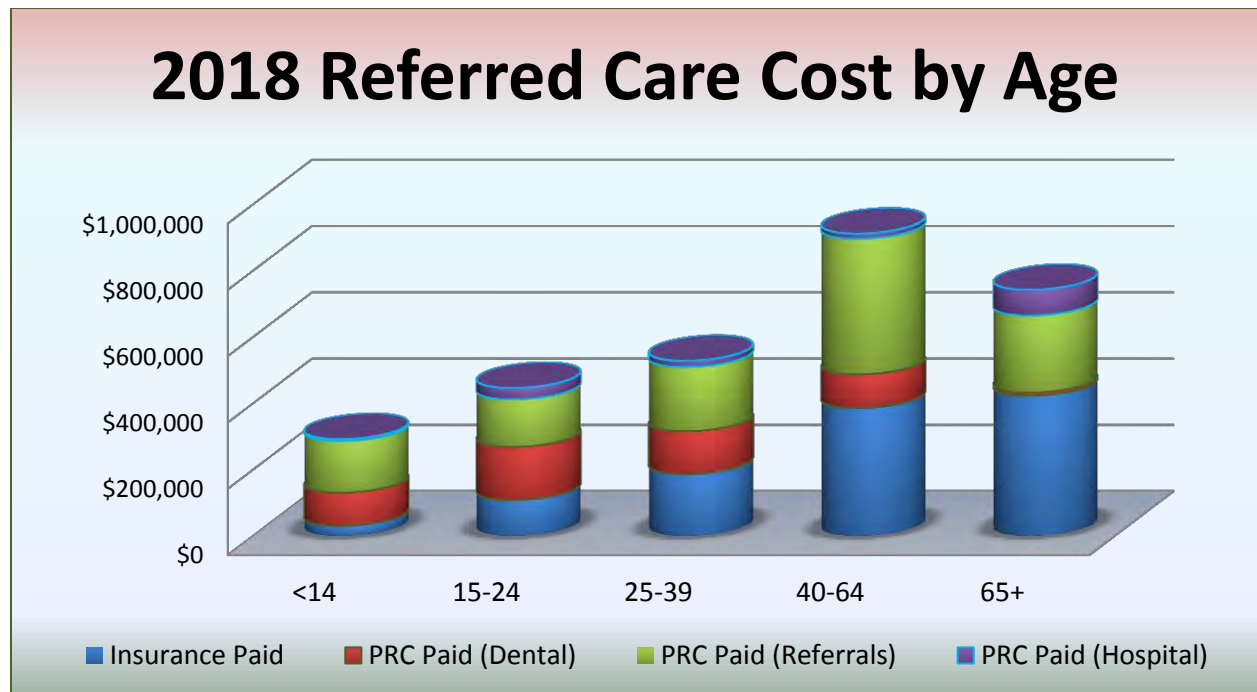
Integration. We will continue to refine and improve current departmental processes while investigating the best electronic health record to unify all our departments. Currently we have multiple electronic health record systems and this limits our ability to share data across departments. Data sharing is important in modern healthcare-it ensures that all health providers are on the same page.

That, in turn, ensures the patients get the very best outcomes. Also, more efficient data sharing will help us better collect from insurances, reducing the need for Muckleshoot funds. Since it can take up to three years to identify, purchase and implement the right electronic health record we will continue to improve departmental processes and implement better interdepartmental communication means. The Health Division will again consult with Indigenous Pact to improve insurance billing and collections.

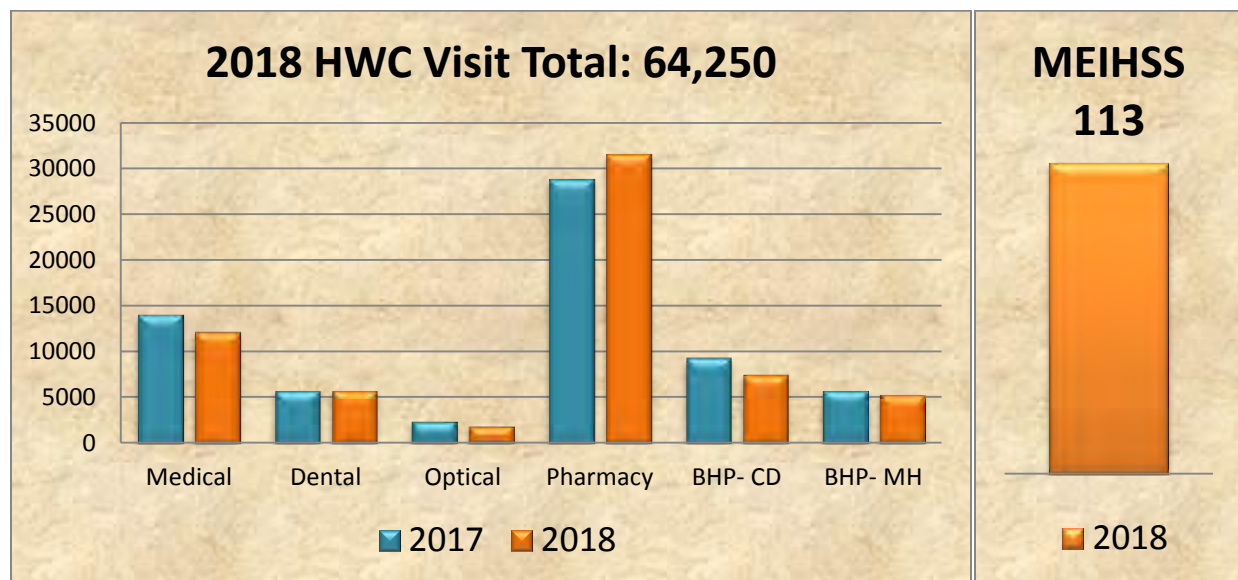
Comprehensiveness. We will strive to provide more of the most needed services. In 2019 we’d like to add physical therapy. It has been absent from Muckleshoot for many years. Physical Therapy will provide a connection between medical care and the Wellness Center. As our paradigm continues to shift from repeated acute care visits to acute care leading to long-term wellness, the Physical Therapy program will act like a bridge from medical diagnosis or hospitalization to, ultimately, getting physically active and plugged into the Wellness Center with an athletic trainer...long-term wellness.

Holistic. Our programs will become more integrated and comprehensive while at the same time we double down on caring for the whole person in the context of the whole community. We will continue to learn as much as possible about the Salish ways and incorporate those into the health system. The new Café in the Wellness Center should open by mid-2019. One key feature will be promotion of the Native Beverage Program with a variety of healthful infusions.

Facilities will continue to support HWC with services and construction projects as needed, along with upgrading the Heating and Air Ventilation and develop a master plan for electrical and mechanical systems.



Purchased Referred Care (PRC) statistics from RPMS



Graph 1 RPMS visit data, 2018 visits estimated out to Dec.

Graph 2 MEIHSS clients served in 2018



Dee Williams, Executive Assistant, Events Planner and Supervisor; David Hoffman, MD, CMO; Lisa Elkins, HWC Patient Services Coordinator





Behavioral Health

PERSON IN CHARGE: Mick Clarke

LOCATION: Behavioral Health Bldg, 17813 SE 392nd St. Auburn, WA 98092

PHONE: (253) 804-8752

EMAIL: BHP@muckleshoot-health.com

PROGRAM DESCRIPTION: Provide comprehensive outpatient mental health services, state certified chemical dependency treatment, adult recovery housing, youth recovery housing and prevention activities to Tribal community members and other Native Americans living on and near the Muckleshoot Indian Reservation.

SERVICES PROVIDED:

Adult Chemical Dependency Services *(Serving adults from 18 and up)*

- Alcohol and drug assessment, treatment, and case management
- Intensive outpatient groups
- Outpatient and aftercare groups
- Suboxone treatment
- Vivitrol treatment
- Inpatient Referrals
- Individual counseling
- Organized drug and alcohol free community events/activities
- Needle Exchange Program
- Adult Recovery Home
- The Lily Home
- The Red Cedar House
- The Butterfly Home

Adult Mental Health Services *(Serving adults from 18 and up)*

- Assessment, treatment, and case management
- Crisis intervention
- Individual, couples, and family counseling
- Client advocacy
- Information and referral
- Grief and loss counseling
- Trauma processing

- Equine-Assisted Psychotherapy (counseling with horses to assist in healing process)
- Anger Management Classes
- Women's Support Group
- Domestic violence services and victim's group
- Psychiatric care and medication management

Family & Youth Services at the Health & Wellness Center (*Serving youth up to 18 years old*)

- Alcohol and drug prevention/education, assessment and treatment
- Individual and family mental health therapy and case management
- Equine-Assisted Psychotherapy (therapy using horses)
- School-based counseling, groups and advocacy
- Parent and family trainings and education
- Organized outings, retreats and community events/activities
- Support Groups
- Psychiatric care and medication management
- Youth Recovery Home

BEHAVIORAL HEALTH HIGHLIGHTS OF 2018

Domestic Violence Events 2018

Date	Event	Location	Number Attendants
2/14/2018	Teen Domestic Violence Educational Event	Tribal School	400
3/21/2018	Human Trafficking Awareness Luncheon	HWC Conference Rooms	48 adults 9 youth
4/25/2018	Sexual Assault Awareness Breakfast	HWC Conference Rooms	70
4/26/2018	Sexual Assault Consent Educational Event	Tribal School	20
8/14/2018	Summer Camp	Black Diamond Camp	22 youth
8/15/2018	Social Media Bootcamp	HWC Conference Rooms	12 youth
8/16/2018	Social Media Bootcamp	HWC Conference Rooms	15 youth

Positive Indian Parenting (23 graduates) – Positive Indian Parenting (PIP) is an 8-10 week curriculum, developed by the National Indian Child Welfare Association that provides practical and culturally specific training for American Indian and Alaska Native parents. The training helps parents explore the values and attitudes expressed in traditional AI/AN child-rearing practices and apply them to modern parenting. The curriculum draws on the strengths of traditional Indian parenting practices using storytelling, cradleboard, harmony, lessons of nature, behavior management, and the use of praise.

PIP is a collaborative effort, led by a Chemical Dependency Counselor and a Mental Health Therapist. Starting in April, Positive Indian Parenting has offered three groups, with a total of 23 people participating.

Women's Talking Circle (15 attendees) – The Women's Talking Circle provides an opportunity for women to connect, share, express themselves, learn and grow. This group went on a variety of field trips

including St. George's Labyrinth an outdoor mindfulness exercise, a local pumpkin patch, Snoqualmie Falls, Tacoma Glass Museum, the Rose Garden, a ballet performance and a baseball game.



Expressive Art Group (22 attendees) – This group is a collaborative effort co-facilitated by a chemical dependency counselor and a mental health therapist and utilizes art to develop methods of self-expression, learn coping skills, process difficult thoughts and emotions, prevent relapse and reduce mental health and chemical dependency symptoms. Since January, 22 people have participated in art projects ranging from collages, to practicing with different types of paint, implementing the use of natural materials and projects that incorporated principles of art therapy.

Problem Gambling Services

Treatment Services (80 individual sessions of Problem Gambling treatment) – The Problem Gambling Counselor and a client started a Gamblers Anonymous meeting at the Family Support Center on Wednesdays at noon.

Healing Circle – We provided a Healing Circle group that covered many topics specific to addiction, trauma, family effects and recovery. We started this group in February 2018 and had consistent attendance of 5 to 6 participants each week.

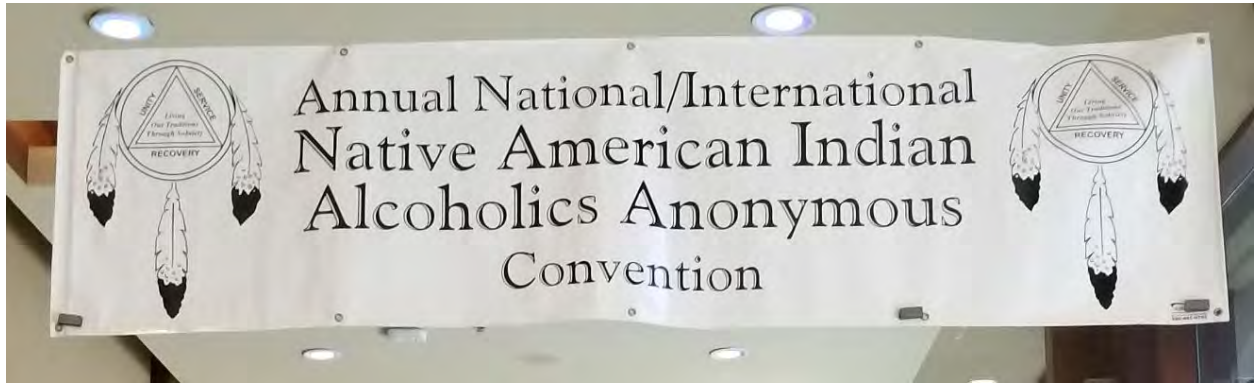
Community Events – We have been present at the Veteran's, Sobriety, and Skopabsh Pow Wows, providing 200 people with brief intervention and education. We were also at Per Capita distributions, Benefits Fair, National Night Out, Housing Fair, HWC Safety Fair, Superhero Fun Run and Muckleshoot Middle and High School Career Days.

Healing Dinner – We held a Healing Dinner in March (attendance of 75+) for Problem Gambling Awareness month, distributing many educational items. We were privileged to have 2 clients speak regarding their recovery from compulsive gambling. We also had Native American comedian/speaker, Mitch Factor, provide a comedy show/dinner (85 attendees) on November 2nd while covering the topic of problem gambling in his routine.

Recovery Coach Academy (31 participants) – In April, May, July and August we provided two full Recovery Coach Academy (RCA) courses utilizing the RCA trainers we trained last year in partnership with Evergreen Council on Problem Gambling. Currently, 31 participants have completed RCA and we now have a total of 16 Recovery Coaches who are willing to make themselves available to other people entering their own recovery journey. We continue to have follow-up meetings with our Recovery Coaches and two of them attended the Four Directions Problem Gambling Conference at the Clearwater Casino.

Educational Workshops (75 participants) – Six Problem Gambling workshops were presented to a total of 75 participants who received gift cards as an incentive for their participation. We also presented information on problem gambling to new TGA agents at the Muckleshoot Casino.

School Presentations – The Problem Gambling Counselor went to local Schools in March, Problem Gambling Awareness month, and presented on the connection between gaming and gambling to approximately 70 students. They were all informed of resources available to them and their family members for treatment.



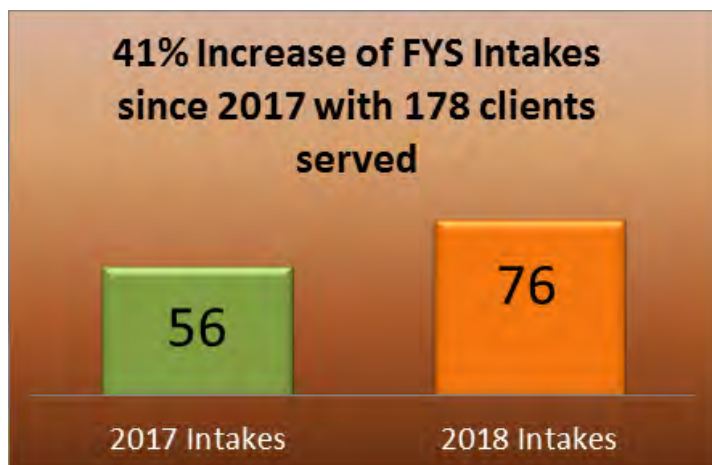
27th Annual Native American Indian Alcoholics Anonymous Convention

Eight Muckleshoot Tribal members and two employees of Muckleshoot Behavioral Health attended the 27th Annual Native American Indian Alcoholics Anonymous Convention in September of 2018 held in Fountain Hills, Arizona (Yavapai Nation). They were able to participate in AA meetings, flag ceremony, talking circles, pow wow, and 24 hour marathon meetings.

Healing Dinners of 2018

- **Medication Assisted Treatment (80 participants):** Guest speaker, Dr. Richard Ries, engaged the community in a talk on the topic of Medication Assisted Treatment.
- **Overdose Awareness (95 participants):** Staff presented on the signs of overdose and how to respond utilizing our Narcan Kits.
- **Problem Gambling Awareness (75 participants):** Clients spoke about their recovery from compulsive gambling.
- **Suicide Awareness (86 participants)**
- **Domestic Violence (130 participants)**

Youth Services



Family Youth Services (FYS) – 178 total clients served in 2018

Youth Recovery Home – The Youth recovery home serves up to 8 Native girls ages 13-18 providing a safe living environment, life skills and treatment through FYS mental health and chemical dependency services.

- 2017 Average census: 4.6
- 2018 Average census: 6.4
- 23% increase in occupancy since 2017



Family & Youth Prevention Services in 2018

In addition to mental health and chemical dependency treatment, Family and Youth Services also provided an array of prevention services to youth:

- **Black Diamond Summer Camp.** August 12th-15th, 20 youth participated at Black Diamond camp 4 days/3 nights of activities including ropes course, team building activities, arts and crafts and recreation.
- **Camp Long.** April 11th-13th, 11 youth learned about tribal history and participated in Cultural and Prevention activities.
- **Snow Boarding.** 5 weekends, in partnership with SOS (Snowboard Outreach Society) 14 youth participated in learning to snowboard at White Pass.
- **ART (Aggression Replacement Training).** 4 FYS Staff were trained as trainers and provided groups throughout the year.
- **Positive Indian Parenting.** Provided three 8 week parenting groups based on the Positive Indian Parenting curriculum.
- **Summer Youth Forest Crew.** 15-20 youth participated in team building, experiential education and prevention activities by a Chemical Dependency clinician.
- **Outreach to Drop-in Center.** Staff provided weekly outreach for 7-15 youth providing prevention activities.
- **Healing of the Canoe.** Up to 12 youth per quarter engaged in a group using the Healing of the Canoe curriculum.
- **Native Stand.** Spring and summer 2018, staff facilitated a Native Stand curriculum at the Tribal school that focused on teen health and relationship topics. 41 students attended the classes.
- **Native Peer Helpers.** Provided training in suicide warning signs and prevention. 35 youth completed the course.
- **Red Ribbon Week.** Facilitated activities at MTS that focused on promoting a drug free lifestyle. 553 students participated in Red Ribbon Week activities.
- **Salmon Jam.** Sept 15-16, tobacco prevention activities/education for 100+ youth.

- **Social Media Boot Camp.** August 15th -16th, 16 youth participated in a 2 day training to develop videos/PSAs on healthy relationships and domestic violence. This was in partnership with We R Native and Sky Bear Media.
- **4-H- weekly groups** providing activities and education designed to engage youth to reach their fullest potential while advancing youth development.

Equine Assisted Counseling at Muckleshoot Behavioral Health



Equine assisted counseling has been offered at Muckleshoot Behavioral Health since October, 2011. The modality has become extremely popular, we've increased clinical and community activity hours every year. Our counseling services are provided by therapists from both the Adult and Family & Youth programs.

In the fall of 2018, we hired a full time Equine Specialist. The demand for services has prompted an additional adult clinician to obtain the EAGALA Certification training, which will be completed December, 2018.

Our equine assisted counseling program provides experiential therapy that facilitates positive change, encourages and supports healing. The barn offers a unique opportunity to engage in positive prosocial activities and to strengthen the prevention factors that reflect the core values of our Muckleshoot Behavioral Health Program.

Equine Program Offerings

Counseling

- Individual, Family & Group Modalities

Groups

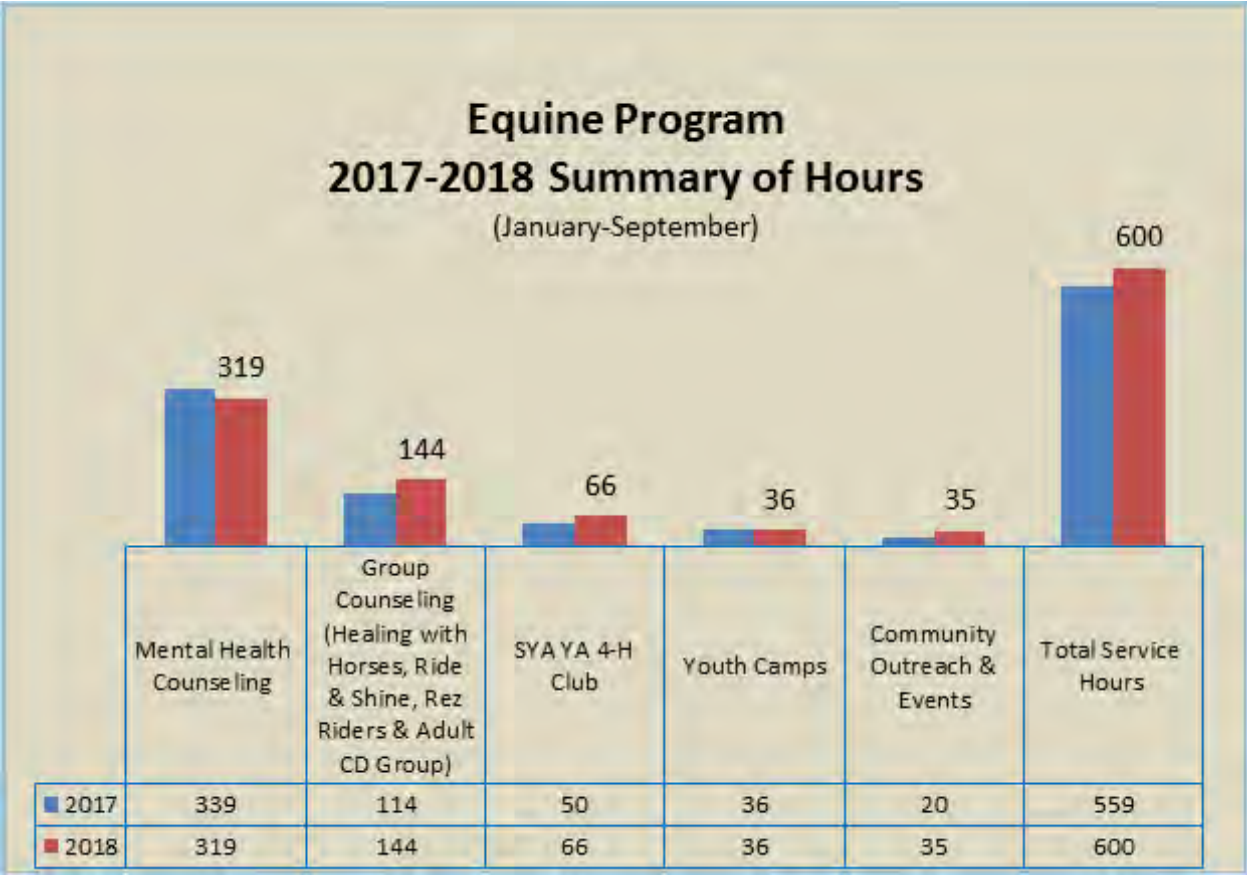
- Healing with Horses (Grief & Loss Group)
- Chemical Dependency Groups
- Sya Ya 4-H Club
- Ride and Shine (Youth Empowerment Riding Group)
- Rez Riders (Adult Empowerment Riding Group)

Youth Camps

- 4-H Fair Camp
- Ride and Shine Camp & Horse Show

Barn/Equine Events

- Community Grief & Loss Support
- Holiday Open Barn
- Spring Open Barn
- Haunted Barn
- Emerald Downs Opening Day Parade



Treatment Issues Addressed with Equine Assisted Counseling

- Trauma
- Anger management
- Addiction
- Prevention
- Grief and loss
- Depression
- Anxiety
- Problem solving
- Self-esteem
- Communication
- Peer Pressure
- Relationships
- Conflict resolution

Behavioral Health Goals for 2019 and Beyond:

- Expand Outreach services to provide additional support to clients in the evenings and on weekends.
- Advance a collaborative approach with Crisis Connections of King County to enhance after hour crisis response services.
- Continued expansion of our Recovery Coaching and Native Community Helpers initiatives to train more community members in responding to addiction and suicide related crises.
- Develop wilderness/outdoor programming utilizing Tribal Lands and trails for youth and young adults. Providing these services in the wilderness enables youth to learn about their ancestral lands and obtain skills in a natural environment. The program would consist of experiential learning, team building, healthy communication for youth and family as well as being culturally driven. This type of programming would be the first of its kind within Native American communities.

- Expand and formally develop an Equine Program to meet the needs of Tribal and community members who suffer from substance use and mental health disorders.
- Provide services for children 0-5 and their parents utilizing a PCIT (Parent/Child Interaction Therapy) model and Positive Indian Parenting. These services under Behavioral Health would create a continuum of care that would benefit clients and families.



Louis "Doc" Starr



MindCare Clinic

PERSON IN CHARGE: Bella Townsend, MindCare Clinic Manager

LOCATION: Health and Wellness Division – 17500 SE 392nd St.

MAIN PHONE: (253) 804-8752

EMAIL: BHP@muckleshoot-health.com

PROGRAM DESCRIPTION:

The MindCare Clinic is a new upcoming program committed to brain health. It utilizes state of the art clinical technologies to increase brain health and functioning, treat mental health symptoms, reduce stress and promote mental wellness. Services are tailored to each client's unique brain health needs. They're relaxing, safe and medication-free.

SERVICES PROVIDED:

The MindCare Clinic will be soon be open and offering a variety of innovative services. The program is being developed as a result of the need to add new additional ways to address brain health. Previously, the Medical Clinic successfully introduced Nexalin. This calming, pain-free, FDA cleared treatment for anxiety, depression and insomnia will be available at the MindCare Clinic this coming year.

A service we're looking forward to introducing at the MindCare Clinic is Neurofeedback.

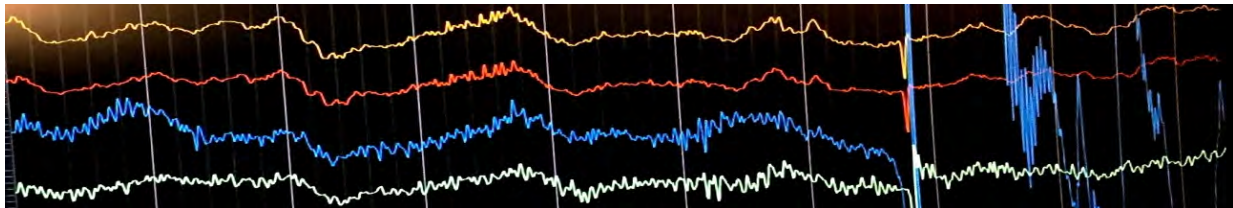


photo of brainwaves during neurofeedback treatment

Neurofeedback treatment is tailored to the unique brainwaves of each client so the results are individual-specific and therefore, extremely effective.

Neurofeedback works by identifying each client's unique brain wave patterns that may be contributing to stress, mental health symptoms, and poor functioning. The client is guided to gently and painlessly train their brain by introducing different brainwave patterns during a series of treatments.

HIGHLIGHTS OF 2018:

The MindCare Clinic is coming together and will open its doors to the Community in early 2019.

OUTLOOK FOR 2019:

We're looking forward to the opening of this new exciting program, which will be a great addition to supporting health and wellness.



Medical

PERSON IN CHARGE: Jake Bergstrom, M.D

LOCATION: Health and Wellness Center – 17500 SE 392nd St.

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION: The medical clinic provides outpatient primary care services, pediatric specialty care, and daily urgent care services. Selected specialty services are provided onsite including OB/GYN, Ear/Nose/Throat, and nephrology (kidney disease management). Currently, we have three family medicine physicians, one pediatrician, and two physician assistants. We have received AAAHC reaccreditation indicating that the clinic meets the highest standards for outpatient clinics nationally.

SERVICES PROVIDED:

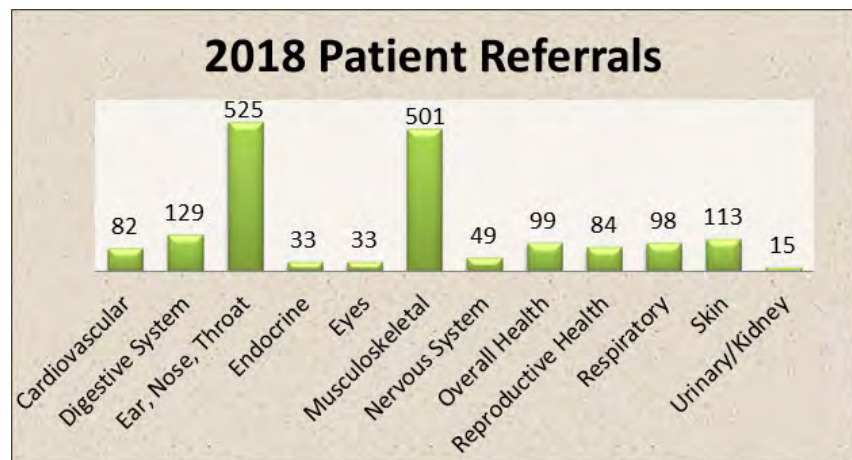
- Primary care (family medicine).
- Daily urgent care/acute care services.
- Full lab and x-ray services.
- Family planning and services to expectant mothers.
- Osteopathic manipulative therapy (OMT).
- Massage therapy.
- Addiction medicine services including medication-assisted treatment.
- Onsite allergy evaluation and allergy injections.

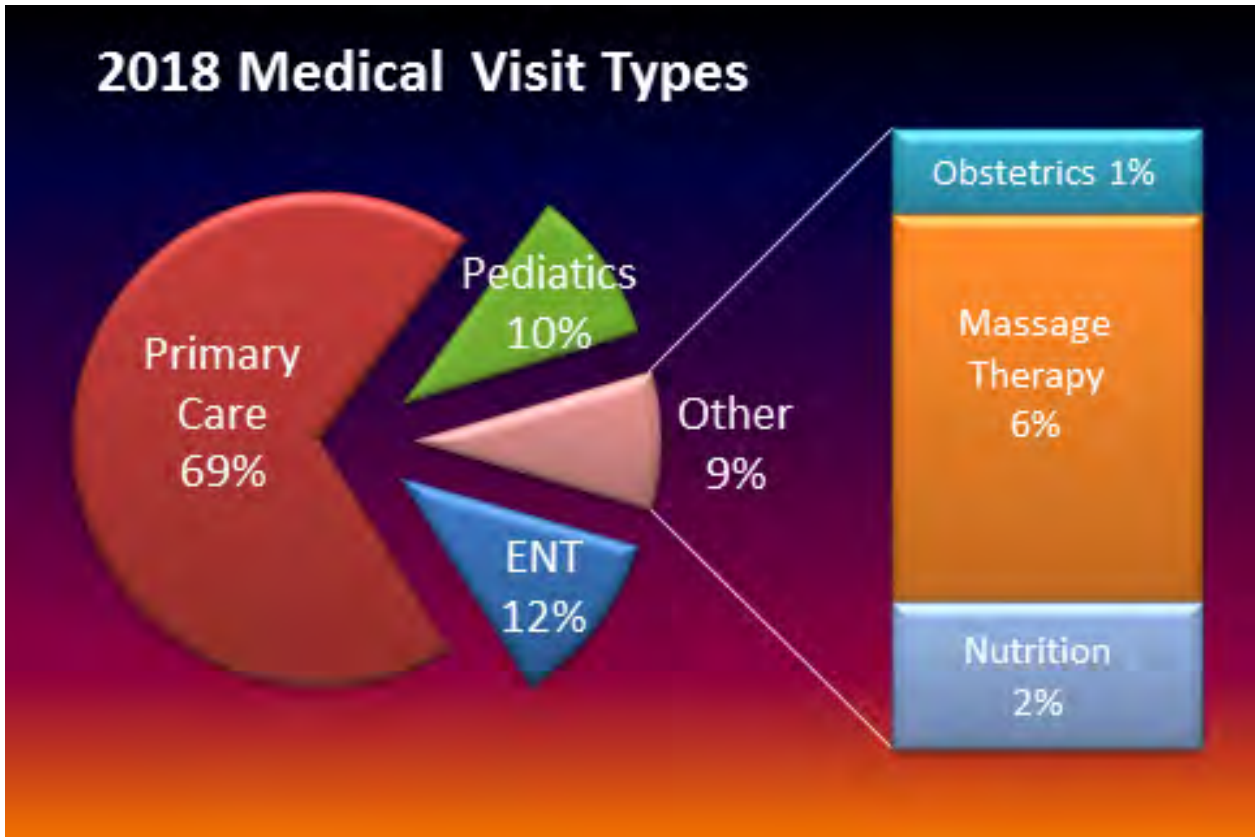
HIGHLIGHTS FOR 2018

- We welcomed two Alaskan Native medical providers to our team.
- Osteopathic manipulative therapy was introduced and is now being offered to patients.
- There continues to be increasing utilization of our onsite Ear, Nose & Throat services.
- Enhanced home visits by clinic medical providers for Elders who are unable to come into the clinic.
- Continue to integrate and enhance clinic addiction medicine services with our Behavioral Health Chemical Dependency program, particularly in the area of opiate use disorder.

OUTLOOK FOR 2019

- Expand use of continued home visits to Elders by clinic medical providers for patients that are unable to come into the clinic.
- Explore and implement non-invasive, non-drug in-clinic treatments for pain.
- Continue and enhance effective collaboration with Muckleshoot Elder's In-Home Services.





Muckleshoot HWC Alaskan Native Providers: Dr. Amber Posma and Evelyn James, PA-C



Community Health & Diabetes

PERSON IN CHARGE: Jeremy Pangelinan, Clinic Manager

LOCATION: Health and Wellness Division – 17500 SE 392nd St.

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION: The Muckleshoot Community Health Program focuses on assisting our tribal and community members with various services that enhance our medical program. Our program includes services provided by our community health representatives, diabetes registered nurse, medical social worker and registered dietician.

Community Health Representatives, coordinate and assist eligible patients with medical appointments. As patient advocates, they transport patients safely, help fill out medical intake questionnaires, and assist patients with insurance paperwork and PRC purchase orders.

The Diabetes Program promotes prevention and management of diabetes. The team coordinates with the Medical, Dental, Optical, and Behavioral Health providers to help patients manage their overall health and encourage participation with the fitness trainers at the Wellness Center.

Medical Social Services includes Hospital outreach, visits and coordination of care. Also, assists patients with Social Security, disability applications, and helps pregnant moms get OB care.

SERVICES PROVIDED:

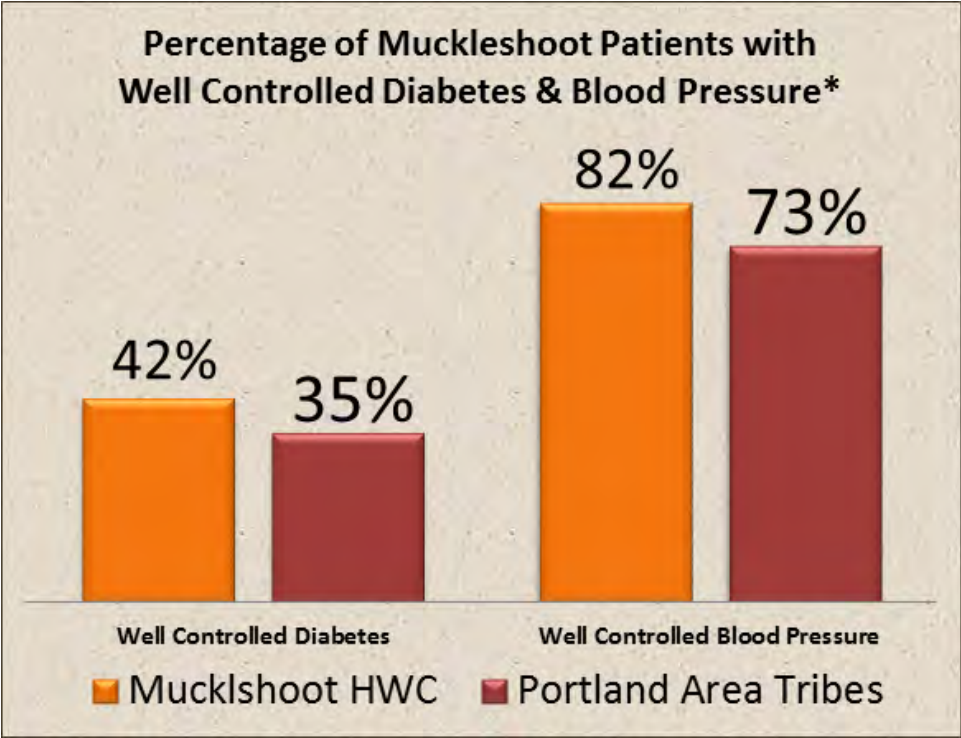
- Community health education offered to individual tribal programs as well as on-site health fairs.
- Limited non-emergency medical transportation to medical, dental, optical and specialty medical appointments
- Medical case management
- Comprehensive dietetic and diabetes education and diabetic case management
- Delivery of medications and durable medical equipment
- Social Services: hospital, clinic and home visits
- Diabetic Shoe Program
- Registered Dietitian and Registered Nurse.

HIGHLIGHTS OF 2018:

- Started offering home visits for diabetes and dietetic case management for patients who are homebound and not able to come into the clinic
- Increased the amount of community education activities to include collaboration with City of Auburn's Blue Ribbon Committee and MELA's Health Advisory Committee.
- The team focused on controlling blood sugars and the statistics showed HWC diabetic patients were better controlled than the combined average of the Portland Area Tribes.

OUTLOOK FOR 2019:

- Looking at offering more cooking demonstration classes for all community and tribal members.
- Looking at collaborating more with other tribal government programs to provide community based health education.
- HWC will focus on Hepatitis C screening. It has little or no symptoms and if left untreated Hepatitis C can lead to cancer. Screening is an easy and a logical step to save lives and reduce exposure for the community.



**2018 Publication from the Western Tribal Diabetes Project Portland*



Diabetes Nurse Colet Bennet, RN and CHR Team - Kelly Blake, Emmie Price, Corey Chambers, Greg Lezard, Melissa Satiacum



Dental Clinic

PERSON IN CHARGE: Kristy Kenyon, Dental Clinic Manager

LOCATION: Health and Wellness Division – 17500 SE 392nd St.

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION:

The MIT Dental Clinic's mission is to make a positive difference in the lives of the children, youth, and adults of the MIT community by offering the highest state-of-the-art and quality dental care in a warm, friendly environment.

SERVICES PROVIDED:

- Preventive Care (child and adult cleanings, routine exams, sealants and fluoride application)
- Emergency Services (treatment of tooth pain)
- Composite Restorations (white fillings)
- Endodontics (root canals)
- Crown and Bridge restorations (porcelain or gold "caps")
- Oral Surgery (tooth extraction, referral may be needed)
- Implant (permanent placement of missing teeth, referral needed)
- Removable Prosthodontics (dentures and partial dentures)
- Periodontics (treatment of gum disease)

HIGHLIGHTS OF 2018:

This year, the Dental Clinic started a Sealant Program. Our goal was to make it easier to place this cavity-preventing coating on as many young teeth as possible. We worked with the Tribal School and MELA to transport students to the clinic to receive this treatment during their school day. We started this year by devoting 6 days in the clinic to this program and were thrilled to be able to treat a total of 86 kids.

The Dental Clinic also focused this year on improving our patient's comfort and overall experience while visiting the clinic. Our reception area received a major upgrade with more comfortable seating and a new play area to keep our younger guests happily occupied.

Our patients are now offered fleece blankets, heated neck pillows and warm, moist washcloths to enhance comfort. We will continue to be open to suggestions on how we can make a visit to our clinic a more comfortable, even an enjoyable experience.

OUTLOOK FOR 2019:

We will expand of our hygiene department to include two Registered Dental Hygienists. These additions will help increase our preventive dental outreach programs.





Optometry Clinic

PERSON IN CHARGE: Erica Smith, LDO Optometry Supervisor

LOCATION: Health and Wellness Division – 17500 SE 392nd St.

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION: The Optometry Clinic provides optical exams and diagnostic evaluations, diabetic retinal screening, eyewear and glasses/contact fittings.

SERVICES PROVIDED: Doctors of optometry provide a wide range of services including the following:

- Examine eyes for health and vision problems.
- Diagnose and treat eye disease.
- Detect and identify general health problems manifested in the eye (i.e. diabetes, high blood pressure).
- Diagnose and treat glaucoma, diabetic retinopathy, macular degeneration and chronic dry eye
- Assist patients with eyeglasses and contact lenses.

HIGHLIGHTS OF 2018:

- “No more eye puff”, measurement is barely noticed by the patient. Quick and painless Icare tonometer makes Intra ocular eye pressure measuring easy.
- Each quarter a new sale or promotion was in place to drive sunglass sales and promote ocular health by discounting lens upgrades. Transitions, Non Glare, Polarization.
- Introduction of the Matrix pre testing equipment for early detection of visual field loss.
- Management of chronic dry eye through punctal plugs.

OUTLOOK FOR 2019: Purchase Optos California. A new device used for retinal imaging to enable eye care professionals to discover, diagnose, document and treat ocular pathology that may first present in the periphery-pathology which may go undetected using traditional examination techniques and equipment. The Optos can be used in place of **DILATION** for many of our young healthy patients.





Pharmacy

PERSON IN CHARGE: Matt Berg, PharmD, Pharmacy Manager

LOCATION: Health and Wellness Division – 17500 SE 392nd St.

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION: Tribal pharmacy dispenses 90% of the clinic medications. They offer Medication Therapy Management and work closely with the clinicians and Behavioral Health staff to promote patient safety.

SERVICES PROVIDED: The Muckleshoot HWC Pharmacy makes up pre-packaged medications called “Medisets” for patients with complex prescriptions and also does custom medication compounding.

Additionally, they give counseling and instruction to diabetics, smoking cessation, and supply durable medical equipment, such as wheelchairs, crutches, braces and support stockings.

- Prescriptions Fills
- Medication Consultations & Reviews
- Durable Medical Equipment
- Narcan Opiate Overdose Kits
- Diabetic Teaching
- Smoking Cessation Teaching and Therapy Options
- Blister Packaging for Individuals with Special Needs



Crystal Huang, Pharmacist, custom compounding medications for a variety of ailments.

HIGHLIGHTS OF 2018:

Opiate Prescription Reduction – The HWC Pharmacy has been making great strides to reduce opiate prescriptions in 2018. Opiate prescription volume has decreased 22% compared to 2017. This far exceeds the national average of 10-12% as estimated by the American Association of Family Physicians. Our clinical pharmacists have been working closely with patients and providers to reduce doses, and find alternatives to combat chronic pain and curb this national epidemic.

Customized Compounding – The pharmacy has expanded its prescription-compounding program to include customized prescription options for our patients and clients. With this program we use bulk ingredients to create unique, individualized prescription products for Tribal members and patients. We can currently make a variety of creams and gels for muscle aches and pains, arthritis, and painful diabetic neuropathy. We have expanded our recipe book for topical prescriptions, oral suspensions and solutions, as well as unique flavor options to improve the taste of certain medications.

OUTLOOK FOR 2019: Going forward into 2019 we are hoping to increase the clinical coordination with providers to simplify medication regimens, and improve medication therapy. We are also working to further reduce opiate prescriptions by finding alternative ways to manage pain and customize therapy.



Muckleshoot Elders In Home Support Services (MEIHSS)

PERSON IN CHARGE: Reese Ponyahquaptewa, Interim Director MEIHSS

LOCATION: HWC – 17500 SE 392nd St, Auburn, WA 98092

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION: The Muckleshoot Elder's In-Home Support Services (MEIHSS) provides culturally competent home services that enable a higher level of independent living for our Elders. We help qualified elders remain safely in their homes by assisting them with essential activities of daily living. These include: bathing, medicine reminders, non-emergent medical transportation, etc. This program enhances comfort and helps with the healing process. It is the goal of MEIHSS to support independence by helping the client and their family better understand and overcome the challenges of ageing. We support and work with the family in caring for the elder. We believe the family is an integral part of the team. It is our honor to partner with the elder and family! In addition, MEIHSS also provides three weeks of post hospital support to qualified applicants and long-term vulnerable adult services.

SERVICES PROVIDED:

- Care plan meetings with clients and family
- Assistance with ambulation
- Dressing, grooming, bathing and personal hygiene
- Toileting
- Eating and meal preparation
- Essential shopping
- Light housework and laundry
- Positioning and transfer needs (from bed to chair, etc.)
- Self-medication (medi-set) medication delivery, and medication reviews
- Transport to and from medical appointments
- Wound care
- End of Life Care
- Social Services
- Gardening Program

HIGHLIGHTS OF 2018:

License as our own Home Care Agency

In the Fall of 2018 MEIHSS became officially licensed by the State of Washington. Contracts were signed and the tribe is now able to bill the State for reimbursement of caregiver services. Why is this important? The more self-supporting MEIHSS becomes the less dependent it will be on the tax fund. This means being able to provide services for many years to come. The monthly amount from the State will increase as we qualify more clients for reimbursement through Community First Choice (COPES) Waiver.

Growing to be the largest Tribally-Owned & operated In-Home Care Agency in the State of Washington

MEIHSS has been identified as a premier tribal in-home healthcare program within the State of Washington. At this year's Money Follows the Person-Tribal Initiative Conference, Muckleshoot Indian Tribe was highlighted for the work they've achieved over the last 4 years in building a tribal in-home program. We believe our program to be a model for Indigenous Elder Health in a Reservation Setting.

Launching the non-emergent medical transportation reimbursement system

Prior to launching this program, the Muckleshoot Tribe provided all the funding for transporting clients to and from medical appointments. In early 2018, our transportation reimbursement project was able to begin the third party billing process. Now we collect insurance for the transportation to and from medical visits. This again saves the tax fund.

Caring for the Vulnerable Adult population

Although our program's primary clientele are Elders, the tribe provides funds so our program can support Vulnerable Adults who have significant medical issues. Once accepted into the program, they are able to utilize any service provided by MEIHSS.

Three Week Post-Hospitalization Care

In 2018 MEIHSS started a 3-week post-hospitalization program. This program works with local hospitals and skilled nursing facilities on transitioning clients from a hospital to a community setting. This support includes up to 3 weeks of caregiver services and other MEIHSS services. This short-term program supports the elders and their families, as they regain independence following a stay in a medical facility.

Transition out Agency care and replacing with MIT caregivers.

In order to sustain the program, MEISS transitioned from using higher cost contracted non-MIT caregiving agencies to primarily MIT hired caregivers. In doing so, MEIHSS has hired a total of 102 individuals as caregivers [40% are Native and 60% are non-Native].

Caregiver Training

Caregivers are hired as Home Health Aides. They are provided training by MEIHSS staff and on-line [Cornerstone and Blossom]. With the on-line training they are able to obtain a Home Care Aide Certificate and eventually a Nursing Assistant Certificate.

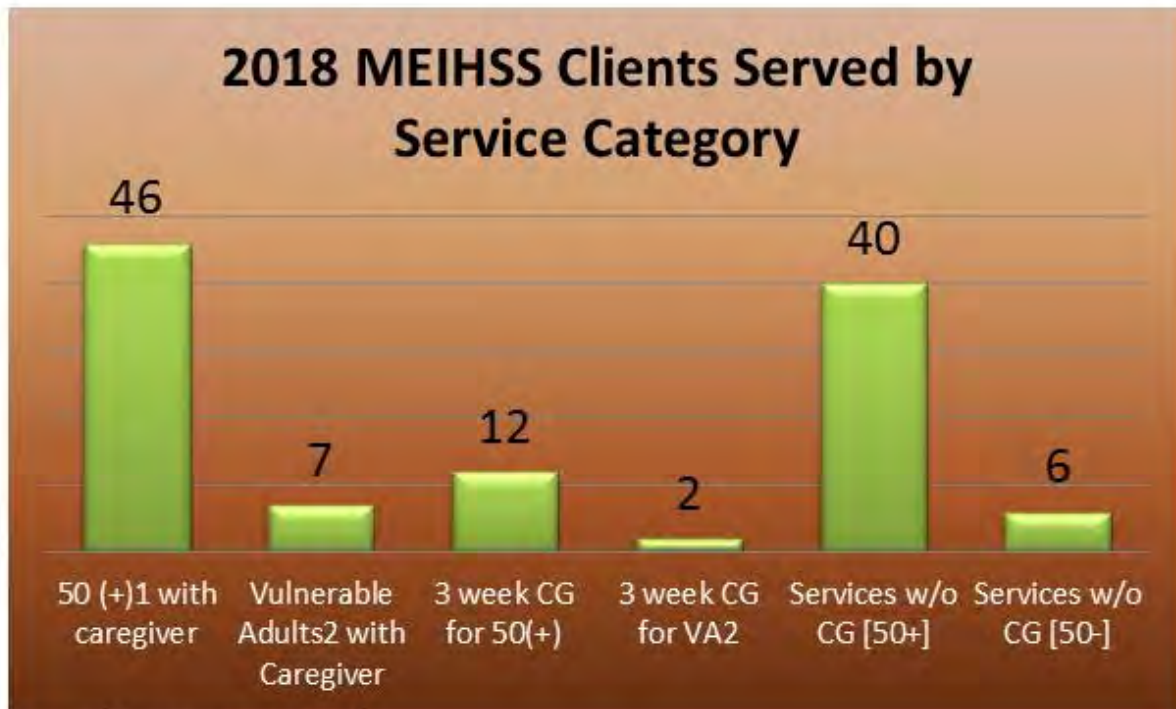
OUTLOOK FOR 2019:

- Ongoing replacement of contracted caregivers with more culturally appropriate MIT employees.
- Further engagement of the elder's own family members for help covering shifts. This pays homage the ancient ways and allows more wisdom to pass from generation to generation.
- Increased training of our caregivers. We will internalize our training program for Home Health Aides and Certified Nurse Assistants.
- Our transportation fleet numbers will increase significantly.
- As we become more integrated with the Health and Wellness Center we will shift our vision toward maximizing wellness and independence at all stages of life.



*Reese Ponyahquaptewa, Interim Director
MEIHSS*





¹ members over age 50.

² Vulnerable adults are over age 18, but younger than 50.



Wellness Center

PERSON IN CHARGE: Caryn Avila, Muckleshoot Wellness Manager

LOCATION: Health and Wellness Division – 17500 SE 392nd St.

MAIN PHONE: 253-939-6648

MAIN EMAIL: HWC@muckleshoot-health.com

PROGRAM DESCRIPTION: *The Muckleshoot Wellness Center is a beautiful facility built to provide exercise opportunities for Muckleshoot Tribal Members on their path to Wellness.*

We would like to thank the Health Committee for all of their support. One example, providing funding that allowed us to purchase new Pool “Wibit” pieces at the beginning of the summer to create a new exercise opportunity for the Tribal youth who use the pool regularly.

SERVICES PROVIDED:

- ❖ **Childcare for HWC.** You can use childcare for your fitness needs as well as other appointments within the Health and Wellness Center and Behavioral Health.
- ❖ **Café** provides light, healthy snacks. In 2019 will undergo a major remodel.
- ❖ **Fun and Safe** Place for Kids on Holidays.

❖ **Aquatics:** all four bodies of water have been converted to salt water pools.

❖ **Therapy Pool** at 91 degrees and open all hours of operation.

❖ **Cardio and Strength Training /Weight and Cardio Equipment upgrades:**

Upgrades, Leg press, Leg extension, elliptical, recumbent bikes, a HIT bike (high intensity bike), and 4 self-propelled treadmills. Additionally the move strong piece is new and was purchased through the diabetic Grant fund.

Hoist leg pieces that are state of the art and are designed to prevent hyperextension of the leg, preventing injury.

Favorite classes- Fighter Fit, Brazilian Jiu Jitsu, Yoga, Agility Balance and Core, Ninja Warrior and Spin class.

Brazilian Jiu Jitsu and fighter fit are weekly classes instructed by three time Ultimate fighting Champion Bantam weight, Jeff Haugland.

HIGHLIGHTS OF 2018:

We have assembled a qualified well rounded Staff to meet the varied requirements of the Members. Many are Muckleshoot Tribal Members. This year we all worked very hard to become certified to provide better services and programs to the Members.

New Staff Certifications

7 certified Lifeguards, Amelia Merrill, William Nelson, Eddie Tapia, Tayla LaClair, Jackson Ross, Kevin Higgins and Caryn Avila
5 Certified Pool Operators, Larry Hutchins, Kevin Higgins, Amelia Merrill, William Nelson, Eddie Tapia and Caryn Avila

4 Certified Personal Trainers, Kevin Higgins, (The first ever Muckleshoot Trainer employed by the Muckleshoot Wellness Center.) Followed by Tony Jansen and Caryn Avila both MIT.

1 Certified yoga instructor, certified in, Hatha, Power, Yin and Sculpt.

In October the Trainers were able attend the Native Fitness XV training at Nike Headquarters in Beaverton Oregon. One of the highlights was the Indigenous Brilliance class offered by Brenda Gene NAFC Fitness Trainer. This class brought us two new games- Noodle Lacrosse and Angry Birds. The class taught us many fun ways to engage the youth and include our language into our games.

OUTLOOK FOR 2019:

In 2019 we are going to offer more extensive Yoga programing that will include evening and weekend classes. These will be in addition to the Monday and Wednesday noon classes. An Elders' walking group and more water aerobics classes are coming. January will kick off the new and improved Biggest Loser Contest. Also keep your eye out for our Wellness Center Survey because we want your feedback. Our entire Staff considers it an honor to help our family on their path to wellness.





Muckleshoot Housing Authority



Name and Title of Person in Charge:

Address:

Phone:

Email:

PROGRAM DESCRIPTION: The Muckleshoot Housing Authority continues to provide housing and financial services to the community.

Services Provided & 2018 Highlights:

RENTAL HOUSING – The Tribe manages 302 rental homes (including 18 Lifetime Estates) located in Auburn and Enumclaw. This program offers reasonable rent to Tribal member households based on family income.

- One new Lifetime Estate was awarded to an Elder in the Landless Elder, Disabled, and Veteran Community. This home was newly constructed. The Tribe currently has 18 Lifetime Estates total.
- Housing continues to renovate homes in Skopabsh Village using Indian Community Development Block Grant Funds. MHA was the recipient of this \$500,000 Grant 3-years in a row which is a distinguished honor (Total Awarded Grant 1.5 Million).
- The Skopabsh Renovation projects have also created on-job training opportunities for Tribal members. Five permanent positions were created by this project for Tribal members.





COMMUNITY GARDEN. *MHA staff worked with the Skopabsh Community and started a community garden.*



RENTAL HOME RENOVATION. *MHA received funding from the Tribe to renovate Tribal Rental Homes. Five homes are currently contracted to be completely renovated.*

- MHA received approval for a Housing Case Worker. This position is currently posted and we will be hiring a Muckleshoot Tribal Member to provide assistance to the community.
- The program moved 34 families into the Rental Program in 2018.
- Assistance for Emergent Housing for Families in Recovery was approved. This program provides Voucher Assistance to families meeting specific criteria on a referral basis from Behavioral Health and/or Muckleshoot Child & Family Services.
- Assistance for Emergent Housing for Survivors of Domestic Violence was approved. This program provides Voucher Assistance to individuals and families meeting specific criteria on a referral basis from Behavioral Health.

HOUSING STABILIZATION PROGRAM – Housing Stabilization Program is available to assist Tribal Members with securing rental opportunities with private landlords. This program specifically assists with the move-in fees including first month’s rent, security deposit and last month’s rent if required at the time of move-in. A total of 18 members have been provided move-in assistance in 2018.

HOUSING VOUCHER ASSISTANCE – In addition to rental housing managed by the Tribe, the Tribe offers Voucher Assistance to eligible households. Participants receive a monthly rent subsidy paid directly to their landlord based on their household size and income. A total of 19 members were assisted in 2018 through Voucher Assistance.



Elder, Disabled & Veteran Housing - New Construction
 The Tribe provides for the construction of stick-built homes for eligible elder, disabled and Veteran members with qualifying land situations. Funding, development, and installation of infrastructure in several family allotments have made for another productive construction year.

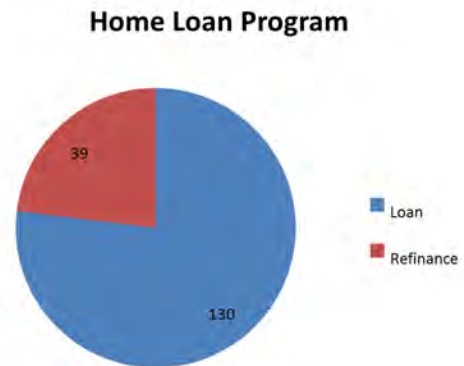


Elder, Disabled & Veteran Housing - Mortgage Assistance
 The Tribe also provides funding for the pay down or payoff of eligible elder, disabled, and Veteran members current mortgage in lieu of new construction. The maximum payoff is based on the average costs incurred to build new construction homes.

GRANT ASSISTANCE FOR DOWN PAYMENTS AND HOME REPAIRS AND IMPROVEMENTS – The Tribe provides \$90,000 in assistance for Tribal members to purchase and maintain their homes. These funds can be used for down payment on a new home or to make cost effective home improvements and renovations. In addition to increased funding from \$45,000 to \$90,000, Muckleshoot enrolled spouses can both use their grant for a total of \$120,000 available for eligible activities.

- In 2018, MHA has completed 223 Grant projects.
- In 2018, 2.6 million has been disbursed to Tribal members for Grant related homeownership projects.

HOUSING LOAN PROGRAM – The maximum loan available through the MHLP is based on the amount the applicant qualifies for based on the Tribal member’s circumstances or appraised value, whichever is less. The interest rate on a MHLP Loan is 1% and is available for purchases within a 30-mile radius of the former tribal hall chimney (located at 39015 172nd Avenue SE, Auburn, Washington 98092). Funding is available for the following activities within the 30-mile radius:



- Construction of a new single-family home on fee land, tribal land or individual allotted Trust land.
- Purchase of existing new or used stick-built or modular homes.
- Refinancing of existing single-family homes occupied by the owner.
- Rehabilitation and renovation of existing stick-built or modular homes.
- Purchase of buildable lots or real property which must be used to construct a dwelling unit to be used as the borrower’s primary residence.
- In 2018, Housing is servicing 169 mortgages, 33 of which were added in 2018.
- 106 loan incentives were paid out to borrowers for making 11 consecutive mortgage payments.

INDIVIDUAL DEVELOPMENT ACCOUNT (IDA) – The IDA program is new at the Housing Authority program designed to build assets by saving towards a targeted amount to be used for home ownership, post-secondary education, transportation for employment, collection payoffs, and pay down of existing auto loans.

Participants are required to open a savings account with an approved financial institution and make recurring monthly deposits for no less than six months. The funds are matched dollar for dollar up to a maximum of \$5 to \$1, depending on the guidelines of the specific program. Clients are unable to withdraw funds until they have reached their financial goal. Once participants have met their financial goal “match funds” plus the participants saved funds are provided directly to the lending institution or creditor for purchase or pay down of the specific asset.

IDAs enable financial institutions to increase program participants' savings rate and obtain financial stability by forming a relationship with a financial institution. Participants are less likely to use risky financial products such as payday loans or succumb to issues such as high credit card debt once relationships are established.

Muckleshoot Housing Authority has a Credit Counselor that provides individual and group financial literacy training that teaches participants how to set up a budget and a savings account, how to repair credit, and the basics of money management. Financial Literacy participation is a requirement for program involvement.

- In 2018 we have thirty (30) participants
- Sixteen (16) received match funds to pay off or purchase assets

LOAN GUARANTY PROGRAM – Muckleshoot Housing Authority's Loan Guaranty Program is designed to help tribal members establish or repair their personal credit, consolidate and reduce existing debt balances, pay off debt balances with high interest rates, and purchase motor vehicles. The program aims to improve the social and economic status of the individual tribal members in the program. Loan types currently include:

- **Secured.**
 - Maximum Loan Amount: \$30,000
 - Uses: Automobile, Motorcycle, Recreational Vehicle, Boat or other marine vessel.
- **Unsecured**
 - Maximum Loan Amount: \$10,000
 - Uses: Debt Consolidation, Boat Repair, Auto Repair, Furniture, Other Goods and Services with Loan Committee Approval.
- **Combined Loan Maximum: \$40,000**



HOMEBUYER COUNSELING AND TRAINING – The Tribal Housing Authority provides advice and counseling to tribal members who need assistance with new home purchases or loan refinancing. Housing continues to offer the Muckleshoot Money Skills for Life to the community. This full day education class touches on budgeting, credit, big ticket purchases, financial planning, investments, etc. Housing also provides frequent Homebuyers Training and Understanding Your Credit Courses. Of those that participated, 28 new homes and 9 are in the process.



COMMUNITY EVENTS – In 2018, Housing hosted the following community events.

National Night Out: Housing partners with King County Sheriff's for this annual community event to promote community togetherness and partnerships with law enforcement to combat crime.

Annual Tenant Appreciation Event: Every year Housing hosts a community event to give thanks to our great residents. Lunch and fun activities for the kids.

Annual Home Show / Housing Fair: Housing hosted our 2nd Annual Home Show / Housing Fair. The vendor and community turn-out was great. This event is developed to provide awareness to the community on Housing programs and allow vendors and other programs to showcase their services and products.



Human Resources

PERSON IN CHARGE: Peter Hixon, Human Resources Director

LOCATION: Human Resources, 39015-K 172nd Ave SE, Auburn, WA 98092

MAIN PHONE: 253-939-3311

MAIN EMAIL: humanresourcedepartment@muckleshoot.nsn.us

PROGRAM DESCRIPTION:

Human Resources provides various services to the Muckleshoot Tribal Members, tribal community, our employees, applicants, and clientele that we have the pleasure of welcoming within our doors.

SERVICES PROVIDED:

- **Recruiting** – We work diligently to recruit and employ Muckleshoot Tribal Members, Community Members, and others looking to serve within the Muckleshoot Tribal Government in both permanent and temporary capacities.
- **Benefits** – We work to administer and maintain various employee benefits programs including, but not limited to medical, dental, vision, 401k, life insurance, FSA, voluntary benefits, EAP and leave administration.
- **Employee Relations** – We also serve to ensure that every person who contacts MIT or is employed in our workforce is treated with compassion, respect and empathy while clearly communicating our workplace standards and obligations.
- **Human Resource Information Systems (HRIS)** – We are the main administrator of data management and entry into our information systems and tools which in turn, allows us to better administer critical information and data related to employment and HR-related functions.
- **Training and Development** – We are the developers and administrators of primary, required, and essential training and development programs within the Tribal Government.
- **Compensation** – We develop and maintain the Tribe's compensation philosophy and programs affecting the tribal workforce.

HIGHLIGHTS OF 2018:

- Developed a more thorough Standard Operating Procedure (SOP) for Cannabis Testing and management
- Developed and implemented the Work-to-Wellness Program employing Tribal Members looking to

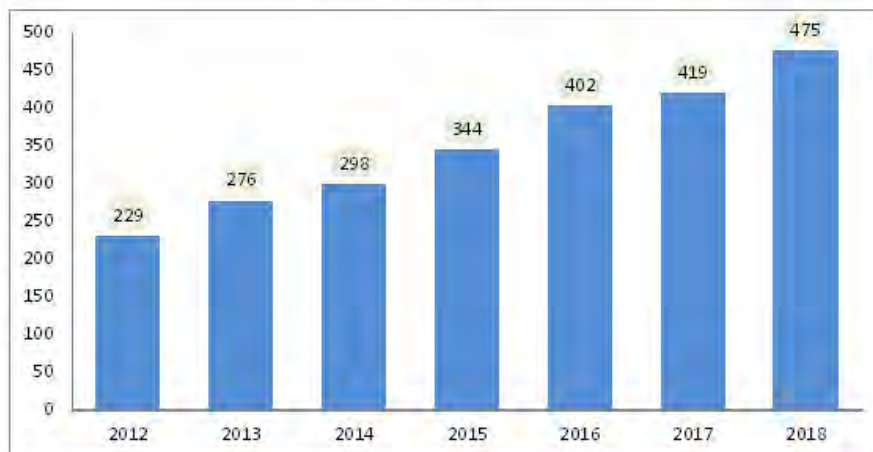
re-establish themselves within the tribal workplace

- Developed and implemented a formal Volunteer Standard Operating Procedure (SOP)
- Developed and created Career Development Positions (CDP) in: Finance (2), Human Resources (2), and TGA
- Developed an Executive Management Training Program (to be implemented in 2019)
- Developed a new Compensation Philosophy and Program (to be implemented in 2019)
- Updated the Donation Leave Policy to include Annual Leave/Vacation Donations
- Developed and implemented the Paid Parental Leave Policy
- Helped coordinate and work towards a Community Member definition for Vital Statistics
- Updated the Casual Labor Standard Operating Procedure (SOP) to re-emphasize Tribal Member employment

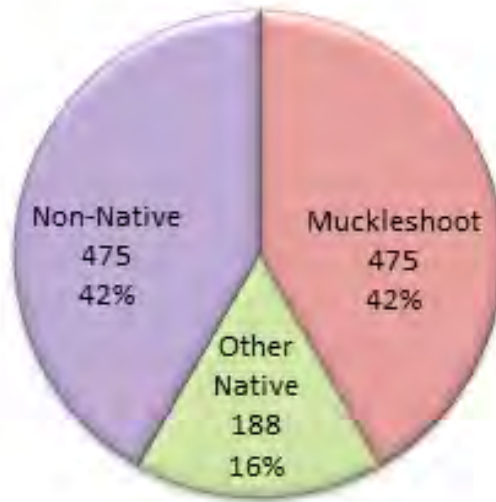
OUTLOOK FOR 2019:

- Implementation of the new Compensation Program
- Create new Career Development Program (CDP) Positions for Tribal Members throughout the Tribe
- Implement the Executive Management Training Program for Tribal Members
- Develop and implement more training and development programs for both employees and management
- Upgrade Human Resources Information Systems (HRIS) to further enhance HR's ability to more effectively manage employee data with human capital management, standard HR functions (particularly Recruiting and Benefits) and Employee Relations
- Upgrade file management setup and system-move to a more digital process

**Muckleshoot Tribal Members Employed by MIT Government
(2012 – 2018)**

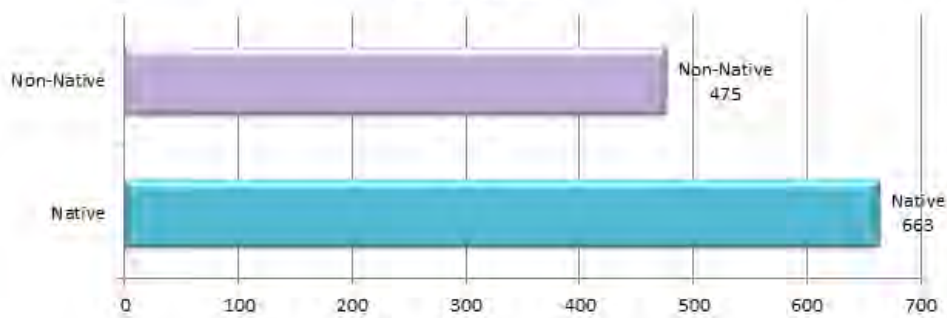


Currently Employed by MIT Government (Total: 1,138)



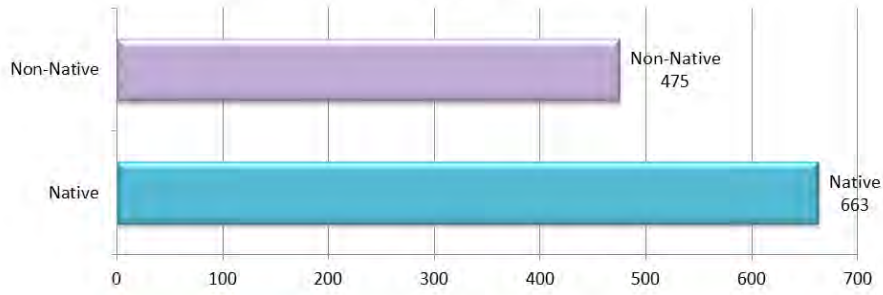
Muckleshoot	Other Native	Non-Native	Total
475	188	475	1,138

Currently Employed by MIT Government (Total: 1,138)



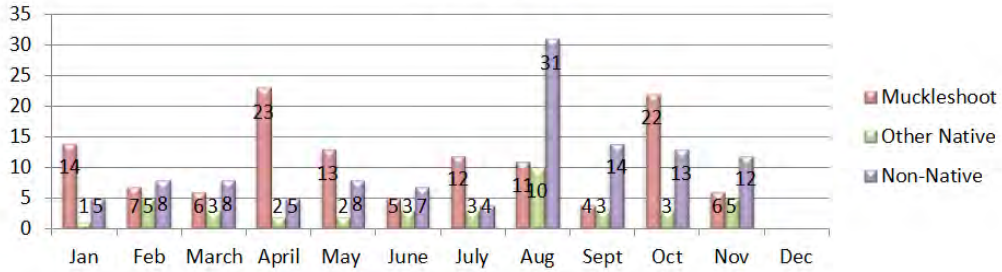
Native	Non-Native	Total
663	475	1,138

**Currently Employed by MIT Government
(Total: 1,138)**

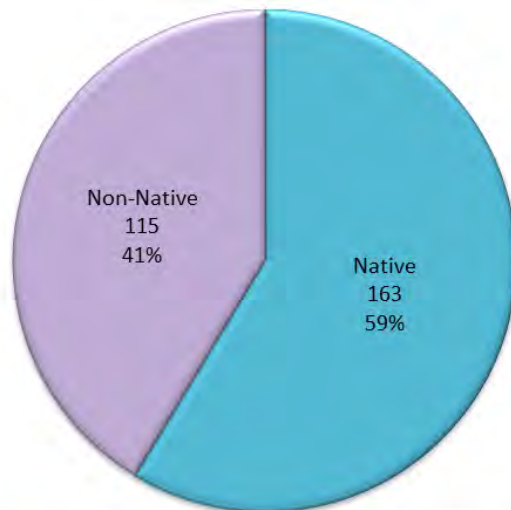


Native	Non-Native	Total
663	475	1,138

**New Hires for MIT Government (YTD 2018)
(Total: 278)**

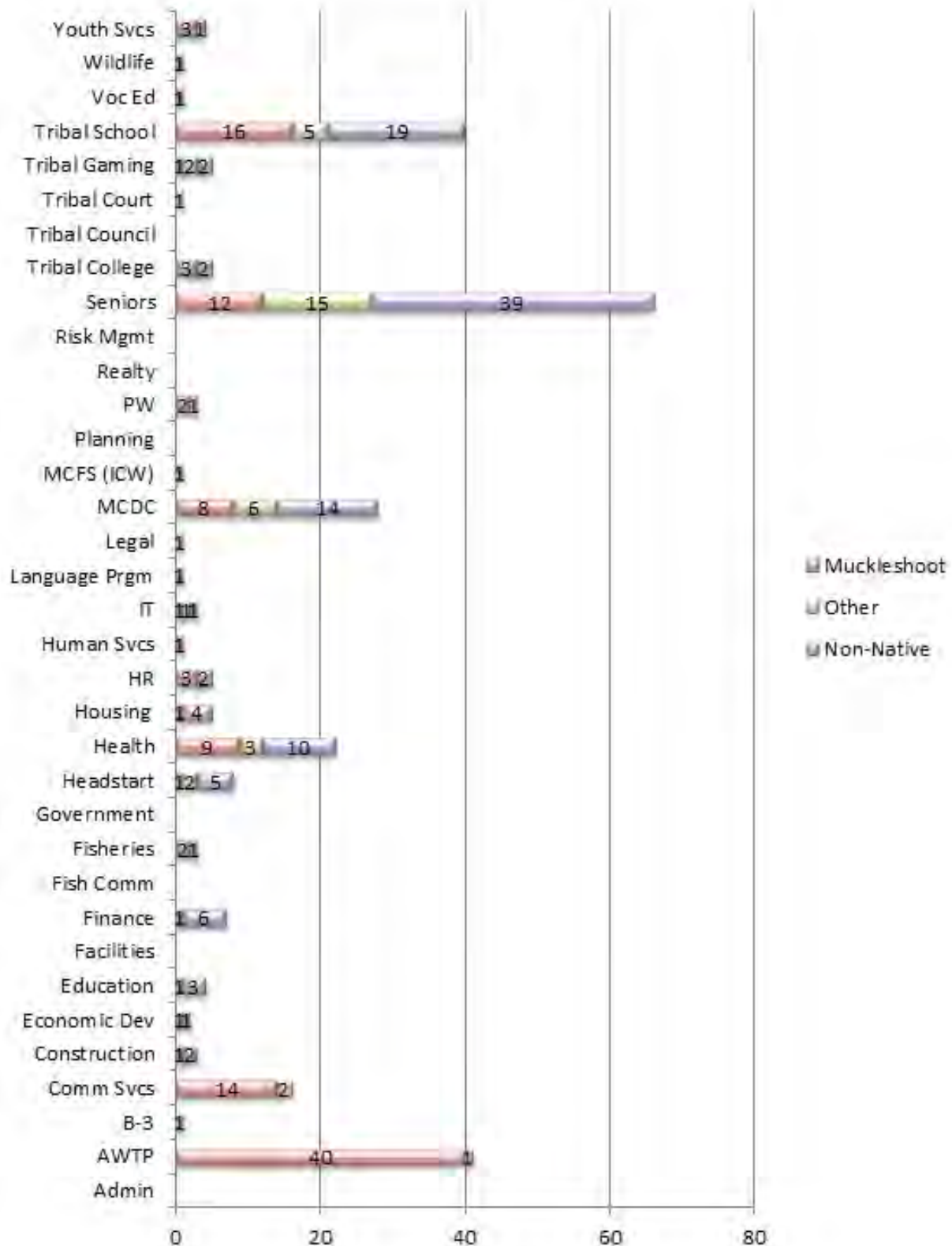


Muckleshoot	Other Native	Non-Native	Total
123	40	115	278



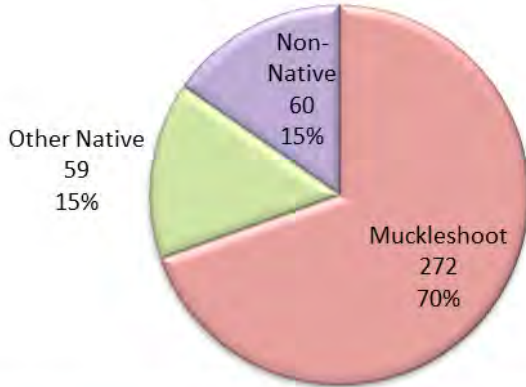
Native	Non-Native	Total
163	115	278

New Hires by Department (YTD 2018) (Total: 278)



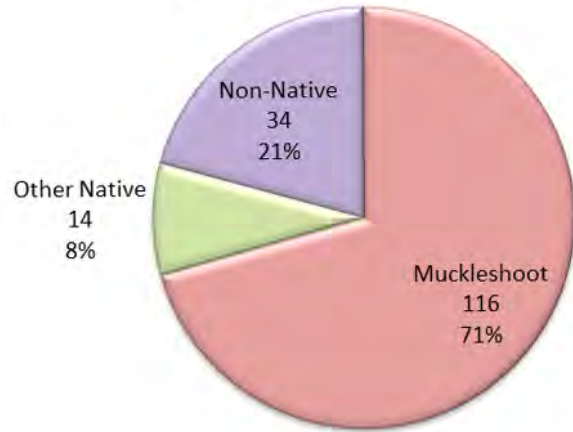
		Muckleshoot	Other	Non-Native
Total	278	123	40	115
Admin				
AWTP		40		1
Birth-to-Three			1	
Comm. Services		14	2	
Construction		1		2
Economic Dev		1		1
Education		1		3
Facilities				
Finance		1		6
Fish Commission				
Fisheries		2		1
Government				
Head Start		1	2	5
Health		9	3	10
Housing		1		4
HR		3		2
Human Services		1		
IT		1	1	1
Language		1		
Legal			1	
MCDC		8	6	14
MCFS (ICW)				1
Planning				
PW		2	1	
Realty				
Risk Management				
Seniors		12	15	39
Tribal College		3		2
Tribal Council				
Tribal Court			1	
Tribal Gaming		1	2	2
Tribal School		16	5	19
Voc Ed				1
Wildlife		1		
Youth Services		3		1

**Temporary Hires for MIT Government (YTD 2018)
(Total: 391)**



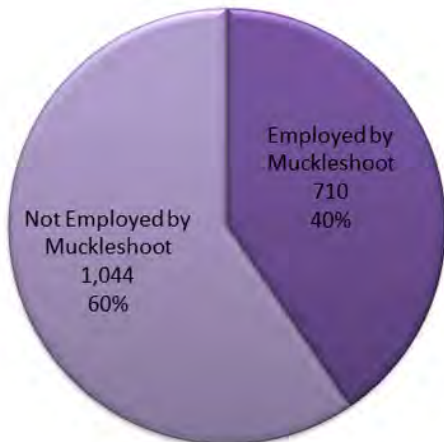
Total Temporary Hires	391
Muckleshoot	272
Other Native	59
Non-Native	60

Promotions/Transfers for MIT Government (YTD 2018) (Total: 164)



Promotions/Transfers	164
Muckleshoot	116
Other Native	14
Non-Native	34

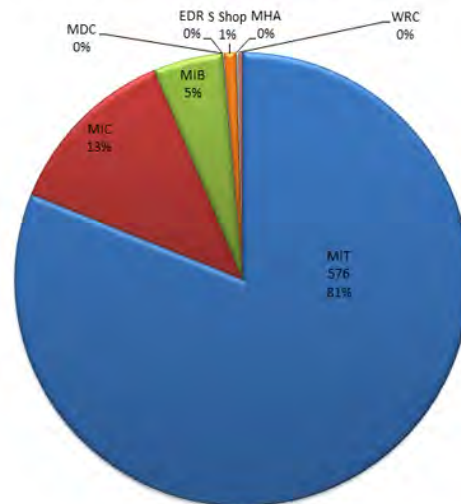
Muckleshoot Tribal Workforce Employed by Muckleshoot Entities (Total: 1,754)



Employed by Muckleshoot	Not Employed by Muckleshoot	Total
710	1,044	1,754

Note: Workforce population includes ages 18-65.

Currently Employed - All Muckleshoot Employees (Total: 708)



Tribal Employee Demographically

MIT	MIC	MIB	MDC	EDR	Smoke Shop	MHA	WRC	Total
576	89	35	0	1	6	1	2	710



Intergovernmental Affairs

PERSON IN CHARGE: Madrienne Salgado, Public & Government Relations Manager

LOCATION: Philip Starr Building

PROGRAM DESCRIPTION: The Intergovernmental Affairs Department endeavors to support and facilitate the Muckleshoot Tribal Council's legislative and public relations agendas. Our office pursues and helps maintain government to government relationships between the Tribal Council the state, local municipalities, and federal agencies. We resolve to cultivate and nourish relations with these governments to establish or preserve tribal consultation, partnerships, and networks that mutually benefit the Tribe as well as our state and local community.

HIGHLIGHTS FOR 2018: Below are some 2018 highlights of department activities. Some of these items look familiar; this is because our work is ongoing and must be pursued on an annual basis.

GOVERNMENT RELATIONS

Advocacy – At state, local, and federal levels, staff, lobbyists, and consultants worked together with Tribal Council to advance the Tribe's legislative agenda. Key items included: Natural Resources, Education, Transportation, and Gaming.

State – Our team worked with tribal Fisheries staff and the tribal fish commission on natural resource protections for water quality, and habitat/environmental clean-up, restoration, and improvement projects. Watershed issues, resource management, and other natural resource matters were also included in the Tribe's state legislative agenda.

The tribe actively pursued access to state benefits packages for qualified tribal school teachers, efforts which aimed to improve quality of life for educators and also provide rich employee recruitment and retention tools for the Muckleshoot tribal school.

The Tribe closely monitored the continued developments in the De-Escalate WA initiative.

In gaming, Muckleshoot lobbyists and staff monitored the WA State legislature and the WA State Gambling Commission meetings and agenda items. Flagging and openly objecting to any direct or indirect attempts toward the expansion of non-Indian gaming.

Local – Muckleshoot continued the quarterly meetings with King County, the City of Seattle, and the City of Auburn. This year we also met with the Port of Seattle. Agenda items, project management, and negotiation areas included strategizing community investments in public safety, health and human services areas, and resource access. Transit needs, fireworks policy, and regional homelessness were also included; improvement and solution seeking activities occurred here as well as exploration of areas for potential partnerships with local governments and resource providers.

Federal – The federal lobby team, staff, and Tribal Council continue to work and meet with Congressional offices and other federal agencies to support tribal sovereignty and to ensure Muckleshoot legislative priorities receive attention and consideration.

2018 saw the Tribal Social Security Fairness Act signed into law after years of advocacy, meetings, and pursuing a legislative fix. This provided eligibility of tribal council members to opt in to pay into the federal social security system. This was a matter of equity, as non-tribal elected officials were already eligible and provided the opportunity.



Speaker of the WA State House of Representatives Frank Chopp, second from left, with Tribal Council members Louie Ungaro, Jessica Garcia-Jones, John Daniels Jr., Anita Mitchell and Donny Stevenson.

Muckleshoot's federal lobby team was also successful in securing millions of additional dollars to support fish passage improvement projects at Mud Mountain Dam.

In addition, the Tribe continues to support state, local, and federal governments to provide funding and resources for local schools, homelessness prevention/intervention programming, and mental health and chemical dependency programs. Staff also attends regional and national conferences and meetings to stay abreast of news and issues happening within the greater Pacific Northwest and the Country, especially areas concerning or relating to Indian Country.

PUBLIC RELATIONS

Charity Fund – The Muckleshoot Charity Fund provides hundreds of monetary donations annually to local bona fide non-profits, churches, and schools. In 2018 our office continued to administrate the Charity Fund. We also upgraded our database software system which provides our staff with updated systems that aid us in maintaining applicant data, generating budget reports, confirming applicant eligibility, and other general operations. Our team continued providing written and verbal correspondence with applicants, generated recommendations for and reported to the Muckleshoot Charity Fund committee, and attended various MCF sponsored events.

Community Outreach – Our department participates in a number of boards, meetings, gatherings, rally's, and other informational and social receptions and meetings throughout the year. These efforts ensure we're connecting with and maintaining solid relationships with elected officials, local communities of color, tribal officials, and other key networks. The intent of these events and meetings are to educate the public on tribal history and community, while also establishing or cultivating relationships with our non-tribal neighbors.

Staff continued collaboration with adjacent School districts providing students, faculty, and staff with educational opportunities and activities. Staff presented at multiple classes and assemblies, sharing Native American and MIT history and culture.

OUTLOOK FOR THE COMING YEAR

We see 2019 as a busy year, with many new opportunities to expand our reach in areas of government, public policy, social networks, and charity fund partners. We look forward to preserving our current partnerships and seek to bridge communication and leverage educational opportunities to additional networks which provide the Muckleshoot Indian tribe with meaningful allies, advocates, and supporters.



Muckleshoot Child & Family Services (MCFS)

PERSON IN CHARGE: Cynthia Orie, MCFS Director

LOCATION: 1220 M Street Auburn, WA 98092

MAIN PHONE: (253)833-8782



PROGRAM DESCRIPTION: The Muckleshoot Indian Tribe recognizing that the children of the Muckleshoot Indian Community are the Tribe's most important resources, and that their safety and welfare is of paramount importance to the Muckleshoot Tribe; and further recognizing that parents and children share rights to a permanent and sustaining family. To assist children in need of care, and their families and extended families, while protecting the health, welfare, traditions, peace, and security of the Muckleshoot Tribal Community.

SERVICES PROVIDED: Assistance for Muckleshoot Children who are currently a case in the program for:

- Hygiene
- Food
- Clothing

Please contact your caseworker if you have any questions.

HIGHLIGHTS OF 2018:

- Great turn out for the 2018 Client Appreciation Dinner - bigger location next year,
- All children's gifts were donated, MCFS did not purchase any.

OUTLOOK FOR 2019:

- MCFS will continue to define prevention outreach and first response to concerns of child safety and continue to revise and develop a program operating policy that will best serve the Muckleshoot community and families.
- MCFS will continue looking toward the future to build a best practice model of operation that best serves the Muckleshoot Community with child safety and family stability as its number one priority. MCFS could not have made the great strides it has thus far without the support of the Muckleshoot Tribal Council, MCFS Committee, Muckleshoot community, MCFS management and committed staff. As MCFS moves into to 2018 program management and staff look forward to making continued efforts in building a program that protects and services Muckleshoot children and families.

Family Protection Advocate Liaison:

Rosie Anderson
Etene Taimalelagi
Vicky Murray
Ituau Atimalala
Guillermo Cabrera
Destiny Deroche
Kerry-Ann Blackwood
Betsy Tulee
Carrie Andrews

Investigators:

Laurel Kelly
Melisa Carson

Administrative Staff :

Lori Simonson
Vacant

Records: Rachel Sutton

Transporter/Visitation: Vacant

Placement Coordinator: Trudi Moses

Foster Home Licensor: Jacqueline Hernandez

Prevention Outreach Coordinator: *Vacant*

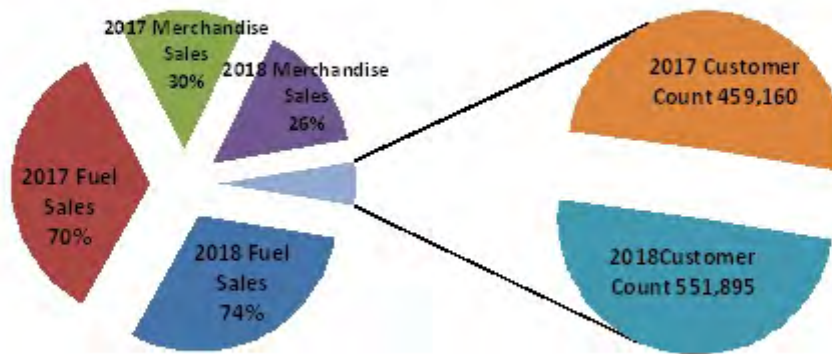


Muckleshoot Market & Deli / Shell Gas Station

PERSON IN CHARGE: Chad Ide
 ADDRESS: 2802 Auburn Way South, Auburn, WA 98092
 PHONE: (253)876-3302

2018 Year in Review for the Shell Muckleshoot Market & Deli Gas Station...

Sales



MIT Gas Station Average Gas Price

- 2017 – \$2.95
- 2018 – \$2.99

MIT Gas Station Customer Count

- 2017 – 459,160
- 2018 – 551,895

MIT Gas Station Fuel Sales

- 2017 – \$5,888,819.00
- 2018 – \$7,675,904.00

MIT Gas Station Merchandise Sales

- 2017 – \$2,605,206.00
- 2018 – \$2,751,754.93

The 2018 year for the MIT Gas Station has greatly increased in fuel sales as well as merchandise sales compared to 2017.

During the 2018 year, the Muckleshoot Market & Deli has made improvements to the pumps to include adding longer fuel hoses, enabling the customer to be able to use the fuel pump regardless of what side their gas tank is on. This will allow for a much better flow and help deal with what can be long backups.

While maintaining competitive pricing we have seen almost 100,000 more customers than what we had in 2017.

**We have saved tribal members
 \$375,516.74
 in fuel sales this year.**

I believe this trend to continue into 2019 and we should have increases both in fuel sales, merchandise sales, and increase in revenue.



Muckleshoot Seafood Products

PERSON IN CHARGE: Eric Soderman, Director

LOCATION: 1st Ave – Stanley Moses Marina

MAIN PHONE: 206-396-4870

PROGRAM DESCRIPTION: MSP performs fish buying services to MIT Fishers for Fisheries in multiple locations. MSP is a key supplier to the Muckleshoot Casino and services other Tribal programs and businesses as well.

SERVICES PROVIDED:

- MSP performed Fisher support dock operations that included labor, ice, totes, trucking and payments to Fisher's. MSP staff was also quick to lend fishers help whenever needed.
- MSP oversaw the processing, sales and distribution of both fresh and frozen salmon that were purchased from MIT Fishers. Fresh Muckleshoot King and Coho Salmon were sold into several cities around the USA.
- MSP supported MIT Fisheries to meet sampling and other needs throughout all Fisheries.
- Fisher support operations were performed at 1st Ave Marina, Fisherman's Terminal, Magnuson Park, and material support was provided to MIT Fishers who fished the Puyallup River this year.
- MSP provided Totes, Ice and Trucking to support Keta Creek Hatchery surplus/carcass sales to the processor of hatchery grade salmon.
- MSP purchased, warehoused, distributed, and oversaw all administration of the dozens of seafood and food items (both fresh and frozen) primarily to the Muckleshoot Casino but has also made these same products available to other Tribal programs and businesses.

MSP maintains or coordinates the improvements and repairs to the Ice house, cranes, lifts and dock. The purpose is to ensure that the equipment and work area are in working order for one fisher to work on a boat up to full in season dock operations.



SALMON PURCHASES:

2017 Salmon Purchases	
Brite Chinook	62,458 lbs.
Dark Chinook	5,266 lbs.
Brite Coho	94,709 lbs.
Dark Coho	641 lbs.
Chums	122,368 lbs.
Pinks	1,488 lbs.

VS

2018 Salmon Purchases	
Brite Chinook	112,158 lbs.
Dark Chinook	12,026 lbs.
Brite Coho	248,409 lbs.
Dark Coho	7818 lbs.
Chums	192,440 lbs.
Pinks	0



HIGHLIGHTS FOR 2017:

- There were two nights of Chinook fishing in 2018 nearly doubling the harvest from 2017.
- There were also good increases in the Coho and Chum landings from 2017 to 2018.
- The Seafood and other food distribution portion of MSP business continued to grow in pounds and the number of new items added.
- These sales are mainly to the Casino but other divisions including the Bingo Hall and Emerald Downs were included in the new growth.

OUTLOOK FOR 2019:

1. MSP will continue to service the Muckleshoot Fishers throughout the 2019 season and continue to provide the support to MIT Fisheries and to the MIT Hatcheries where needed.
2. MSP will continue to work in conjunction the Casino F&B and Purchasing departments to increase sales in 2019 while working closer with the Emerald Downs and the Bingo hall to do the same.
3. It is important to note that we will also continue to provide products and support to many other tribal programs in 2019.





PLANNING

PERSON IN CHARGE: Krongthip Sangkapreecha

LOCATION: 39015 172nd Ave. SE., Auburn, WA 98092

MAIN PHONE: (253) 876-3329

MAIN EMAIL: ktsang@muckleshoot.nsn.us

PROGRAM DESCRIPTION: The mission of Tribal Planning Department is to lead in the development of plans, policies and procedures pertaining to all aspects of community growth and development. Tribal Planning Department's vision is to provide quality planning and implementation as well as administer existing policies and procedures fairly and accurately.

Planning Department's functions are comprised of land use planning, zoning & current development (permitting & zoning code enforcement), building, GIS mapping, Community Garden, and payment making for huckleberries & blackberries. Planning Department also coordinates with other Tribal departments and governmental agencies on comprehensive long-range land use and transportation planning, growth-management, infrastructure planning, economic development, environmental protection, and code enforcement.

SERVICES PROVIDED:

- Provide land and resource development review services, analysis of environmental health, infrastructure, and public policy issues, and geographic information services (GIS) to the Tribe and Reservation community.
- Provide staff reports and make presentations of proposed Land Use and Building Applications and Subdivision Plats, as well as make recommendations to Planning Commission for decision making (approval or denial). Land Use applications includes: building, clearing & grading, utility installation, site plan & subdivision plats and building demolition & asbestos abatement (see bar chart attached).
- Issue development permits and perform inspection services for building and land use on the Reservation.
- Communicate and coordinate with other Tribal departments and other governmental agencies for existing and proposed projects.
- Conduct research and review various technical reports/studies of different subjects to support policy decisions.
- Organize and facilitate Technical Advisory Committee and Community meetings to gather input and comments for Comprehensive Plan and Village Design Plan preparation and Land Use Code making.
- Organize and facilitate Planning Commission meetings and public hearings for review and approval of proposed development plans, Comprehensive Plan and Village Plan, Codes & Regulations, Special Projects, and Code Enforcement.
- Prepare a Long-Range Strategic Planning including Comprehensive Plan & Neighborhood Plan, and Land Use Code Rewrite by enlisting the skills of many Tribal departments and collaborating with community's needs and priorities.

Code Enforcement

Garbage/Junk/Homeless Camp Site Clean-Up

Work includes:

- Conduct inspections of trespass by a travel trailer on a private Trust property and Tribal building in accompany with the King County Police Officers and tagged a Notice to Vacate on the travel trailer.
- Work on vacating people and trashes off private properties.
- Clean up various illegal dumping on MIT's and trust properties.
- Work with King County Health & Environmental Investigator on removing illegal dumping waste, abandoned vehicles (i.e. a motor homes, cars, and travel trailers) and process them at local impound & scrap yards.

HIGHLIGHTS OF 2018:

Comprehensive and Village Plans

The Muckleshoot Indian Tribal Planning Commission and Planning Department have initiated a comprehensive planning effort to plan for Tribal community. The project includes land use, infrastructure, facilities planning to help meet future housing needs, promote business opportunities and economic vitality, and provide a sense of place and cultural identity within the Tribal Community and Reservation.

The project flyers and workshop schedules flyers have been advertised via various public media including poster boards in Tribal governmental buildings and Facebooks: Planning Department, Comprehensive & Village Plans, and Voice of Muckleshoot, Outlook Exchange. Planning Commission, Planning staff, and other departments have advocated for the projects to community members and convinced them to attend the meetings and participate in these long-range planning projects.

The first 4-day workshop & meetings with various groups in the Tribal community were held on the first week of November, 2018. Those various groups include Tribal Council, Planning Commission, Technical Advisory Committee, departments, elders & youth, and Tribal community. A series of day-time and evening workshop/meetings will continue throughout the year 2019-2020.

The following are the Project Goals:

- Facilitate community participation.
- Create a vibrant community gathering place.
- Create well-defined and interconnected neighborhood, public facilities, recreational centers, and open spaces.
- Develop planning effort using smart growth principles that balance critical ecosystem processes with anticipated future development.
- Provide recommendations in developing regulatory tools to implement smart growth approach.

1st Ave. Fishing Facility Improvements Project

Conducted review and made approval of Environmental Impacts Statement and proposed in-water and upland improvement work. The work includes demolition of existing utilities, docks, concrete slabs, and wood piles, utility trench removal & regrading, and installation of floating docks and deck and new stormwater system.

Allotment 7 West Subdivision

Conducted thorough technical review of proposed subdivision plats and various technical reports for compliance with Subdivision Code, 2016 King County Stormwater Code, and other relevant codes. A perusal of plans, technical reports, and regulations yielded a conclusion of approval with conditions.

Open House for Subdivision Code and Veteran Memorial Park

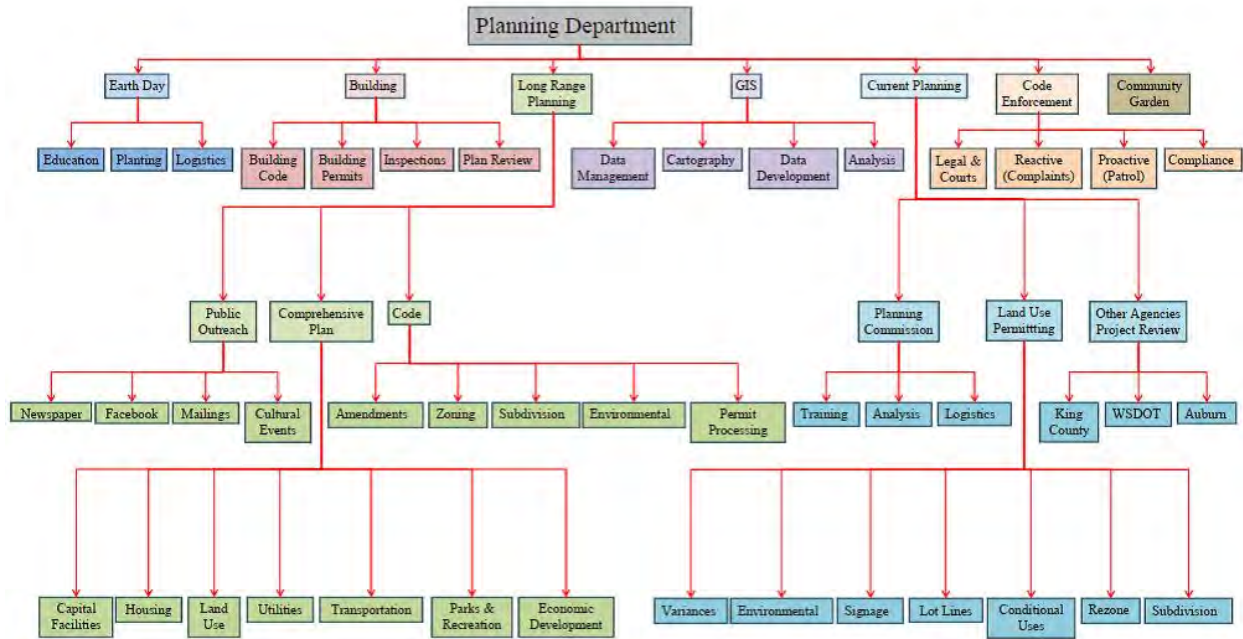
Planning staff provided advertisements of project flyers at various Tribal buildings and Facebooks about the two Open House meetings. Staff also provided project presentations at the day-time and evening meetings. These meetings provided opportunities to community members to review the project design and draft Subdivision code and provide comments and questions to the Veteran Committee and Planning Commission. The community members' comments were taken in consideration for the Planning Commission's decision making for approval.

Subdivision Code Review and Adoption

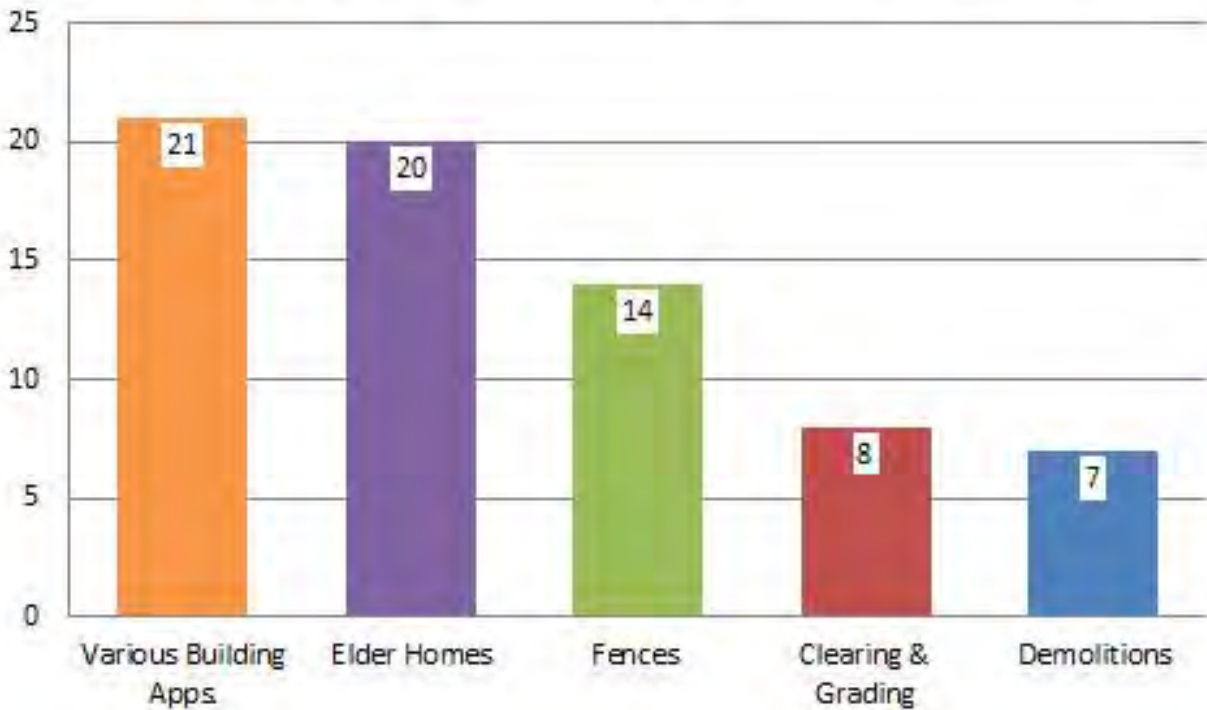
The MIT Planning Commission, Planning Department, and Legal Department have been working together on this project since 2017 throughout a series of workshops. The workshop discussion includes sharing and exchanging information and point of views on the roles and responsibilities of the Commission and staff on review process, required information submittal, technical issues, criteria for approval, and legal aspects.

OUTLOOK FOR 2019:

- To provide timely, meaningful and accurate information to all of our clients;
- To provide technical assistance that can range from digital map updating or generation to land use code review.
- To serve as catalysts for issue identification and problem solving in our support of Tribal members, Tribal departments, Planning Commission, and Tribal Council;
- To advocate planning and research as tools in strategy formation;
- To act as the guardians of the process and participation.
- To develop general and specific plans and programs (such as Comprehensive and Village Plans) based on the following community visions:
 - Managed, balanced growth
 - Livable communities
 - Responsible resource conservation, and
 - Social and economic well-being
- To monitor various local, state and national growth trends and issues to ascertain appropriate policies, regulations and procedures. The department will utilize this information to establish and maintain a process which will positively influence the type, quality and location of development to produce a livable community that is well balanced.
- To educate and advise elected and appointed officials of this information to allow for informed and consistent decision making.



Number of Permits Issued in 2018



Comprehensive & Village Plans

Community Workshop & Meetings: Nov. 5-8, 2018







Police Department

NAME & TITLE OF PERSON IN CHARGE: Chief of Police Steven Keeney

ADDRESS: 38911 172nd Ave. SE, Auburn, WA 98092

PHONE: Emergency: (911);

Non-Emergency (206-296-3311);

Muckleshoot Storefront (253-876-3246)

MISSION & GOALS:

Our mission is to provide professional, quality Law Enforcement services for the Muckleshoot Indian Tribal community and its guests. We strive to fulfill this obligation with conscientious and compassionate Deputies who are committed to reducing crime and enforcing laws that ensure a safe community. Education, community involvement, crime prevention and communication regarding community safety are paramount in achieving a continued partnership with the Muckleshoot Indian Tribe.

SCOPE OF SERVICES:

- 911 responses to emergency situations.
- On-going proactive problem solving.
- Assist tribal departments in crime prevention issues that may arise.
- Support crime reducing education programs within the community.
- Additional security for Pow-Wows, Stick Games and Fishing Docks
- Tribal Court Security and Court Order Service
- School Resource Officer
- Tribal Housing Deputy
- Auburn PD officer assigned to our department for additional patrols within the city limits.

HIGHLIGHTS FOR 2018:

Sue Aagerup Retires. MPO Sue Aagerup after years of dedicated service to the Muckleshoot Tribe exercised her option for retirement. She will be greatly missed and a very hard asset to replace. We wish her well in her retirement years!

Tribal Court Security. We have continued our service to the Tribal Court by providing a Deputy in the court room for any assistance the presiding judge may require. The Law Enforcement presence in court has also provided an additional level of safety and security.

Elder Abuse Program. Muckleshoot PD has also dedicated MPO Travis Thomas to the "Stop Elder Abuse" grant funded training program. The program is run by Muckleshoot's Adult Protection advocate Margaret Carson. Several Members of the tribe are working together to provide training and education to community and other Police agencies on what to look for and what resource are available.

AED & Noxilone. Nearly all Muckleshoot PD Deputies carry an AED (Automatic External Defibrillators) in their Muckleshoot patrol vehicles. We also now carry a Noxilone nasal spray (Better known as Narcan). This medication is deployed in the event of an opiate related overdose to help save lives when we arrive before a Fire Department Aid crew is on scene. The Noxilone temporarily reverses the life depriving effects of the opiate so that the victim can be transported and monitored at a local hospital until fully recovered.

Prescription Medication Disposal. Located in the lobby of our Muckleshoot PD storefront we now provide a prescription medication disposal bin so that community member can safely dispose of unused or expired medications. The bin is unloaded monthly by a private non-profit organization for destruction.



While this bin is not designed for other non-prescription controlled narcotics or paraphernalia, if these types of drugs are located simply call 911 and a deputy will respond and remove the item. It is best that you do not touch the items without proper protective gear. The Deputy will then log the narcotic into evidence for disposal so that King County can destroy the product according to state guidelines.

National Night Out. The annual National Night Out attendance has grown each and every year. This is a result of the partnership with Muckleshoot Housing and the Adult Work Training Program. In addition to the National Night Out event festivities held on the Pow-Wow grounds, we also sponsor a Muckleshoot Youth vs. Police basketball event. It is held at the basketball court located within the Health and Wellbeing building the same day as National Night Out. The event has several drawings for prizes and at half time we have a doughnut eating contest. This year the winner won tickets to a Seahawks Game!!!

School Resource Officer. The School Resource Officer has continued to support the Tribal School regarding safety and security, on and off campus. He has also assisted in the coordination of "Meet your heroes" at the Tribal School. A celebration of the men and women who serve our community and country.

Storefront Police Office. The Storefront, which is located in the lobby area of the Police Department building, has had a steady increase in walk-ins over the years. This community service provides tribal members the ability to walk in and take advantage of an array of resources regarding Domestic Violence, Narcotics, and various other criminal and non-criminal related issues. With the Retirement of MPO Sue Aagerup we are in the process of hiring a civilian community member to take over these duties. Look for him or her early in 2019.

Community Corrections Officer. Our partnership with the Department of Corrections (DOC) has simplified reporting for those in community custody which increases the success of the program. The Community Corrections Officer (CCO) shares the Storefront and provides local services to our community.

Fishing Dock Patrols. In cooperation with Muckleshoot Fisheries, the Police Department provided extra security/patrols to deter criminal activity at the 1st Ave. fishing docks.

Partnership with Housing Authority. The Muckleshoot Police Department continues to work closely with the Muckleshoot Housing Authority. The dedicated Deputy assists the Housing Authority with lease violations, compliance issues, crime prevention, community meetings, reactive and proactive patrol. The ultimate goal is to make this a place where residents can enjoy a peaceful and crime free environment to improve their quality of life. Emphasis patrols were conducted for Muckleshoot Housing areas, located in the City of Auburn and the un-incorporated areas of King County on the reservation.

OUTLOOK FOR COMING YEAR:

- Our department is currently staffed with 8 Patrol Deputies, 1 Patrol/Burglary Larceny Detective, 1 School Resource Officer and 1 Street Crimes Detective assigned to a multi-jurisdictional crime task force which includes 1 King County Sergeant, 2 King County Detectives and 2 Detectives from Maple

Valley PD. Coming in June of 2019, Thanks to our Law and Order committee and Tribal Council, we will be increasing our numbers by 2 additional patrol deputies and also adding a second Street Crimes Detective.

- We will continue to communicate and work with the Auburn and Enumclaw Police Departments and other agencies on law enforcement issues on the Muckleshoot Indian Reservation.
- Continue to engage in community policing and problem-solving by working with community members and other Tribal Departments with respect to law enforcement and community safety issues.
- We will be also increasing our patrol activities around Muckleshoot Housing and casino area with the use of Police Mountain bikes.
- Continue to support the Tribal School with a full time police officer.
- Continue to support the Muckleshoot Housing Authority with a dedicated Deputy for housing safety issues and concerns.
- Emphasis patrols during per-capita distribution, fireworks and pow-wows as deemed appropriate.



Preservation Program

PERSON IN CHARGE: Melissa Calvert, General Services Director; Donna Hogerhuis, Collections Specialist; Warren KingGeorge, Oral Historian; Laura Murphy, Archaeologist; Mitchell Courville, Cultural Monitor.

LOCATION: Phillip Starr Building

MAIN PHONE: 253-939-3311

MAIN EMAIL: Melissa.Calvert@Muckleshoot.nsn.us

PROGRAM DESCRIPTION:

The mission of the Preservation Program is to identify, protect, preserve, document, and manage for past, present, and future generations the spiritual, cultural, and traditional treaty rights, resources, land, and values that are inherent to the sovereign nation known as the Muckleshoot Indian Tribe. To achieve this mission, the Preservation Program Staff and Committee strive to ensure that the history and those lands inherently important to the Tribe are preserved to the fullest extent possible.

SERVICES PROVIDED:

- Archaeological investigations, cultural resources identification
- Assist with consultation between state and federal agencies and the Tribe
- Archaeological monitoring during Tribal construction projects

The Preservation Program archaeology staff work with other Tribal departments to identify and protect cultural resources before and during construction projects on the Reservation. We survey land that is proposed for development and describe artifacts and archaeological sites that we find. We develop strategies to leave important areas undisturbed, and we collect artifacts that are in harm's way and

curate them for future generations. We coordinate with the Tribe's Planning, Public Works, Construction and Housing programs to avoid sensitive areas and to monitor construction work once a project begins. Preservation staff also review proposed developments and visit construction projects off of the Reservation, to make sure that developers follow the laws and identify and protect sites important to the Tribe throughout the Tribe's use areas.

The Tribe's heritage collections are located in the Philip Starr Building and include over 930 objects, almost 2000 photographs, 1750 archival materials and 1600 books. The collection includes oral histories, family genealogy, newspaper articles, maps, and other resources that are cared for using professional museum standards.

Tribal members and staff are invited to take a tour of the collections and library and learn what the Tribe has in the collections and services offered. The Tribe's staff meets the National Parks Service professional standards to care for Federal Deposits or collections from sites found or associated with the Federal lands or projects. By meeting these standards we can keep Puget Sound collections close to home.

- **Photographic Care & Duplication** – The Tribe's collection of photographs and scans is available to all Tribal members and others by appointment. In addition we provide scanning and editing of personal photograph collections and will place on electronic drives for members.
- **Research Center and Assistance** – The Preservation Program Archives and Library contains unique information to help members research their family history or assist students in reports or essays on the Tribe's history. Tribal artists have found the reference books helpful to research art pieces from other collections as well as studying the real designs and techniques found in the collection such as the Tribe's collection of baskets.
- **Family Heirloom ID & Storage** – The Preservation Program provides room to store family heirlooms as needed and we can photograph family collections for security and identification.
- **Tours of Collections** – Many tours are offered to Muckleshoot members and students, researchers and visiting groups each year.
- **Rotating Exhibits** – Each year we rotate out small exhibits using the Tribe's collection at the Elder's Center, Philip Starr Building and Muckleshoot King County Library. We often participate in special exhibits for tribal events and other sites such as Auburn YMCA.
- **Cultural Site Protection** – By collecting and safely storing historic photographs and documentation, the Preservation Program assures protection of sacred and or historic sites associated with the Muckleshoot Tribe.

HIGHLIGHTS OF 2018:

- Mitchell Courville, the Tribe's Cultural Resources Monitor, monitored construction of over 20 projects on the Reservation. Construction of elders' homes, subdivision and utilities layout, and road improvements were all monitored to ensure that any artifacts present were identified and protected.
- Laura Murphy, the Tribe's Archaeologist, reviewed an average of 50 projects per week throughout the Tribe's area of cultural interest this year.
- The Preservation Program has worked closely with state and federal agencies this year during a series of levee setback projects on local rivers, storm-water runoff projects that will improve water quality

throughout Puget Sound, and many highway improvement projects related to the general growth of the region.

- As construction development continues throughout the Pacific Northwest, more archaeological sites are threatened every day in the region.
- There were over 200 new photographic scans added to the collection. Staff is able to scan collections and give back the originals to the family. In addition, collections from six archaeological sites found on the Muckleshoot reservation were processed, cataloged, and properly stored.
- Production of our 2018 calendar – the Preservation Program’s calendar is now in its 4th year and highlights the Tribe’s, language, history and collection. The recent calendar was a unique focus is on the Allotment Map and original allottees.
- Preservation Committee Members, Louie Ungaro, Dennis Anderson, Sr., Gail WhiteEagle, Shahayla Elkins, LeOta Berry and Jackie Swanson met with a number of outside agencies to discuss concerns over development and impacts to cultural resources.

OUTLOOK FOR 2019: Archaeological sites are non-renewable resources that deserve protection from loss. The Preservation Program is gathers that community members may have about cultural resources, to help us protect sites that are important to the Tribe. If you have knowledge that you would like to share with our staff, about areas on or off the Reservation, please call or come by the program any time. Our staff will continue to collect, care for and exhibit materials entrusted to our care.





Property Acquisitions & Fee Land Management

PERSON IN CHARGE: Ken Lewis, Director Property Acquisitions & Fee Land Management

LOCATION: 39015-A 172nd Ave SE, Auburn, WA 98092

PHONE: (253) 939-3311

EMAIL: Ken@muckleshoot.nsn.us

PROGRAM DESCRIPTION: This office purchases real property at the direction of the Tribal Council; manages land and properties not assigned to specific programs, including commercial and revenue producing property; and applies to the Department of Interior to place tribally and individually owned fee property into trust. We also track and maintain the Tribe's inventory list of real estate property owned by the Tribe and assigned to various departments. We provide advisory services other departments regarding the acquisition, use, and management of real property.

SERVICES PROVIDED: We acquire land for the Muckleshoot Indian Tribe at the direction of Tribal Council; place land in trust on behalf of the Tribe and individuals; and manage lands and properties not assigned to a specific program.

HIGHLIGHTS OF 2018:

- Purchased the Winery across the highway from the Tribal School, 3 parcels totaling 22.26 acres
- Purchased the land of the original Muckleshoot Reservation Farmer in Charge (Reynolds Farm), 1 parcel comprising of 4.67 acres
- Purchased 2 Greentree Condo Units
- The lands of two Tribal Members were placed into Trust

OUTLOOK FOR 2019: There are currently three Tribal applications pending comprised of 6 total parcels (excluding the 15 parcel Emerald Downs gaming application) and three individual applications. Each application requires several notices to governments and the public, as well as approval from various offices within the Department of the Interior. We will continue to aggressively pursue these applications.

CURRENT LAND STATISTICS: The Tribe currently owns 107,167.24 acres of land as follows:

FEE LANDS	
On Reservation	350.35
Off Reservation	711.24
Forest Land - Off Reservation	105,030.14

TRIBAL TRUST	
On Reservation	904.56
Off Reservation	904.56



Property – Reynolds Farm

King County - 16816 SE 384th Street, Auburn





Public Works

PERSON IN CHARGE: Eddy Chu, P.E., Director

LOCATION: 40222 Auburn Way So., 39620 SE 400th Street, Auburn, WA

MAIN PHONE: 253-876-3143

MAIN EMAIL: eddy.chu@muckleshoot.nsn.us



PROGRAM DESCRIPTION: The Public Works Program provides the following services to the Tribal government as well as to individual tribal members:

- General Site Work
- Solid Waste
- Firewood
- Ground Maintenance
- Utilities / Engineering
- Utilities Assistance

SERVICES PROVIDED:

- Perform all new elders' home sites clearing and grading
- Remove all dangerous trees and community cleanup
- Curb side garbage and recycle pickup for all tribal members homes within the King County area as well as all governmental buildings and programs
- Provide all tribal members home with firewood collected from the tribal forest lands and processed here at Public Works yard.
- Provide ground maintenance for all the tribally owned public lands and storm retention ponds and ditches.
- Operate and maintain the tribally owned drinking water wells and maintain miles of water main distributed throughout the reservation here in King County.
- Operate and maintain the sewage collection and pumped through City of Auburn infrastructure to the King County waste water treatment plant in Renton.

- Maintain over 100 private septic systems and wells serving the individual member’s homes within and around the reservation.
- Provide financial assistance to all tribal members residing within the King and Pierce Counties for their monthly water, sewer and garbage bills.

NEW TRANSFER STATION. Public Works will soon operate a brand new Solid Waste Transfer Station located on 177th block of SE 400th Street. This 10,000+ Square Feet facility will begin to process all the current garbage collected here within the reservation. The new facility with the new added resources will handle all the solid waste collected from the Tribal Casino as well as the Bingo Hall, as the program expanded early next year. We anticipate the expanded services will continue to save the tribe up to \$250,000 to \$350,000 a year.

OUTLOOK FOR 2019:

- Expand and streamline the new solid waste collection and transfer services.
- Pending on the Council approval, begin the pre-design of the new Well #5 in order to provide the tribe with emergency supplies need.
- Pending on the Council approval, begin the concept design of the new Public Works Operation Center next to the new Transfer Station to replace the current depilated facilities and return the real estate to the tribe for a better use of the land.





Salmon Homecoming

PERSON IN CHARGE: Walter Pacheco

LOCATION: Office 242- Phillip Starr Building

MAIN PHONE: 253-876-3153

MAIN EMAIL: walter.pacheco@muckleshoot.nsn.us

PROGRAM DESCRIPTION: Salmon Homecoming is an educational program that brings together Indian and non-Indian people to look at ways to protect salmon. The program also allows for a public presentation involving cultural and contemporary activities.

The 26th annual Salmon Homecoming Celebration was well attended in 2018. Funding was appropriated by recurring regular sponsors in 2018 from the following:



Muckleshoot Indian Tribe-	\$30000.00
City of Seattle Public Utilities-	\$ 5000.00
Seattle City Light-	\$ 5000.00
NWIFC - Olympia	\$ 1000.00
Squaxin Island Tribe	\$ 2000.00
Stillaguamish Indian Tribe	\$10000.00

Grant Applications were made to the following entities:

Tulalip Tribes-	\$ 5000.00	No Grant
Quinault Nation-	\$ 2500.00	Denied
Puyallup Indian Tribe-	\$ 5000.00	Denied
Suquamish Indian Tribe-	\$ 5000.00	No Grant

Grants received for 2018 were:

PCC Markets	\$3000.00
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Activities conducted in 2018 consisted of School Days, Salmon Bake, Canoe Welcoming Ceremony and a Pow Wow. The School Days Report is as follows:

2018 School Days at a Glance

Dates: Thursday, September 13 and Friday, September 14, 2018

Times: 10:15 am to 1:30 pm

Location: Waterfront Park and Seattle Aquarium

Who attended: 960 students, teachers and chaperones from 6 Seattle Public Schools, 4 Tribal schools, 4 Indian Education programs at local school districts.

Exhibitor and cultural demonstration booths: 12 environmental conservation and education organizations including local, state, federal agencies, non-profit organizations and Tribes, one cultural demonstrator featuring a Native artist.

The 26th annual Salmon Homecoming Celebration School Days on the Waterfront were held at Waterfront Park and Seattle Aquarium on September 13 and 14, 2018. This annual event provides an opportunity to enrich students' understanding of our environment and the links to Native culture that are so integral to the Salish Sea region. Approximately 1000 students, teachers and chaperones from underserved communities in Seattle, as well as youth from local Tribes were brought together to share this multicultural experience. This year's theme was "Keepers of the Salmon for Time Immemorial".

We marked the 26th anniversary of Salmon Homecoming by welcoming 776 students and 184 teachers/chaperones to School Days who visited 12 exhibitor booths from local organizations that work on salmon habitat enhancement, protection and environmental education, the Seattle Indian Health Board, and several Native artists in partnership with the Suquamish Museum demonstrating cedar and wool weaving arts.

The program began at 10:15 in Waterfront Park. A large tent was provided for the welcome and cultural performances. The program was kicked off on Thursday by G.I. James (Lummi), Secretary/Treasurer of the Salmon Homecoming Alliance (SHA), and on Friday by Walter Pacheco (Muckleshoot), SHA President. On Thursday, the youth from the Muckleshoot Tribe's performing arts group performed welcoming songs, and on Friday the attendees enjoyed welcome performances from both the Muckleshoot group and members of the Suquamish Tribe for the welcome to School Days.

Following the welcome, storyteller Raven Heavy Runner (Blackfoot), shared salmon stories with the group. Raven is a Social Worker and works at the Muckleshoot Indian Tribe. The storytelling helped to create connections for students between oral traditions of the Native Coast Salish people, and environmental conservation and protection.

The school groups had lunch in Waterfront Park and then headed into the Seattle Aquarium for the second portion of School Days. Inside the Aquarium students collected Salmon Homecoming Passport stamps at thirteen exhibitor and cultural demonstrator booths throughout the two buildings. The booths fell into four categories: habitat, Native People, salmon life cycle and stewardship. Each exhibitor had a stamp for the passports, so students were encouraged to visit each booth. The passports also had questions for the students to answer as they learned from the exhibitors about how we can help protect salmon habitat and the cultural importance of salmon.

The school groups explored the Aquarium exhibits, including three stations with volunteers focused on salmon in the Underwater Dome exhibit, our salmon hatchery exhibit and the Orca Family Activity Center, and three opportunities to see a salmon themed dive presentation in Window on Washington Waters. Volunteers from the Seattle Aquarium's interpretive program joined volunteers from the Aquarium's Cedar River Salmon Journey program in sharing salmon information with the school groups.

School groups departed the Aquarium around 1:30pm. Teachers received packets to distribute to the students back at school or on the bus. The packets contained a Salmon Homecoming student workbook and a Salmon Homecoming commemorative keychain for each student.

SCHOOLS

Fourth and fifth grade students from eight elementary schools from the Seattle School District, three Tribal Schools, and Tribal students from Indian Education programs from five additional school districts participated in the program. In order to create a celebration that is multi-Tribal and multicultural, we targeted Tribal students, as well as students from schools in low income communities of color in Seattle. The Salmon Homecoming Alliance provides reimbursement for bus transportation for all schools who request it.



Tribal Schools, 223 participants

Lummi Nation School	37 students/ 7 adults
Chief Leschi School	44 students/ 8 adults
Muckleshoot Tribal School	92 students/35 adults

Seattle School District 602 participants

John Muir	63 students/ 11 adults
Montlake Elementary	80 students/ 25 adults
Pathfinder K-8	103 students/ 30 adults
Licton Springs K-8	34 students/ 11 adults
Arbor Heights Elementary	24 students/ 5 adults
Sanislo Elementary	50 students /13 adults
Graham Hill Elementary	26 students/ 5 adults
Adams Elementary	100 students/ 22 adults

School District Indian Education Programs/Tribal Education Program 187 participants

Squaxin Island Tribe- Education Department	8 students, 2 adults
Quil Ceda-Tulalip Elementary	90 students, 13 adults
Enumclaw Middle School	8 students, 3 adults
Indian Education Program, Puyallup	20 students, 4 adults
Fife Public Schools Native American Education Program	30 students, 9 adults

Exhibitors:

- Salmon Defense
- Seattle City Light
- Waterfront Seattle
- Northwest Indian Fish Commission- Olympia
- Wolf Haven International
- Olympic National Park
- Mountain to Sound Greenway Trust
- Tilth Alliance
- NOAA
- Stillaguamish Tribe Natural Resources



Cultural Demonstrators:

Tina Jackson from the Suquamish Tribe demonstrated Cedar Weaving

Canoe Ceremony:

21 Canoe families registered for 2018. Due to rainy weather forecasts we had 12 canoes land in the Waterfront Park. Tribal canoes present were:

- Northern Quest
- Warm Springs Nchi Wanapum Canoe Family
- Nisqually Canoe Family
- Leimomiwainui Canoe Family
- Squaxin Island Klabsch
- Squaxin Island NoKedJak
- Samish Canoe Family
- Sacred Water
- Snoqualmie Canoe Family
- G'ana'K'W
- Suquamish Tribal Canoes
- Muckleshoot Tribal Canoes



Pow Wow

The pow wow was well attended. There was 8 drums and most of the dance categories were filled with an exception of one category and that was Girls Fancy which only had one contestant. Host Drum was Wild Rose.

Program Support

School Days is generously supported by the Salmon Homecoming Alliance with funding for bus transportation, keychains, volunteer time, storyteller and cultural demonstrators. Seattle Public Utilities provides printing for the School Days workbooks, and volunteers to help out during the event.

The Seattle Aquarium provides complimentary admission for all school groups and space for the exhibitor and cultural demonstrator booths, and staff and volunteers to support the event. In-kind support is provided by the Muckleshoot Tribe, Suquamish Tribe, Seattle Aquarium, Lummi Tribe, Seattle Indian Education, Squaxin Island and Stilligamish Tribes. The Seattle Parks Department allows us to utilize Waterfront Park which includes power hookups in the park and water supply.





Muckleshoot Senior Center

PERSON IN CHARGE: Alexandra James, Acting Managing Director of Human Services

LOCATION: Elder's Complex, 17800 SE 392nd ST Auburn, WA 98092

MAIN PHONE: (253) 876-2888

MAIN EMAIL: alex.cruz@muckleshoot.nsn.us

STAFF	
Administration	Service Provider
Lead: Suzette Louie	Lead: Mike Lindgren
• Helen Jameson	• James Cross Sr.
• Vacant	• Evelyn Eyle
	• JoJeff Jansen
Transportation	• Jason Jansen
Lead: Eugene (Geng) West	• Vacant
Gracja Morrison	• Vacant
Leo Daniels IV	Cooks
Adrienne Moses	Lead: Juanita McCarty
• Vacant	• Vicky Lee
	• Katie Ulima
• Events: Noreen Milne	• Vacant

PROGRAM DESCRIPTION: The mission of the Muckleshoot Senior Services Program is to provide nutrition, cultural, and social quality services to Muckleshoot and eligible elders of 50 years of age and older so they can live a healthy & fulfilling life.

SERVICES PROVIDED: The Senior Center Staff is dedicated to offering the highest quality of customer service to our Muckleshoot Elders/Seniors and eligible community members. Our efforts include:

- **Congregate meals** - Elders & Seniors gather together Mon-day through Friday at the Senior Center for lunch.
- **Home Delivered Meals** - Senior Center staff delivers hot meals to Elders & Seniors Monday through Thursday.
- **Chore Services** - Service providers go into the Elders & Seniors homes to perform chore services.
- **Hospital Visits** - Senior Center staff provides transportation to Elders & Seniors who need to visit Elders in the hospital.
- **Food Vouchers** - Monthly food vouchers for Tribal Elders & Seniors.
- **Home Visits** - Senior Center staff make home visits and also provide Elders & Seniors transportation to make home visits.

- **Transportation** - Senior Center staff provides transportation to the grocery store, the doctor's office, the Resource Center and to pay bills.
- **Hot weather services** - Delivery of bottled water and air conditioning units on dangerously hot summer days.
- **Cold weather services** - Check in on our Elders, salt, and clear walkways on snow days.
- **Elder's fundraisers** - Holiday Bazaar, jam made by Elders, year-round silent auction & raffles.
- **Firewood Assistance** - A bundle of kindling weekly.

HIGHLIGHTS OF 2018:

- Cedar Weaving Conferences - Transported Elders & Seniors to the conferences.
- Diabetes Conference in New Orleans
- Elder's fundraising from the Elder's Bazaar
- Canoe Journey - Transported Elders & Seniors to Lummi Tribe for the Annual Canoe Journey.
- Annual Tribal Luncheon - Senior Program hosted the luncheon at the Puyallup Fair Grounds
- Annual after Christmas Luncheon
- Annual Apple Cider Harvest at Elder's Complex - Local apples
- SSI Benefit Fair – September 2018

OUTLOOK FOR 2019:

- New fun events for Elders
- Finalize the Policies and Procedures





Tomanamus Forest

2018 Major Projects Summary, Muckleshoot Federal Corporation

EDUCATION – MFC hosted the Muckleshoot Children Development Center (MCDC) students on a forestry field trip Medicine Eagle Flats. This was followed by a trek to Boise Creek falls doing a nature scavenger hunt. An additional trip included teachers hiking falls to give them an idea of the location and how to best prep for their field trips.

MFC helped in leading activities for the Summer Teachers Institute on Tomanamus for two days to help teachers become more comfortable with the forest, how to run field trips outside, and where to take students. MFC also participated in the MIT's Earth Day celebration at the tribal school, by helping to plant trees on the school campus and lead a wildlife identification activity.

MFC led over 35 different forestry field trips and lessons, including co-teaching a Field Forestry Course for Muckleshoot Tribal School middle school students. Field trips cover topics ranging from ecosystems and watersheds, to traditional ecological knowledge, and forest stand health.

USFS TRIBAL FOREST PROTECTION ACT – MFC received permission to start our tie road construction project on USFS in 2018 and will complete in the summer of 2019. This will allow access to the USFS lands near Martin Gap, above the West Fork of the White River. MFC will begin the permitting process with the USFS for work related to habitat harvests, meadow and huckleberry restoration, fish pond restoration, and general access improvements. MFC has secured road maintenance, silviculture and miscellaneous work for the Randle district Gifford-Pinchot National Forest to begin in 2019. MFC is well on the way to securing a management area, 15,000 acres, under the Tribal Forest Management Act.

WOOD FIBER CO-GEN PROGRAM – The Muckleshoot Indian Tribe was awarded a grant for \$385,000 from the Office of Indian Energy and Economic Development to conduct a Comprehensive Feasibility Assessment of the potential to construct, own and operate a power plant fueled by biomass. This biomass would be locally sourced from their own timberlands as well as state and privately managed lands. MFC is working with a 3rd party consultant (E3) on the Comprehensive Feasibility Assessment to use woody biomass to generate power for MIT. This could potentially generate 40-60 new jobs.

CARBON CREDIT REVENUE PROGRAM – MFC completed a comprehensive review of carbon credit program for the properties. Through the engagement of an aggregator through which to sell the carbon credits created by the sequestration, there was the opportunity for MFC to create a new non-timber revenue source while continuing to operate as a working forest with constraints. Several companies submitted proposals with projected revenue and costs, and all proposals were put through rigorous analysis. We have selected the more economical proposal to further refine the feasibility of this program.

TOMANAMUS COMMUNITY DAY – Community day occurred October 10 at Medicine Eagle Flats with 1300+ attending. 35 booths representing all facets of the community hosted information activities and connect with the greater community. There were a variety of events for kids and adults to reconnect with the forest ecosystem. This event was capped off by an elk and seafood bake.

APIARY PROGRAM – MFC currently has a part time position open with the goal to develop hives and promote healthy bee populations.



UNDERSTORY PLANTING – 1,000 Blue Elderberries have been planted at the Community Day site and are currently doing well. For 2019, we will be planting 1,000-3,000 additional plants in a localized area and continue on an annual basis. The amount and type of plant will likely vary from year to year.

A pollinating wildflower mix has been spread on about 70 acres in a commercial thinning unit earlier this spring. This mix was packaged into small amounts and distributed as a prize at Community Day. The mix has been updated for 2019 to include rose, self heal, ocean spray, kinnikinnick and yarrow.

YOUTH CREW – For the summer of 2018, 27 youth participated in the summer program, with 3 crew leads and a program supervisor. Activities for the summer crew included trail work, planting seed mix, educational tours, TEK and team building, safety, and professional development days. Youth Crew members also participated in the Canoe Journey landing by helping to pull in boats, feed 3,000 visitors and assist in set up and take down.

SILVICULTURE CREW – Currently, 9 tribal members and/or community members are employed, performing tasks including traditional silviculture activities along with special project, such as understory plating, seeding, etc. The crew maintains the Christmas tree and blueberry patch in Auburn. This includes mowing and watering.

ROAD MAINTENANCE AND CONSTRUCTION CREW – At this point in time, 9 tribal members and/or community members are currently employed and perform the majority of the road work on Tomanamus. Major 2018 project included Martin Gap (MFC portion), 7100 to 7000 tie road, and continued restoration of access into Milky Creek. For 2019, we will finish the Martin Gap Tie Road along with some additional crossing upgrades in the Milky Creek drainage.

FOREST OPERATIONS – In 2018, the final harvest was 23,331 Mbf with 4,703 Mbf from commercial thins. MFC planted 675 acres with 310,140 trees, browse protected 130 acres, manually controlled competing vegetation on 1,090 acres, pre-commercially thinned 1,372 acres, and deployed 14,400 tons of bear feed across 13 sites to protect tree peeling. In addition, MFC replaced 8 major stream structures, opened 3.60 miles of streams to fish, and completed road improvements on 10.31 miles.

TRAIL RESTORATION – MFC has worked to maintain the existing Divide trail, Bone Lake Trail, access to Cedar Lake, along with work coordinating with King County on the Battersby and Foothill trail network. Additional trail work along Boise Creek has allowed MFC to hosted numerous classroom field trips and other small group visits to the waterfall.

MISCELLANEOUS – Other MFC projects in 2018 include the installation of the Christmas tree at the Elder's center, supplying yellow cedar for the Tribal School shop class, sledding hill, member Christmas tree cutting areas, and hosted a MIT forestry intern for the summer of 2018.







Transportation

PERSON IN CHARGE: Dezerae Hayes, Transportation Division Director

LOCATION: 40320 Auburn Enumclaw Rd SE | Auburn, WA | 98092

MAIN PHONE: (253) 876-3326

MAIN EMAIL: TransportationDept@muckleshoot.nsn.us



TRANSPORTATION: 2018 has been a year of continuous success for the Transportation Division. Our Transportation Division was awarded a \$1,000,000 grant from the Federal Transit Administration – Bus and Bus Facilities program to finish the renovations to our Fleet Shop and Transportation Division building at the

old Miles property. This project is slated to break ground in the first quarter of 2019.

In addition, the Transportation Division also held a Road Safety Audit (RSA) which deemed the SR 164 Corridor a Safety Corridor and will bring forward the needs of our community to a national level. Lastly, the transportation division was awarded \$344,000 to begin pedestrian facility improvements along SR 164. Please stay tuned for community meetings early in 2019.

MUCKLESHOOT TRIBAL TRAFFIC SAFETY

Prepared by Lead Safety Officer Robert Johnson, Traffic Safety Coordinator Steve Haggerty and Transportation Director Dezerae Hayes

Did you know the number one cause of preventable deaths for American Indians/Alaskan Indians (AIAN) in the State of Washington is Traffic related fatalities? Due to the growth on our reservation, the increasing daily traffic counts and the lack of pedestrian facilities the transportation division created a new program at the end of 2017 with grant funding from the Washington Traffic Safety Commission.

Because of the success this program our division was again awarded grant funding to continue to improve Traffic Safety on the reservation. The goal of this grant was met in the first year by implementing the Muckleshoot Strategic Safety Plan and by providing upgrades to our transportation infrastructure. Below is a summary of the work that has been completed this year on behalf of the Transportation Division:

- **Tribal Traffic Safety Committee Meetings** were held on - Jan 24, Feb 28, April 4, May 2, Jun 6, July 11, Sept 5, Oct 3, Nov 14, Dec 5.
- **Trainings & Certifications:**
 - Washington State Traffic Safety Conference (Kennewick, WA.) April 23 – 27
 - Montana Summer Institute (Bigsky, MT.) July 23 – 27\
 - Child Passenger Safety Certification (Shelton, WA. Steve) Sept 7, 14, 21-22
 - Child Passenger Safety Certification (Burlington, WA. Rob) Nov 1-2, 8-9
- **The Muckleshoot Indian Tribes Transportation Safety Program (MITTS)** has been fully implemented as outlined in the *Strategic Transportation Safety Plan*:
 - Tables were set up twice per month to educate Tribal and Community Members regarding Tribal Traffic Safety also to collect data through survey distribution.
 - Traffic Safety posters were distributed around Tribal Entities
 - Traffic Safety banners were placed at the Tribal School to target our youth drivers.

- Due to the pedestrian safety needs the MIT transit stop at the Muckleshoot Market & Deli was revamped - SPS was contracted to provide adequate striping for our transit riders.
- **Native Community Helper Certification** –via- Muckleshoot Behavioral Health Program (Steven and Rob)
- **Mountain View Fire & Rescue** Disaster Preparedness Certification –via- FEMA (Rob)
- **Whulshootseed Traffic Language Project:** Began with Stop Signs located at 392nd & 172nd, Elders Complex Stop sign, Veterans Neighborhood Stop signs, Tribal School Stop sign Entrance & Exit. Note: this project will be continued into 2019.

MUCKLESHOOT TRIBAL TRANSIT

Prepared by Phillip James – Transit Manager

Muckleshoot Tribal Transit has successfully completed its second year of operation! The transit program remains a grant funded program with funding allocated from both the Federal Transit Administration and the Bureau of Indian Affairs. In 2018, our transit service completed a total of 143,000 miles, 3,041 routes around the reservation, and serviced approximately 25,000 wonderful guests!

This year marks the final implementation of our three permanent routes, 1) fixed route, 2) Route Deviated, and 3) On-demand. Fixed route, also known as the Reservation Route consists of 16 stops starting at the White River Amphitheater and weaves in and out of the reservation ending at 17th St in the City of Auburn.

Our Route Deviated service also known as the express/Auburn Route this bus travels straight down SR164 with stops to make accommodations for guests trying to connect with Sound Transit and shopping such as Safeway, Wal-Mart, and the Outlet Collection.

Transit has also introduced RideSystems which is a mobile application that gives not only riders the ability to track and see their Transit bus in real time, but also provides the drivers with the ability to electronically count ridership and announce stops!

In conjunction with our regular transit route we do offer our on-demand service, which is a way for riders to call and make a special request for services with a 48 hour notice. This service strives to get rides to and from medical appointments, to and from shopping outside of transit services and even trips to the airport.

Muckleshoot Transit has definitely been busy in 2018, but we do appreciate all the support from the Muckleshoot Indian Tribe, the faithful transit riders and the community. We look forward to serving more people and offering more services in the coming of 2019! Thank you.

MUCKLESHOOT TRANSIT SAFETY OFFICER REPORT

Prepared by Transit Safety Officer Robert Johnson

- Transit Driver Reports Total: 35
- Transit Passenger Reports Total: 5
- Transit Safety Reports Total: 38
- Transit Safety via Auburn Police Trespass Issued: 1
- Transit Safety Passenger Suspensions Issued: 3

It's encouraging to note that most the of "Incidents" involving Passenger behavior issues or unruliness occurred early on in the year. As the year went on, it appears Passengers were becoming more aware of Transportation Safety Rules and began complying as they didn't want to lose their individual Transit Rider Privileges.



Muckleshoot Tribal Court

PERSON IN CHARGE: Bobbie Jo Norton, Director

LOCATION: Legal Building

MAIN PHONE: 253-876-3203

MAIN EMAIL: Court.Staff@Muckleshoot.nsn.us

PROGRAM DESCRIPTION: The Muckleshoot Tribal Court administers the law pursuant to the Muckleshoot code of laws and subsequent ordinances for the Muckleshoot Indian Tribe, its Community and its people, and all persons, property, resources and territories subject to its jurisdiction.

SERVICES PROVIDED

Legal Aid Clinic - The Legal Aid Clinic is for the benefit of eligible Tribal and Community Members in need of legal advice. These services may include, but are not limited to, advice-only services with respect to document review, criminal and civil litigation advice, probate matters, family law matters, explanation of the scope of Tribal Court jurisdiction, assistance with access to Tribal Court, and other routine matters. Advice may be provided to members seeking to use both State and Tribal Court, but, preference shall be given to Tribal Court cases. For more information, or to schedule an appointment on one of our Clinic days, please contact the Muckleshoot Tribal Court at (253) 876-3203.

Muckleshoot Adult Protective Services investigates reports of abuse (physical, sexual, emotional), exploitation, and neglect (which includes self-neglect) of elders or vulnerable adults in the Muckleshoot Community. APS also works with families and the community to develop protective plans. APS works with the Muckleshoot Tribal Court to advocate for protective orders, restitution, and guardianships. Voluntary services (such as a referral to a payee or any agency) can be provided if the elder or vulnerable adult agrees to the service.

TO MAKE A REPORT OF ELDER ABUSE: You can call Margaret Carson or Andrew Simmons who have offices at the Elder's Complex to make a report.

Direct phone: 253 876-2899

Elder's Complex: 253 876-2888

Margaret's Cell Phone: 253 508-3175

Andrew's Cell Phone: 253) 740-6399

Call Tribal Police for after hour emergencies: 206 296-3311

Muckleshoot Elder Abuse Hotline pilot project is funded by a grant from the Office on Violence against Women and dovetails with Muckleshoot Adult Protective Services and Muckleshoot's Behavioral Health's Domestic Violence Program to provide Elder Abuse referrals and services for Elders during the weekend and evening hours. Outreach workers will provide referrals and outreach to those in need with issues of abuse, neglect, exploitation, sexual assault, dating violence/domestic violence and stalking (including electronic stalking). The Hotline will provide also provide outreach and an "ear" for Seniors and Elders who may need help or emotional support, or family members who may seek assistance on their behalf.

The Hotline project is designed to serve Muckleshoot community members residing within the Tribe's service area Community members 50 years of age or older. Efforts will be made to refer non Muckleshoot community members, and all who are calling from outside the area, to appropriate resources. Hours of operation of the Hotline are 6-9PM weekdays and 12-6PM on weekends. The

Elder Abuse Hotline number is 253 876-3115. If you have any questions about this service please contact APS Program Manager Margaret Carson at (253) 876-2899.

HIGHLIGHTS OF 2018:

NATIVE ELDER INNOVATION GRANT - The Tribe was awarded a Native Elder Innovation Grant from the University of North Dakota School of Medicine and Health Sciences Center for Rural Health to develop a training and workshop curriculum along with infrastructure to address elder and vulnerable adult abuse, neglect, and exploitation; increase service access and knowledge; and increase support to family members designated as attorneys-in-fact, informal supports, and legal guardians.



A team of experts developed training curriculum that was presented in a series of four monthly trainings seminars that were held in July, August, September, and October each detailing a different aspect of addressing Elder abuse through community support systems. These trainings will be offered again as a one day training seminar February 20, 2019. For more information on these training opportunities contact Bobbie Jo Norton at (253) 876-3097 or email her at Bobbiejo.Norton@Muckleshoot.nsn.us.

OUTLOOK FOR 2019:

JUVENILE HEALING TO WELLNESS COURT. The Tribe was awarded a Juvenile Healing to Wellness Court grant by the US Department of Justice Office of Juvenile Justice and Delinquency Prevention. The goals of this grant are to enact the current juvenile code; develop and provide culturally informed and strength based services for youth between the ages of 12 to 25; increase family support through holistic services, education and support to parents increasing knowledge of available services, accessibility, and increasing trust service providers and the court. The Juvenile HTWC team has been working closely with the Department of Education on this project. For more information contact Wellness Court Coordinator Abdean Smith at (253) 876-3361 or email him at Abdean.Smith@Muckleshoot.nsn.us.

VICTIM SERVICES GRANT. The Tribe was awarded a US Department of Justice Victims Services grant. The grant is designed to fully and effectively support victims of crime in the Muckleshoot Community. The Tribe will be hiring a Victim Services Advocate and Intensive Case Manager who will be housed at the court to provide services to walk-in victims so that parties can easily and immediately access a victim services advocate who can provide referrals to trauma counseling through BHP, provide safety planning, crisis counseling and coordinate services.

The grant will also provide parties assistance to navigate the legal system, attend court, assist with filing of paperwork for protection orders and assist with securing emergency housing, connect with transportation and food, facilitate support groups, staffing and trainings and provide community educational events. For more information about this contact Bobbie Jo Norton at (253) 876-3097 or email her at Bobbiejo.Norton@Muckleshoot.nsn.us.



Trust Services

PERSON IN CHARGE: Holly Sprague

LOCATION: Philip Starr Bldg.

PHONE: 253-876-3160

EMAIL: holly.sprague@muckleshoot.nsn.us

PROGRAM DESCRIPTION: Trust Services provides local assistance to the Muckleshoot Indian Tribe, Tribal members, and trust landowners on issues that arise with the Bureau of Indian Affairs (BIA) or the Office of Special Trustee (OST).

SERVICES PROVIDED:

Leasing – Trust Services assists potential lessees with the process of obtaining a lease on trust land, including ordering surveys, obtaining environmental and historic preservation waivers, ordering appraisals, drawing up and compiling landowner consent forms, preparation and execution of leases, and obtaining approval of the transaction from the BIA

Right-of-Ways and Service Line Agreements – Trust Services will assist in the obtainment of a right-of-way or a service line agreement to extend roadways and utilities to trust property

Gift Conveyance – Trust Services helps landowners in conveying gifts of their interest in trust property

Land Sales – If an owner of trust land decides to sell their interest, Trust Services will assist that person with the process for the sale

Estate Planning & Probate – Trust Services will help family members with filing for or locating the BIA Indian Probate of a loved one's estate

HIGHLIGHTS OF 2018:

Trust Services worked with the Jerry Dominick, George Louke, and Betsy Stillman landowners to assist with the development of their Indian trust land through easements and residential leasing. A total of twenty-nine residential leases were obtained along with numerous easements to support access and utility infrastructure. We love nothing more than the moment when a lessee receives the key to their brand new home.

OUTLOOK FOR 2019:

Trust Services looks forward to working with the Mary English Starr and John KingGeorge landowners to finalize their community design and begin working on residential leasing and utility easements.





The new Muckleshoot Veterans Memorial Park was dedicated on Veterans Day, November 11, 2018.



Veterans Affairs Department

Person in Charge: Anthony Gonzales

Address: Veterans Building, 39015 172nd Ave. SE

Phone: 253-876-3296

Email: anthony.gonzales@muckleshoot.nsn.us

The Muckleshoot Veterans Affairs Program provides direct/indirect services to our Muckleshoot Veterans and works with other tribes/agencies to provide assistance; also provides services to our community Veterans when possible.

SERVICES PROVIDED

- Provide transportation to and from medical appointments
- Provide transportation to and from shopping services
- Take part in burial services for Muckleshoot/Community Veterans
- Represent Muckleshoot Veterans in taking part in parades/pow wows
- Have monthly meetings for Veterans and family of Veterans to discuss the future and look for feedback
- Assist Veterans in updating their information through agencies like the VFW and other services that deal with our warriors
- Do home visits to assure our Veterans are well and look to in home support services for updates when Veteran is not well
- Have Quarterly brunches to maintain community relations
- Post colors at events when asked for assistance of other tribes/agencies
- Transport Veterans and families to conferences/trips when funds are or become available

- Allow families and our Veterans to have fundraisers within our building
- Have a place for our Veterans to come and relax
- Deliver turkey/Christmas Baskets when asked from our Veterans

HIGHLIGHTS OF 2018

- Represented Muckleshoot Veterans in Ira Hayes Parade and Pow Wow February 2018
- Ira Hayes was one of our Nations Native Veterans who raised flag on Mount Sarabachi
- Rendered Military honors at numerous amount of funerals at Tahoma National Cemetery and Services for our own Veteran Tribal Members
- May 28th took part in Memorial Day Parade and events in Washington D.C.
- Took part in our own Muckleshoot Veterans Pow Wow
- July, went to Grand Ronde to present colors with Committee and staff for Veterans Pow wow down in Oregon
- September went to Kauai to present colors at their annual pow wow and also attended and posted colors at the Indian Summer Festival/Veterans Pow Wow in Milwaukee
- October through November worked with the design team to finalize the Veterans Memorial Project for our Ribbon cutting Ceremony

OUTLOOK FOR 2019

- Work with our Veterans to better the future of the program
- Have more events that the Veterans can attend locally
- More functions at the building to honor our Veterans
- Do monthly home visits to our Veterans to make sure their well-being is taken care of
- Work with all Veterans and committee to get ready for Grand Opening of our Veterans Memorial Park in June 2019



Vital Statistics

PERSON IN CHARGE: Kerri Marquez
LOCATION: Philip Starr Building, Facilities Wing
PHONE: 253 876-3151
EMAIL: Kerri.Marquez@muckleshoot.nsn.us

PROGRAM DESCRIPTION: Develop and update necessary policies, guidelines and procedures for the Muckleshoot Indian Tribe Funeral Benefits Program.

SERVICES PROVIDED:

- Coordinate all necessary assistance at time of need for Muckleshoot Tribal members/Community during their time of loss.
- Document and file all MIT deaths with all necessary Tribal Departments.

HIGHLIGHTS OF 2018:

- Updated and processed draft policies, guidelines and procedures of Muckleshoot Indian Tribe, Funeral Benefits Program.
- Developed a Community member definition into the draft policies, guidelines and procedures of Muckleshoot Indian Tribe, Funeral Benefits Program.
- Beginning the renewal contract with local funeral homes.

OUTLOOK FOR 2019:

- Receive final approval of draft policies, guidelines and procedures of Muckleshoot Indian Tribe, Funeral Benefits Program.
- Finalize the renewal contracts with best costs and services of local funeral homes
- Begin to document unmarked graves and develop a process to have them marked appropriately.





Wildlife Program

PERSON IN CHARGE: Melissa Calvert, General Services Director

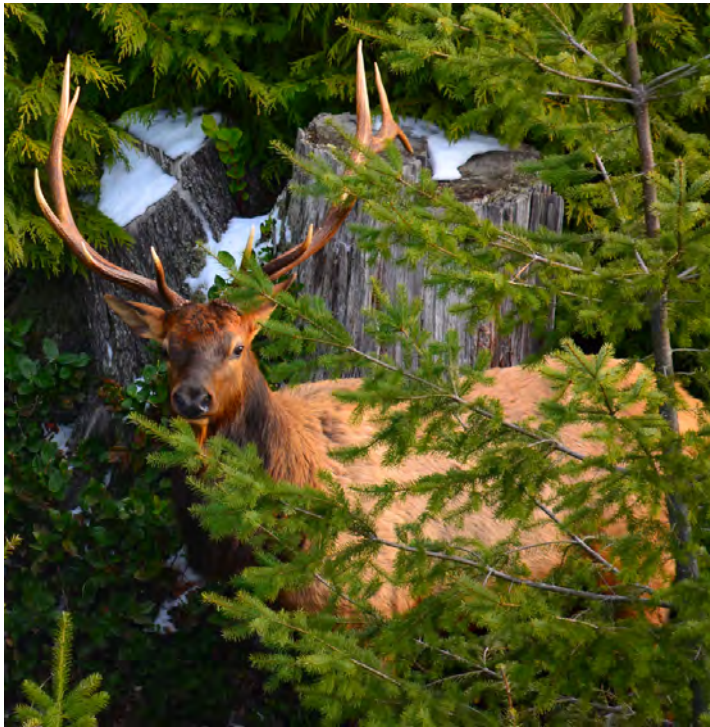
LOCATION: Phillip Starr Building

MAIN PHONE: 253-939-3311

MAIN EMAIL: Melissa.Calvert@Muckleshoot.nsn.us

PROGRAM DESCRIPTION:

The goal of the Wildlife Program is to assist in the perpetuation of game resources within both the Point Elliott and Medicine Creek treaty reserved areas, and within traditional hunting areas for current and future generations of Muckleshoot Tribal members. The Muckleshoot Wildlife Members and Wildlife Program staff accomplish this goal by conducting research on local game populations and working with local landowners to develop suitable habitat for these populations.



SERVICES PROVIDED:

- Issue hunting tags, provide regulations
- Improve hunting opportunities
- Hand out Discover Passes
- Issue Tomanamus Passes
- Provide for DNR access
- Provide Ceremonial meat
- Conduct Hunter education courses
- Provide maps

The Wildlife Enforcement Department provides 24 hour assistance during hunting season to all hunters, while continuing to teach Hunter's Ed/Hunter's Safety; patrolling the landscape, monitoring collared animals and works closely with other City, County and State WDFW Enforcement Departments, to provide a safe environment for both Tribal and non-Tribal hunters, vendors and permit holders.

HIGHLIGHTS OF 2018:

Monitored over 300 radio-marked elk, deer, cougar, bear, and mountain goats to assess mortality rates and causes, pregnancy, age structure, movements, and habitat use to ensure herds are healthy, sustainable, and meeting population and Tribal harvest objectives.

Conducted surveys of elk, deer, and mountain goat to estimate herd size, male to female, and young to adult ratios. The data provide an estimate of potential harvestable numbers to meet population objectives.

Investigated 120 cougar kill sites to determine rate and composition of prey items killed by cougar to help balance prey and predator numbers.

Captured and collared 22 black bears. Collected 747 DNA samples to estimate bear population size in the White River. Investigated 102 bear clusters to determine the extent of bear peeling trees and causing damage and potential financial losses. The data will help us better manage bear damage, and bear harvest, and sustainable number of bears.

Conducted habitat improvements in the White River in the USFS Greenwater elk forage areas. Conducted habitat improvements in the Green-Cedar River watersheds along the power line corridor. Maintained forage areas on the Reservation.

Participated in translocating 19 mountain goats from the Olympic National Park to the Cedar River watershed. Goats were collared and Wildlife staff is tracking their movements and success of the translocation.

Co-authored the publication of the Westside Elk Nutrition and Habitat Model as a Wildlife Monograph.

Filled the Wildlife Technician position with Sam Hoffer, a Muckleshoot Tribal member.

Actively participated in the Cedar River Watershed Habitat Conservation Plan Oversight Committee to argue for more habitat favorable to deer and elk in the watershed.

Submitted and received funding grant for conducting elk collaring in the Nooksack area in cooperation with 4 other tribes.

Muckleshoot hunters were able to access additional properties this year for hunting opportunities beyond what we had last year via an access agreement with a private timber company.

OUTLOOK FOR 2019:

Continue with elk, deer, cougar, bear, and mountain goat studies and surveys. Collar animals to maintain statistically valid sample sizes and monitor those collared animals for mortality and movements.

Submit articles for publication in the Muckleshoot Messenger to keep Tribal members informed of the work we are doing.

Analyze back-tailed deer habitat use patterns and write up results for scientific publication.

Analyze hunter harvest and population data.

Actively participate in intertribal discussions regarding hunting, populations, and habitat.

Actively participate in agency discussions regarding hunting, populations, and habitat.

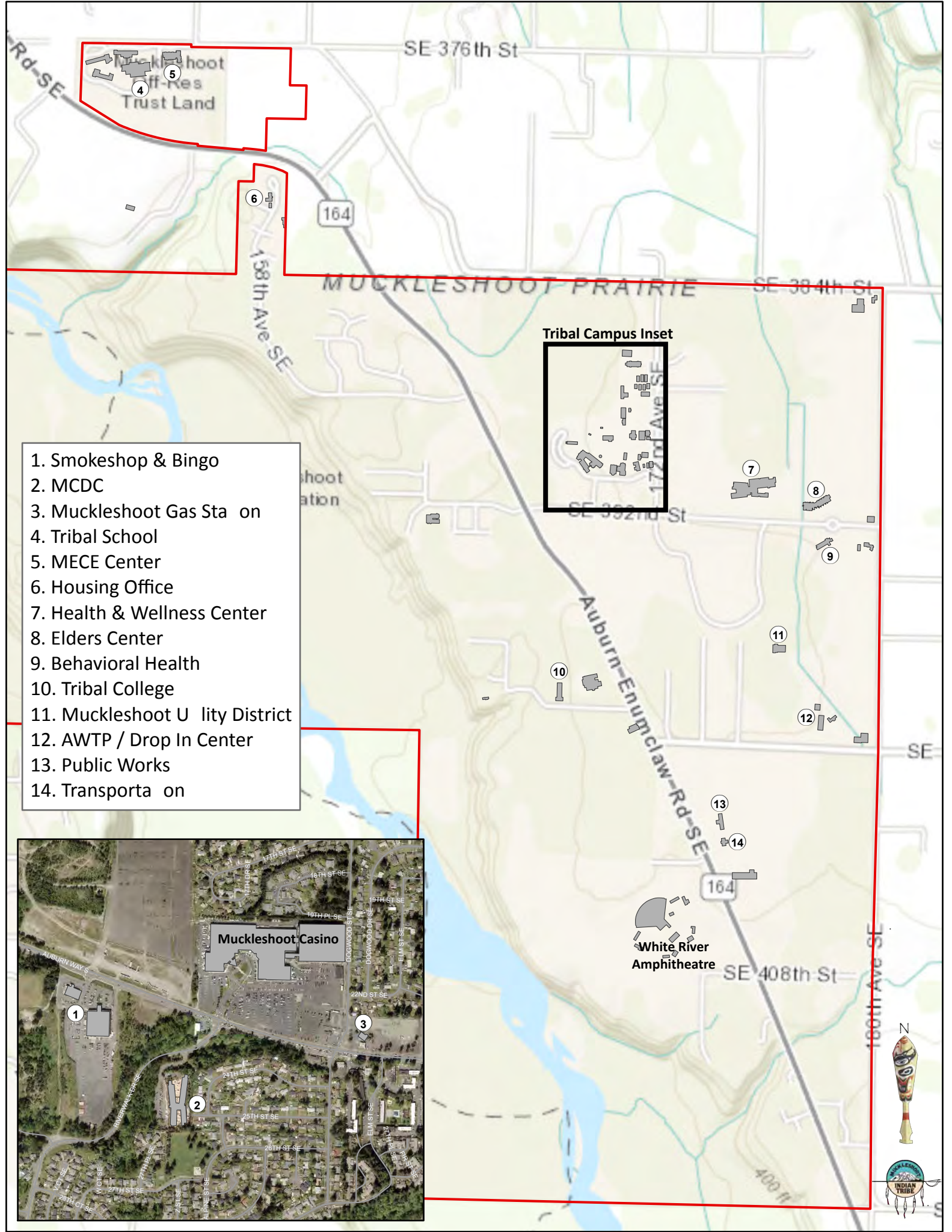
Co-author the North Rainier Elk Herd Plan.

Conduct habitat improvements in the White, Green and Cedar River Watersheds

Implement timber harvest units that benefit the Tribe economically, while also improving big game habitat.

Staff will continue to offer Hunter's Safety classes to those interested, or those ages 16-18 wishing to get their own tags.





1. Smokeshop & Bingo
2. MCDC
3. Muckleshoot Gas Station
4. Tribal School
5. MECE Center
6. Housing Office
7. Health & Wellness Center
8. Elders Center
9. Behavioral Health
10. Tribal College
11. Muckleshoot Utility District
12. AWTP / Drop In Center
13. Public Works
14. Transportation



- 15. Philip Starr Building
- 16. Legal Building
- 17. Finance Building
- 18. Veteran's Program
- 19. Language Program
- 20. Human Resources
- 21. Culture Program
- 22. Resource Center
- 23. Sla-Hal Shed- 24. General Services
- 25. Building Maintenance
- 26. Scholarship
- 27. Youth Services

