



Jamestown S'Klallam Tribe



2007
Report to Tribal Citizens

Our Journey Continues





Tribal Council

**W. Ron Allen, Tribal Council Chair
Liz Mueller, Tribal Council Vice-Chair
Heather Johnson-Jock, Tribal Council Secretary
Matthew C. Adams, Tribal Council Treasurer
Kurt Grinnell, Tribal Council Member**

Executive Committee

**W. Ron Allen, Chief Executive Officer
Annette Nesse, Chief Operating Officer
Diane Gange, Chief Financial Officer
Cyndi Ferguson, Governmental Affairs Director
Scott Chitwood, Natural Resources Director
Bill Riley, Health Director
Liz Mueller, Family Support Services Director
Leanne Jenkins, Planning Director
Marlin D. Holden/Douglas Sellon, Jamestown Economic Development Authority Directors
Jim Hall, Tribal Gaming Agency Executive Director
Leo Gaten, Governmental Policy Advisor
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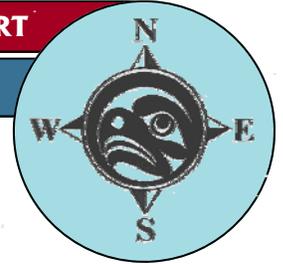


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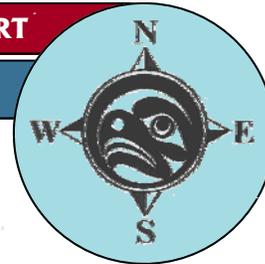
Note: Referenced throughout this report are passages from *The State of the Native Nations: Conditions Under U.S. Policies of Self-Determination*, written by The Harvard Project on American Indian Economic Development, and published by Oxford University Press in 2008. The book is available through retail booksellers, and may be borrowed from the Jamestown S'Klallam Tribal Library.

Vision Statement

To preserve and enhance the Jamestown S'Klallam Nation's historical and cultural identity as a strong, proud and self-reliant community, while protecting and sustaining our tribal sovereignty, self-governing authority, homelands and treaty rights.

Mission Statement

The Jamestown S'Klallam Tribe seeks to be self-sufficient and to provide quality governmental programs and services to address the unique social, cultural, natural resource and economic needs of our people. The programs and services must be managed while preserving, restoring and sustaining our Indian heritage and insuring community continuity.



Message from the Tribal Council

Greetings, Tribal Citizens:
We are pleased to present you with this Report to Tribal Citizens, outlining the many accomplishments and challenges the Tribe has managed over the past three years.

During that time, our Tribe has grown not only economically, but in the breadth of its programs and partnerships – all of which help our citizens and the larger community.

We continue to add services for our Tribal citizens, made possible by the success of our Tribal businesses – 7 Cedars Resort and Casino, The Cedars at Dungeness Golf Course and Double Eagle Restaurant, Jamestown Excavating, Jamestown HomeBuilding, Jamestown Construction, Northwest Native Expressions Gallery, Jamestown Family Health Clinic, Jamestown Dental Clinic and Jamestown Health and Medical Supply Company.

Our educational programs prepare and maintain a healthy, employable, self-reliant Tribal population.

We are a major employer in Clallam County, contributing positively to the standard of living of hundreds of families. The Tribal government currently employs approximately 160, and our Tribal businesses employ an additional 425 people.

We play a key role at the local, regional, national and international levels in terms of policies that impact Native Americans, ranging from natural resources to health care, from education to treaty rights.

Our Comprehensive Plan guides us as we move forward to accomplish our Community and Governance Goals. This publication highlights some of the accomplishments which have resulted from the efforts of the Tribal citizens, Boards, Committees, Tribal Council and Tribal staff who work year-round to foster and maintain a healthy, vibrant Tribal community.

As always, please feel free to contact us with any comments or questions you have about any of our many and varied ongoing projects and programs.

W. Ron Allen, Chair
Liz Mueller, Vice-Chair
Heather Johnson-Jock, Secretary
Matthew C. Adams, Treasurer
Kurt Grinnell, Council Member



W. Ron Allen



Liz Mueller



Heather Johnson-Jock



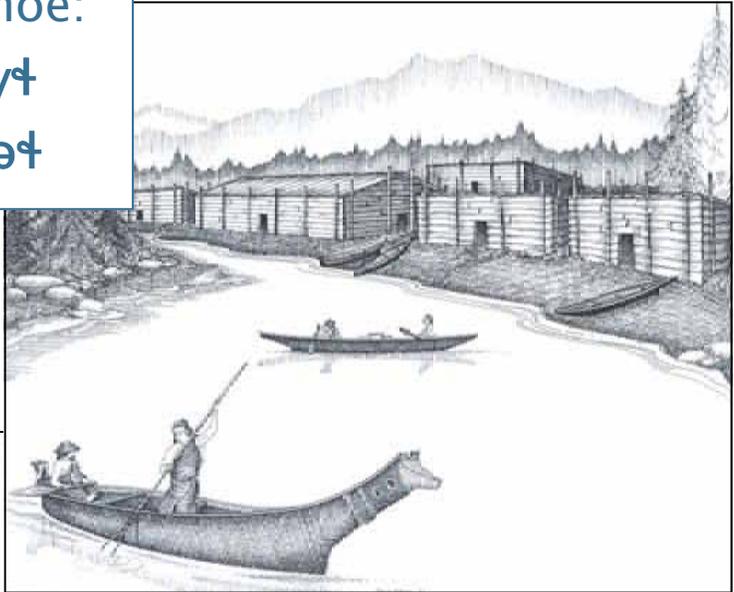
Matthew Adams



Kurt Grinnell



travel by canoe:
snəx^wʔáyʔ
kənimáyəʔ



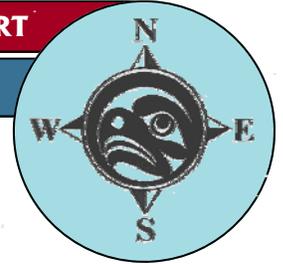
Traditional S'Klallam longhouses and canoe types.
(drawing by Dale Faulstich)



Joe Johnson, from the Russell Johnson family collection



Khia Grinnell at the bow of the Jamestown S'Klallam canoe *Laxaynem*, in the 2007 Paddle to Lummi.



Introduction



It is important to the Jamestown S'Klallam Tribal Council that the citizens are kept informed and updated regularly about the accomplishments of the Tribal government on their behalf.

Although historically an annual publication, it has been three years since this Report was produced. Therefore, this edition of the Report to Tribal Citizens covers our accomplishments in 2005, 2006 and 2007.

The Tribe's Comprehensive Plan outlines the long-term goals of the Tribe, based on much feedback from citizens and staff. This publication is arranged according to the four Governance Goals from the Comprehensive Plan.

Since the federal recognition of the Jamestown S'Klallam Tribe in 1981, amazing progress has been made to create a cohesive, self-reliant, growing Tribal government and business structure that serves its citizens, all of which has taken place under the leadership of the individual and collective members of Tribal Council. Like navigating an elegantly carved, perfectly weighted cedar canoe, we pull together to reach our destinations, be they economic, educational, cultural or political.

For more than three decades, W. Ron Allen has been a leader among the Jamestown people, and 2007 marked his 30th year as Tribal Chair. His steadfast allegiance to the needs of the Tribe coupled with his seemingly boundless energy have served the Jamestown Tribe well, as he has grown into a nationally recognized leader not only for his own Tribe, but for all of the citizens of Indian Country.

A steady increase in programs and services combined with greater autonomy from the federal government have truly transformed the Jamestown S'Klallam into a small but powerful nation capable of accomplishing anything we set out to achieve. ■

“From the arts and religion to politics and economics, from culture and language to education and the environment, the cross-cutting, defining characteristic of Indian America at the beginning of the new millennium is the drive to set the terms, call the shots, make the decisions, and run Native affairs in accord with contemporary indigenous conceptions of the right, the proper, and the possible. It is a drive for *self-determination*.

~ The State of Native Nations: Conditions Under U.S. Policies of Self-Determination, The Harvard Project on American Indian Economic Development, Oxford University Press, 2008.



30+ Years of Strong and Stable Leadership:
Tribal Chair W. Ron Allen Marks 30th Year

“It’s like a multi-tiered chess game.”

That’s how W. Ron Allen describes his Tribal governance work locally, regionally, nationally and internationally. Working tirelessly as Tribal Chairman since 1977 (on the Tribal Council since 1974) and Chief Executive Officer since 1982, he added, “And I’m having fun!”

What began in 1974 as his “personal agenda” of getting a blue card so that he could play Indian Basketball (without having his S’Klallam heritage repeatedly questioned) has grown into a vocation that draws from a spiritual calling for Allen.

In the 70s, Allen’s focus was on gaining federal recognition for the Tribe. In the 80s, he “beat the bushes for funding” for the Tribe. In the 90s, he became known for his ability to articulate policy matters. In the 21st century, his education, experience, listening, writing skills and creativity have melded into a reputation as a visionary, a problem solver, a process facilitator and an expert negotiator.

“I have found over the years that I have a spiritual gift for understanding other people’s perspectives and views,” he explained.

And this gift has served the Jamestown S’Klallam Tribe and all of Indian Country well.

In the beginning of his career on the Tribal Council in 1974, Allen didn’t yet recognize how his talents, skills and gifts might fit into the job that awaited him. He describes it as “an unfolding” of what was required, and of what he could bring to the equation.

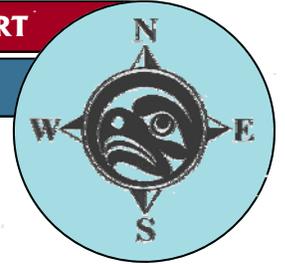
Although he studied technical engineering, accounting, economics and political science at Peninsula College and the University of Washington, it took several years on the job to reconcile that base of knowledge with Tribal governance.

“There were no programs back then (as there are today) to teach the skills required to lead in Indian Country,” he said. “It was a learn-as-you-go situation. The legal, political and other aspects of the field were being written by observers of the process while I was in the midst of the historical movement toward Tribal self-determination,” he explained. “I looked up and realized that I was helping to shape that reality.”

After recognition of the Jamestown S’Klallam Tribe in 1981, it became evident to Allen that there was much more work to be done “than simply getting to first base.”

What also became apparent fairly quickly was that Allen’s technical and wordsmithing prowess served him well. As he entered the regional and national arena of Tribal policy, he began to be asked to articulate in writing the vision that was growing among more experienced leaders than himself. That put Allen in the middle of policy development between Tribes and the federal government, and later Tribes and the states.

“In those days, I didn’t have the sage. I was vocal, but mostly, I wrote a lot. I was known as the technical chair; a wordsmith. But things began to change as I gained more experience.”



After many years of successfully receiving Administration for Native Americans (ANA) grant funding for the Tribe, Allen was asked to become a reviewer of grant applications for other Tribes.

“That allowed me to review what other Tribes were doing. It was a great learning ground, and took my experience to a new level within the framework of Indian Country.”

In 1994, Allen wrote four and edited the other eight papers presented to President Bill Clinton in the White House Summit on Indian Affairs. This kind of high profile assignment gained Allen national recognition.

Throughout the learning years, Allen never lost sight of his goals – to get the Tribe off the federal doles by using available funds to build a solid economic foundation.

In the 1980s, as the Tribal government grew, Allen became its Executive Director, which gave him a different perspective. On the ground in Sequim, he was determined to make the money “stick,” investing it in ways that would continue to support a growing Tribal economy. He had to function not only in a “conceptual” world of politics and policy, but in the “practical” world of implementation.

In addition to surrounding himself with dedicated and knowledgeable staff, Allen was determined to make the Blyn campus aesthetic a reflection of the professionalism of the Tribe and all of its endeavors. During the past 30+ years, the Tribe has grown from having virtually no budget to a current annual budget of over \$20 million.

“This is my artistic canvas,” he said of the aesthetic of the Tribal campus and of the Tribe’s growth and accomplishments. “And like a painter, I have to pay attention to all of the details and how it all fits together. You have to catch people’s eye – you may never get a second chance.”

Politics can be a very conceptual game, but administering policy is a practical matter. Allen is now, and was then, among the few Tribal leaders doing both the visionary and the technical sides of governing. His insight into what was *needed* by Tribes across the country, and at the same time, what would actually *work* transformed Allen into a respected statesman in the higher echelons of Indian Country. His sage advice is sought after on dozens of committees and task forces.

And all of his experience has resulted in gains for the Jamestown S’Klallam Tribe – the beneficiaries of his drive and his passion.

“Being driven as I am, I sometimes don’t take the time to step back and enjoy what we have achieved. But when I look at where we’ve come from – from zero to where we are today – I have to smile and say ‘we’ve done good work.’”

And then, in the next breath, he adds, “What’s next?” ■



“The common pattern in Indian Country at the start of the twenty-first century is one of remarkable resilience and determination to exist. In this regard, Native nations today are in key respects like other emergent and reemergent nations in the world. They are trying to do everything at once—self-govern effectively, build economies, improve social conditions, and strengthen culture and identity. They are engaged in nation building.”

~ The State of Native Nations: Conditions Under U.S. Policies of Self-Determination, The Harvard Project on American Indian Economic Development, Oxford University Press, 2008.



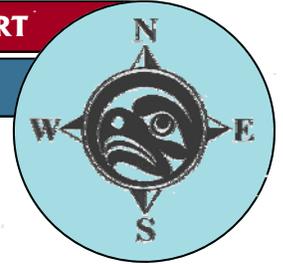
Stephanie and Quinn Adams



2007 Laxaynem Canoe Crew Skipper Marlin Holden



Tribal youth clamming with Natural Resources department staff.



Goal: Protect and Advance Tribal Sovereignty and Governmental Authority

Tribal Self-Governance is a vehicle to advance tribal sovereignty for strong communities and families today, tomorrow, and for future generations.

Self-Governance is about tribal empowerment and self-reliance. Under Self-Governance, we are able to exercise our sovereignty and manage Tribal programs as we determine what best benefits our community and citizens. These concepts are not new to the Jamestown S'Klallam Tribe; our history is full of strong leaders and responsible community citizens. The Tribe remains proud of the many successes achieved under Self-Governance.

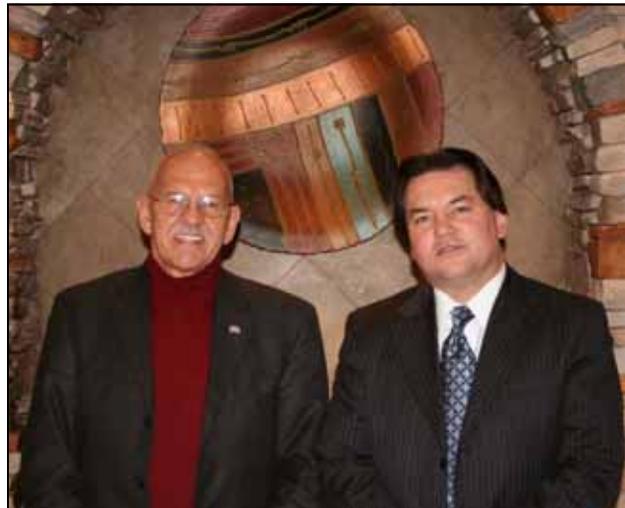
By 2006-2007, the Jamestown S'Klallam Tribe had successfully implemented 17 years of operating our Bureau of Indian Affairs (BIA) programs and 14 years of implementing our Indian Health Service (IHS) program under Self-Governance. These programs include some of the following:

- Housing;
- Education and Training;
- Natural Resources;
- Social Services (Youth and Elder services); and
- Health care (Managed Care, community health and wellness programs).

The following summarizes the key accomplishments and their impact on our Tribal programs and services.

• Implementation of Self-Governance

Our collective tribal voice and impact at the national level in Washington, DC is getting stronger. The success that Jamestown and other tribes have realized under self-governance has allowed us to address many of the needs of our Tribal citizens and make remarkable gains in improving socio-economic conditions in Indian Country.



Jamestown Tribal Chair W. Ron Allen and Don Kashevaroff (President, Seldovia Village Tribe, Alaska); Ron and Don serve as Chairmen to the BIA and IHS Self-Governance Advisory Committees, respectively.



Protect and Advance Tribal Sovereignty and Governmental Authority

- **IHS Self-Governance health care programs**

Through our work with Congress, and in coordination with the National Congress of American Indians (NCAI) and other tribal leaders, we successfully secured mandatory increases for Indian health programs. This resulted in increases in both 2006 and 2007 to our Self-Governance health care programs at the Tribal level, allowing the Tribe to address some of the additional medical inflation costs associated with our Managed Care Program.



Tribal Chair W. Ron Allen discussing strategy with Quinault President Fawn Sharp.

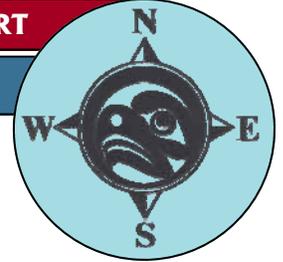
During 2006/2007, overall federal appropriations and spending for Indians lost ground compared to spending for the U.S. population at large. Health care, education, public safety, natural resources and environmental protection are all funded at disproportionately lower levels compared to other Americans.

Despite these challenging times facing our Nation, the Jamestown S'Klallam Tribal leadership and governmental staff were active in advocating for budget increases for our Tribal programs.

- **National Tribal Self-Governance Strategy Plan**

In January 2006 and again in January 2007, we worked with both the BIA and IHS Tribal Self-Governance Advisory Committee leadership to develop and finalize our *National Tribal Self-Governance Legislative and Budget Strategy*, which identifies the top priorities for Self-Governance Tribes and includes specific tasks and timelines for implementing the strategy.

These issues directly impact our Tribal programs by specifically advocating for budget increases to our Self-Governance program funding base. Further, this Plan includes advancing legislative amendments which will expand our self-governing authority within the Department of Health and Human Services and Department of Interior.



- **BIA Contract Support Cost Policy**

In 2006 and 2007, the BIA met with Tribal representatives to develop and revise its national policy on Contract Support Costs, which provide funds for administrative and overhead costs incurred by the Tribe in connection with the operation of federal programs, including Self-Governance. In this revised policy, the BIA for the first time provides for additional “direct” contract support costs. These funds include a percentage of staff salaries and fringe benefits.

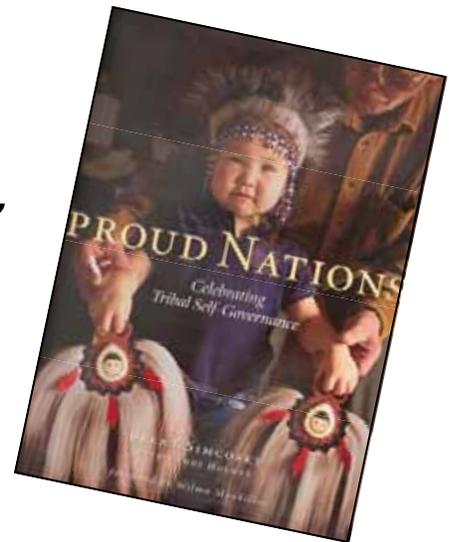
- **United States Supreme Court Case on Contract Support Costs**

On March 1, 2005, the United States Supreme Court issued a unanimous decision in the *Cherokee Nation and Shoshone-Paiute Tribes vs. HHS Secretary* case regarding the payment of Contract Support Costs (CSC). CSC funding is part of our Self-Governance agreements and provides for administrative costs related to this and other Tribal programs that we manage. Unfortunately, the BIA and IHS have failed to pay 100% of these costs over several years.

The Tribes won a decisive victory in this Supreme Court decision. The decision powerfully reaffirms that our Tribal contracts and agreements are legally binding and that IHS and BIA are liable to pay for these costs.

- **“Proud Nations: Celebrating Tribal Self-Governance”**

In January 2005, *“Proud Nations: Celebrating Tribal Self-Governance”* was published and distributed by the Self-Governance Communication and Education Tribal Consortium. This book highlights some of the program successes under Self-Governance and illustrates what happens when local communities control their own funds and destiny. The Jamestown S'Klallam Tribe is one of the 20 Tribes featured in the book. Cyndi Holmes Ferguson, Tribal Director of Governmental Affairs, is the co-author of the book.



***Tribal Self-Governance is not a program with a beginning and end.
Rather, it is a re-creation that changes the thinking of
what is and what can be.
Self-Governance is a way of life.***



Natural Resources

What is WRIA?

WRIA stands for Water Resource Inventory Area.

WRIA 18 includes all of the streams and rivers from Bell Creek to and including the Elwha.

WRIA 17 includes all the streams from the Quilcene River, north and west to and including those that drain into Sequim Bay.

Due to the presence of several species of fish that have been listed for protection under the Endangered Species Act and because of the rather unique nature of the hydrology along the eastern Strait of Juan de Fuca, WRIA 17 and east WRIA 18 are among several watersheds in the state which have been targeted by the Washington Department of Ecology for development of water resource management rules.

- **Water Resource Inventory Area (WRIA) 17, 18**

The east WRIA 18 (Dungeness River) Watershed Plan is the result of years of hard work. We are now at the stage where the plan is being implemented. Many of the water conservation projects taking place today are a result of the watershed plan.

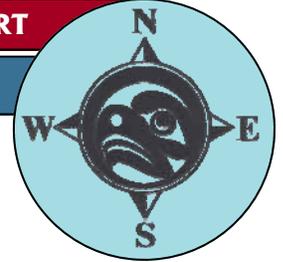
A draft water resources management rule making effort was nearing completion in WRIA 17 during 2005. Two years of intensive public involvement followed, and the WRIA 17 rule making effort is now nearing its final stages, with a series of government-to-government meetings scheduled with the S'Klallam Tribes.

- **Water quality improvement efforts**

In response to a 1997 Washington State Department of Health report of levels of fecal coliform bacteria in WRIA 18/Dungeness Bay that exceeded federal standard for commercial shellfish



This map shows the water contamination monitoring sites in Dungeness Bay.



water: q^wú?

harvest, the Tribe and other local partners initiated a monthly monitoring program of 52 fresh and marine waters to try to identify the sources of bacteria and work toward solutions such as: pet waste stations, livestock manure management, elimination of irrigation tailwater discharges to Dungeness Bay, and planting stream buffers. We continue to monitor the watershed to understand the patterns of contamination and water quality improvements.



Monitoring in the Water Resource Inventory Area.

- **Water conservation**

The Tribe actively participates in the Comprehensive Irrigation District Management Plan for the water users of the Dungeness Valley. Such measures will define allowable water withdrawals related to water availability over the long term.

- **Elk herd management planning**

The Tribe is leading the Dungeness Elk herd planning process. The Point-No-Point Treaty Council developed management plan options for the herd, one of which was a fencing alternative. Co-managers are now determining the costs associated with each option and planning for possible funding sources.

elk: smáyac



The Roosevelt Elk has long been a part of the S'Klallam culture.



A Key Factor in Our Success: Diplomacy

“I believe that the U.S. government has the highest moral obligation to live up to its treaty commitments to Indian communities. ... however, I recognize that this belief alone doesn't enhance the welfare of our communities. Tribes must come to the realization that the federal government will never fully live up to its obligations to our peoples and that we must take control of our destinies through our own resourcefulness.”

~ W. Ron Allen,
Tribal Chair,
Jamestown S'Klallam
Tribe, *We are a
Sovereign
Government*, June
2004

Diplomacy has always been a key factor in government-to-government interactions, and Native American diplomacy is certainly no exception.

Since the earliest treaty between the United States and the Iroquois Tribe – the Pickering Treaty of 1794 – the government-to-government relationship between sovereigns has been officially recognized by this country. Yet with only a few exceptions, for the next 150 years, constructive diplomacy that benefited Native Americans was rare. Language, geographical barriers, cultural and political differences made possible exploitation of Indians by unscrupulous settlers and politicians.

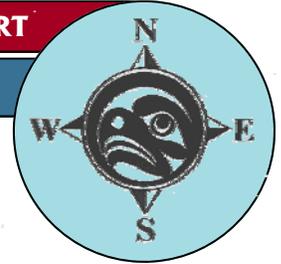
After decades of flip-flopping U.S. policy which nearly devastated Native American cultures, families and economies, the 1960s and 1970s brought the beginnings of great change. The light at the end of the tunnel finally began to be visible in the 1970s, with the passage of the Indian Self-Determination and Educational Assistance Act (Public Law 638) in 1975. This began the Self-Determination years.

In the 1970s, when the U.S. government became more open to genuinely engaging in conversation with Tribal leaders, the importance of face-to-face diplomacy grew. It was then that W. Ron Allen, who joined the Tribal Council in 1974 and was elected Tribal Chair in 1977, began to grow into his role in service to his people. Public Law 638 allowed Tribes to take over and manage programs and services that had been controlled by the federal government for years. But without federal recognition, the Jamestown S'Klallam could not participate. As soon as the U.S. government articulated the requirements for reestablishing federal recognition in 1978, the Jamestown S'Klallam once again began to actively engage in diplomacy.

“We filed a Federal Recognition Petition, but the federal Bureau of Indian Affairs kept changing the criteria,” said Allen. The final petition was filed in 1979, and then the Tribe waited. “It took more than a year in the Federal Acknowledgement and Recognition Bureau, but finally, we moved up the list from number 30 to number 2, behind the Grand Traverse Tribe of Michigan.”

The Jamestown S'Klallam Tribe officially received federal recognition on Feb. 10, 1981.

In those early days, Allen considered himself an information gatherer

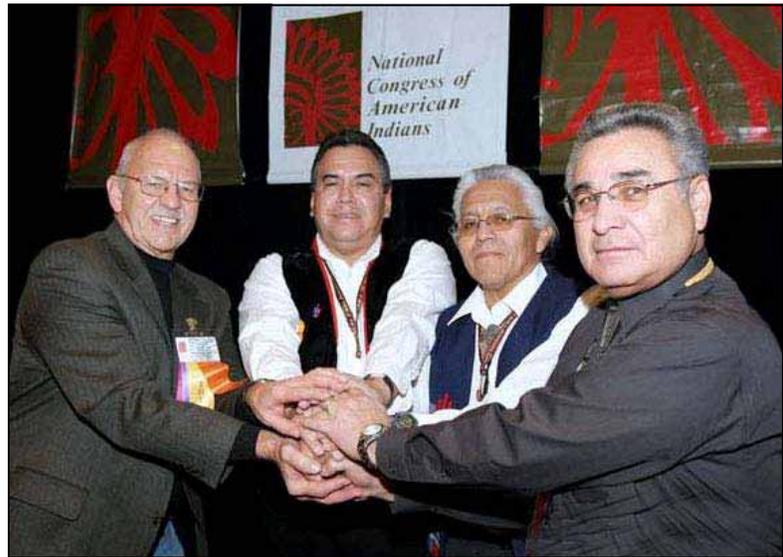


working with attorneys, Tribal Council members Edith Cusack and Harriette Adams, and as the key liaison between the Tribe and the Bureau of Indian Affairs. Though still in college until 1983, Allen's studies of engineering, financial management, economics and political science intertwined with his love of philosophy, history and speech melded into a growing gift for diplomacy.

By the mid-80s, having spent the early part of that decade focusing on building a base budget and land base for the Tribe, Allen began what he considered to be his years as a politician, technician and writer. Starting regionally, Allen was mentored by leaders from Quinault, Lummi, Colville, Yakama, Warm Springs and others, and became more and more engaged in regional and national forums. His involvement increased the Jamestown S'Klallam visibility, and with Allen as vocal advocate for change, the Tribe has often been at the forefront of innovation, regardless of its small membership.

By the mid-90s, he had become a well-respected diplomat, with nearly 20 years of experience under his belt. "That's when I began to be able to steer strategy," Allen said. He has served on countless task forces on sovereignty, housing, natural resources, public relations, education and more. And as he continues his work into the 21st century, Allen has become a leader and advisor to upcoming leaders and members of both Tribal and other governments who want to understand the history behind today's issues. He is known for developing teams, and providing them with leadership and guidance.

Allen's career is a mirror into the nature of diplomacy. It begins with a desire to engage, and a willingness to understand the issues clearly enough to argue one's position. But as the diplomat matures, so do the negotiations. True diplomacy is acquired over time, and through experience. It requires historical memory, an understanding of issues and the wisdom to engage with statesmanship – that is, to understand the cultural and political differences between and among the participants. ■



Winners of the 2007 NCAI election: Jamestown S'Klallam W. Ron Allen, Secretary, Lac Courte Oreilles Band of Lake Superior Chippewa Gaiashkibos, Treasurer, Ohkay Owingeh Pueblo Joe Garcia, President, and Chickasaw Jefferson Keel, 1st Vice-President

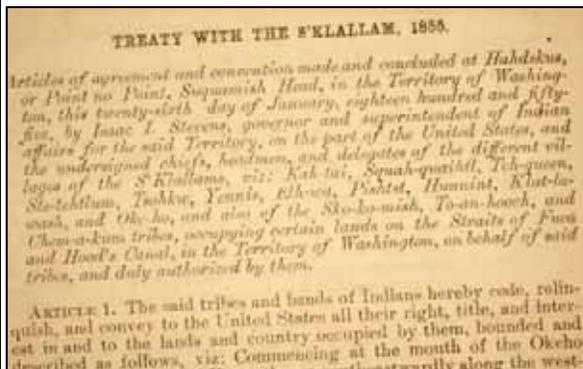


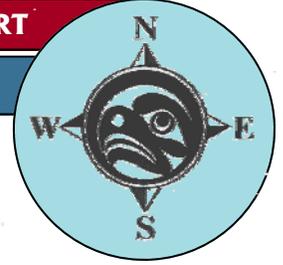
Perhaps the most basic principle of all Indian law, supported by a host of decisions...is the principle that those powers lawfully vested in an Indian tribe are not, in general, delegated powers granted by express acts of Congress, but rather inherent powers of a limited sovereignty which have never been extinguished. Each tribe begins its relationship with the federal government as a sovereign power, recognized as such in treaty and legislation.

~ Felix S. Cohen, 1942 (restating a doctrine first articulated in this country by Chief Justice John Marshall in 1832)



Above, some of our past S'Klallam leaders, at Jacob Hall Shop at Jamestown in the early 1930's: Back row, left to right: Ernie Sampson, Lower Elwha; Joe Allen, Jamestown; David Prince, Jamestown; Billy Hall, Jamestown; Peter Jackson, Port Gamble; front row left to right: Tim Physht, Lower Elwha; Joe Anderson, Lower Elwha; Sam Ulmer, Lower Elwha; Charlie Hopi, Lower Elwha; Benjamin George Sr., Port Gamble.





Goal: Secure Tribal Self-Sufficiency and Self-Reliance

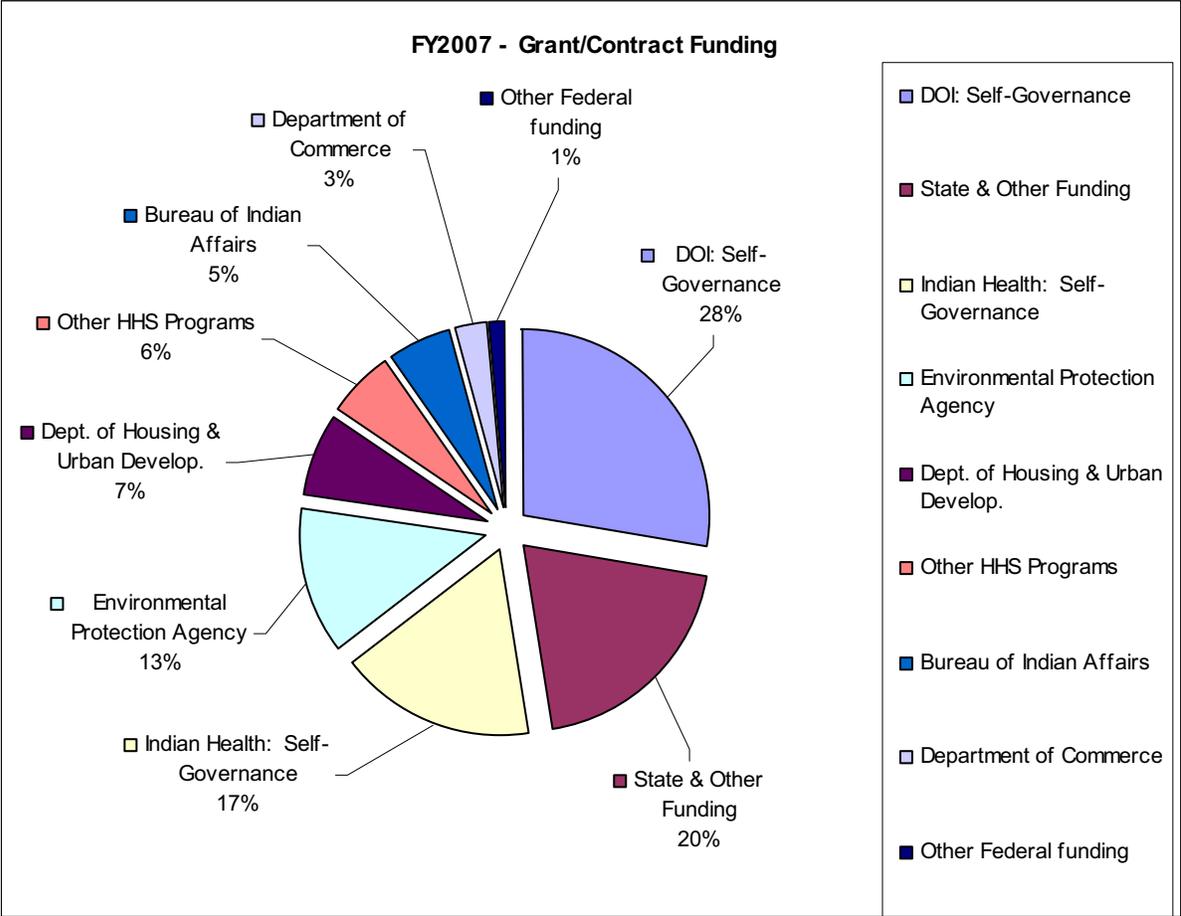
Finances

- **Revenues increased by 19% during Fiscal Year 2007.**
 - Major revenue sources are: clinic revenues, casino distributions, terminal allocation revenues, cigarette taxes and geoduck harvest revenue.
 - Grant and Contract revenues remained consistent with last year. The Tribe's revenues and expenditures have shown steady growth over the past three years.
- **Significant growth over the past three years has allowed the Tribe to increase services, with more of a contribution coming from Tribal (rather than federal) funding. The Tribe continues to deal with challenges of federal, state, and local funding that do not keep up with our current needs.**
 - The majority of funding came from Department of Interior and Indian Health Services Self-Governance (45%), State funding (20%) and the Environmental Protection Agency (34%).
 - Other funding agencies included Department of Housing and Urban Development, Department of Health and Human Services, Department of Commerce, and Bureau of Indian Affairs.
- **The Tribe saw a significant increase in services to Tribal citizens paid with tribal money during Fiscal Year 2007. The most notable of these increases were in the areas of health care and education.**
 - During Fiscal Year 2007, the Tribe contributed over \$200,000 to the higher education program and over \$235,000 to the Managed Care Program.
 - In addition to funding the shortfall in Managed Care (the difference between what was covered by insurance and what the services actually cost), the Tribe also began a program to assist Tribal citizens outside the service area with health care costs.

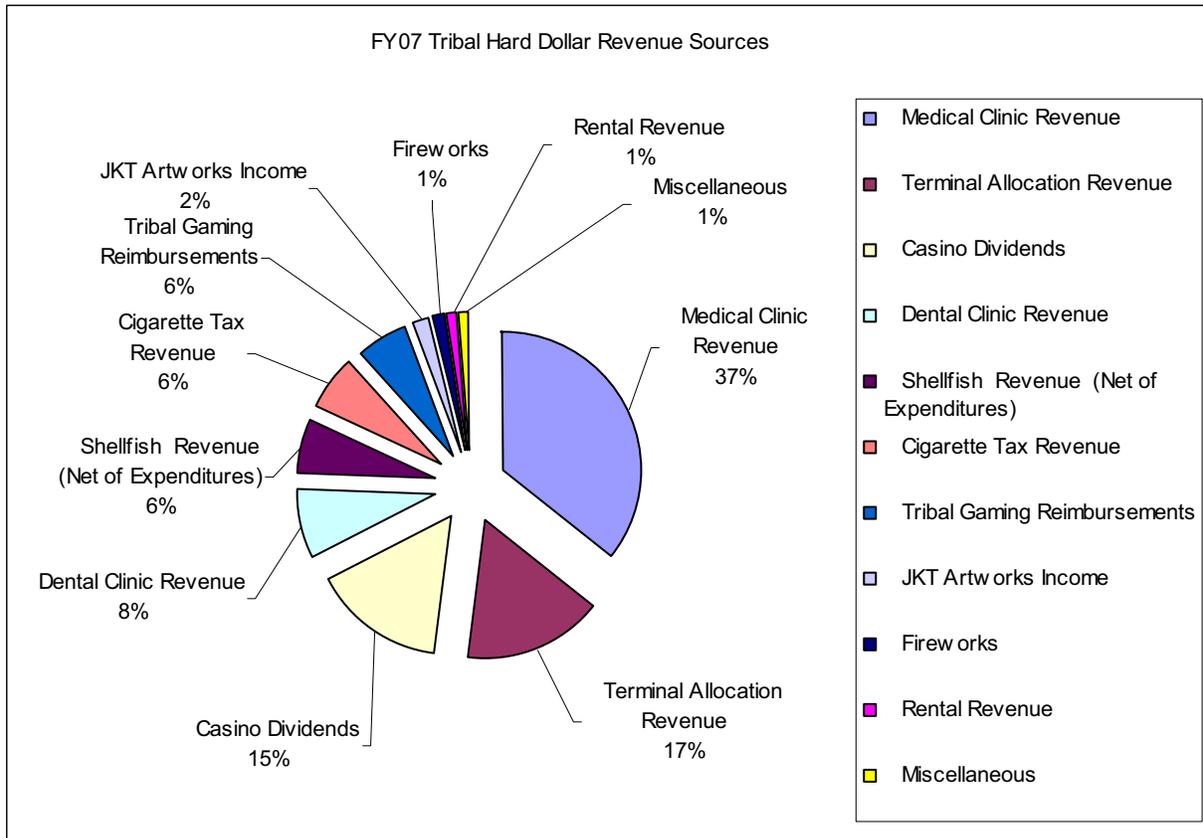
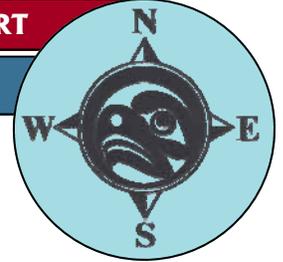
The charts on the following pages describe the details of expenditure sources; expenditure types; federal, state and local funding; and revenue.



Secure Tribal Self-Sufficiency and Self-Reliance



Sources of grant and contract funding received by the Tribe in 2007, total of \$7,132,430.91.

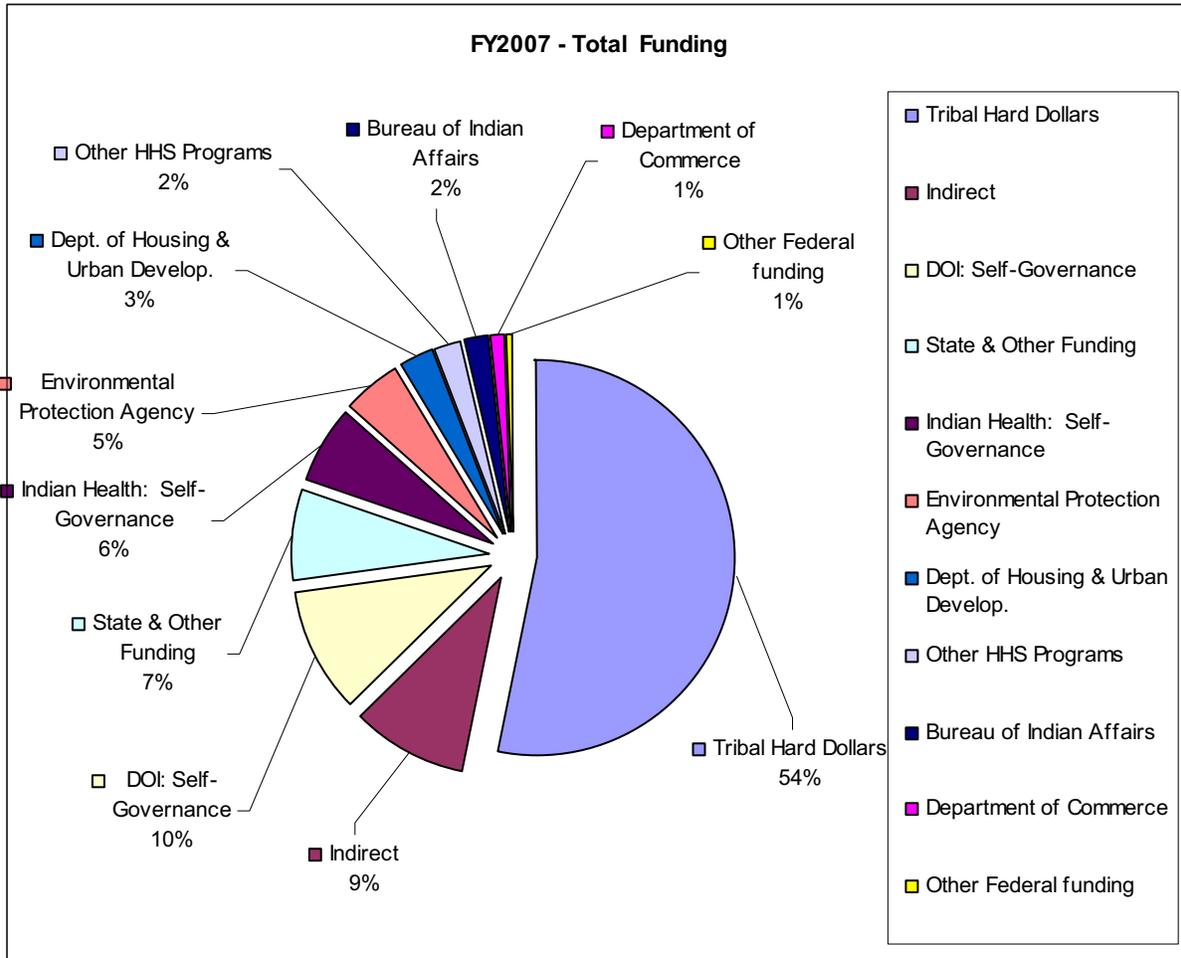


Revenue that comes into the Tribe from its own “hard dollar” sources, a total of **\$10,481,006.65**.

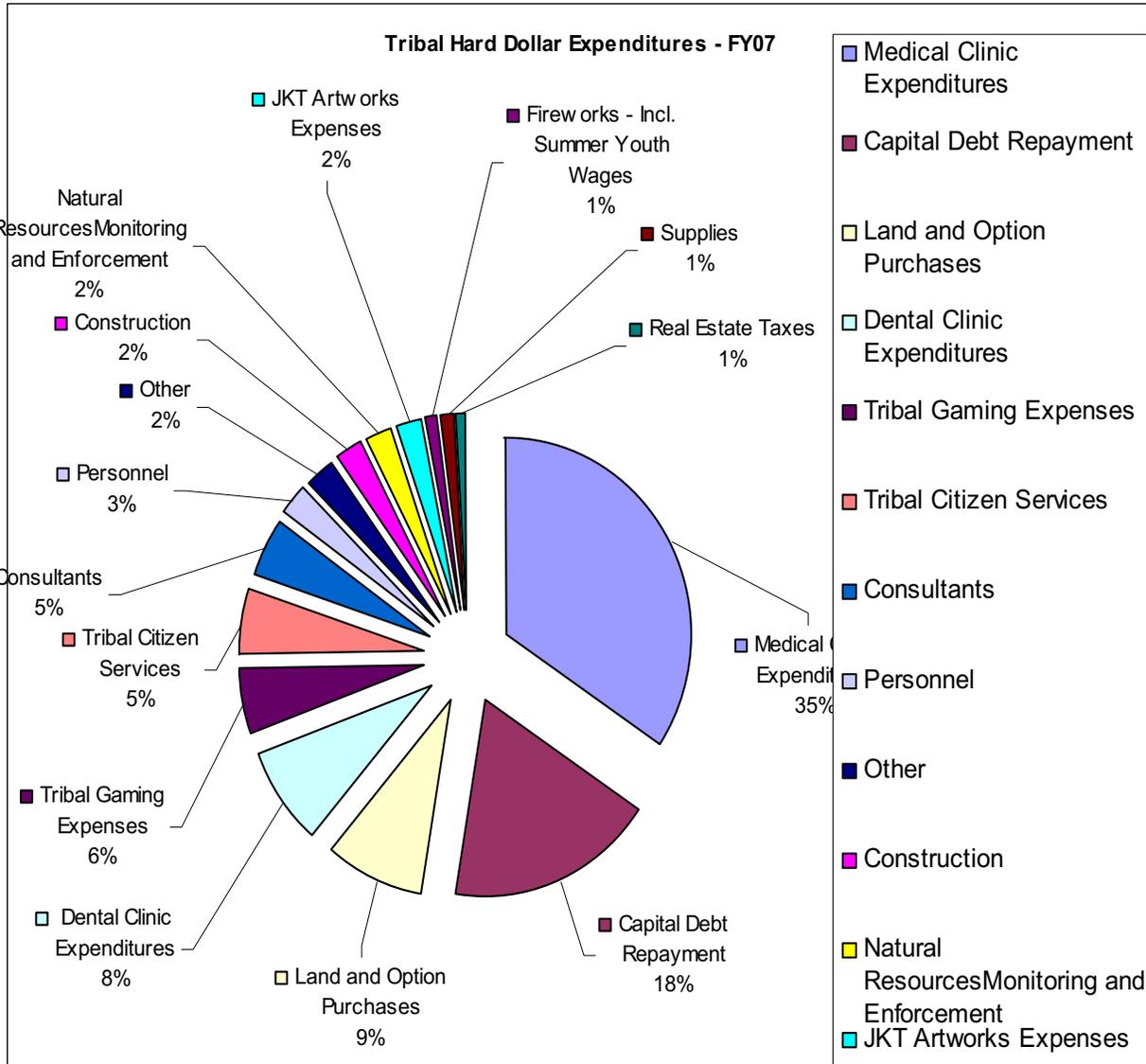
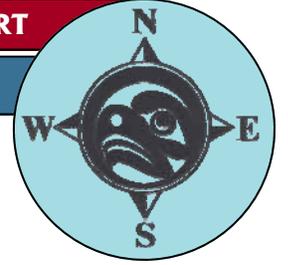
Tribal hard dollars are different than grant/contract funding. Tribal hard dollars are revenues earned by the Tribe or distributed from the Tribe’s businesses (which the Tribe budgets based on priorities). This funding is received from Federal, state and local government agencies. These funds normally have some form of restriction imposed on them.



Secure Tribal Self-Sufficiency and Self-Reliance



Hard dollar revenue and the grant/contract funding combined (the previous two charts) to show the total \$18,957,390.00 Tribal Government funding for 2007.



How Tribal funding was allocated in 2007. Fiscal Year 2007 expenditures totaled \$10,059,647.00



Secure Tribal Self-Sufficiency and Self-Reliance

By operating successful businesses, the Tribe's stable asset base will appreciate over time, generating operating capital to reinvest in governmental and programmatic activities.

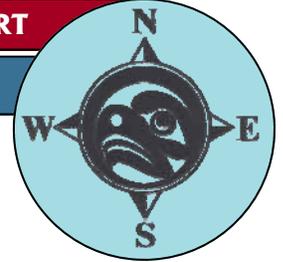
- In 2005, the **Jamestown S'Klallam Economic Development Authority (EDA)** was established by the Tribal Council as a political subdivision for the specific purpose of providing oversight and direction to certain new and existing Tribal businesses and create new business opportunities in order to further the economic prosperity of the Tribe and its citizens.
- **JKT Construction** was a leader in a number of large-scale government and military construction contracts through joint venture agreements with PCL Construction Service, Inc., one of the nation's largest commercial construction companies. JKT Construction's participated in projects including:
 - a \$2.2 million contract for upgrading the Whidbey Island Navy Hospital Heating, Ventilation and Air Conditioning (HVAC) systems;
 - a new \$10 million cardiac catheter wing at the VA Hospital in Seattle, in partnership with Seattle-based construction contractor, Takasaki Inc.;
 - the completion of the Air Force Academy dining hall in Colorado Springs (\$6,000,000);
 - a \$37,000,000 joint-venture Rolling Pin project to remodel barracks at Fort Carson, Colorado;
 - an \$800,000 hangar remodel on Whidbey Island; and
 - the construction of a Data Center for the General Services Administration (GSA) in Denver, Colorado.



The EDA moved into new offices in the fully remodeled Carlsborg building that once housed Jamestown Seafood.



The Rolling-Pin Barracks in Fort Carson, Colorado



- **Jamestown HomeBuilding** maintained its new home construction schedules in Aspen Creek, a JKT Development, Inc. housing development, and Eagle Mountain Estates subdivisions. As a result of a more difficult real estate market, remodeling projects took on more importance. Among the remodel and construction projects for the Tribe, Jamestown HomeBuilding completed:



A custom home built by Jamestown HomeBuilding.

- the 4000 square foot remodel of the former Jamestown Seafood plant for the new Economic Development Authority offices completed in February 2007; and
- expansion of the Tribe's Northwest Native Expressions Art Gallery from 520 to 1020 square feet.

- **Jamestown Excavating** completed contracts with commercial and residential clients, Clallam County, and the Jamestown Tribe. Total revenues for 2007 were nearly \$900K.



Jamestown Excavating performed work on the Tribe's behalf, including:

- site preparation for the Casino's Club Seven Cabaret;
- groundwork for the Olympic Discovery Trail extension near the Log Cabin on Hwy 101,
- work on the tunnel under highway 101 between the north and south Tribal campus areas;
- infrastructure excavating work for the Railroad Homes subdivision on the west side of Sequim;
- site preparation for the Longhouse Country Store;
- parking and Olympic Discovery Trail extension behind Heron Hall on the lower campus; and
- parking lot work on a property in Jamestown.



Secure Tribal Self-Sufficiency and Self-Reliance

- **Jamestown Information Technologies (JIT)** provided services and support for the Jamestown S'Klallam Tribe. Contract work included:
 - redesign of the Tribe's website (jamestowntribe.org);
 - JIT Technician and Tribal citizen Josh Holden scanned and converted Government and Tribal documents for archival and accessibility purposes; and
 - JIT contracted with Battelle Marine Sciences Laboratory and teamed with the Tribe's enforcement department to provide boat support for a remote sensing project in Sequim Bay.



JIT Division Manager Ben Neff deployed and monitored radiosondes (weather balloons) in conjunction with the project to collect atmospheric data for the Battelle Marine Science Laboratory.

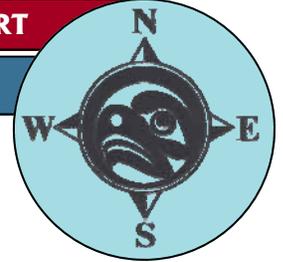
- **Jamestown TCS**
After careful review and diligent effort to alter its course to profitability, the JKT Development, Inc. Board of Directors elected to discontinue the telecommunications and traffic businesses. As a result, the TCS Division business efforts were stopped and the offices in Tacoma were closed at the end of the first quarter of calendar year 2007.

- In 2007 revenues at the Tribe's **Northwest Native Expressions Gallery** steadily increased, thus eliminating the past debt. This enabled distribution of the resulting revenue for Tribal programs and services.
 - revenues have increased 10-12% over the last three years;
 - net income increased 23% between 2006 and 2007;



- a major expansion of the gallery in 2005 doubled its floor space; and
- gallery staff increased from four to five employees to process the increased inventory levels and customer volumes made possible by the expansion.

To encourage our Tribal youth in the Native Arts, the EDA and Northwest Native Expressions Gallery sponsored a Christmas Card Contest for age groups 5-9, 10-13 and 14-18. The winning design was reproduced and sent to all Tribal households.



- **7 Cedars Casino and Resort**

In the past three years, the 7 Cedars Resort grew from 287 employees to 384 employees. When the hotel opens and the casino is expanded (including adding more than 6,000 feet of conference space), we expect to employ approximately 600.

Another key measure of our growth is the number of gaming stations. At the beginning of 2005, the Casino had 260 slot machines. That number is currently approximately 400. When Phase I of the resort expansion is completed sometime in the next two years, the slot machine count is expected to approach 1,000. Some key accomplishments in 2004-2007:

- opened Club 7 including a new bar, dance floor, stage, 12-foot television screens and bathrooms complete with TVs in the stalls;
- installed generator so business isn't affected by power outages;
- remodeled the "Totem Lounge",
- redesigned the bingo hall;
- added additional parking on Correia Road.
- began matching employees 401(k) contributions up to 4%; and
- developed customer service program called "The Seven Totems of Service" and trained all staff on proper practices.



A rare shot of 7 Cedars Casino in the snow.

The Tribe acquired new businesses

- **The Cedars at Dungeness**

On Jan. 1, 2007, the Tribe purchased the 122-acre Dungeness Golf Course, and renamed it The Cedars at Dungeness.

Built in 1970, it is the newest acquisition in the Tribe's long-term development of a destination resort. The course is known nationally for its "playability" for more than 300



Secure Tribal Self-Sufficiency and Self-Reliance

days of the year. The Cedars at Dungeness hosts upwards of 100 tournaments per year. Breakfast and lunch are served in the Double Eagle Lounge, dinners in Double Eagle Steak



and Seafood Restaurant, and private parties in the banquet room.

Almost all of the employees opted to remain on the job under the Tribe's ownership. Employment at the course ranges from 50 people in winter to 75 during the peak season.

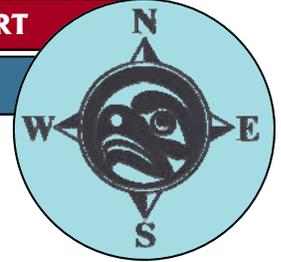
The grounds and buildings had been somewhat neglected over the past few years, and we immediately began making improvements.

- golf carts were replaced with state-of-the-art carts;
- the parking lot and entrance were landscaped and reconfigured for better access;
- handicap access was improved;
- buildings were painted inside and out;
- carpeting was replaced; and
- the restaurant and banquet hall were upgraded with new furnishings and kitchen/bar facilities, with a golf-and-Native-American theme.



“Old Crabby” has been a signature hole at the Dungeness Golf Course for 30 years.

- **Construction began in 2007 on the Tribe's Longhouse Market and Deli**, located at the former site of Dickie Bird's Tavern in Blyn. The new business is scheduled to open in May 2008. Many months of negotiations have successfully resulted in an agreement to include a 6-dispenser Chevron fuel station to the west of the store, with signage toned down to keep the Native American theme as the focus. The market and deli project is the next step in the Tribe's long term plan to establish a destination resort and conference center in Blyn.

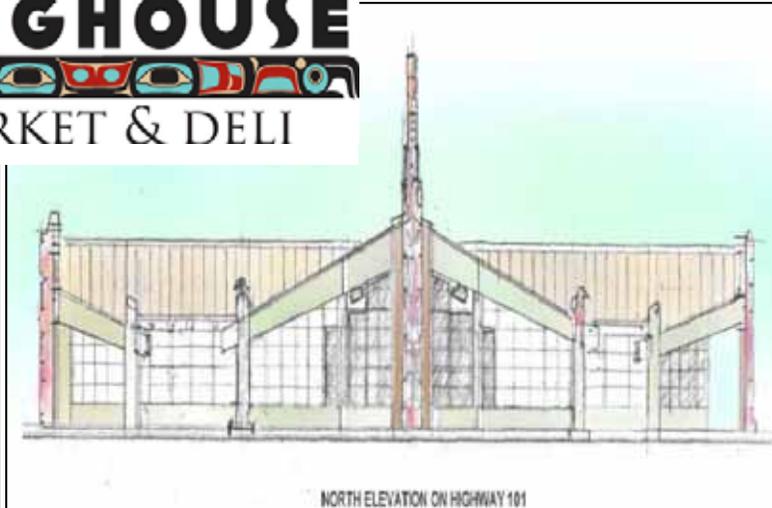


LONGHOUSE



MARKET & DELI

The 11,000 square foot Longhouse Market and Deli will be open 24 hours a day, 7 days a week, and will employ 25-30 workers. The market will feature fresh produce and seafood in season, a walk-in cigar humidor and tobacco shop, Raven Wine and Spirits shop and the Harvest Deli in addition to traditional groceries.



- **The Tribe created a Limited Liability Company named Jamestown Health and Medical Supply Company in October 2005.**

The Tribe's partner in this venture is Deepal Wannakuwate, who for the past 15+ years has owned International Manufacturing Group, Inc., supplying medical and dental supplies to clinics through the southwest. The Tribe and Mr. Wannakuwate saw a promising opportunity if they joined forces, to provide medical supplies both to Tribes and the federal government.

- All of International Manufacturing Group's current retail dental clinics became customers of the Jamestown Health and Medical Supply, and efforts began to sell to Tribes in Washington and California and to the federal government. JHMS employes 12 people, including one Tribal citizen.
- The Tribe feels this venture is important to the overall goal of diversifying Tribal business operations. The company is currently breaking even and showing a small profit. An effort is currently underway to work with Congress in Washington DC to require federal agencies to buy a portion of their medical supplies from "Indian-owned businesses."
- At this time, Jamestown Health and Medical Supply Company is the only Indian-owned medical supply company in the nation.





Secure Tribal Self-Sufficiency and Self-Reliance

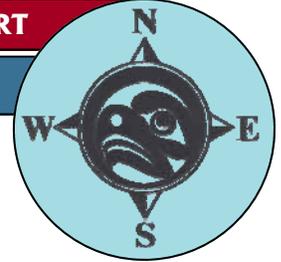
- **The Tribe encouraged the development of individually owned businesses**
 - Information was provided to Tribal citizens about aquaculture business opportunities and one Tribal citizen entered the commercial fishery.
 - One Tribal citizen on our staff continued work towards an associates degree in fisheries from Peninsula College.
 - Staff continue to speak with Tribal citizens who may be interested in operating their own fishing or dive boat and participating in tribal fisheries
 - Several employment opportunities were made available during 2005, 2006 and 2007, with Tribal citizens successfully working on invasive species eradication, smolt trapping, coded wire tagging and riparian vegetation projects.



Commercial fishing is still a viable business for dedicated Tribal citizens.



A natural resources professional points out invasive species for eradication.



- **The Tribal Gaming Agency protected and enhanced Tribal gaming assets and operations compliance**
 - In line with the Tribe's desire for more involvement in the training of new Tribal Gaming Agents, we hosted "New Agent" training in the spring of 2007, with Washington State Gaming Agents and Tribal Gaming Agents from Jamestown and other tribes as the instructors.
 - TGA assisted Washington State Gaming Agents in completing their first yearly compliance audit. This audit was done to gauge our ability to self-regulate, to establish a base line for later reviews and to determine the frequency of those reviews.
 - New and revised Internal Controls for the Casino were completed. They were submitted to and approved by the State Gambling Commission. This was the completion of a three-year effort by all parties involved; i.e., Casino, TGA, and the State Gambling Agency.



The Tribal Gaming Authority moved its offices to a small house at 192 Correia Road behind the casino. This freed up office space in the Casino for administrative use.



A Key Factor in Our Success: Fiscal Responsibility

“As Indian nations build their administrative and financial capacities, family support in Indian Country is changing from a fractured series of independent offices and federal programs to tribe-specific approaches that serve families in an integrated manner.”

~ The State of the Native Nations: Conditions Under U.S. Policies of Self-Determination, The Harvard Project on American Indian Economic Development, 2008, Oxford University Press

When it comes to spending money, the Tribe has three priorities – increasing services to Tribal citizens, economic development and reacquiring land. The three priorities go hand-in-hand. The acquisition of land and the development of new and existing businesses are the strategies that enable the Tribe to increase services to Tribal citizens and provide employment opportunities close to home.

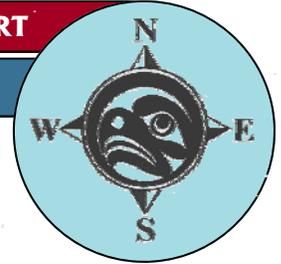
Self-sufficiency and self-reliance are more than just goals – they are an ongoing process that the Tribal Council and Staff engage in on a daily basis. Since the Jamestown S’Klallam Tribe gained recognition and became one of the first Tribes to participate in the Self-Governance pilot program in 1988, we have been gaining self-sufficiency and self-reliance through the process of growing Tribal businesses and carefully allocating funds. Handling all of our own financial purse enables the Tribe to grow its vision without having to rely solely on the Federal government.

We know that we have to be prosperous in order to provide the services that Tribal citizens need and want. What the Federal government provides does not meet our needs. As the Tribe grows, the needs grow. But the Federal funding has decreased. For example, the total funding from the Bureau of Indian Affairs for higher education (beyond high school, for youth and adults) is \$57,000. This year we will spend close to \$400,000 on college and graduate school tuition.

That means that in the arena of higher education, the Federal government provides only 14% of what we need, and the Tribe – through its own businesses and financial planning – provides the other 86%. In other words, the difference between the Federal and grant funding and what the Tribe really spends comes from Jamestown S’Klallam-owned businesses.

How is that amount determined? Through the annual budget process.

First, the Directors from each Tribal department outline how much funding will come from grants and contracts. Then, the Tribe determines how much funding it will receive from the Department of the Interior and Indian Health Services, under the Self-Governance Funding Agreements. With that known quantity, the Tribe looks over its funding priorities – education, health care, construction, land acquisition, natural resources, etc., and a proposed budget is created, to outline how much money will be required to meet those needs,



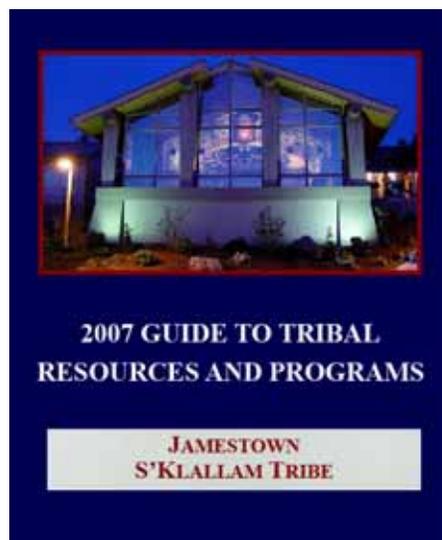
and if possible, increase services. What cannot be funded by grants, contracts and Federal funding is allocated from Tribal businesses, including geoduck harvest and sale, casino distributions, cigarette taxes and income from Jamestown-allocated slot machines to other Tribes.

“We work very hard to fund our needs, while keeping each business fiscally sound, with enough working capital to be in good financial order,” said Jamestown Chief Financial Officer (CFO) Diane Gange. “And there is never enough to fund everything we’d like to fund. But we’ve gotten a whole lot done in the past 30 years!”

In fact, in the past 5 years, at least \$5 million has funded services provided directly to Tribal citizens, including children’s needs, medical insurance and care, gifts, stipends and travel. And the Tribal budget (not including any of the businesses) has gone from \$8.5 million in 2000 to \$20 million in 2007. ■

The two charts on the next page show the Tribe’s fiscal growth since 1984.

Good fiscal management makes many Tribal programs possible. In 2007, the Tribe published this 24-page guide to the resources and programs available to Tribal citizens.

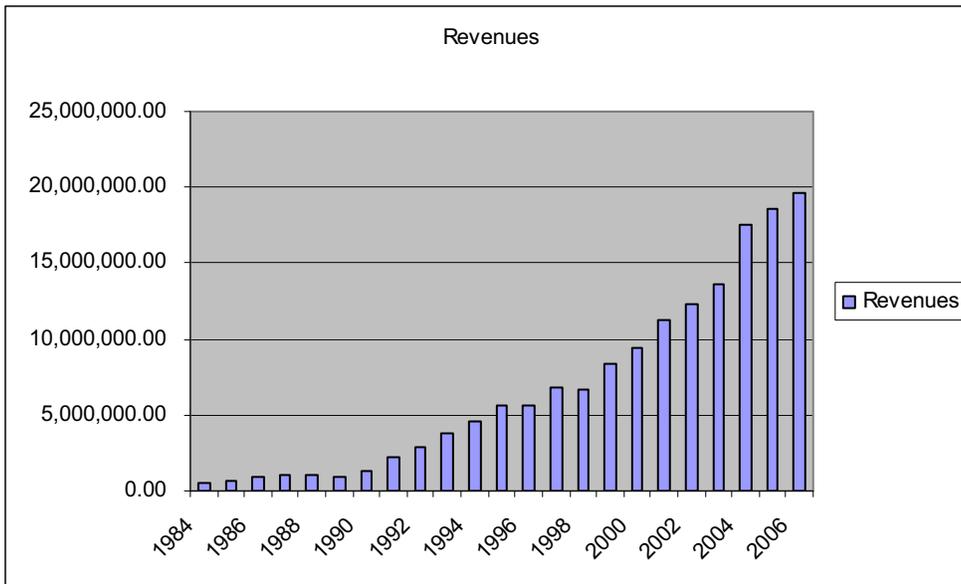
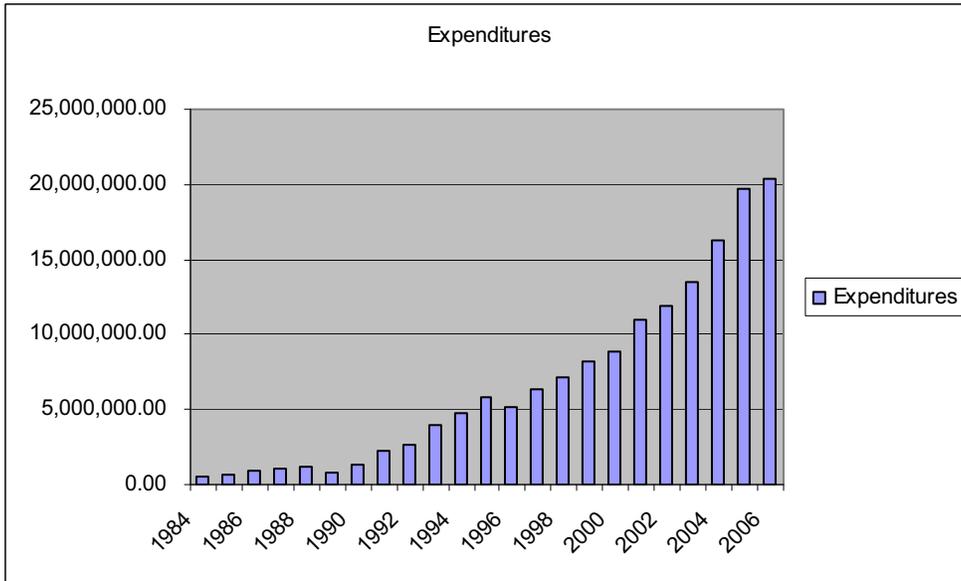


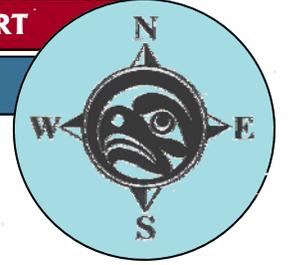
“...Native nations are pursuing economic development in order to have the freedom to control their own political, cultural and social destinies and to have the ability to sustain communities where their citizens can and want to live...The story today of economic development in Indian Country is one of rapidly growing economies...For the first time in a century, the United States seems to have found a policy that works, and Indian nations are taking hold of self-determination and making the most of it...The quality of Indian governments has emerged as the key feature that distinguishes tribes that are able to launch sustained economic development and those that continue to struggle to do so...It is only when tribes take control of decision making, establish effective and legitimate governing institutions, and embrace strategic use of natural resources, education, location, capital, and other assets that successful and sustainable economic development efforts emerge.”

~ The State of the Native Nations: Conditions Under U.S. Policies of Self-Determination, The Harvard Project on American Indian Economic Development, 2008, Oxford University Press



A Key Factor in Our Success: Fiscal Responsibility





Improve Services and Programs

“...culture encompasses at least three different, but intimately related, dimensions of human life. The first is *cognitive*: how people think, what they value, and the understandings they have of themselves and the world around them. The second is *behavioral*: what people actually do, the relationships they enter into and sustain, and the activities they undertake. The third is *material*: the objects (from houses to art) that they make and use as they solve practical life problems and celebrate, commemorate, or symbolize themselves and the world in which they live.”

~ *The State of the Native Nations: Conditions Under U.S. Policies of Self-Determination*, The Harvard Project on American Indian Economic Development, 2008, Oxford University Press.



Artifacts, Mentifacts and Sociofacts

Patrick Adams, Jeff Monson and Elaine Grinnell lead a song at the 2006 Medical Clinic groundbreaking ceremony.



Dylan Wallner (Chubby family), Sean Lyckman (Allen family), Jody Allen (Allen family) went clamming with the Natural Resources Department.



The Youth Passages program included canoe training on Lake Crescent.



Improve Programs and Services

Cultural Preservation and Renewal

• **Tamanowas Rock**



Tamanowas Rock

In 2004, we purchased 20 acres of land which abuts the property where the Rock is located, using Tribal hard dollars, bank financing and loans which were provided to the Tribe by members of the local community.

In 2005, the Tribe applied for and received a grant from the Clallam County

Conservation Futures Fund to pay for a conservation easement which the Tribe is granting to the Jefferson Land Trust. This insures that the 20-acre parcel will be conserved in perpetuity.

Our goal is to create a 40-acre sanctuary, Tribal cultural/sacred site for the 43-million year old geologic monolith known as Tamonowas Rock, in Jefferson County, near Chimacum.

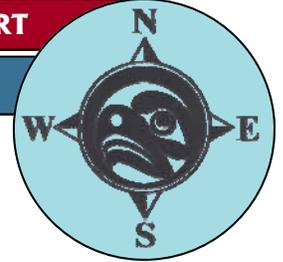
The Tribe continues to pursue its objective of securing at least 20 acres on which Tamanowas Rock is actually located.

• **Dungeness River Audubon Center at Railroad Bridge Park**



The park sponsors over 500 events annually, which attract more than 14,000 visitors, in addition to those who simply come to enjoy the river and its surrounding environment. Attendance has increased steadily over the past 10 years. This project is targeted at enhancing the public's understanding of the importance of protecting and restoring the environment and how it relates to the Tribe's cultural values.

The Dungeness Railroad Bridge is located in the 26-acre park owned by the Jamestown S'Klallam and operated in partnership with two other organizations.



• **Canoe Journeys**

- Paddle to Lummi: In 2007, the Tribe participated in the 150-mile Paddle to Lummi, joining 82 other Tribal canoes for a week-long celebration at the Lummi Nation. Eight canoe pullers and Skipper Marlin Holden took the 8-day journey in the *Laxaynəm*. The Canoe Club raised \$1,200 with raffles at the Indian Taco events and at the Elders' Luncheons for several months in advance of the journey. The Tribe contributed \$10,000 for Jamestown Beach Hosting and \$10,000 for the journey .
- Paddle to Muckleshoot: In 2006, the Tribe participated in the Canoe Journey to the Muckleshoot Reservation. The crew of 18 were led by skipper Wade Lawson, who also skippered in 2005.



go on a long journey:
yaʔyíyən

2007 Crew, from left, standing:

Pete Holden, Andrea Champagne, Josh Holden, Jessica Creech, Heather Johnson-Jock, Marlin Holden, Elaine Grinnell, Annan Bowlby, Paul Bowlby. Kneeling, Tribal Conservation Officer Paul Zohovetz. (Shown on page 2: Khia Grinnell)

The annual Tribal Canoe Journey, which began in 1989, seeks to honor centuries-old traditions of transport, trade and celebrations shared by the coastal tribes of the Northwest. The Jamestown S'Klallam has participated on a regular basis for the past 6 years.

- Paddle to Lower Elwha: The 2005 crew, ranging in size from 7-13 members, participated in the Canoe Journey to the Lower Elwha Tribe, starting with fellow S'Klallam at Port Gamble. The Jamestown S'Klallam Tribal Council contributed funds to the Lower Elwha Tribe to help defray the costs of hosting, and members of the three S'Klallam bands sang songs, drummed and danced together.

Improve Programs and Services



Cultural education

- The Tribe’s Cultural Coordinator Vickie Carroll and Cultural Historian Kathy Duncan presented several educational programs to the local and regional community, including senior adults, various local school groups and at the Cultural Resource Training sponsored by the Washington State Historic Preservation Office and Department of Transportation.
- The Community Services Division of the Tribe’s Health and Human Services Department started a cultural education program in 2006, using involvement in cultural activities to improve individual and community health and reduce isolation. The native arts of cedar weaving, drum , beater and rattle making, and carving were taught.



Tribal citizens Janet Duncan and Matt Adams carve miniature canoes.

Language

For more than a decade, language classes have been offered to Tribal citizens through our affiliation with the Lower Elwha Klallam’s language teacher Jamie Valadez. Classes have been available at the Tribal Center, at Peninsula College, and via distance learning on the Internet..

- Several of our youth fulfilled their “foreign” language requirements for high school in the S’Klallam language.
- Our tribe is fortunate and blessed to have Elaine Grinnell, who is state-certified to teach the S’Klallam language.
- Cultural Coordinator Vickie Carroll is in the process of

learning the language, with the goal of becoming certified.

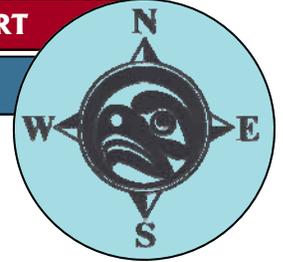
- Basic vocabulary and songs in the S’Klallam language are being taught to children in the Tribe’s After School and Summer Friends Programs.

Cultural education projects brought together approximately 80 different Tribal community members in and out of the service area who shared meals and a lot of laughter and storytelling. With only a handful of Tribal citizens who retain knowledge concerning traditional art forms, this project strengthened positive cultural identity.

learn a language:

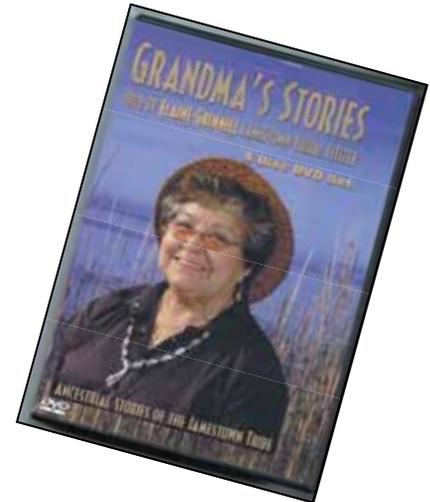
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• **Lifeways**

- With grant funding from the Potlatch Fund of Seattle, Jamestown S’Klallam Tribal citizen and storyteller Elaine Grinnell produced and released a 4-DVD set of ancestral stories. “Grandma’s Stories” contains 26 different stories of life lessons, decision-making, humor and responsibility.
- In 2006, Elaine Grinnell hosted the first S’Klallam Naming Ceremony performed in the Jamestown Tribe in 120 years – giving traditional names to the youth of her family, as was done traditionally when children reached puberty.



• **Repatriation of Native Remains**

- We were able to retrieve and bury ancestors whose remains had been in New York for over 100 years. They had been collected by anthropologist Harlan Smith who came west in search of artifacts and remains in 1901 for the collections of the American Museum of Natural History in New York, and were returned to the Tribe as a result of the Native American Graves Protection and Repatriation Act.
- We worked with citizens of all three S’Klallam Tribes in these repatriation efforts, strengthening bonds between the Jamestown, Port Gamble and Lower Elwha bands.
- In 2007, during construction work at Beckett Point, Discovery Bay, Jefferson County, remains of three S’Klallam individuals were disturbed. The Tribe’s Cultural Historian Kathy Duncan worked with Marie Hebert of the Port Gamble S’Klallam Tribe, the land owners, State of Washington Department of Archaeology and Historic Preservation, Jefferson County Commissioners, and the archeologist to make sure the remains were completely recovered and reburied in an area where there will be no ground disturbance.

The Jamestown S’Klallam Tribal Library, located behind Northwest Native Expressions Gallery on the Tribal Campus, specializes in materials about Northwest Coast Native Americans and books written by and about Native Americans. The primary focus of our library is Native American materials. Our goal is to provide access to materials that may not be available in other public libraries.



Improve Programs and Services

- **The Tribe continues to research, monitor and preserve cultural resources and artifacts**
 - monitoring the Chimacum Creek Estuary Project;
 - researching S'Klallam basketry and artifacts in the National Archives in Washington DC, National Museum of the American Indian Cultural Resource Center, and Smithsonian collections; and
 - Seventy rare documents and over 600 newspaper and magazine articles were converted to digital format and are now available through computer workstations in the Tribal library.



Sean Lyckman, Jody Allen, Judi Villella, Amber Almond, Brandon Lyckman, Korina Adams, Alissa Johnson, Jorene Dick, Dylan Wallner, Ivy Cable and Brianna Kettel celebrating the end of a team-building activity.

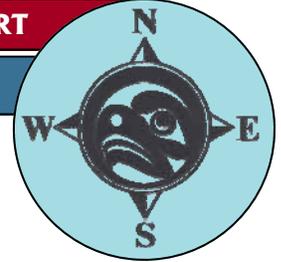
Children and Youth

- **Children's After School Program**

Monday through Thursday during the school year, students ages 5-11, representing the Jamestown S'Klallam, Rosebud Sioux, Skokomish, Makah, Ojibwa, and Inupiaq Tribes get academic reinforcement through homework, reading, math, and language arts and cultural experiences including S'Klallam language, singing, drumming and dancing.
- **Summer Friends Program**

Culturally intensive, two-week sessions for two different age groups in July and August include the arts, the natural world, inter-tribal exchanges, S'Klallam language, singing, dancing and drumming, culminating in performances at the annual Elders' Gathering, the annual Tribal picnic, Canoe Journey Jamestown landing, and greeting their mentors at Lake Crescent. The program ends with a camping trip for the older children, in 2007 with wonderful chaperones Stephanie Adams, Jeff Monson, Josh Chapman and Nikki Sather.

Career Exploration Program
This program offers an opportunity to develop good work habits, understand the employer expectations, gain valuable experience in a career field and to learn firsthand about the day-to-day duties and tasks. The teen employees are paid for their work by the Tribe, giving them the rewards and responsibilities that come with work, and the opportunity to learn financial management.



• **Youth Development Program**

- We are able to provide our youth, ages 10 to 14, with a rich and varied curriculum that intertwines culture with the world the youth will experience as adults.
- Youth were exposed to a variety of cultural activities and art projects such as Coast Salish art and design, spiritual smudging ceremonies, traditional songs, and canoe experience and protocol as well as many opportunities that incorporate healthy choices and physical activity during the two-month summer program.

• **Teen Leadership Summer Career Exploration Program**

- Staff coordinated internships and job shadowing work experiences for 15 Jamestown Tribal teens.
- Examples of employment placements were: Greywolf Veterinary Clinic, Port Angeles Fine Arts Center, The Oak Table Café, Clallam County Fire District 3, Jamestown Family Health Clinic, The Cedars at Dungeness Golf Course, and The Center for Bone and Joint Surgery.

Education

- The number of Tribal citizens supported through the Education Program for attending college doubled from 2006 to 2007.
- In 2005-2006, we helped 17 students with contributions of \$178,683. In 2006-2007, we gave 20 students \$254,000.
- The Tribe is now providing over \$400,000 per year in support for college students. There are 30 students attending colleges throughout the U.S.

school:
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The House of Learning

In 2007, the House of Learning longhouse, a haven for Native cultural and governmental activities opened on the Peninsula College campus. It is the result of a partnership between Peninsula College and the Jamestown S'Klallam Makah, Quileute, Lower Elwha Klallam and Port Gamble S'Klallam Tribes. The Jamestown S'Klallam Tribe took a co-sponsorship role with a \$25,000 contribution toward the \$900,000 project. Two works of art by Jamestown Tribal citizens were donated to the building - a handspun, handwoven wool blanket by Heather Johnson-Jock, and "Three-Dimensional Jumping Salmon," a cedar sculpture by Phillip Harner of old growth cedar, and cedar house poles and cross beam were carved by Tribal artist Dale Faulstich and his crew.



Improve Programs and Services

Employment

- Our Employment and Training program continues to be the highest performing program among the Tribes that participate in the Western Washington Indian Employment and Training Program (WWIETP) consortium. Paula Nelson, our Education and Employment Coordinator, was honored by WWIETP with an award for placing 21 American Indians in jobs—more than any other member of the consortium.
- Jobs included the fields of cabinetmaking, homebuilding, collections, maintenance , natural resources, dishwashing, child care, security, food service, nursing and sales, working for companies including Jamestown businesses, Clallam Transit, Starbucks, the Port Gamble Tribe, and Peninsula Collection Service.

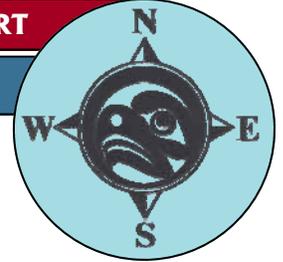
Health

- **Jamestown Family Dental Clinic**
 - Provided \$108,912 in services not covered by insurance for Tribal Citizens, an increase of 13% over the past year.
 - \$37,000 in revenue from the dental clinic also paid for services for Tribal citizens who were referred outside our clinic for specialty services.
 - Improvements in managing the clinic operation and patient flow helped the dental clinic serve 4,776 patients, 40% more than the previous year and increase production 52% over 2006.
 - Additionally, the Dental clinic operation provided a profit to help support the increasing cost of the Managed Care program.
 - A new dentist was hired, with experience in general dentistry and a specialty in prosthodontics (crowns, bridges, partials and dentures) capability.
 - A second dental hygienist was hired.
 - Remodeling for the addition of a fifth dental operatory was completed in 2007.

A Remarkable Achievement

In 2007, the profit from the medical clinic operation was sufficient to cover the Tribe's costs for the Managed Care Program.

Since its inception, a goal of the medical clinic, in addition to providing high quality health care for Tribal citizens and the local community, has been to generate enough profit to cover the costs of the Managed Care program not paid by Indian Health Service funding.



• **Jamestown Family Health Clinic**

- Recruited and contracted with 4 additional health care providers.
- In 2007, 28,761 patients visited the health clinic, a 24% increase over the past year.
- Collections increased 27% to \$3.625 million, a \$660,000 increase over 2006.
- Revenue increased 31%; expenses increased 24% and profit increased 252% over 2006.

• **Elder Home Care Program**

The Community Health Program implemented a program offering assistance with light housekeeping, personal care, meal preparation, case management, medication management, transportation and companionship to prevent social isolation. Five frail elderly were served in 2007 and the program will expand to serve approximately 10 in 2008.

• **Managed Care Program (MCP)**

- Added a Health Benefits Assistant position to staff;
- Made improvements to the health insurance and prescription drug coverage provided for Tribal Citizens.
- Worked to access a federal drug pricing for all MCP participants, with the goal of saving \$65,000 in 2008.

• **Out of Area Health Care Program**

In December 2006, the Tribal Council approved providing some health care benefits for Tribal citizens who do not live in our health service area. This program reimbursed 60 Tribal citizens for health care expenses.

• **Mental Health and Counseling**

- Services for Tribal families have grown to ten contracts with Mental Health Providers.
- These changes have resulted in a self-sustaining program that has generated over \$7,000 in profit (that can be used to provide additional services beyond what the MCP can provide).

• **Community Advocates for Rural Elders Partnership**

The Jamestown S'Klallam Tribe employs two full-time staff in the CARE Partnership Offices in Port Angeles.

Community Advocates for Rural Elders (CARE) in Clallam County strives to improve health care, housing, employment and transportation services to those over 60. In 2004, a group of six local organizations received a two-year grant from the Robert Wood Johnson Foundation to develop a strategic plan to create a sustainable aging services delivery system. The group was then awarded a second, 4-year grant to implement the resulting plan. The Tribe took over as fiscal agent for this grant from the Olympic Area Agency on Aging.



Improve Programs and Services

Housing

The Tribe provides housing assistance to its citizens with funding from two separate programs. Our Housing Improvement Program (HIP) has been funded by the Bureau of Indian Affairs (BIA) since the early 1980's. The budget is \$35,000 each year - not enough to fund even one home. In 1996 the Department of Housing and Urban Development (HUD) began providing formula assistance funding (commonly called NAHASDA – Native American Housing and Self-Determination Act). Our allocation is based on Tribal population, need and the amount of existing housing stock. We have received an average of \$300,000 per year. This funding is now used to provide down payment assistance, matching funds, loans, grants and rental assistance. The smaller HIP budget is now generally used to fund safety and modernization improvements.

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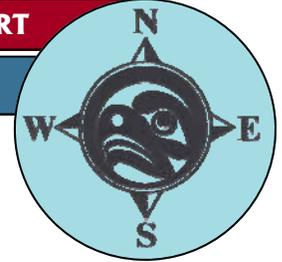


Improvements in handicap accessibility were made to the home of Harriette Adams.

Elders Volunteer Weekend

This program, which began in the summer of 2004, garners the help of youth and other volunteers to help Tribal Elders care for their homes and yards. Projects included changing light bulbs and batteries, mowing, weeding, cleaning homes and gutters and more – from Joyce to Brinnon – with tools and lunches provided by the Tribe. While at each home, program coordinator Heather Johnson-Jock is able to gain information on additional needs which can be addressed through other Tribal programs.

- With two sources of funding we have increased the flexibility of our housing assistance. As an example, an impending foreclosure on a home funded with a NAHASDA down payment assistance grant was averted when the Tribal housing program purchased the home from the bank. The Tribal Council then approved converting the original down payment assistance to rental assistance. With this conversion the housing program budget recovered the original down payment assistance funding, the family became tenants, and was able to stay in their home. A valuable Tribal asset, a home for a young family, is now a permanent part of the NAHASDA rental housing inventory
- Some of our most successful HIP funded projects involve replacing bathtubs with walk-in showers for our Tribal elders. Grab bars, built-in seats, slip resistant surfaces and hand held shower units are some of the features of the walk-in units that allow elders to continue to safely use their bathroom facilities and remain in their homes.



Natural Resources

- **Land acquisition for fish and wildlife conservation purposes**

This kind of land conservation is most evident in Jimmycomelately habitat restoration project, but will also be part of our efforts to convert developed lands into conservation lands in places like Rivers End, the Dungeness estuary and other reaches of the lower Dungeness River.



The Jimmycomelately Creek restoration project is an example of the Tribe acquiring land for the purpose of conservation.

- **Dungeness River restoration project, Railroad Bridge Reach**

The Railroad Bridge Reach of the Dungeness River was the location of a major habitat restoration effort by our Natural Resources department. Salmon Recovery Board Funding in excess of \$1 million dollars was secured for the placement of five log jams into the river, to slow the current down, dissipate energy during flood flows and create large pools, excellent juvenile fish habitat.

- **Dungeness Chapter of the Puget Sound Chinook recovery plan**

The now complete plan includes:

- Hatchery production directed at supplementing natural production;
- Harvest management; and
- Habitat restoration.

- **Point-No-Point Treaty Council**

The Jamestown S'Klallam Tribe and the Port Gamble S'Klallam Tribe remain partners in managing their natural resources.



Log jams slow down the river current and help create habitat suitable for salmon spawning.



Improve Programs and Services

• **The Shellfish Settlement**

The Tribes, the growers, the state and the federal government reached agreement this year on the settlement of Tribal claims to natural shellfish production on tidelands owned by commercial shellfish growers in existence before 1995.

The settlement includes a fund that will reach \$33 million within 5 years and is made up of contributions from the State of Washington and the U.S. government. This fund will be used by Tribes in Puget Sound to purchase their own tidelands and enhance existing tidelands for the benefit of tribal shellfish harvesters.

• **Harvest Management**

In 2007, the development and approval of a management plan adopted by all 5 tribes fishing in the Canal prevented over-harvesting.

This management plan provided structure to the fishery and allows tribes to harvest when it is most advantageous for them to do so.

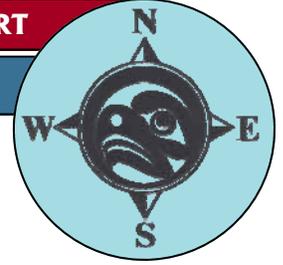
The Next Step

Discussions are now underway among the five tribes located along the Strait of Juan de Fuca and in Hood Canal as to the best financial investment strategy for the \$10 million to be assigned to that part of Puget Sound. Once the fund has received all of the contributions and the investments are producing increased capital, specific uses of the fund will be determined by the participants.



During the period from October, 2006 through September of 2007, fishers from the Jamestown S'Klallam Tribe harvested the following:

Chum Salmon	580 fish	5,223pounds
Coho Salmon	177 fish	1,517pounds
Steelhead	58 fish	397 pounds
Spot Shrimp		20,483 pounds
Dungeness Crab		47,918 pounds
Geoduck		158,057 pounds
Littlenecks		1,607 pounds
Manilas		4,023 pounds



- **Treaty fishing, hunting and gathering rights**

Tribal staff communicated with Tribal citizens on harvest reporting records, finfish and shellfish harvest opportunities, hunting regulations, opportunities for elk tags, hunting areas and legal issues of note to hunters.

Research efforts aimed at supporting Tribal arguments for hunting rights through a federal court case are on-going. The Jamestown Tribe has contributed funds to hire expert witnesses to conduct the necessary research.



Now: Tribal citizen Robin Allen cleans a salmon.



Then: Women sort through the day's catch.



A Key Factor in Our Success: Partnerships

“Ecosystem management does not stop at reservation borders, and Native nations and their environmental managers are playing an increasingly critical role in the success of multi-jurisdictional environmental remediation projects. The potential success of these integrated approaches relies on the continued involvement of tribes at all stages of development, implementation, and evaluation. The protection of the environment in harmony with tribal values and in support of tribal lifestyles is poised to become one of the defining issues of the upcoming years. As Indian nations exert more

(Continued on page 45)

Upon signing the Point-No-Point Treaty in 1855, many citizens of the Jamestown S'Klallam Tribe made a decision to remain in the Sequim area and to play an active role in the local community. Over the past 150+ years, this choice to reach out to and engage with the larger community has become an integral part of the success of the Tribe.

Partnerships have proven to be a highly effective way of accomplishing goals which would not have been possible by the Tribe or by any other single entity alone. Each group – Tribal, federal, state, local, grass roots – comes to the table with a different perspective. Successful partnerships work when the participants focus on the common ground rather than the differences in their stances. And often, success means taking a pragmatic approach rather than steadfastly holding to an ideological one.

In current Tribal terms, partnerships have been an absolute necessity in saving natural resources. In order to protect the environment, Tribal staff has had to foster working relationships with the many different entities that have jurisdiction over various land, watersheds and other resources.

According to the Tribe’s Natural Resources Director Scott Chitwood, those partnerships can be characterized in three different categories:

- **Project Partnerships**

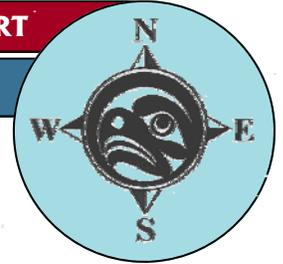
When it comes to getting projects done, grant agencies consider partnerships to be a key criterion for selecting funding recipients. Partnerships show funding entities that there is shared recognition of a need, and a willingness to work together to fill it. Even unfunded partners play a role - sharing resources, staffing and expertise to work toward a common goal, and writing letters in support of one another’s proposals.

“We work hard at maintaining groups of partners to assure funding, and they need us as partners, too,” said Chitwood. “It’s a two-way street.”

The Jimmycomelately Creek Restoration was a terrific example of this kind of partnering – the restoration team had 9 local, county, state, federal and Tribal partners; the funding team had 10 partners, and at least another 9 groups contributed in other ways. Each had a stake in restoring the creek as a salmon habitat.

- **Mandated Partnerships**

When Judge Boldt decided in 1976 that the Washington State Department of Fish and Wildlife and 20 Washington Tribes must co-manage the salmon and steelhead harvests, he forced the beginning of a partnership.



It began quite antagonistically, with lingering court battles through the early 1980s.

“We realized that the resources and energy we were expending in court would be better spent managing the resource,” said Chitwood, “and that began what is now known as the Era of Cooperation, which has lasted for more than 20 years. Together, we have to make sure that the resource supports the harvests.”

Once they began working together, the partners saw the value in pooling resources to preserve the salmon and steelhead, and now shellfish. In fact, according to Chitwood, the co-managers now seem to be one and the same entity, working in concert toward a common goal. It isn’t always easy, but all willingly come to the table to work out the details of managing a difficult resource.

- **Voluntary Partnerships**

The most prominent voluntary natural resource partnerships in which the Tribe participates are the Point No Point Treaty Council, Northwest Indian Fisheries Commission and the Dungeness River Management Team. In each case, the sum influence of the partnership far outweighs what any individual member could achieve on its own.

In fact, before the partner Tribes in the PNPTC (Skokomish, Port Gamble, Lower Elwha and Jamestown) had natural resource staffs of their own, resources were combined to enable decisions to be made from the Council office.

The Dungeness River Management Team grew out of concerns among many local groups including the Tribe, about declining river flow. Although it began as a contentious group, over the years, the Tribe, Clallam County, the State and local farmers and individual water users began to see the value in working together to share the river resource.

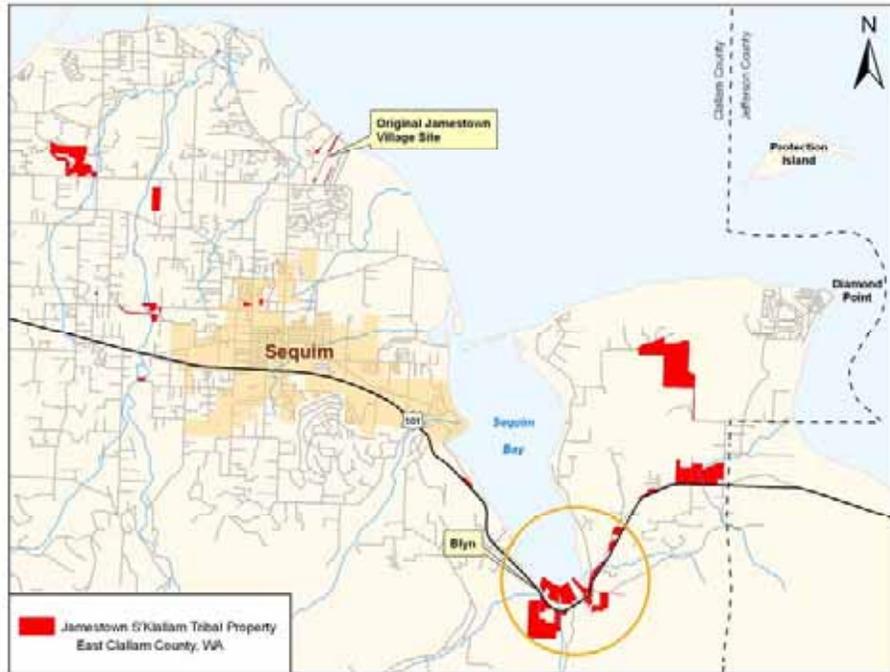
“Early on, we explored the possibility of pursuing legal means to save the river and the salmon,” explained former Natural resources Director Ann Seiter. “But we realized that it would be very slow and very costly. Ultimately, cooperation was a necessity. And in the long run, the Dungeness River Management Team has become a nationally recognized model for watershed management. We share information. We rely on one another’s expertise in different areas. We support one another’s grant proposals.”

“Partnerships give us a reason to continue working together, reflecting on one another’s points of view, and making decisions that will work for everyone,” said Chitwood. ■

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decision-making power, they are incurring greater responsibility on environmental issues. Since ecosystems are by their very nature interconnected, caring for the environment, more than any other policy area, requires productive partnerships with neighboring communities and other jurisdictions.

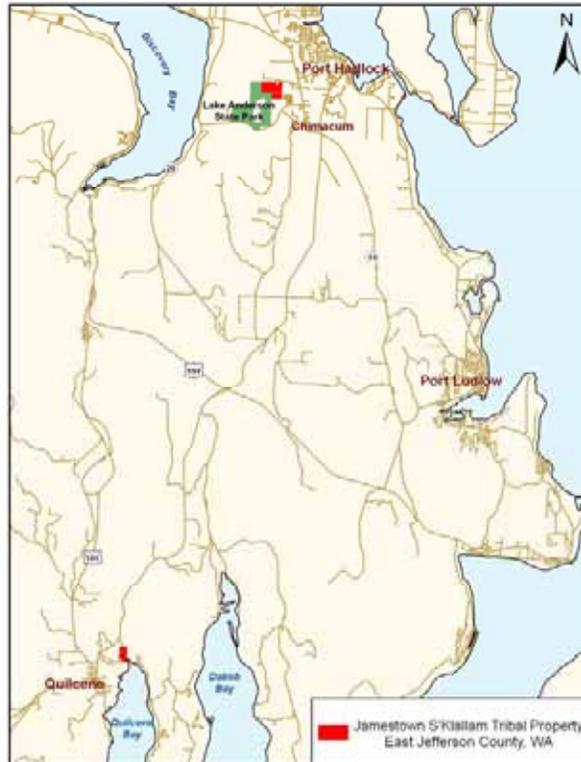
~ The State of the Native Nations: Conditions Under U.S. Policies of Self-Determination, The Harvard Project on American Indian Economic Development, 2008, Oxford University Press



Tribal land holdings in Clallam County

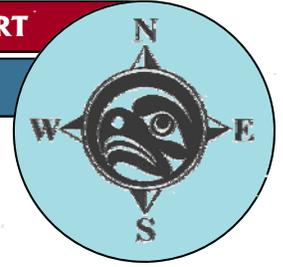
“For Native American cultures, land is a hallmark of identity, a barometer of community integrity, and a resource for ongoing cultural and socioeconomic recovery.”

~ *The State of the Native Nations: Conditions Under U.S. Policies of Self-Determination*, The Harvard Project on American Indian Economic Development, 2008, Oxford University Press



Tribal land holdings in Jefferson County

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Goal: Expand Infrastructure

Land

For Tribes in particular, land is not only an economic resource, it is a cultural resource. Tribal lifeways and traditions are closely tied to land and water. Control of traditional lands, as well as acquisition of new lands, enables the Jamestown S'Klallam Tribe to continue our cultural development.

Many of the accomplishments outlined in this report discuss our stewardship of land and resources, which has always been a part of the S'Klallam way of life.

The maps on the opposite page show the Tribe's holdings in Jefferson and Clallam counties.

Reacquisition of homelands

- The Tribe completed the purchase of the Pederson property, nearly two acres, near the Dungeness River Audubon Center to add to the Railroad Bridge Park property. This land is located to the southeast of the River Center building and allows emergency access to the park facilities in case of a road washout of the existing entry road.
- We purchased three properties east of the Tribal campus. This total of 15 acres is prime frontage along Highway 101.
- Over the years Tribal land ownership in the Jamestown beach area has diminished. Recently, Tribal citizens have expressed a desire to restore Tribal land ownership in Jamestown; to have a place where gatherings could happen in this traditional area. In response to this desire, the Tribe purchased a five acre parcel, complete with a large home, located on Jamestown Road. Once renovated, this site could house a variety of events.
- Three parcels of land were purchased on behalf of the Seven Cedars Resort. Two of these parcels, near the Cedars at Dungeness Golf Course, will allow more effective management as well as future expansion of the course. The third parcel, in between the Longhouse Market and the new fire hall, is slated for the site of a drive through coffee stand to complement the services provided by the market.

What is Homeland?

Not all of the land we own is our homeland, and we do not hold title to all of the land we consider to be our homeland.

The concept of "homeland" is richer and more elusive than simply acquiring and developing property. Homeland encompasses history, culture and community. It carries with it a sense of identity and a connection that spans the ages. When we acquire property for economic and community development, we may simply speak of it as land. When we consider a place to be our homeland, it is instilled with a sense of belonging and enables us to reestablish our unique political and social identity within the community.



Expand Infrastructure

Improvements to Tribal-owned land

- **Fee to Trust Property**

As a result of the cleanup described at left, the 3.9 acre Dickie Bird's (Valaske) property, along with approximately 7 additional acres to the west, was converted from fee (taxable) to trust status, and construction began on the Longhouse Market and Deli. These 11.035 acres of land are now held in trust for the Jamestown S'Klallam Tribe by the federal government. The additional 7 acres include:

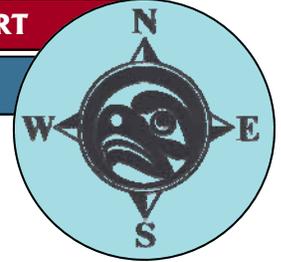
- the former McPherson property, which along with some of the former McLaughlin (Rosemary's Garden) property is intended for construction of a future fire station; and
- part of the former McLaughlin parcel secured by a conservation easement, insures that the riparian area by the newly meandering Jimmycomelately Creek will always be protected and remain as a critical buffer for the stream system.

Most recently, the Tribe successfully negotiated for a small parcel directly across Sophus Road from the Longhouse Market, not yet in trust status. This land is the future site of a drive-up espresso stand.

Environmental Cleanup

In 2003, pre-purchase environmental testing of the 3.9 acre Dickie Bird's Tavern site revealed petroleum contamination. The Tribe removed two underground storage tanks (a gas station had previously been located on the site). It was then discovered that the soil surrounding the tanks had been contaminated. Soil clean-up was followed by ongoing monitoring of groundwater, to insure that the site had, in fact, been cleaned up satisfactorily.

The Tribe participated in this Voluntary Cleanup Program for several reasons – because it was our intent to build the Longhouse Market on the site; because the Jimmycomelately Creek runs so near to this formerly contaminated property, and because the federal government will not allow fee-to-trust conversion of land unless it meets environmental standards. After a series of groundwater tests in February 2007 detected no contamination, the Washington State Department of Ecology agreed that all cleanup had been completed and that “No Further Action” was required by the Tribe.



The Blyn properties which were converted from fee to trust status are shown in red on this map.



Providing outdoor recreational spaces and facilities

- **Olympic Discovery Trail**

- Continuing progress is being made by the Tribe on the trail, which will eventually extend from Port Townsend to the West Coast of the Olympic Peninsula. Two sections of the trail were completed in 2007 in conjunction with Clallam County.



Jamestown Excavating began the section of the Olympic Discovery Trail near Heron Hall in August 2007.

- First, the Railroad Bridge Park section of the trail was constructed. This section connects the bridge to the trail as it passes by the River Center building.
- Next, the Olympic Discovery Trail at the Log Cabin property was completed after resolving a land encroachment issue.
- Finally, the Tribal Campus section of the Trail, funded with a combination of WSDOT Enhancement funds, IAC-WWRP Trail funds and BIA-IRR funding, is under construction with a May 2008 completion date.



Expand Infrastructure

- **Jamestown Beach**

- A common goal of the Tribal leadership and the Tribal citizens has been to acquire land on Jamestown Beach. As the historical land base for Tribal families, Jamestown Beach is a desirable area for cultural activities. Over the last few years, the Tribe has hosted the annual Canoe Journey landing at Jamestown Beach. In 2006, a five-acre parcel and home were purchased for eventual use as a community gathering place for Tribal events. Infrastructure and building improvements have begun; recently a new parking area behind the house was added to accommodate up to 100 vehicles.



Heather Johnson-Jock coordinated the hosting at Jamestown Beach during the 2007 Paddle to Lummi.

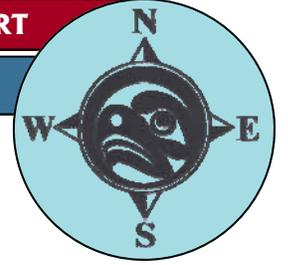
- The Jamestown Beach Water System was expanded to support four new water connections, as the result of a successful short plat by a Tribal family. Due to expanded capacity, Jamestown Beach Water System is now classified as a “Group B” system, and is subject to systematic testing and reporting to ensure it remains safe for public consumption.

- **Tribal Campus Improvements**

- The Salmon Bake structure near the waterfront houses a sink and portable barbeque, and includes two outdoor, open-fire cook areas for seafood.
- The basement of the existing Youth Center is scheduled for renovation in 2008 to house a craft facility.
- A playground will be constructed next to the Salmon Bake site in 2008.



A view of the salmon bake structure, taken from the Dance Plaza above



Olivia Barrell digs a clam.



Sean Lyckman, Brandon Lyckman, Dylan Wallner, Judi Villella, Alissa Johnson, Brianna Kettel, Caitlin Hensley and Korina Adams pick artichokes.



Sean Lyckman, Jody Allen and Brianna Kettel work on their paddles.



Taylor Howell paints her canoe paddle.

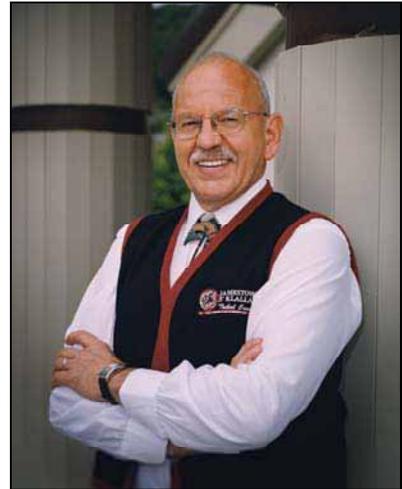


Vision for the Future

A Message from W. Ron Allen, Tribal Chairman/CEO

It has always been an honor and a privilege to be your Chairman. We are a proud, strong, and self-reliant people. As one of the leaders of our community, it has been exciting to me as we continue to restore our government and services to our people.

We have accomplished a lot over the past 30 years. Back in the 1970's, we met and managed our affairs in our living rooms and out of the trunks of our cars. Today, we have built a strong foundation for our Tribal government, community services and our business operations. It didn't happen over night. It required a steady course of action to develop our government, programs and business operations.



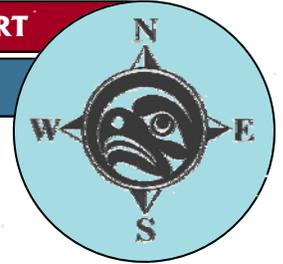
As I observe this growth and development, I am proud of the sound base of governing documents, ordinances, and policies we have developed. Additionally, we have acquired a number of pieces of land for our operations, physical infrastructure, housing, economic development ventures, community activities, natural resource/environmental activities and cultural/traditional practices as well. This reacquiring of our homelands has been a general trend throughout Indian Country, and it is critical to our future.

As I now look ahead to the next 30 years, I believe that we must build on the foundation we have established. I would like to share with you some key "bench marks" of my vision:

- **Continue to strengthen our Tribal government legal/political infrastructure** to enhance the policy process and legal environment to improve our operations and encourage business interests. As we continue to grow as a government, there are always areas or activities that require improvement or refinement.

One recent example is the establishment of the new Human Resources Department. We believe having an initial point of contact will improve the "one stop" shopping for Tribal citizens who are looking for employment opportunities within our governmental operations, business or opportunities outside of our operations. Other examples include refinement of our Committees, Boards and Commission By-Laws and/or program guidelines and the establishment of labor laws as they affect the growing staff of our government and various businesses.

- **Enhance and expand our programs and services** including Elder, youth, health, education, housing, employment opportunities, and natural resource activities. I believe that it is essential that we establish endowment funds for dedicated purposes such as our education and health programs. These are funds that would be invested



with a portfolio that protects and builds on the principal, while also creating a revenue stream for the dedicated purpose. Health care services are continuing to increase each year. Having an endowment fund for these services would create a dedicated account for all of our Tribal citizens and would not be constrained by the federal IHS service area criteria. The same would be true for education, then natural resources, then cultural programs, etc. My long term thinking regarding this fiscal approach is that these essential programs would cease to be dependant on federal funds or any specific business such as the casino. We never know when the market turns down or the bottom drops out of our economy. We need to prepare for difficult times.

- **Expand and diversify our business operations** including our resort project, construction operations, health and medical supply company, etc. For the same reasons I noted above, I truly believe that we must build and diversify our business base. This is the reason why we have slowly and methodically been building the resort operations around the 7 Cedars Casino. We want to establish an expanded market for the casino while moving into the hospitality industry. The Cedars Golf Course and the Longhouse Market are both a part of this expansion. Our JKT Development Construction, Jamestown Homebuilding, Jamestown Excavating and Jamestown Health & Medical Supply Company are also a part of this plan. I see them growing and becoming more profitable over the next 30 years.
- **Expand special programs dealing with community, cultural/traditional practices/ activities or natural resource and environmental protection projects.**

A good example here is our efforts to protect the Tamanowas Rock sacred site. I see us completing the acquisition of this 60 acre site, as well as the 60 acres on the north side of the site to protect encroachment or degradation of the site. This is an important site for all three S'Klallam bands. Another example is the establishment of a Jamestown village community center for special activities and events down at our original village site. Events such as the Canoe Journey could be hosted there.

These benchmarks are just a general overview of my vision for the next 30 years. I believe that we can become truly self-reliant and almost completely independent of the federal government. We have always been proud of our strength and independence and I believe we must pursue that goal. I am confident that as we look ahead, we'll continue to establish a Tribal foundation that will provide for our future generations. ■

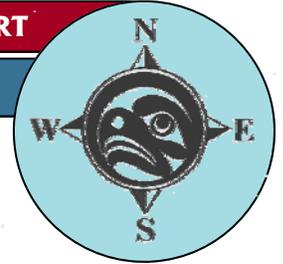
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Boards and Committees

Boards

- **JKT Art, Inc.:** Develops and implements all economic activities related to the sale of arts, crafts and related items in the Company's gallery.
- **JKT Development, Inc.:** Oversees Jamestown Excavating, Jamestown HomeBuilding, Jamestown Construction and Jamestown Information Technology.
- **JKT Economic Development Authority:** The EDA was created to oversee the businesses owned by the Jamestown S'Klallam Tribe and develop additional enterprises to assist the Tribe in becoming economically self-sufficient.
- **Election Board:** Organizes elections, reviews eligibility of candidates for Tribal office, manages and certifies Tribal elections.
- **Jamestown Health and Medical Supply Company LLC:** A certified Buy-Indian business that is committed to helping Tribes manage their medical, dental, and housekeeping supplies more cost-effectively.
- **JKT Gaming Commission:** Oversees the Tribal Gaming Agency in preserving the honesty, fairness and integrity of gaming activities conducted at the 7 Cedars Casino.
- **JKT Gaming Inc.:** Oversees the Tribe's gaming and resort operations.
- **Jamestown Project Services, Inc.:** Functions as a project services company for construction projects.
- **Jamestown Properties, Inc.:** Functions as a holding company for various Tribal facilities.



Committees

- **Culture Committee:** The mission of the Jamestown S'Klallam Culture Committee is to educate, nurture and enhance the knowledge of our community and leadership of our rich history and cultural values that belonged to our ancestor. To bring forth the teachings of our ancestors in areas of health, social protocols, emotional wellness and spirituality, and pass or hand down the knowledge, protocols and practices that have made the S'Klallam in the past, and will continue into the future.
- **Higher Education Committee:** The mission of the Jamestown S'Klallam Education Committee is to encourage all Native American students to seek higher education or additional job training to further career opportunities and enhance employability.
- **Elders Committee:** The mission of the Jamestown S'Klallam Elders Committee is to promote the health and welfare of our elders and to enlighten the Jamestown Community towards a better understanding of elder issues.
- **Enrollment Committee:** The mission of the Jamestown S'Klallam Enrollment Committee is to ensure the accuracy and integrity of the Jamestown S'Klallam Tribal membership rolls as prescribed in the Jamestown S'Klallam Tribal Constitution.
- **Fish and Game Committee:** The Committee acts in an advisory capacity to the Fisheries Manager, the Tribal Council and/or the Point No Point Treaty Council, carries out other fishing, hunting and gathering related duties including recommendations regarding all of the conditions under which the taking and possession of any or all of the various classes of fish, shellfish, wildlife and flora is lawful, prohibited or otherwise limited.
- **Health Committee:** The mission of the Jamestown S'Klallam Tribe's Health Committee is to support and assist the Tribal Council and staff to fulfill the Health and Human Services Department's mission to enhance the health, social strength and self-reliance of the Jamestown S'Klallam Tribe; to advance the Jamestown S'Klallam community through education, advocacy, social and health services; and to serve the unique needs of the Tribal Community with professionalism, integrity, creativity and cultural sensitivity.
- **Housing Improvement Program Committee:** The mission of the Jamestown S'Klallam HIP Committee is to provide housing assistance to eligible members of the Jamestown S'Klallam Tribe.
- **Jamestown Community Network Committee:** The mission of the Jamestown S'Klallam Family Community Network is to identify Native American youth and families at risk in our community.



S'Klallam Spirit Canoe by Duane Niatum

My paddle keeps to the sun's path,
 pulls back home to sea,
 my blood on its travels to the whirling
 depths.
 From bow to stern our canoe drops and
 rises,
 embraces each trough cleansed
 by family singing from coastal cliffs.
 We join our brothers and sisters
 in canoes from other villages
 in the circle of kelp and spray,
 seal and whale; ride the moving hills,
 slide sideways and down, then straight up,
 each paddle touching sky.

The drumbeat slips beneath the current,
 rattling from genes to prow,
 returns to ancestral fire and form
 emerging from the trail of cutwater.
 From dawn to night we are the ribs
 of great grandparents, soar like cormorants
 on the green crest; offer our children
 a dream stronger and bolder than rage or
 war.
 Salt drying on our face and hands braids
 our bodies into spirals of dusk,
 evening star and Milky Way, hones
 us for the split hurdle as we speak
 with night weavers like the old growth
 voice of red cedar dipping into light
 who mirrors our coming-home story.



Cedar canoe paddles carved by Tribal citizen Jeff Monson, and painted by Tribal youth (skipper's paddle on the far right painted by Monson) in 2005.