



MUCKLESHOOT INDIAN TRIBE

2025 Annual Report



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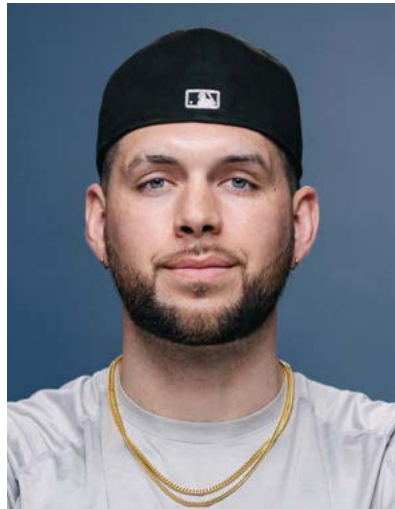
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We Are Muckleshoot, The First People of Seattle

Our Duwamish and Upper Puyallup ancestors were the first caretakers of the Puget Sound region. Like Muckleshoot Tribal members today, they lived in the area that is now Seattle as well as in communities throughout the Duwamish River drainage.

As a sovereign Tribal nation led by an elected council, we actively invest in our community, sustain our environment, and contribute to the regional economy. The Muckleshoot Indian Tribe is one of South King County's largest employers, supporting 3,300 direct jobs and providing hundreds of millions of dollars to the regional economy.

Our people have always depended on rivers, forests, and seas. We hunted and gathered on the land and fished the waterways. We have always seen ourselves as part of the land, not owners of it, and we treat our environment with care and respect. Our commitment to protecting our people and communities brought us through the Tribe's darkest times and continues to guide us today as we move into a new era of prosperity and empowerment. Our dedication to grit, self-reliance, securing our rights, and upholding our sovereignty has never been stronger.



Descendants of the Native People of the Duwamish and Upper Puyallup Watersheds

Why is this Tribe, whose ancestral homelands consisted of such a broad-use area — including what is now the City of Seattle — today located primarily on a reservation near Auburn?

The Duwamish peoples were displaced from their villages along the Duwamish, White, Black, Green, and Cedar Rivers, Lake Washington, and the Seattle waterfront when settlers arrived in the area and pushed them out through oppression, land acquisitions, and treaties. In 1857, a small portion of land was set aside for Native peoples on a prairie in South King County that was called “Muckleshoot,” an anglicized version of the Lushootseed word, “bəqəlšúʔ.” This small portion of land would later become the Muckleshoot Reservation where many Duwamish ancestors moved to over time.

By the 1870s, Native peoples associated with the Muckleshoot Reservation started being referred to as “Muckleshoot” by the federal Indian agents — named for the upland prairie they now call home rather than the historic names of their Duwamish, St’Kamish, Green River, Upper White River, and Upper Puyallup villages. Though known as Muckleshoot, the Tribe retains the treaty rights to hunt, fish, and gather throughout the region its Duwamish and Upper Puyallup ancestors inhabited for thousands of years.

Muckleshoot Tribal Council

The Tribal Council has full authority over the sale, lease, and dispensation of Tribal land, manages all the Tribe's economic and business affairs, and regulates its domestic affairs. It has official government-to-government relationships with the United States and Washington State, as well as county, city, and local governments in our region.

The Muckleshoot Tribe has experienced a period of great progress during the past decades. Guided by the Tribal Council's long-term plan for the use of Tribal gaming revenue, we are witnessing an economic, political, and social revitalization. The plan has served as our roadmap as we developed and implemented programs and plans to lay the groundwork for a bright and prosperous future for our community.

The Muckleshoot Tribe takes great pride in the role we play in this state and region. The Tribe has grown to become one of the largest employers in Southeast King County, and the economic impact of our various business ventures is significant. Just as significant are our philanthropic, cultural, and environmental contributions and efforts.

2025 Muckleshoot Tribal Council



JAISON ELKINS
Chairman



JOHN DANIELS JR.
Vice Chairman



JESSICA GARCIA-JONES
Secretary



ANITA MITCHELL
Treasurer



MIKE JERRY SR.
Councilmember



VIRGINIA CROSS
Councilmember



DONNY STEVENSON
Councilmember



LOUIE UNGARO
Councilmember



LEEROY COURVILLE
Councilmember

2025 by the Numbers

CULTURE & COMMUNITY

3,521 Tribal Members

are enrolled in the Muckleshoot Tribe as of December 2025.



600 events

were hosted by the Muckleshoot Community Center and Recreation Department in 2025.

Left: 2025 Muckleshoot Veterans' Powwow at the Community Center

The MEIHSS caregiver turnover rate is **50% below** the industry norm, which results in better quality of care for our Elders.



EDUCATION



351 children & 201 families

were served by the Muckleshoot Childcare Development Fund.

473 students

were enrolled in the Muckleshoot Tribal School for the 2024-2025 academic year.



41 Tribal Members

earned higher education degrees, including 23 Associate's, 12 Bachelor's, and 6 Master's degrees.

Right: 2025 Higher Education Graduates



FISHERIES



11+ million salmon were released from the Tribe's White River and Keta Creek Complex Hatcheries.

Left: Keta Creek Hatchery staff opening the hatch of a Chum rearing tank to release about 200,000 fry into the creek below.

3,480 Sockeye were transferred

by the Ballard Locks Adult Sockeye Transfer (BLAST) Program.



Muckleshoot Tribal fishermen set the second largest harvest with **30,742 salmon caught** in 2025, supported by the Fisheries Harvest Management Program.

HEALTH & WELLNESS



The MindCare Clinic continued to provide consistent services, with **79 completed intakes** and 77 new referrals.

Left: Muckleshoot Health & Wellness Center

Through coordinated outreach and vaccination efforts, the Medical Clinic reached **97% measles immunization coverage**, achieving herd immunity and strengthening community-wide protection against measles.



120+ Substance Abuse Disorder evaluations were completed by the Behavioral Health Program, with detox and inpatient referrals provided to over 90 individuals.

HOUSING

\$10+ Million was financed by the Muckleshoot Housing Authority for 29 home loans.



New construction for Elder, Disabled, and Veteran Tribal Members was started for **17 homes**, with 7 completed.

Right: Newly constructed home



In 2025, **30 Tribal member households** received Housing Stabilization assistance.



WILDLIFE



1 cougar, 2 bears, 38 black-tailed deer, 43 mule deer, and 50 elk were captured and collared by Wildlife Program staff.

Left: Wildlife Program staff collaring a mule deer as part of the eastside mule deer study.



Funding obtained to treat noxious weeds resulted in improvement of **over 760 acres** of elk and deer habitat in the watersheds.



Adult Work Training Program

PERSON IN CHARGE: Melvin Daniels

ADDRESS: 17610 SE 400th St, Auburn, WA 98092

INFO PHONE: (253) 876-2822

INFO EMAIL: melvin.daniels@muckleshoot.nsn.us

Overview

Adult Work Training Program (AWTP) continues to offer an introduction to varied positions within the tribe. Our job placement strategy has provided AWTP personnel to departments that need long- or short-term assistance to fulfill workforce duties. Muckleshoot Tribal Departments have contributed greatly to the success of AWTP participants by providing hands-on experience with in wide-ranging positions.

Services Provided

AWTP Participants are provided an opportunity to learn valued introductory job skills. The objective is to increase employability. This incorporates efforts of participant's continuing education goals, breaking barriers to employment, and health/wellness awareness. Competing for varied career and occupational goals can build a strong skill foundation.

Tribal Partnerships

- Continue providing job-ready candidates for potential work needs within the Tribe.
- Provide assistance with community service work and events.
- Support introduction and presentation of preparation of traditional foods.
- Continue the program's efforts in procuring culturally significant raw and processed materials for tribal programs' use.
- Also provide finished culturally related items (examples – drums, baskets, carvings, and preserved foods.)

Muckleshoot Community Center & Adult Recreation

PERSON IN CHARGE: Sonja Moses, MITCC Director

ADDRESS: 17432 SE 392nd Auburn WA 98092

INFO PHONE: (253) 294-8270

INFO EMAIL: sonja.moses@muckleshoot.nsn.us

Overview

We provide educational, artistic, health, and cultural activities throughout the year. Our team also supports the setup and teardown of large events that we host, as well as the preparation of meeting spaces and other activities. We host a variety of recreational programs and tournaments and offer open gym programming most evenings, including basketball, volleyball, pickleball, and access to the track.

Facility Details

The Muckleshoot Community Center is a 100,000-square-foot facility. The 1st floor houses a full commercial kitchen with an outdoor salmon pit, 3 conference rooms and a gymnasium with 4 basketball courts, including a championship court. The courts are also striped for basketball, volleyball and pickle ball. The second floor houses an indoor walking track, 5 conference rooms, a pre-function seating area, and an outdoor patio.

Highlights of 2025

The two most meaningful accomplishments of 2025 were hosting our 5-and-under basketball tournament during our Annual Anniversary Grand Opening celebration and our first annual golf tournament.

The basketball tournament was especially memorable, it was a joy to watch the young athletes play and to see the community rally together in support. Our first annual golf tournament was also a tremendous success and truly a great day for everyone involved.

We look forward to continuing both of these tournaments, along with many new events, in 2026.

The Muckleshoot Community Center and Recreation Department hosted nearly 600 events, activities, meetings, and gatherings during the 2025 season, including 60 large-scale tribal events. We look forward to hosting an even greater number of events in 2026.

Outlook for 2026

Looking ahead, we will be adding more new and exciting activities. We are nearing the opening of our new golf simulator, offering MMA training, and expanding our programming to include a wider range of activities for the community.

Community Service Department

PERSON IN CHARGE: Wanita Courville

ADDRESS: 39015 172nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 939-3311

INFO EMAIL: wanita.courville@muckleshoot.nsn.us

Overview

Community Service has 3 different areas that we cover. Administration, Mail Room and Mail run. We are located at the Philip Starr Building. We service employees, community members, the public and mail carriers such as USPS, Fed EX and UPS, Amazon etc. We retrieve and deliver mail and packages throughout the Muckleshoot Tribal Entities and we add postage to mail and packages for work related Tribal departments. We also are the main switch board though out the tribe so we transfer all the calls to all work entities throughout the tribe.

Services Provided

- Welcoming visitors and providing assistance to the appropriate person or department
- Managing multi-line reception switchboard for the MIT entities
- Handling queries and complaints via phone
- Managing meeting room availability for the MIT PSB conference rooms
- Receiving, sorting, and distributing daily mail and/or packages and delivery to the correct department or recipient
- Prepare mail/packages for shipping using a postage meter machine and applicable USPS software
- Coordinating internal and external events via Tribal Events Calendar
- Maintaining inventory and the safety and hygiene standards of the reception area, copier, and coffee/break room
- Provide administrative support services to help the tribal departments and community
- Monitor the PSB building for safety

Highlights of 2025

We ordered new vending machines for the building they are located in the front so the public can also have access to them.

Culture Program

PERSON IN CHARGE: Stephanie James, Culture Director

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

INFO PHONE: (253) 876-2994

INFO EMAIL: stephanie.james@muckleshoot.nsn.us

Overview

The Muckleshoot Culture Division actively participates in and leads revitalization efforts in root elements of Muckleshoot Culture, expanding the cultural and intellectual property of the Muckleshoot Indian Tribe. We strive to create culturally relevant spaces for Muckleshoot Culture to be taught and revitalized through employing Tribal and community members with cultural knowledge and expertise.

Services Provided

- Traditional Ecological Knowledge
- Carving
- Tool Making
- Weaving
- Sewing
- Food Sovereignty
- Ceremonial Support
- Muckleshoot Canoe Family
- MIT representation in the broader community

Highlights of 2025

In 2025, The Culture Program hosted NNABA (The Native American Basketweavers Association Conference) for a 2-day conference. Collaboratively with NNABA there was approximately 30 teachers offering

and teaching basket weaving techniques, including a youth track.

The Muckleshoot Canoe Family continued to offer Song and Dance, Canoe Practice, and Regalia classes. The Canoe Family performed at numerous events and offered Cultural Education to many local schools. In August of 2025, The Canoe Family participated in The Paddle To Elwha, with approximately 70 Canoe Family Members in attendance. The Journey for Muckleshoot began in Squaxin Island, with the blessing of Orcas in the water and ended in Lower Elwha. It was a 14-day Journey.

The Muckleshoot Carvers continue to work on large-scale projects including; Canoe Carving at Cannonball Arts, South County Recycling & Transfer Station, Chinook Roundabout, and many more. The Carvers fabricate large-scale art to be enjoyed by all.

Outlook for 2026

In 2026 The Muckleshoot Carvers will wrap up the South County Recycling Project. They will continue to do live Canoe Carving at Cannonball Arts twice a month. They will also continue to work on the roundabout project and work on many other projects throughout the year.

Muckleshoot Canoe Family will prepare and participate in The Paddle to Nisqually. They plan to begin the Journey at Birch Bay, with the final destination being Nisqually. This will be a 17-day journey for the family. They will continue to offer performances and Cultural Education.

The Culture Program will offer a Huckleberry Camp in August of 2026. This camp will allow many Tribal Members and their families to access traditional foods. They will also offer a program for youth to hike from Paradise to Camp Muir. The youth will train and build up endurance before the final hike takes place.

Department of Education Administration

PERSON IN CHARGE: Joseph Martin, Tribal Education Officer

ADDRESS: 37502 152nd Avenue SE, Auburn, WA 98092

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INFO EMAIL: tonya.montgomery@muckleshoot.nsn.us

Overview

Purpose Statement

A seamless pathway of education for a lifetime of learning.

Mission Statement

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

Divisions & Programs

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

Tribal Education Office (TEO)

- Assistant Tribal Education Officer – Cathy Calvert, Ph.D.
- Director of Business Operations – Shianna Moses Savoie
- Educational Compliance Coordinator – Jennifer Snyder
- State Tribal Education Compact Compliance - Kay Turner
- Student Support Services Director - Emily White

- Student Incentive & Clothing Voucher Program Manager – Nina Heddrick
- Tribal Education Office Executive Support – Tonya Montgomery
- Tribal Education Office Executive Support – Luana Nelson Davis

Muckleshoot Education Support Services Birth-22 Years

- Occupational Therapy
- Physical Therapy
- Speech and Language Therapy
- Social/Emotional Therapy
- 504 Learning Plans
- Individualized Education Programs (IEP)

Muckleshoot Student Incentives & Clothing Voucher Program

- School Award Incentives
- Special School Occasion Incentive
- Graduation Incentive
- Clothing Voucher Incentive

Muckleshoot Early Childhood Education Division

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

Muckleshoot Tribal School (MTS)

- Elementary School
- Middle School

- High School
- Attendance Mentors

Adult and Higher Education

- Muckleshoot Tribal College (MTC)
- Muckleshoot Occupational Skills Training Program (MOST)
- College and Career Education Opportunities Program (CCEOP)
- Continuing Education Department
- Financial Aid
- Private School Assistance Program
- Scholarship
- Workshop and Training
- GED Assistance Program
- Internship Program

Highlights of 2025

January 2025

- MIT Department of Education coordinated and supported the Muckleshoot Tribal School Crystal Mountain 3rd, 5th and High School Mentors (9th – 12th grade) Outdoor Education Program
- Began process of developing surveys to distribute to students, staff, parents/guardians and the community to focus on the continuous improvement of our K-12 Muckleshoot Tribal School
- Began the process of identifying an educational consultant to work with our K-12 Muckleshoot Tribal School to develop a plan for the continuous improvement of our student attendance, academic performance, social emotional learning opportunities, and continuous improvements to our parent and community involvement

- MIT Department of Education began working with the MIT Legal Department to develop a Muckleshoot Tribal Ordinance for the prohibition of harassment, intimidation and bullying at our K-12 Muckleshoot Tribal School
- Our MIT Tribal Education Office completed the January 2025 MIT Clothing Check Distribution to 1,275 birth through age 18 students
- Our MIT Department of Education partnered with our K-12 Muckleshoot Tribal School to develop a Wrestling Club for elementary-aged girls and boys at our Muckleshoot Tribal School that is coached by Shane WhiteEagle and Nick Carlisi
- 1/31 – Our Muckleshoot Department of Education hosted an administrative team building session and luncheon at the MIT Community Center for our K-12 Muckleshoot Tribal School staff members

February 2025

- Our MIT Department of Education continued vital, on-going work to support our students and families for the outdoor educational elements of our Functional Life Skills Classroom at our Muckleshoot Tribal School
- MIT Department of Education coordinated and supported the Muckleshoot Tribal School Crystal Mountain 3rd, 5th and High School Mentors (9th – 12th grade)
- Our Muckleshoot Department of Education planned and supported all of the work to provide a new scoreboard, concessions stand, restrooms and storage facilities for the new Muckleshoot Tribal School Softball Field and Complex
- Our K-12 Muckleshoot Tribal School received a \$10,000 grant from King County to promote cultural education, prevention education and student leadership activities and events
- Our Muckleshoot Department of Education collaborated with

our MIT Grants Division and the Washington State Office of the Superintendent of Public Instruction to receive grant funding for student-centered anti-opioid and anti-fentanyl education programs

- 2/27 and 2/28 – Provided K-12 Muckleshoot Tribal School students and staff culturally-relevant substance abuse prevention and social emotional learning workshops that included students in the Warrior's Path Program and in conjunction with Friday Cultural Learning Day at our Muckleshoot Tribal School

March 2025

- MIT Department of Education coordinated and supported the Muckleshoot Tribal School Crystal Mountain 3rd, 5th and 8th grade and High School Mentors (9th – 12th grade)
- Opened a new Muckleshoot Head Start classroom at the Muckleshoot Child Development Center
- 3/6 - Invited by the Port Gamble S'Klallam Nation to present the history of our K-12 Muckleshoot Tribal School becoming a Federal Bureau of Indian Education Tribally Controlled School in 1984 and a Washington State Tribal Education Compact School in 2014 to support their work to develop their own national K-12 BIE/STEC school for the Port Gamble S'Klallam Nation.
- 3/5 – Our Muckleshoot Department of Education collaborated with our Muckleshoot Tribal School to host a watch party for the Washington State Championship Basketball Tournament at the MIT Community Center where 75 people attended to cheer on the Kings
- 3/23 – Our Muckleshoot Tribal School held an extremely successful MTS Career Fair at the MTS Campus to recruit highly qualified candidates for positions at our Muckleshoot Tribal School
- 3/31 – Our MIT Department of Education participated in the Office of the Superintendent of Public Instruction Washington State Native American Education Advisory Committee annual meeting in Spokane, WA

April 2025

- 4/23-4/24 – Our K-12 Muckleshoot Tribal School hosted our Washington State Office of the Superintendent of Public Instruction Office of Native Education to showcase our excellent academic programs, our amazing Mountain to Sound Outdoor Education Program and our excellent Social Emotional Learning, prevention-based, student counseling and behavioral health programs for students
- 4/8 – The Muckleshoot Department of Education hosted meetings with key administrators, board members and leaders from the Port of Seattle to plan a Summer Internship Program
- 4/20 – 3rd Annual ECE & HWC Neuro Diverse Walk occurred with a partnership with the Muckleshoot Early Childhood Education Division and our Muckleshoot Health and Wellness Center
- 4/25 – 9th Annual Muckleshoot Tribal Consultation occurred, where the Muckleshoot Department of Education hosted 14 public school districts and 2 private schools to discuss the best and most promising practices in education for our Muckleshoot students

May 2025

- Worked in collaboration with the MIT Adult and Higher Education Division to launch the new MIT Internship Program
- Muckleshoot Indian Tribe was awarded King County Veterans, Seniors and Human Service Levy \$10,000 grant to provide high level of academic and cultural learning for children of our K-12 Muckleshoot Tribal School.
- 5/7-5/8 – The Muckleshoot Department of Education coordinated an important Adjudication Training that was held at the MIT Community Center
- 5/16 – 2025 Senior Presentations to Tribal Council Event. We hosted 65 graduating Muckleshoot Tribal Member graduating high school

seniors and 250 people showed up to celebrate the graduates of the Class of 2025 at the MIT Community Center

- 5/20 – The Muckleshoot Department of Education hosted the retirement celebration for long-time Muckleshoot Language Teacher and Tribal Elder Marie Johnson at the MIT Casino Events Center

June 2025

- 6/12 – Muckleshoot Early Learning Academy/Muckleshoot Head Start Graduation, MTS Kindergarten Graduation and MTS 5th Grade Graduation Ceremonies held at the Muckleshoot Casino Events Center
- 6/13 – MTS 8th & 12th Grade Graduation Ceremonies held at the Muckleshoot Casino Events Center. Abraham Lucas, Seattle Seahawks Offensive Tackle, was the keynote speaker for our MTS High School Graduation Ceremony
- 6/18 – Muckleshoot Adult and Higher Education Graduation Ceremony held at the Muckleshoot Casino Events Center
- 6/26 – 7/1 – UNITY Conference in San Diego, CA where 12 students benefitted from this excellent Native student leadership conference

July 2025

- Muckleshoot Indian Tribe was awarded the OSPI Small District Modernization/State Tribal Education Compact Grant for \$6,000,000 to replace the aging barn which currently is used for our Muckleshoot Tribal School Traditional Ecological Knowledge Program to provide funding to build a new Traditional Ecological Knowledge Building for our Muckleshoot Tribal School
- Muckleshoot Tribal School Support Services new outdoor education and recreation area for students was completed
- 7/8-8/2 Muckleshoot Tribal School Summer School Program

August 2025

- Clothing Voucher Distributions occurred for Muckleshoot Tribal Members birth through grade 12
- 8/14: MIT Department of Education Student Incentives Back Pack and School Supply Distribution at the Muckleshoot Community Center. The MIT Student Incentives Program served 1,430 students by providing our early childhood through high school-aged students with a wide assortment of backpacks and school supplies to choose from
- 8/19: Auburn School District New Teacher Orientation with Muckleshoot Department of Education at the Muckleshoot Casino. Over the course of this important event, our Muckleshoot Department of Education hosted 300 teachers, staff members and administrators from the Auburn School District
- 8/20 through 8/21: Additional dates that our MIT Department of Education Student Incentives Program continued our Back Pack and School Supply Distribution by providing our early childhood through high school-aged students with a wide assortment of backpacks to choose from and a vast array of school supplies
- 8/20 through 8/22: MIT Department of Education/MIT Student Incentives Program distributed gifts to our Class of 2025 high school graduates
- The Muckleshoot Early Childhood Education Division consolidated all of their applications for educational services into one application for the efficiency and ease of parents and guardians only have to complete one application to receive educational services for their children. One application has been developed that covers all programs in the MIT Early Childhood Education Division.

September 2025

- Our Muckleshoot Early Childhood Education Division and our K-12 Muckleshoot Tribal School hired School Safety Coordinators to enhance the level of safety and security of our MIT Department of Education campuses for our students and our staff members
- 9/22 through 9/26/2025 – Education Northwest visited our K-12 Muckleshoot Tribal School to conduct the first phase of a comprehensive evaluation of our educational programs. Education Northwest conducted focus groups and administered surveys to our K-12 students, staff members and parents to gain valuable facts and data to fuel the continuous improvement of all of our educational programs at our Muckleshoot Tribal School
- Muckleshoot Tribal School implementation of School Links, which is a Washington OSPI Statewide High School and Beyond plan with activities starting in 7th grade so when students graduate they are prepared for college and their career pathways
- Muckleshoot Tribal School held beginning of the school year events with the Seattle Mariners, Seattle Seahawks and Seattle Kraken including youth skill building/training sessions and school-wide assemblies to focus on the importance of daily attendance at school, being kind to classmates, and always striving to achieve excellence as scholars and athletes
- Muckleshoot Tribal School Mountain to Sound Outdoor Program educational field trips to Vashon Island and Crystal Mountain
- Our Muckleshoot Department of Education Programs continued to focus on continuously improving student attendance with the continuation of our Thrill Share Attendance calls, excellent daily parent/guardian communication by our Attendance Mentors, and attendance program that offers incentives for excellent daily attendance such as movie parties, popcorn parties and other incentives

- Showcased our Muckleshoot Tribal School Outdoor Education and Traditional Ecological Knowledge Program to the Washington State Office of the Superintendent of Public Instruction as being a model program for other Washington State Tribes to follow

October 2025

- 10/8 - Muckleshoot Truancy Team Update Meeting for the 2024/2025 School Year
- 10/15 - Muckleshoot Tribal School students participated in the Native Youth Salmon Summit
- 10/21 - The Institute of American Indian Arts visited our Muckleshoot Adult and Higher Education Division Programs at our Muckleshoot College to provide important information and resources to encourage students to attend their undergraduate and graduate level programs
- 10/30 – Our Muckleshoot Adult and Higher Education Division held the annual Career Day at the MIT Casino Events Center where 550 students actively participated in this extremely successful college and career pathway education and exploration event
- The Muckleshoot Department of Education coordinated the visit of Blitz, the Seahawk Mascot, to our Muckleshoot Tribal School

November 2025

- 11/4 - Administrators from the Auburn School District visited the programs in our Muckleshoot Early Childhood Education Division to continue our partnership and collaboration to provide comprehensive educational resources to our Muckleshoot Early Childhood Division students and their families
- 11/17 through 11/21 - Muckleshoot Tribal Member and Muckleshoot Community High School students attended the National Congress of American Indians Annual Convention at the Seattle International Convention Center to actively participate in world class youth leadership development education sessions

December 2025

- 12/1 - The Muckleshoot Department of Education coordinated along with the Muckleshoot Tribal Council to offer a skating session for our Muckleshoot Tribal School students with National Hockey League Seattle Kraken players and staff at the Seattle Kraken Practice Facility in Seattle, WA
- 12/3 through 12/4 - The Federal Bureau of Indian Education Behavioral Health and Wellness Program provided counseling services training to promote resiliency, wellness and prevention training for our K-12 Muckleshoot Tribal School staff members
- On-site comprehensive review of our Muckleshoot Head Start Program by a Federal Head Start Review Team

Muckleshoot Birth-22 Student Support Services Program

PERSON IN CHARGE: Emily White, Director of Student Support Services

ADDRESS: 37502 152nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 253-8373

INFO EMAIL: emily.white@muckleshoot.com

Overview

The **Muckleshoot Student Support Services Program** is dedicated to helping Muckleshoot children and young adults—from birth through age 22—grow, learn, and reach their full potential.

Services Provided

Our youngest learners, from birth to five years old, receive early learning and developmental support through the **Muckleshoot Early Learning Academy (MELA)**, the **Muckleshoot Child Development Center (MCDC)**, and the **Child Care Development Fund (CCDF)** programs. Students in kindergarten through 12th grade are supported through the **Muckleshoot Tribal School (MTS)**.

A team of caring professionals—including Special Education Teachers, Special Education Paraprofessionals, School Psychologists, Speech-Language Pathologists, Occupational and Physical therapists, and other specialists—work together to meet each student’s individual needs.

In keeping with federal and state compliance requirements, students with disabilities are supported in learning alongside their peers as

much as possible. Whether attending **Muckleshoot Early Childhood Education (MECE)** programs, the **Muckleshoot Tribal School**, or nearby public and private schools, Muckleshoot students receive the services and encouragement they need to participate fully in the classroom and community.

For our youngest learners, the **Individualized Family Service Plan (IFSP)** provides early intervention to children from birth to three years old who may need extra support in reaching developmental milestones. The IFSP is a family-centered plan that focuses on the child’s growth in key areas such as communication, movement, play, and daily routines—always through the lens of family priorities, strengths, and cultural values.

Each IFSP is developed through collaboration between families and a team of early intervention specialists, including therapists, educators, and service coordinators. Together, they identify meaningful goals and create a plan for providing services in natural settings such as the home, child care center, or community spaces.

This early support helps families build confidence and skills to nurture their child’s development while ensuring a strong foundation for future learning. Through partnership, respect, and care, the IFSP process strengthens the connection between home, community, and school—helping our youngest Muckleshoot learners thrive from the very start.

Special Education for students ages 3-22 years, is instruction designed to meet the individual needs of a student that is eligible for services and is developed and implemented to meet the needs of access to their educational program. This is determined by a formalized evaluation.

It starts with obtaining informed parent consent, followed by a comprehensive, multidisciplinary evaluation that assesses the student's academic performance, functional skills, and areas of suspected disability. The team uses multiple data sources—such as standardized assessments, observations, work samples, and input from teachers and families—to ensure the evaluation is culturally responsive, unbiased, and reflective of the student's unique needs. Once completed, the evaluation team reviews the results to determine whether the student meets eligibility criteria under the Individuals with Disabilities Education Act (IDEA) and whether the student requires specially designed instruction.

This is developed by the Individualized Education Program (IEP) team, which includes the family, general education teachers, special educators, and related service providers. Together, the team develops an IEP outlining the student's present levels of performance, measurable annual goals, necessary supports, accommodations, services, and placement in the least restrictive environment.

All services are personalized to help each student build skills in academics, communication, social and emotional development, behavior, motor coordination, independence, and post-secondary readiness. Each qualifying student has an IEP that is updated every year, ensuring that goals are based on ongoing assessments and tailored to their strengths, challenges, and aspirations. Progress towards these goals are reported to parents throughout the year.

The Director of Student Support Services advocates for Muckleshoot students attending schools outside the Muckleshoot Tribal School, ensuring they have access to appropriate educational support and resources. This role involves collaboration with district staff to promote equitable services, monitor student progress, and address the unique needs of each student.

The **Muckleshoot Student Support Services Program** also provides support for students through **Section 504** and **Gifted and Talented Education**. Both programs ensure that every student has the opportunity to learn, grow, and thrive in a setting that recognizes and meets their unique needs.

Section 504 Services provide accommodations and supports for students with disabilities when their learning or participation in school is affected. When a student qualifies for these services, appropriate educational services are designed to meet the needs of each student. Through collaborative planning with families and staff, each student's 504 Plan outlines specific strategies, tools, or classroom adjustments that help them access learning on an equal basis with their peers.

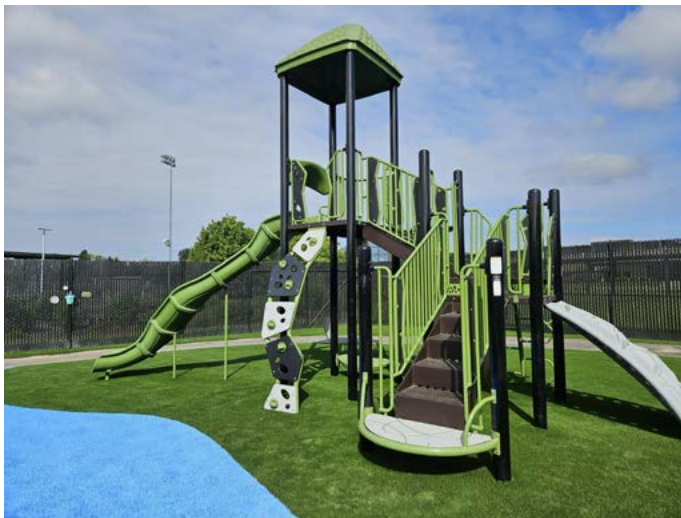
In the **Gifted and Talented Education (GATE)** program we recognize the importance of fostering a positive self-concept, providing academic challenge and engagement, and promoting future success with all of our students. GATE is offered to students in grades K-12 who qualify through the screening or referral process by showing exceptionality in the areas of intellectual ability, academic aptitude, creativity/divergent thinking, leadership and visual/performing arts. At MTS, we understand that a student shows gifted traits all day long, and all staff must work together to support the particular needs of the individual student. With that in mind, each student's **Specific Education Plan (SEP)** will be addressed individually.

Both programs are grounded in the belief that every Muckleshoot student brings unique strengths to the community. By meeting students where they are and supporting their individual pathways, we help all learners reach their highest potential.

Through collaboration, compassion, and culturally grounded practice, the Muckleshoot Student Support Services Program continues to honor and uplift our students, helping them grow with confidence and connection.

Highlights of 2025

- Our Early Childhood staff hosted three disability nights with families supporting children from birth to adult in attendance. The topics included: legal considerations for protecting your child with a disability, Autism information night with ARC of King County and transition support for post secondary education.
- Our Early Childhood Staff had the opportunity to attend two Fetal Alcohol Spectrum Disorder (FASD) trainings at the University of Washington.
- We held our annual Neurodiversity Walk in April, 2025.
- The Annual Transition Fair was held in the spring at MTS to support students with and without disabilities to prepare for post-secondary services.
- Our Transition Program policy was developed to support students with disabilities attending school through 22 years.
- We were able to install a playground to support accessibility and sensory needs for our students.



- We had continued collaboration with the UW Autism Center including an all staff training of Board Certified Behavior Analyst (BCBA) support with our programming at the Tribal School and individual student consultation for those with high needs
- We were able to increase our school activities to be inclusive of students with significant needs including the MTS Senior Prom and our graduations PK-12th grade.
- All staff continued to be trained in Right Response Training with continued de-escalation training throughout the year.
- Our program Increased recruitment strategies to maximize highly qualified staff for our programs.
- We created a functional living skills apartment where students receiving Transition Services could practice skills such as cooking, cleaning, and socialization.



- Directors started participation in our monthly meetings with our local Puget Sound Educational School District where we collaborate with local school districts.

- A few of our staff at Early Childhood attended the National Association for Education of Young Children (NAEYC).
- We continued our yearly auditing processes, both at the state and federal levels. This included increasing our staffs' understanding of compliance and how that is impacted by their roles.
- Our previous Assistant Principal K-12: Student Support Services was hired into the position of the Director of Student Support Services B-22 years.
- We had an enrolled Muckleshoot Tribal member, who previously served as the school's Occupational Therapist, who was promoted to the role of MTS Assistant Principal K-12: Student Support Services.
- Our hiring for this year included: fully staffing our related services team (Speech Language Pathology, Occupational Therapy and Physical Therapist), School Psychologist, Behavior Paraprofessionals, Certificated Behavior Technician, Special Education Teachers and Special Education Paraprofessionals.
- Recruitment efforts will be continued to strengthen our ability to attract and hire highly qualified special education staff.
- We will formalize the Child Find and evaluation processes for students birth through age 22 to ensure identification and comprehensive assessment with our eligible learners.
- Some of the offered training for staff this year will include: Autism Spectrum Disorder Training, disability specific training, de-escalation, sensory diets and feeding therapy, and communication devices.
- Continued staff training in Right Response Training to ensure they are equipped with safe, trauma-informed strategies for preventing and de-escalating challenging behaviors. This training supports a consistent, respectful approach to maintaining a positive and secure learning environment for all students.

Outlook for 2026

- Our goal is to streamline the Student Support Services process from birth to 22, to ensure seamless, accurate, and timely handoffs between programs for families and staff.
- We will continue to enhance retention of Special Education Staff by investing in professional development, fostering a positive and collaborative work environment, and supporting ongoing growth within the department.

Student Incentives and Rewards, Clothing Vouchers

PERSON IN CHARGE: Nina Heddrick, Student Incentives and Clothing Voucher Manager

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Overview

The Muckleshoot Indian Tribe believes:

- Clearly defined performance expectations promote the success of all students as individuals.
- All students can learn and reach their potential with encouragement and support.
- Schools and the community should work together to provide students with positive reinforcement to encourage the attainment of individual educational goals.

Tribal members who meet the eligibility requirements will be supported to the greatest extent possible by the Tribe. Recognition is intended to be in the form of financial as well as non-financial rewards and Incentives to encourage tribal members to achieve the greatest success possible in their Pre-K- 12 education. This Program reflects lessons learned from other governments which have recognized that financial rewards make a difference in retention and completion success rates for students. See, State of Texas-Arlington School District (High School

Completion Program); United States, Department of Education (Youth Build Grant Program which allows for stipends to be provided to youth in program who remain in school); City of New York- New York Public Schools (combination of city and private funds pay students enrolled in incentive program who remain in school); and State of New Mexico(provides increasingly larger tuition forgiveness plan for state colleges and universities for each year in high school that students enrolled in the special program meet the benchmarks of the program).

Services Provided

Attendance Reward

- Incentive for those students who do not miss a full day of school.
- Reward incentives periods for attendance are both Monthly and Quarterly
- Must provide a copy of the school attendance record for one month or one quarter as appropriate for recognition.

Honors Reward

- Incentive for students whose GPA is 3.0 or above.
- Reward incentives periods for Honor Roll is Quarterly and Yearly
- Must submit a copy of the grade report or card for the period for which honors is being claimed

Succeeding in School Reward

- Incentive for students who received recognition from their school. (Examples are a letter or certificate from the teacher or other school official)

- Succeeding in School can be utilized 10 times per school year.
- Student must be nominated by a teacher, counselor or principal at the school at which the student is enrolled.
- Must submit letter or certificate

School Letter Achievement

- Lettermen's Jacket
- A copy of the award/recognition certificate

School Persistence Incentive

- Incentive for students who successfully completed the 9th, 10th or 11th grade by obtaining all credits necessary.
- Must provide proof of completion of 9th,10th and the 11th grade.
- Obtained all credits needed

Special Occasion

- Incentive for students to attend a school dance.
- Must provide proof of event

Graduation Incentive

- Incentive for graduating Kindergarten, Fifth Grade, Eighth Grade, and Twelfth Grade.
- Graduation Incentive applies to graduating Kindergarten, Fifth Grade, Eighth Grade, and Twelfth Grade.
- Must be scheduled to graduate (or receive certificate of completion) or be promoted from one of the following grades. School official signature is required for verification of anticipated graduation or promotion

High School Graduation Supplies

- Graduating high school seniors are authorized a total award of up to \$1000.00 to cover the cost of certain high school graduation expenses. In order to use this incentive, the application must include a receipt for the payment of the item being claimed, in which case a reimbursement check will be provided to the individual who made the payment. A vendor's invoice for the cost of the item may also be submitted, in which case a check will be made out to the vendor for the purchase of the item. The following items may be purchased through this incentive.
 - Cap, Gown, and tassel
 - Class Ring
 - Senior Pictures
 - Clothing for Graduation Day
 - Graduation Announcements

Senior Trip

- the graduate is also eligible for a Senior Trip which does not expire. The total amount of the trip incentive is not to exceed \$6,282.00, which may be used for any of the following:
 - Two round-trip transportation tickets (for the graduate and a guest)
 - One-week hotel accommodations for the graduate
 - One week per diem for the graduate
 - Events, attractions, and activities
- Graduation Trips are now \$7,198.00 and there is no time frame required to take the trip.

HS21+ Graduation Supplies Incentive

- HS21+ Graduating students are authorized a total of up to \$1,000.00 to cover the cost of certain graduation supplies and expenses. In order to use this incentive, the application must include a receipt for the payment of the item being claimed, in which case a reimbursement check will be provided to the individual who made the payment. A vendor's invoice for the cost of the item may also be submitted, in which case a check will be made out to the vendor for the purchase of the item. The following items may be purchased through this incentive.
 - Cap, Gown, and tassel
 - Class Ring
 - Senior Pictures
 - Clothing for Graduation Day
 - Graduation Announcements

High School 21+ Program

- Celebration Food Assistance \$800 Same as 12th grade graduates

Clothing Voucher Program

- The Clothing Program will provide up to \$1,000 twice a year, to Tribally enrolled Muckleshoot students
- Must be an enrolled Muckleshoot Tribal Member at the time of the distribution
- Must be 21 years of age and under;
- Parent/Guardian or Student 18 years or older (or 16 years or older if an emancipated minor) certifies the Student is enrolled in Birth to Three, Head Start, MCDC, primary school, secondary school, or is being home-schooled.

Key Dates to Document

- **Student Incentives - September 1st:** Three months into the following school year: Applications for Student Incentives can be accepted for academic recognition for items that happened within that academic year.
- Student Incentives can only be authorized to be awarded in the academic year in which they are earned and may not be awarded for academic achievements in prior years.
- **Clothing Vouchers - Spring Clothing Distribution:** January 8th - February 28th
- **Fall Clothing Distribution:** August 1st - September 30th.

Muckleshoot Early Childhood Education Division

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Overview

At Muckleshoot Early Childhood Education, we provide a place where children will be able to learn foundation skills not just for kindergarten, but for success in life. We offer a high quality, multicultural, and multilingual learning environment where foundational skills are built, and where each child's unique identity and culture are celebrated. Our professional educators' partner with and empower families to support their child's development, ensuring every child is inspired to reach their full potential.

In 2025, our ECE programs have continued to strengthen our community partnerships. Our collaboration with Muckleshoot Health and Wellness remains strong and we have expanded our connection with the Muckleshoot Tribal College by offering the 2nd year. of the Early Childhood Cohort in partnership with Green River College. We have welcomed a visit from the Oglala Sioux Indian tribe from Montana and a visit from our local Auburn ESD Director of Early Childhood and the Chinook school principal. By strengthening our partnerships within the Muckleshoot Tribe and with outside partners, we have ensured a culturally relevant and supportive learning environment beyond our early child childhood classrooms.

We have successfully streamlined our processes—including aligned policies, unified procedures, and a single application—to create a stronger division. This alignment created easier family entry and a shared vision across all programs.

As always, Early Childhood Education is incredibly thankful for having such supportive community, families, partners, and friends.

Highlights of 2025

- We adopted a single, unified application for entry across all programs, significantly easing access for Muckleshoot families.
- We successfully completed the triennial Child Care and Development Fund (CCDF) Pre-print plan. This included the work of creating and aligning all program policies and procedures directly with the mandates of the plan.
- In partnership with the Muckleshoot Health and Wellness Center (MHWC) and other tribal programs, our MIT ECE programs made important contributions to measles prevention efforts within the community.
- MELA Before and Aftercare now operating as a tribally regulated center and receiving CCDF funding
- Launch of the Early Childhood Team Store: We successfully implemented the Early Childhood Team Store, providing a benefit to staff members after their initial 90 days of employment.
- ECE/CCDF Task Force of nine staff members attended the annual National Association for the Education of Young Children (NAEYC) conference in Orlando, Florida, fostering professional growth and bringing back best practices.
- Investments in Staff Education (Year 2): We continued our partnership

with the Muckleshoot Tribal College and Green River College, supporting ten ECE Instructional Assistants in their pursuit of college credit in child development during the second year of the cohort program.

- We hosted a site visit that included the Auburn ESD Director of Early Learning, the Chinook Principal, and the ECEAP Center Director and Assistant Director of Student Special Services. This collaboration successfully strengthened community and educational partnerships.
- We successfully opened two new Head Start classrooms at the Muckleshoot Child Development Center (MCDC) location, increasing our capacity to serve more tribal children and families.
- Muckleshoot Birth to Three: focusing on cultural teachings this year
 - Created and displayed an Honorable Teachings Plants bulletin board, featuring all the plants studied throughout the year.
 - Children engaged with culture through the creation of Honorable Teachings plants sensory bottles, providing an age-appropriate way to explore natural elements.
 - Educators have incorporated age-appropriate Honorable Teachings stories into daily circle time. – including the Hawthorne story on How the Porcupine got his Quills



Outlook for 2026

- Provide training on the Pyramid Model Training for all Muckleshoot Early Learning professionals. This training will focus on implementing a tiered system of support (response to intervention strategies) consistently across all Early Childhood classrooms.
- Enhance Special Needs Support: Offer ongoing, specialized training and resources for both staff and parents of children with special needs, strengthening our comprehensive support system.
- Focus on ECE Leadership Succession: Develop and implement a succession training program for key ECE leadership roles to ensure long-term stability and continued excellence within the division.
- Continue collaborative work with the Tribal School and neighboring school districts to regularly review and share assessment data across all early childhood and primary school programs.
- Conduct regular School Readiness meetings with managing directors and managers from the Tribal School and collaborating school districts to ensure a smooth transition for children entering kindergarten.
- Maintain a strong program focus on Academics, Behavior, and Culture (ABC), specifically prioritizing the development of autonomy and independence skills. Our core objective remains achieving both Kindergarten Readiness and Learning Readiness.
- Focus on improving effective communication between parents and educators, including the use of technology to keep all parents consistently informed about their child's progress and program activities.
- Launch and facilitate a support group for families of children with Autism Spectrum Disorder to provide resources, community, and shared experience.
- Anticipate opening three (3) additional classrooms at the MCDC location to meet the growing need for Infant, Toddler, and Two-Year-Old enrollment capacity.

Muckleshoot Child Care Development Fund (CCDF) & Tribal Tax Fund Child Care (Home-Based) Programs

PERSON IN CHARGE: Julia Anderson, Child Care Development Fund (CCDF) Manager

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Overview

The Muckleshoot Child Care Development Fund Program (CCDF) is a federal block grant the Muckleshoot Indian Tribe receives to assist low income Native American families with childcare costs and to increase the quality of child care services.

Services Provided

Updated Family Eligibility

- **Income is no longer collected.** Any native child is eligible for childcare assistance in the established service area as long as the family's available resources do not value at \$1,000,000 or more.
- Live within the CCDF's identified service area; 30-mile radius from tribal administration. Families residing within Pierce County, Federal Way and north of Interstate 90 may be referred to their primary CCDF program; Puyallup or Snoqualmie for initial eligibility determination.

- Child is an enrolled member of a federally recognized Indian tribe or verified descendant going one generation back; biological parent must be enrolled in a federally recognized tribe.
- Parent/ guardian(s) must be working, going to school, attending a training program or child is in protective services.
- *Respite care is available for;
 - Children involved with or placed outside of the home by State Child Protective Services- Indian Child Welfare or Muckleshoot Child & Family Services.
 - Children needing specialized or high needs care with developmental delays or disabilities that adversely affects their ability to care for self or requires a high level of supervision.
- **Respite Care, up to 576 hours per eligibility period (parent/ guardian/ custodial placement does not have to be involved in work, training or education program).*

Childcare Options

- Muckleshoot CCDF Infant-Toddler Center
- Tribally Regulated Centers;
 - Muckleshoot Head Start Wrap Around Care
 - Muckleshoot Child Development Center (Muckleshoot Only)
- State Licensed Child Care; centers and family homes
- Tribally Certified Family Homes
- In-Home Care
- Relative Care Provider

Highlights of 2025

In 2025, CCDF served 351 children and 201 Families Muckleshoot and other tribes.

- Muckleshoot CCDF Infant and Toddler (I/T) Center continues to serve 32 infants, toddlers, and twos.
- CCDF Coronavirus Response and Relief Supplemental Appropriations (CRRSA) and ARPA stabilization grant was awarded to the Muckleshoot Youth Development Program.
- CCDF Events held in 2025 include: End of Summer Celebration, pumpkin patch, Point Defiance Zoo, Grandparent's Day Event, Monster Jam, Disney on Ice, Read Across Muckleshoot, Week of the Young Child, Winter Bookscapade, Holiday Magic, as well as many more events that supported families during out of school times.

Quality activities for the CCDF Program included;

- The Muckleshoot CCDF program has provided updates to the MELA Wrap-Around Care playgrounds to better support our students' mental health and social-emotional development. These upgrades include health and safety updates alongside the introduction of culturally relevant outdoor play spaces. Incorporating culturally relevant elements into these spaces, was essential for fostering a deep sense of belonging and self-identity, ensuring our students feel seen and supported within their community.
- Muckleshoot CCDF has a subscription with the Child Care Education Institute for online learning and professional development. For the 2025 fiscal year, 217 courses were completed.
- Muckleshoot CCDF holds monthly First Aid/CPR/ BBP trainings. For the 2025 fiscal year there was 118 participants that attended the training.
- Bi-monthly sanitation kits distributed to home care providers.
- Distribution of Health & Safety supplies to providers.

- Distribution of Winter, Spring, and Summer Activity Kits. In addition, the summer kits did include hydration supplies.
- Bonuses to home care providers that complete online courses/ certificates
- Provider Appreciation Dinner and Retention Bonuses
- Early Childhood Education Cohort in collaboration with the Muckleshoot Indian College and Green River Community College; 4 participants from the CCDF I/T Center staff earned their initial certificate in Early Childhood Education through Green River College 4 more are
- CCDF staff development- Conscious Discipline, First Aid, CPR, Blood Borne Pathogens, Communication, Leadership Academy, Microsoft Basics, etc.
- Nine (9) participants attended the National Association for the Education of Young Children's Annual Conference; 9 tribally regulated staff members-Early Childhood Task Force Members.
- Activities fees paid to providers.
- Annual field trips/ events for providers and families including bug/ reptile visit, Dizzy Tumble Bus visits, pumpkin patch, spring farm, Mother's Day event, Father's Day event. In the summer months they visited the local zoo, and the local children's museum as well as, the splash pad located at our Muckleshoot health and wellness facility. In the fall, we celebrated our grandparents by participating in Language Bingo in honor of grandparent's day, we included families in our promotion event for children transitioning out of the CCDF I/T program and had the language program come out to provide a drum circle.
- CCDF Events; End of Summer Celebration, pumpkin patch, Zoo, Grandparent's Day Event, Monster Jam, Disney on Ice, Read Across Muckleshoot, Week of the Young Child, Winter Bookscapade, Holiday Magic, as well as many more events that supported families during

out of school times. The Muckleshoot CCDF program provides opportunities for families and providers to attend movie marathons at the local theater, or playtime experiences at the local play center, such as Chuck E. Cheese. All of these events are supported with meals for the family

- Established a new School safety coordinator for tribally regulated and tribally operated programs to support outdoor and playground safety.

Outlook for 2026

- Hire a Muckleshoot Language Teacher to assist with the Muckleshoot Language revitalization at the Muckleshoot CCDF I/T Center and tribally regulated childcare centers.
- Assist the Muckleshoot Youth Development Program with becoming an approved CCDF provider for school age children.

"I just wanted to express my sincere gratitude for the great care and support your team has been providing for her over the years.

As a parent, it's incredibly reassuring to know that my child is in such a nurturing, safe, and enriching environment. I appreciate the open communication amongst all of your staff, everyone is so welcoming and warming for our family. I am grateful for the attention, love and kindness your team continues to show her. Watching her come home with new skills, words and a smile on her face is such a positive impact on her development. I know I haven't personally witnessed your leadership but it shows how great of a job you do through your employees and I am appreciative of that.

Once again thank you to the CCDF team."

— a CCDF Parent

Muckleshoot Early Learning Academy (MELA) Head Start Program

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Overview

The Head Start program delivers services for children and their families in the core areas of early learning, health, nutrition, safety and family well-being while engaging parents as the first educators for their children every step of the way.

Services Provided

- Provide comprehensive Head Start educational services for 112 children and their families across eight center-based classrooms: five at the Muckleshoot Early Learning Academy (MELA) and three at the Muckleshoot Child Development Center (MCDC).
- Partner with the Tribal Health Clinic to support all children in maintaining a well-child exam, updated immunizations and dental exams.
- Partner with families to identify family goals and link all families to community resources to support them in meeting their family goals.
- Provide effective transition approaches from birth to three transition to Head Start and Head Start transition to kindergarten.

- Provide daily nutritional meals to support healthy eating habits and include traditional foods such as elk, berries and salmon.

Highlights of 2025

- **Health, Safety & Environment:** Completed construction of a playground that incorporates Indigenous materials, providing children with a safe, culturally grounded environment that promotes physical development and outdoor learning.
- **Parent, Family & Community Engagement:** Facilitated parent networking sessions with key community partners—including the Muckleshoot Language Program, Library, Dental Clinic, Nutritionist, Optical Services, and Seattle Credit Union—strengthening family access to health, financial, and educational resources.
- **School Readiness & Cultural Identity Development:** Held the 2024–2025 graduation ceremony at the Muckleshoot Events Center, where fifty graduates wore cedar headbands, Pendleton sashes, and traditional gowns, celebrating cultural identity and readiness for the next step in their educational journey.
- **Workforce & Program Quality:** Supported two staff members in completing their Early Childhood Education short certificates, enhancing instructional quality and strengthening school readiness outcomes.
- **Health & Physical Development:** Provided bi-weekly swimming lessons at Muckleshoot Health and Wellness for all classrooms, supporting gross motor development, confidence, and water safety knowledge.

- **Community & Cultural Engagement:** Increased classroom visits from community partners and cultural knowledge holders, including Elders, Robbin the Librarian, the local fire department, and the Worm Lady, enriching children’s learning experiences and strengthening home–school–community connections.
- **Family Goal Achievement:** The Family Services team partnered closely with families to complete 18 individualized family goals, including securing child care, obtaining employment, pursuing education, reducing debt, purchasing homes, and improving family routines—directly supporting family well-being and children’s long-term school readiness.
- **Cultural & Language Revitalization:** Families participated in culturally rooted learning events such as beqelSuAucid Language Bingo, Fatherhood Engagement in Tomanomus, Mother’s Day cedar rose weaving, moccasin and cedar salt/pepper shaker crafting, plant-medicine wellness workshops, and cedar headband making—promoting cultural identity, fine motor skills, language development, and family engagement.
- **Community Resource Access:** Hosted a Community Partnership Resource Fair providing families with connections to disability support, housing resources, WIC enrollment, job opportunities, credit counseling, scholarship information, and nutrition programs—supporting whole-family well-being and stability.
- **Staff Learning & Cultural Competency:** Staff participated in team-building activities in the Tomanomus forest with Cinnamon Bear, deepening their understanding of native plants, trees, and the history of Tomanomus to better integrate cultural knowledge into daily school readiness activities.

Outlook for 2026

- Increase child engagement activities that deepen connections to the land, plants, and trees.
- Ensure all classroom teachers utilize the STEAM Lab on a bi-weekly basis to enhance hands-on learning.
- Revisit the Making It Work Muckleshoot cultural activities to develop a preschool Indigenous curriculum.
- Expand family outreach and engagement efforts, increase the number of families achieving their individualized goals, and host multiple community resource events.
- Increase culturally responsive programming opportunities, including more hands-on workshops, parent workshops, and beqelSuAucid language-learning activities.



Muckleshoot Child Development Center

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Overview

We have respect for all children. We believe that all children learn at their own pace, are valued for being an individual as well as part of a larger group (community). We believe each child has three influences in their learning development: The child, parents/guardians and the educators/caregivers. Muckleshoot Child Development Center will provide a rich environment that supports individual and group development for each child enrolled in the program. The physical environment also plays a huge role in a child's development. The physical environment at Muckleshoot Child Development Center will be well organized, welcoming to the child/family. Muckleshoot Child Development Center uses creative curriculum.

Services Provided

Childcare for children 6 weeks to twelve years of age. Child Development for children birth to five years of age.

Highlights of 2025

- Served 160 children 105 families
- 58 Staff – 22 Muckleshoot Tribal Members
- 13 preschool age graduates to kindergarten
- Annual Science Fair
- Preschool & School Age Swim lessons
- Quarterly all staff training
- 2 staff completed State Certification in Early Childhood Education
- Opened 2 new Preschool Classrooms
- Collaborated and created "One Application" for enrollment in Early Childhood Education Programs

Outlook for 2026

- Continued enrollment as enrollment space becomes available
- Open 3 New classrooms (Infant, Young Toddler, Older Toddler)
- Work with Muckleshoot Tribal School & Auburn School District transitioning children to kindergarten
- Continue to increase parent participation in MCDL classrooms
- Continued collaboration with B-3, CCDF program, MELA and Special Services
- Quarterly all staff training



Early Childhood Nursing Program

Families should contact their child's school directly for any nursing or health-related needs.

Executive Summary

2025 was a year of strong collaboration, expanded preventive health services, and meaningful public health achievements for the Early Childhood Nursing Program. Key accomplishments included comprehensive health screenings, strengthened care coordination, increased family health education, enhanced staff training, and important contributions to measles prevention efforts. Through collaboration across multiple Muckleshoot programs, including Tribal leadership, the Health and Wellness Center, and ECE departments, this unified effort supported the community in achieving herd immunity, safeguarding vulnerable children, and expanding access to culturally grounded care.

Introduction

Throughout 2025, the Early Childhood Nursing Program continued to advance preventive services, health education, and supportive family care. Our work reflects a commitment to providing culturally responsive and family-centered services that honor the values and priorities of the Muckleshoot Indian Tribe. Collaboration with Tribal programs strengthened our ability to support the health and development of children from birth through age twelve.

Overview

The Early Childhood Nursing Program provides comprehensive health support grounded in cultural understanding and community partnership. Our goals include early identification and intervention, supporting

families in accessing medical and developmental resources, and offering health education that supports child wellness, safety, and resilience.

Highlights of 2025

1. Health Screenings and Immunization Compliance

- Completed annual screenings including vision, hearing, growth monitoring, lead exposure, nutrition assessment, and immunization review.
- Supported families in obtaining necessary follow-up care and in meeting Tribal and state immunization requirements.
- Coordinated annual dental screenings and follow-up with the Muckleshoot Health and Wellness Center Dental Clinic.

2. Health, Safety and Wellness Education

- Distributed monthly educational newsletters to increase family engagement, strengthen health literacy, and reinforce preventive care practices.

3. Community Outreach and Care Coordination

- Partnered with the Muckleshoot Health and Wellness Center Mobile Clinic to offer on-site Well Child visits and immunizations.
- Strengthened coordination with other departments to ensure timely referrals for medical, behavioral, developmental, and nutritional needs.

4. Public Health Response: Measles Prevention and Vaccination

- Early in 2025, rising measles cases nationwide led to a coordinated Tribal response involving ECE Nursing, the Health and Wellness Center, public health leadership, Tribal Council, school programs,

and partnering departments. This collaboration significantly strengthened community vaccination efforts and helped ensure widespread protection for early childhood children.

- **Mobilizing Early**

- Beginning in March, teams across programs identified early childhood children needing vaccines at the clinic, MELA, MCDC, and school programs.
- Families received education and support in accessing recommended vaccines.

- **Vaccine Pop-Up Event and Family Support**

- A convenient vaccine pop-up event was held for early childhood families needing routine or catch-up immunizations.
- Several children who were behind on their schedules received necessary doses during the event.
- Beyond the pop-up, individualized outreach supported families in obtaining recommended vaccines for their children.
- Nursing staff provided education, reassurance, and support throughout the process.

- **Vaccination Progress**

- From March to August, vaccination rates increased significantly:
- Vaccination rates in children under age four doubled.
- Vaccination rates in children age four and older increased fivefold.
- Both groups surpassed 95 percent MMR completion, meeting the threshold for herd immunity.

- **Measles Vaccine Incentive**

- The measles vaccine incentive program ended on August 22, 2025, after the community surpassed recommended herd immunity levels.

- **Ongoing Vaccine Education**

- Vaccine education remains a key part of supporting long-term community wellness and protection.

5. Professional Development and Staff Training

- CPR, First Aid, and AED trainings were arranged quarterly to ensure staff competency and support continuous readiness.
- Bloodborne Pathogens training continued to be offered through the required online platform for all staff annually.

Outlook for 2026 and Beyond

- Expand early identification and screening efforts.
- Strengthen trauma-informed and culturally responsive training opportunities.
- Increase family health education and engagement opportunities.
- Continue deepening collaboration with Muckleshoot Tribal programs to support long-term child and family wellness.

Conclusion

2025 was a year marked by collaboration, responsiveness, and dedication to community well-being. The Early Childhood Nursing Program remains committed to providing culturally grounded and family-centered care to children and families in the Muckleshoot community. We extend our sincere gratitude to Tribal Council, partner departments, and families for their continued trust and partnership.

Muckleshoot Tribal School (MTS)

PERSONS IN CHARGE:

Eric Wyand, Chief School Administrator
 Krista Yi, Elementary Principal
 Richard Brownell, Secondary Principal
 Samantha McGee, Administrative Support Services Director
 Ricky Daley, Athletic Director

ADDRESS: 15209 SE 376th St, Auburn, WA 98092

INFO PHONE: (253) 931-6709

INFO EMAIL: mts@muckleshoottribalschool.org

WEBSITE: muckleshoottribalschool.org



Students are:

- Proud of who they are
- Ethical in thoughts, words, and actions
- Achieving to their full potential
- Contributing to their culture and community
- Empowered to follow their ambitions and interests

Services Provided

Culturally Integrated Curricula

- bəqəlšutucid for all grade bands
- siʔiʔab gʷədʔadad
- Plant Teachings for Growing Social and Emotional Skills

Overview

Muckleshoot Tribal School serves nearly 500 students in grades K-12. It is a comprehensive tribally controlled school that works in conjunction with the Bureau of Indian Education (BIE) and the State of Washington.

Mission Statement

We will ensure high levels of academic and cultural learning for every student.

Vision Statement

Our vision is to engage our students in a culturally-centered, relevant and rigorous academic experience in a safe, supportive, and positive environment. We will accomplish this through the combined efforts of the entire community to support students in achieving **P.E.A.C.E.**



- Healing of the Canoe
- Tend, Gather, Grow
- Bounce Back

Career and Technical Programming

YEAR	CULINARY ARTS	BUSINESS & MARKETING MANAGEMENT	CONSTRUCTION	AGRICULTURE, FOOD, & NATURAL RESOURCES
MIDDLE SCHOOL			WOODSHOP	GARDEN
FRESHMEN	CAREER CHOICES AND INDEPENDENT LIVING			
SOPHMORES	INTRO TO FOOD SERVICES	INDIGENOUS INNOVATION	INTRO TO CONSTRUCTION	INTRO TO AGRICULTURE
JUNIORS/SENIORS	CULTURAL CUISINE	RETAIL MANAGEMENT	CONSTRUCTION 101	FOREST STEWARDSHIP

Courses in red are one year. Courses in black are one semester. To achieve this pathway, complete a sequence of Career & Technical Education (CTE) courses:

- Two or more high school credits of CTE courses in progression tailored to the student's goals and relevant to the post-secondary pathway(s) outlined in the student's High School and Beyond Plan. The sequence may be comprised of courses within the same CTE program area or courses within more than one CTE program area.
- The sequence must include at least one course that meets either 1) the criteria for CTE preparatory programs, meaning the sequence leads to a certificate or credential (this does not require the student to obtain the credential) or allows the student to earn dual credit, or 2) the curriculum requirements of Core Plus programs.

Comprehensive Counseling Services

- Guidance Counseling
- Career/Pathway Counseling
- Warriors Path
 - Culturally Centered

- Substance Abuse Prevention
- Smoking & Vaping Interventions
- Mental Health Services
- Mental Health Promotion
- Hawthorne's Purpose
 - Suicide Prevention
- Check Yourself Health Screening
 - 9th & 11th Grade
- Crisis Response
- Healing of the Canoe
- Circle Keeping Initiative: The counseling team promotes circles and restorative practices across the school, often leading circles with students and staff. We've partnered with Collective Voices to provide circle-keeping training for all staff.
- Our Universal Circles (Tier 1) — *sq'u?alik' bəK'stab* — center on developing foundations to sustain positive relationships, support community building, and ensure safety for all.
- Our Listening & Talking Circles (Tier 2) — *sq'u?alik' luudəx' g'ələ ʔudʔud* — focus on problem-solving, repairing relationships, behavior reflection and attendance support.
- Our Recover Well-Being Circles (Tier 3) — *sq'u?alik' q'ibil* — address progressive discipline and re-integration support.

Student Support Services

- Gifted & Talented Programming
- 504 Accommodations
- Individualized Education Plans (IEP)
- Learning Assistance Program (LAP)



Free Breakfast, Snacks, and Lunch

- (During scheduled times)

Assessment

- Renaissance Star
- Renaissance Early Literacy (for Dyslexia Screener)
- WA Kids
- ACT
- NNAT3 (Gifted/Talented)
- Smarter Balance Assessment (Interims and Summative Assessments)
- WA-AIM

After School Programs and Clubs

- Picture This-Yearbook Club
- Culinary
- Wood Design
- Right At School
- Credit Recovery (10th-12th grades)
- Elementary Afterschool Program



Athletics

- Middle School (Grades 6-8)
- Cheer (Aug-Mar)
- Cross Country - Boys & Girls, (Aug-Oct)
- Coed Soccer, (Aug-Oct)
- Volleyball - Girls (Aug-Oct)
- Basketball - Boys (Oct-Dec) & Girls (Jan-Feb)
- Track & Field - Boys & Girls, (Mar-May)
- High School (Grades 8-12)
- 8 - Man Football - Boys, (Aug-Nov)
- Cheer (Aug-Mar)
- Cross Country - Boys & Girls, (Aug-Nov)
- Soccer - Girls, (Aug-Nov)
- Volleyball - Girls, (Aug-Nov)
- Basketball - Boys & Girls, (Nov-Mar)
- Wrestling - Boys & Girls, (Nov-Feb)
- Baseball - Boys, (Mar-May)
- Fast Pitch - Girls, (Mar-May)
- Track & Field - Boys & Girls (Mar-May)

Department of Teaching and Learning

- The Instructional Coaching Team is committed to partnering with ELA teachers at the secondary level to ensure student growth through coaching cycles that include co-planning, co-teaching, data analysis, and reflection. The team offers support for the PLC process and Collaborative Team meetings, mentoring for new staff, and professional development offerings.
- The Department of Teaching and Learning offers certificated staff the opportunity to earn clock hours through professional development activities, helping educators maintain their certifications and continue growing in their practice. In addition, the Department ensures that all staff participate in land-based cultural training, which strengthens understanding of local history, traditions, and community relationships.
- The Department oversees the coordination of all required state and federal assessments. This includes organizing test administration, ensuring compliance with regulations, and supporting schools in using assessment data to guide instruction. The Department is also responsible for curriculum oversight, working to ensure that instructional materials and programs are aligned with state standards, culturally responsive, and effective in meeting the needs of students.
- Muckleshoot Tribal School's Mountain to Sound Program connects K-12 students to the Tomanamus Forest and Salish Sea ecosystems to investigate their Land and gain a deeper awareness of nature cycles, and human-nature relationships to address complex problems and practice reciprocity in outdoor spaces in community with one another and our more than human relatives. This program applies to a comprehensive three-pillar framework that focuses on invoking culture and tradition, fostering kinship through community engagement and student voices, and academic excellence through rigorous, standards-based learning that elevates culturally focused educational experiences. Key learning projects include Tomanamus Forest plant technology studies for

Kindergarten, 6th, 9th, and 10th grades; Crystal Mountain Projects for 3rd, 5th, 8th grades, and high school mentors; and Salish Sea studies at Saltwater State Park for 1st grade and Vashon Island for 4th grade.

- The Curriculum Development Team is currently working on Year 3 of their 5 Year Plan. In alignment with the John McCoy (lulilash) Since Time Immemorial: Tribal Sovereignty in Washington State curriculum model, the team is currently developing classroom materials that are:
 - Academically rigorous
 - Connected to the community in culturally relevant ways
 - Centered in Muckleshoot culture and values
 - Aligned to Washington State Standards
 - Rooted in tribal sovereignty
- The curriculum team initiated this work by developing multidisciplinary lessons for the Mountain to Sound program and has completed Muckleshoot-centered courses in 6th and 9th-grade World History, as well as 11th/12th-grade Civics & Contemporary Tribal Issues. This year, the team continues to develop Mountain to Sound lessons and 7th- and 9th-grade Washington State/Tribal History courses. All course plans include outdoor learning opportunities and value collaboration with knowledge keepers, elders, and tribal departments throughout the community. For example, the 11th- and 12th-grade Civics class visited Keta Creek Hatchery last spring to learn about land stewardship.

Outlook for 2026

The Muckleshoot Tribal Schools will remain focused on our mission while incorporating our newly created vision. The school goals fall into four major categories:

1. Sustained and relevant social-emotional well-being, learning, and support
 - Became a No Place for Hate-recognized school
 - Established and implemented a token economy system to promote positive behavior through Kings Cash.
 - Expansion of Mountain to Sound programming
 - Established restorative circles with students and staff.
2. Improved academic outcomes as measured by Smarter Balanced Assessments (SBA)
 - Relevant assessments through SBA
 - Continued focus on Professional Learning Communities
 - Interventions and accelerated learning are built into scheduling

- Gifted & Talented programming
 - Custom-built Social Studies curriculum for 6th & 9th Grade
3. Enhanced communication and collaboration with the community
 - 21st Century Community Nights
 - Monthly newsletters
 - Remind notifications
 - Increased collaboration with MIT Culture & Language Dept.
 - Thrill Share Attendance calls
 4. Increased attendance for all grade levels
 - Popcorn Fridays
 - Kings Cash
 - Parent Liaisons
 - Attendance Mentors
 - Attendance calls
 - Home visits



Muckleshoot Tribal School Data

STUDENT ENROLLMENT		SUMMER SCHOOL ENROLLMENT	
2014-2015	460	2015	126
2015-2016	485	2016	159
2016-2017	485	2017	163
2017-2018	501	2018	181
2018-2019	568	2019	210
2019-2020*	565	2020*	152
2020-2021*	580	2021*	111
2021-2022*	537	2022	164
2022-2023	567	2023	117
2023-2024	505	2024	169
2024-2025	473	2025	155
2025-2026	464	2026	TBD

*Impacted by COVID-19 closures



GRADE BAND ENROLLMENT

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
K - 5th	189	186	194	202	177	169	202	210	245	185	184
6 - 8th	78	71	71	71	75	88	95	108	145	125	116
9-12th	126	107	115	109	114	109	104	116	115	163	155
Totals	393	364	380	382	370	366	401	434	505	473	464

MUCKLESHOOT TRIBAL SCHOOL: HIGH SCHOOL GRADUATES

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
2	19	21	18	13	15	15	24	20	34	41	39	34	33	37	26	33

MUCKLESHOOT TRIBAL SCHOOL: ON-TIME GRADUATION RATES (% REPORTED BY OSPI)

2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
52.2%	46.7%	42.1%	57.1%	73.8%	87.5%	72%	84%	81%	84%	85%

MUCKLESHOOT TRIBAL SCHOOL: STUDENTS PARTICIPATING IN RUNNING START PROGRAM

2017	2018	2019	2020	2021	2022	2023	2024	2025
2	2	4	5	4	4	3	1	4

MUCKLESHOOT TRIBAL SCHOOL: KINDERGARTEN READINESS (% REPORTED BY OSPI)

2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
23.9%	21.2%	39.6%	28.9%	**No	75.0%	4.5%	47.5%	20.0%

Adult and Higher Education Division

PERSON IN CHARGE:

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

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Overview

The Adult and Higher Education Division of the Muckleshoot Department of Education consists of the following programs:

- **Muckleshoot Tribal College**
 - Continuing Education HS 21+
 - Instructional Coordinator Programs
 - Native American Career and Technical
 - Education Programs
 - Effective Teaching Institute
- **Financial Aid**
 - Scholarship
 - Workshops & Training
 - Internship Program
 - Transition Services
 - Private School Assistance Program
- **College and Career Education Opportunities (CCEOP)**
- **NWIC (Northwest Indian College) Muckleshoot Site**



Muckleshoot Tribal College

PERSONS IN CHARGE:

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

Academic and Operations Manager: Madrienne White, EMPA

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Overview

Mission Statement

“The Muckleshoot Tribal College is a Tribally directed education leader, promoting lifelong learning and the power to choose. Through strategic partnerships, we create a culturally inspiring environment that expands academic and career opportunities for our immediate Tribal family and extended Community.”

Highlights of 2025

Community Engagement

Muckleshoot Tribal College (MTC) continues to offer place-based education that benefits and engages our Tribal members and the larger community. This year, we sent out a Tribal-wide survey asking what classes or programs the community would like to see us offer. We received more than 80 responses and were able to craft our grant initiatives from this list. Here at MTC, we strive to meet the needs of our students and community through ongoing collaboration and responsiveness.

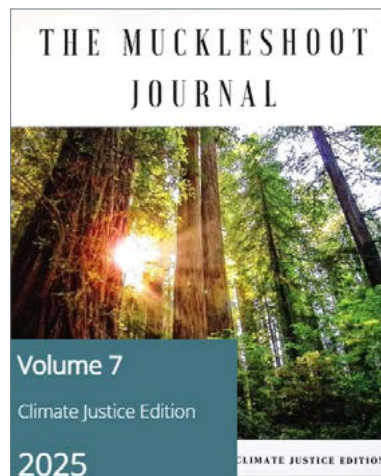
MTC staff continually engage with our Muckleshoot membership and community by attending and hosting public gatherings, Tribal events, school recruitment activities, and cultural celebrations. For example, we’ve tabled at Tomanamus Day, the Veteran’s Resource Fair, our annual Career Day, the Effective Teaching Institute, and the Washington State Fair. We also enjoy taking part in national presentations, local guest lectures, and publishing opportunities that highlight our work and mission.

Within our building, we value close collaboration with the Continuing Education Program, Career and Technical Education Program, the Early College Program, and the Adult and Higher Education team. Beyond campus, we maintain strong partnerships with institutions such as Pierce College, Renton Technical College, Shoreline College, Green River College, Seattle Colleges, the University of Washington Tacoma, and Northwest Indian College. Denise Bill and Madrienne White continue to oversee several MOUs with these partners, while Denise also serves on the Washington State Board of Community and Technical Colleges, attending quarterly statewide meetings.

Through hosting events like the Effective Teaching Institute, which welcomed more than 300 attendees this year, along with campus tours, workshops, and community-based meetings, MTC continues to cultivate meaningful relationships with our partners, students, and local families. These efforts ensure that our programs, services, and spaces remain welcoming, culturally grounded, and identity-affirming for all who engage with Muckleshoot Tribal College.

Publication: Muckleshoot Journal, 7th Edition

The seventh edition of the Muckleshoot Journal: Climate Justice Edition highlights the voices and art of Indigenous educators and students. This publication continues Muckleshoot Tribal College's mission to honor Indigenous knowledge systems, celebrate Muckleshoot voices, and promote academic excellence rooted in community values. Featuring research articles, creative works, and beautiful art, the 7th Edition reflects MTC's ongoing commitment to advancing Indigenous education and fostering educational dialogue. The Muckleshoot Tribal College is actively accepting submissions for their 8th edition until February 2026. They will publish the 8th edition roughly in the summer of 2026.



The project was built around strategic partnerships with institutions including Green River College, Evergreen State College, Renton Technical College, University of Washington Tacoma, and the Muckleshoot Casino Resort, along with Tribal, state, and regional industry partners. Through this grant, MTC will build stackable pathways that connect secondary, postsecondary, and career-based training.

Proposed program areas included Culinary Arts, Cybersecurity, Early Childhood Education, Entrepreneurship, and Healthcare, each integrating Native knowledge systems and sovereignty-based leadership principles. The CANOE Project sought to create flexible, accessible programs that support students from entry-level training to job placement.

The grant team and other staff at Muckleshoot Tribal College and the MIT Grants Department invested months of effort into every component of the proposal to ensure the project reflected sustainable, community-driven programming. Although the Grant competition was terminated due to the current presidential administration, the Canoe Project demonstrated MTC's institutional capacity to build competitive federal proposals and its unwavering commitment to workforce equity and educational sovereignty. The work completed under this project will serve as a foundation for future grant submissions, Tribal workforce initiatives, and educational partnerships.

Once the government reopens, and if the NACTEP grant competition is re-released, Muckleshoot Tribal College intends to resubmit the CANOE Project proposal once again, reaffirming its commitment to advancing transformative, culturally grounded education and workforce development for the Muckleshoot Tribal members and the larger community.



NACTEP Grant (The Canoe Project) Proposal

For more than twenty years, Muckleshoot Tribal College has successfully received funding through the Native American Career and Technical Education Program (NACTEP) grant each year. In this most recent grant cycle, Dr. Denise Bill, Michelle Williams, and Justine Koble, collaborated to create The CANOE Project; a compelling grant that was designed to strengthen Tribal workforce pathways, expand culturally grounded technical education, and align training opportunities with high-demand career sectors.

Partnerships

As mentioned in our Mission Statement, partnerships are integral to the Muckleshoot Tribal College. Although MTC offers its own certifications, such as Microsoft Office, and various industry-standard certificates, as a non-accredited institution we rely on our partner colleges to help deliver place-based educational opportunities—offering college degrees and High School Diplomas directly on the Muckleshoot Indian Reservation.

However, while initiating partnerships, it is important for us to convey the importance and significance of respecting our students' identity and connecting the academic content to our students in meaningful ways. While we value these partnerships that expand educational access and variety for our students, we also recognize our responsibility to uphold Muckleshoot Tribal and Educational Sovereignty. In all collaborations and negotiations, we make it a priority to educate our partners on the importance of respecting cultural and ancestral knowledges, understanding our students' identities, and connecting academic content in meaningful, culturally grounded ways. As a Tribal institution, we hold ourselves accountable to our ancestors, our living and more-than-human relatives, and our community to ensure that our programs and partnerships reflect the highest respect for our homelands and values.

We at MTC acknowledge and celebrate our students' cultural and tribal identity, we endeavor to ensure that any offerings at the Tribal College are delivered through an Indigenous lens and that materials and content are culturally relevant and responsive.

Coming this Winter 2026 – we will be partnering with Shoreline Community College for the long awaited entrepreneurship program. Originally a part of our new NACTEP Grant submission, this is such a desirable program that MTC is finding a way to offer it to our Tribal and community members long before we resubmit our NACTEP grant once again when funding becomes available.

Our partnerships within day-to-day activities and our NACTEP Grant Canoe Project proposal include but are not limited to: Northwest Indian College, Green River College's Early Childhood Education and IT programs, Shoreline Community College, Renton Technical College, and many others. These relationships are central to advancing our shared mission of providing culturally relevant, place-based education that empowers our students, families, and Tribal Nation.

Muckleshoot Tribal College Digital Library Expansion

Over the past year, Muckleshoot Tribal College has made significant progress in advancing the vision of the Muckleshoot Digital Library, transforming it from a pilot project into a growing, accessible hub for cultural preservation and academic research. What began as an idea inspired by Dr. Willard Bill Sr. has evolved into a dynamic resource that connects students, faculty, and the Muckleshoot community to invaluable cultural, historical, and educational materials.

The college has successfully transitioned from the initial Kotobee platform to developing the long-term structure for the library's next phase: integration with Washington State University's Mukurtu platform. This Native-centered system honors Tribal sovereignty and data governance, ensuring that Muckleshoot culture, language, and creative works are shared responsibly and respectfully.

The Muckleshoot Digital Library continues to stand as a living archive of Muckleshoot knowledge, representing a bridge between generations of storytellers, scholars, and community leaders. As the college prepares to officially launch the Mukurtu-based platform in the coming year, it reaffirms its commitment to preserving Tribal knowledge through sovereignty-driven technology and continues to guide the educational and cultural journey of future generations.

Campus Safety and Emergency Preparedness

Throughout 2025, the Muckleshoot Tribal College has focused on our safety systems and emergency readiness through several key improvements, including new speed bumps, exterior lighting, and fire alarm testing in partnership with Public Works and Building Maintenance. In addition, staff participated in CPR/First-Aid and Bullying Prevention training in collaboration with Human Resources, and building enhancements such as pest control, privacy gap fillers, and mold testing were completed. Together, these updates ensure a safer, more resilient learning environment as the College continues to grow.

Need For a New Building

In 2025, Muckleshoot Tribal College experienced record engagement, with a dramatic increase in student and community sign-ins through our digital sign-in system. From January 1st, 2025, to November 2025, we recorded a total of 4,784 sign-ins; 878 were guests, and 3909 were students, a clear indicator of growth. Each year, the demand for space, classrooms, and student resources continues to rise, underscoring the urgent need for a new building that can support expanding programs, partnerships, and the continued advancement of Muckleshoot education.

Outlook for 2026

In the coming year, our team will continue to advocate for and support the development of a new Adult and Higher Education building. Following a period of reduced engagement during the pandemic, we have seen a strong resurgence of Tribal and community members eager to begin or return to their educational journeys.

In the future, we envision offering a broader range of certificate and degree programs and hopefully one day, accreditation. Additionally, we aspire to design a space that supports working parents through supervised, child-friendly areas and fosters intergenerational learning by honoring elders and offering cultural programming such as storytelling and land-based education.

Beyond infrastructure, we remain committed to strengthening relationships with our academic, Tribal, and community partners. We aim to deepen existing collaborations, build new networks, and expand opportunities that advance culturally grounded, student-centered education. Guided by our values and teachings, we will continue striving to provide quality educational experiences that honor Muckleshoot culture and knowledge systems.

tə sčaliʔčəł ɡʷələ swələx̌w dxʷʔal syayusčəł

(Our hearts are strong towards our work)

Muckleshoot Tribal College Instructional Coordinator Programs

PERSON IN CHARGE:

Instructional Coordinator: Justice Bill;

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Pre-Apprenticeship Carpentry Program

Key Partners

- Green River College
- Muckleshoot Adult Work Training Program
- Muckleshoot BOW (Building our Workforce) Program
- Muckleshoot Housing Authority

Program Offerings

- Transportation from MTC to Green River Trades and Technologies building
- Steel-toed boots and work clothes
- Carpentry tools
- Gator Grill gift cards for breakfast/lunch while on campus
- Community project: 5'x11' woodshed delivered to elder's home on 17th street

Data

- 9 students completed INDUS&108 Summer 2025
- 6 Muckleshoot tribal members and 3 Muckleshoot community members
- 12 students enrolled in CARP 162 and INDUS 101
- 7 Muckleshoot tribal members and 5 Muckleshoot community members



Certified Nursing Assistant Program

Key Partners

- Renton Technical College
- Muckleshoot Elders In-Home Support Services (MEIHSS)

Program Offerings

- Transportation from MTC to Renton Technical College and practicum sites
- Tuition coverage/books, scrubs, and supplies



Completion Data

- **Winter Cohort**
 - 6 graduates earned their Nursing Assistant
 - Certification with Renton Technical College
 - 3 Muckleshoot tribal members and 3 community members
 - 5 MEIHSS employees and 1 community member

- **Spring Cohort**

- 8 enrollees, 6 graduates in spring quarter
 - 2 students will makeup practicum hours in October
- 6 community members
- 3 MEIHSS employees and 3 community members

Early Childhood Education Program

Key Partners

- Green River College
 - ECE Department
 - Workforce Education Office
 - Tribal Pathways Manager
- Muckleshoot Early Childhood Education
- Muckleshoot BOW Program

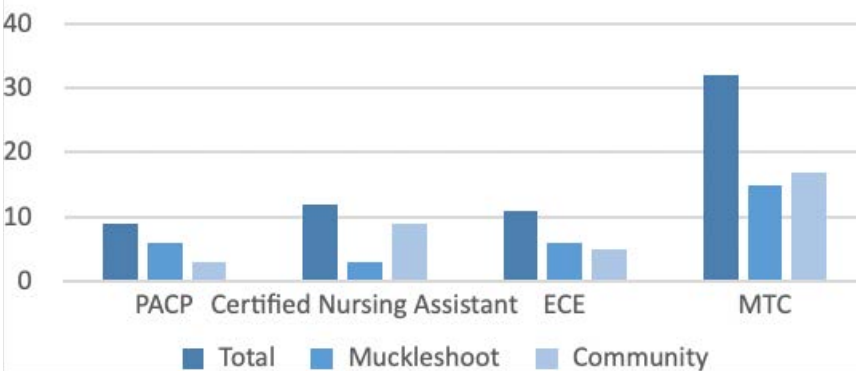
Program Offerings

- Place-based at Muckleshoot Tribal College
- Light continental breakfast provided
- Connection to funding sources for community members (Workforce office hours, FAFSA assistance, non-MIT tribal scholarships)
- Support from MIT Scholarship for enrolled tribal students

Completion Data

- 11 students earned their WA State ECE Initial Certificate with the cohort in the 2024-2025 school year
 - 6 Muckleshoot tribal member and 5 Muckleshoot community member graduates
 - 10 of the graduates were Muckleshoot ECE Employees
- 13 students enrolled in 2025-2026 Initial Certificate Cohort
 - 11 Muckleshoot tribal members and 2 community members
 - 11 Muckleshoot ECE employees, 1 BOW Participant

Program Graduates



College and Career Education Opportunities Program (CCEOP)

PERSON IN CHARGE:

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

Program Manager: Michele Rodarte

Acting Manager of CCEOP: Michelle Williams

Lead Supervisor: Josie Benito

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

INFO PHONE: (253) 876-3345

INFO EMAIL: cceop@muckleshoot.nsn.us

(CCEOP) operates two sessions annually—one during the school year and one during the summer. In 2025, CCEOP served more than 100 youth during the summer session and welcomed its largest school-year cohort yet, with 75 participants.

Services Provided

- CCEOP provides structured, hands-on services that support youth employment, career exploration, academic readiness, and cultural connection for Muckleshoot Tribal youth ages 14–18 living in Muckleshoot households. Direct services provided in 2025 included:
- Paid youth employment opportunities within Muckleshoot Tribal departments and enterprises
- Supervised work placements that introduce youth to professional expectations, time management, and workplace responsibility
- School-year employment programming supporting youth during the academic year
- Summer employment programming providing full-time, structured work experience
- Career exploration workshops introducing a wide range of career fields and industries
- Educational site visits to technical colleges, skills centers, and training institutions
- Exposure to high-demand career pathways including construction, healthcare, aviation, culinary arts, technology, manufacturing, public safety, and skilled trades

Overview

Mission Statement

The mission of the Muckleshoot College and Career Education Opportunities Program (CCEOP) is to introduce Muckleshoot Tribal members, descendants, and community members ages 14 to 18 who live in Muckleshoot households to hands-on work experience and academic learning opportunities. The program helps participants make informed decisions and take meaningful steps toward their future careers. While careers within Muckleshoot Tribal enterprises remain a primary focus, participants aged 16 and older may also explore work opportunities outside the Tribe.

It is an initiative of the Muckleshoot Tribe to hire as many youth as possible throughout the year to provide valuable, hands-on learning experiences. The College and Career Education Opportunities Program

- Job fairs and employer engagement opportunities focused on Tribal enterprises and regional employers
- Youth orientation and onboarding services, including program expectations, workplace behavior, and employment readiness
- Interactive orientations designed to increase engagement and understanding for first-time workers
- Coordination with Human Resources for youth hiring processes, documentation, and compliance
- Workforce readiness skill development, including communication, professionalism, teamwork, and accountability
- Leadership and personal development workshops integrated into program activities
- Health and wellness education addressing physical, mental, emotional, social, spiritual, occupational, intellectual, and environmental well-being
- Cultural education and enrichment activities supporting identity and community connection
- Participation in Canoe Journey and other culturally significant events
- Traditional arts instruction, including beadwork and cultural crafts
- Language exposure and basic Muckleshoot language learning
- Cultural games and teachings reinforcing teamwork, respect, and tradition
- Academic and postsecondary exposure through visits to colleges, training programs, and educational institutions
- Support for youth in identifying next steps related to education, training, or employment
- Mock interviews, screening support, and preparation for future employment opportunities

- Ongoing youth supervision, mentorship, and support throughout program participation
- Communication and coordination with parents and guardians
- Program staff support to ensure youth safety, engagement, and success
- These direct services collectively support CCEOP's mission to prepare Muckleshoot youth for future education and employment while strengthening cultural identity, confidence, and connection to the Tribe.

Highlights of 2025

The College and Career Education Opportunities Program (CCEOP) exists to support the Muckleshoot Tribe's long-term goals of workforce development, youth engagement, and community sustainability by providing Tribal Youth with early, meaningful exposure to employment, education, and career pathways. Serving Muckleshoot Tribal members, descendants, and community youth ages 14 to 18 who reside in Muckleshoot households, CCEOP introduces participants to real-world work experience while reinforcing responsibility, confidence, and cultural identity. The program reflects the Tribe's commitment to investing in its youth by creating structured opportunities that help young people make informed decisions about their futures while remaining grounded in community values. By prioritizing youth employment within Tribal enterprises while also allowing exploration beyond the Tribe for older participants, CCEOP supports both immediate skill development and long-term economic self-sufficiency.

One of CCEOP's most significant accomplishments in 2025 was the successful expansion of youth participation across both its school-year and summer sessions. During the summer session, the program served more than 100 youth, while the school-year session enrolled 75 participants, making 2025 the largest year of participation in CCEOP's

history. This growth mattered because it directly advanced the Tribe's goal of employing and engaging as many youth as possible, particularly during critical developmental years when structured opportunities can shape long-term outcomes. Increased participation meant that more youth gained paid work experience, learned workplace expectations, and developed transferable skills. The scale of participation also demonstrated strong trust from families and the broader community, reinforcing CCEOP's role as a cornerstone youth program.

Another key achievement in 2025 was the redesign and successful implementation of the school-year session orientation and onboarding process. Acting Manager Michelle Williams and Lead Supervisor Josie Benito, working closely with Human Resources, reimagined orientation to be more interactive, youth-centered, and effective. The updated orientation incorporated hands-on activities, improved communication tools, and clearer expectations for youth entering the program. This effort mattered because strong onboarding is essential for youth success, particularly for first-time workers navigating professional environments. Improved orientation helped set a positive tone, increased youth engagement from the outset, and supported smoother program operations throughout the school year. Early indicators showed improved understanding of program expectations and stronger youth participation.

CCEOP also made significant strides in career exploration and exposure during the 2025 summer session through a wide range of workshops, site visits, and experiential learning opportunities. Youth visited institutions such as the Puget Sound Skills Center, Renton Technical College, West Coast Training, Auburn Aviation, and participated in the Muckleshoot Casino Resort job fair. These experiences introduced participants to diverse career fields including construction, healthcare, aviation, culinary arts, cybersecurity, manufacturing, and public safety. This work mattered because many youth have limited exposure to the

breadth of career pathways available to them. By engaging directly with training centers, instructors, and professionals, youth were able to visualize potential futures and identify areas of interest. In several cases, youth expressed interest in pursuing training or education opportunities as a direct result of these visits, demonstrating tangible impact.

A defining feature of CCEOP's success in 2025 was the integration of cultural education and identity-based learning alongside workforce development. Youth participated in activities such as Canoe Journey in Lower Elwha, traditional arts workshops, language exposure, and cultural games. These experiences reinforced cultural responsibility, intergenerational knowledge, and a sense of belonging, complementing employment and academic learning. This integration mattered because CCEOP is not solely about preparing youth for jobs, but about supporting their development as grounded, confident members of the Muckleshoot community. Cultural programming strengthened youth connection to identity while reinforcing values such as respect, teamwork, and accountability. Collectively, CCEOP's accomplishments in 2025 reflect a program that is growing in scale, impact, and relevance: directly supporting the Tribe's investment in its youth and its vision for a strong, prepared future workforce.

CCEOP School Session October 14, 2025 to May 29, 2025: (75 Youth)

With the help of Acting Manager, Michelle Williams and with the expertise of Josie Benito, this school session launched with great success. Together with HR's Kelly Griffin and Chandra Moses, they redesigned the student orientation to include interactive activities such as BINGO, dynamic student engagement, and a fully updated PowerPoint presentation.

In the coming months, CCEOP will continue revamping its systems, forms, and procedures to better manage the growing number of youth participants in future years. The team is developing new onboarding documents to enhance communication with students, parents, and staff; ensuring every participant receives the best possible experience in this valuable program.

Workshops Completed So Far:

- October 21, 2025, CCEOP Youth Workers Workshop at MTC for the IAIA Institute of American Indian Arts. Free & open to all, students, Tribal, and Community members. Food and Drinks provided!

CCEOP Summer Session Start July 7, 2025 to August 15, 2025: (100+ Youth)

Workshops Completed:

- July 7, 2025 CCEOP Summer Session Orientation @ the Pentecostal Church
- July 10, 2025 Puget Sound Skills Center: Visit, and exposed youths the varieties of Career Fields of opportunities:
 - Advanced Construction Technology
 - Aeronautical Science Pathways
 - Aerospace Manufacturing & Engineering
 - Auto Body Technology
 - Automotive Technology

- AWS Cloud Academy
- Biomedical Research & Global Health
- Cyber Security
- Dental Assisting
- Design & Marketing
- DigiPen Video Game Programming (AP)
- Digital Sound Recording
- Fire & Emergency Services
- Law & Justice
- Marine Science Technology
- Multimedia Design
- Pre-Nursing
- Pre-Veterinary Technology
- Digital Art and Video
- Teaching Academy
- The Institute for Culinary Arts & Sciences
- July 21, 2025 Canning Salmon with Laura Starr at the Pentecostal Church
 - Molds
 - Paintings
 - Beadings
 - Colored by Numbers
- July 23 to August 5, 2025, Canoe Journey in Lower Elwha, Washington.
 - This cultural event has been around immemorial times. An Event full of reflection and renewal for tradition, preserving the customs and wisdom passed down through countless generations. This is a

turning season of significant moment in our shared history.

- July 24, 2025, Taqualshed Belts by Ms. Teresa Jerry. Learning how to make belts for berry picking baskets that will last awhile.
- Language by Donna Starr. Learning phrases and introduction to Muckleshoot Basic Language.
- Stick Games by Albert Moses. Learning the Basic Rules of the games, how it works and how it plays at cultural events.
- July 31, 2025, West Coast Training: Visit Heavy Equipment Machinery. A field of Machinery Engineering, Truck Driving, and Heavy Equipment Operators. This is one of the best one on one training and many hands on and on the Job Training. We had two youth workers that was very much interested of signing up.
- August 1, 2025, Muckleshoot Casino Job Fair: This is to learn the trades, skills, and be familiarize with what the Muckleshoot Casino Resort have to offer. The Muckleshoot Casino Resort also have the CAT Program for Enrolled Tribal Members.
- August 7, 2025, Renton Technical College: Visit to learn what Technical College is all about and what they have to offer! Renton Technical College has the best Culinary Art Classes and to get a degree to become one of the best Chef in Washington State. Renton Technical College has the best Automotive and Auto Body Classes in high tech. I believe that exposing youths at earlier year on in their career will get them interested in Colleges.
- The month of September, CCEOP staff working on screening and mock interviews for all selected youth workers for the 2025-26 School Session along with HR on boarding new hires paperwork and drug screening.
- January 21, 2025, Auburn Aviation Workshop: A legacy of Innovation and excellence. Shaping the next century of flight. The Auburn Aviation School operates to develop professional pilots and thought leaders who will serve as a positive force in aviation and the world.

Additional Contributions & Accomplishments

In addition to formal accomplishments and goals, several elements of CCEOP's work in 2025 are worth highlighting for inclusion in the Annual Report. One notable success was the strong level of youth engagement across both program sessions. Attendance, participation in workshops, and interest in career exploration activities demonstrated that youth value the opportunities provided through CCEOP. This engagement reflects the importance of offering structured, meaningful programming for young people and reinforces the program's role in keeping youth connected, supported, and productive.

Another important contribution was the program's ability to adapt and innovate in response to growth. As participation increased, staff identified areas for improvement and proactively began redesigning processes rather than allowing challenges to accumulate. This willingness to learn, adjust, and improve is a strength of the program and reflects a commitment to continuous improvement rather than static delivery.

CCEOP also played a meaningful role in strengthening relationships between youth and Tribal institutions. Through work placements, workshops, and cultural activities, participants gained a deeper understanding of Tribal enterprises, services, and opportunities. These experiences help youth see themselves as future contributors to the Tribe, fostering a sense of responsibility and possibility that extends beyond the program itself.

Cultural programming continues to be a defining feature of CCEOP and a point worth celebrating. Activities such as Canoe Journey participation, traditional arts, language exposure, and cultural games provided youth with experiences that are not easily replicated elsewhere. These moments contribute to identity formation, pride, and connection, reinforcing the Tribe's values alongside workforce preparation.

Finally, 2025 offered valuable lessons that will inform future planning. The scale of participation confirmed both the need for and the impact of youth employment and education programs. It also underscored the importance of adequate staffing, clear systems, and ongoing collaboration. These insights position CCEOP well for continued success, ensuring that the program remains responsive, grounded, and aligned with the Tribe's vision for its youth.

Outlook for 2026

In 2026, CCEOP will focus on strengthening program infrastructure, enhancing youth experiences, and expanding career exploration opportunities in ways that align with the Tribe's workforce and youth development goals. Building on the successes and lessons of 2025, the program's goals are designed to ensure sustainability, quality, and continued growth while maintaining a culturally grounded, youth-centered approach.

A primary goal for 2026 is to complete the revamp of CCEOP systems, forms, and procedures to support efficient program management and clear communication with youth and families. As participation continues to increase, standardized onboarding materials, clearer expectations, and improved tracking systems will be essential. In 2026, staff plan to finalize updated orientation materials, youth handbooks, parent communications, and internal workflows. These improvements will help ensure consistency across sessions, reduce administrative burden, and allow staff to focus more time on direct youth support and mentorship.

Another key goal for 2026 is to strengthen career exploration and workforce readiness programming. CCEOP plans to expand partnerships with educational institutions, training centers, and Tribal enterprises to provide youth with even more exposure to high-demand career fields. This includes increasing hands-on experiences, job shadowing opportunities, and skill-building workshops that align with real

workforce needs. By deepening these experiences, CCEOP aims to help youth move beyond exposure toward clearer career interests and next steps, whether that be continued education, training, or employment.

CCEOP also intends to place greater emphasis on leadership development, personal growth, and wellness education in 2026. Building on the integration of leadership and health-focused programming, the program will continue to incorporate workshops that address communication skills, responsibility, self-care, and workplace readiness. These efforts support the Tribe's goal of developing not only skilled workers, but resilient, confident young people who can navigate both professional and personal challenges.

Another important goal for 2026 is to strengthen coordination with Tribal departments and Human Resources to streamline youth employment pathways. This includes improving placement processes, clarifying job expectations, and ensuring youth are well-supported within their assigned work sites. Stronger coordination will help maximize the benefits of youth employment while supporting Tribal departments that host CCEOP participants.

Finally, CCEOP aims to continue increasing youth participation while maintaining program quality. Growth will be approached thoughtfully, ensuring that staffing, supervision, and support structures keep pace with enrollment. By balancing expansion with care and intention, CCEOP will continue to serve as a reliable, impactful program that supports the Tribe's investment in its youth.

Northwest Indian College – Muckleshoot Site

PERSON IN CHARGE: Nicole L. Cabral

ADDRESS: 39811 Auburn Enumclaw Rd SE, Auburn WA 98092

INFO PHONE: (253) 876-8176

INFO EMAIL: nlcabral@nwic.edu

Overview

Northwest Indian College is honored to be part of the Muckleshoot community.

The College offers a variety of educational programs to meet the academic, vocational, and cultural needs of the Muckleshoot people and community. The NWIC Muckleshoot Extended Campus brings those programs conveniently into the community.



At NWIC, Muckleshoot, students are encouraged to develop themselves and discover ways to contribute to their communities and families. They learn ways to understand and support the goals of the Muckleshoot Indian Tribe, especially in the areas of self-governance, as well as social and economic well-being.

Degrees Offered

(Classes offered in Person at Muckleshoot Tribal College, via Zoom, and online/Independent):

- **Associate of Arts and Sciences (2 year degrees)**
 - Business and Entrepreneurship
 - General Direct Transfer
 - Public and Tribal Administration
- **Associate of Applied Science Transfer**
 - Early Childhood Education
- **Associate of Technical Arts**
 - Chemical Dependency Studies
- **Bachelor of Arts (4 year degrees)**
 - Community Advocates and Responsive Education in Human Services
 - Native Studies Leadership
 - Tribal Governance and Business Management
- **Bachelor of Science**
 - Native Environmental Science

Financial Aid & Scholarship Department

PERSON IN CHARGE:

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

ADDRESS:

Scholarship Building: 38977 172nd Ave SE, Auburn, WA 98092;
Muckleshoot Tribal College: 39811 Auburn Enumclaw Rd SE,
Auburn, WA 98092

INFO PHONE: (253) 873-3382

INFO EMAIL: marie.marquez@muckleshoot.nsn.us

- Laurie Starr-Williams, W&T Administrative Specialist III (253) 876-3381
- (Vacant) Internship Coordinator (253) 294-8125

Overview

The Financial Aid Division has the following programs to serve Tribal members; Transition Services (previously known as Developmental Disabilities), Private School Assistance, Scholarship, Workshops & Training and the new Internship Program. We are here to assist students with their educational costs and provide support services to ensure student success while attending colleges/universities to pursue their careers and earn their diplomas, certificates and/or degrees.

Staff

- Denise Bill, Exec. Dir. of Adult & Higher Education (253) 876-3345
- Marie Marquez, Financial Aid Director (253) 876-3382
- Sahara Singh, Financial Aid Director Trainee (253) 876-3013
- Amy Castaneda, Financial Aid Manager (253) 294-8032
- Jocelyn Patterson, College and Career Advisor (253) 876-3305
- Kelsey Elmore, College and Career Advisor (253) 876-3210
- Fabian Mendoza, College and Career Advisor (253) 294-8257
- Lydia Adira, College and Career Advisor (253) 294-8258
- Danielle Wilcox, Finance Specialist (253) 294-8002
- Anita Jimenez, Finance Specialist (253) 876-3378
- Loretta Sohappay, Finance Specialist (253) 876-2830
- Cheri Wilbur, Finance Specialist (253) 294-8247
- Dena Starr, Workshops & Training Manager (253) 876-3147

Highlights of 2025

- Orientation to which 260 students attended (Winter '25 to Fall '25)
- Higher Education graduation ceremony
- Hired 3 new staff members: the Financial Aid Director Trainee and 2 College and Career Advisors
- Launched the Scholarship series, a monthly workshop for Scholarship students to build community, learn school and life skills, and develop engagement
- Career Advisors provided ongoing support during MTS Senior Portfolio Days and Career Day
- Launched the Internship Program
- Digitized all Scholarship applications and the appeal form
- Highest Scholarship recipients ever: 272 in Fall 2025
- Quarterly mid-term tutoring sessions (11 held)
- Assisted with the Effective Teaching Institute

- Tabled at the Casino Benefits Fair, MELA Resource Fair and Transition Fair at MTS and Tomanamus Day
- Visited students on campus and the University of Washington-Tacoma, Green River College, and Western Washington University

Recognized Degrees

The Scholarship Program recognized 41 Muckleshoot Tribal Members that earned a degree in the following categories:

6 Master's Degrees

- Master of Arts in History — Eastern Washington University
- Master of Business Administration — Pacific Lutheran University
- Master of Science, American Indian Studies — Arizona State University
- 2 Master of Science, Management & Leadership — Western Governors University
- Master of Science, Public Health — McGill University

12 Bachelor's Degrees

- **Bachelor of Arts**
 - Business Administration Management — Washington State University
 - Community Advocates and Responsive Education — Northwest Indian College
 - Economics; Real Estate Development Minor — University of Southern California
 - Native Studies Leadership — Northwest Indian College
 - Psychology — University of Washington-Tacoma

- Theater Production & Design — Seattle Pacific University
- 2 in Tribal Governance and Business Management — Northwest Indian College

• Bachelor of Art and Science

- General Direct Transfer — Northwest Indian College
- IT Cybersecurity & Networking — Green River College

• Bachelor of Science

- Business Administration, Management — Western Governor's University
- Forestry Management — Oregon State University

23 Associate Degrees

• Associate of Applied Science

- Business Administration — Ivy Tech Community College
- Carpentry Technology Residential and Light Commercial — Green River College
- Early Childhood Education & Diversity Studies — Green River College
- Nursing — University of Alaska Anchorage

• Associate in Arts

- Direct Transfer — Green River College
- Liberal Arts and Sciences — Century College
- Public and Tribal Administration — Northwest Indian College
- Communication Studies — Haskell Indian Nations University

- **Associates in Arts and Sciences**

- 1 Business & Entrepreneurship — Northwest Indian College
- 10 General Direct Transfers — Northwest Indian College

- **Associate in Pre-Nursing**

- Highline College

- **Associate in Science**

- Mathematics — Riverside City College
- Utah Valley University

Outlook for 2026

Scholarship plans to create more school partnerships, in order to facilitate easier completion of the Financial Needs Analysis, FNA. Also, have an ongoing relationship with colleges/universities to be able to collect invoices on a timely manner, in order to process payments to schools with the appropriate credits/charges. Do more onsite visitations to students at their campuses, in order to make sure students are aware of school services. Contract a Policy Development consultant to revamp the Scholarship policies.



Workshops & Training

PROGRAM CONTACT: Dena Starr

EXECUTIVE ASSISTANT: Lori Williams

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INFO PHONE: (253) 876-3147

INFO EMAIL: dena.starr@muckleshoot.nsn.us

Overview

Workshop & Training funds enrolled Muckleshoot Tribal Members on a biennially basis (once every 2 years; up to \$1,800 per client) to attend any educational and wellness workshops, conference, or training. The funding is to cover registration fees, travel expenses, lodging, per diem and shuttle fees. Applications must be submitted at least 30 days prior to the event for approval.

Highlights of 2025

- Vest sewing Class
- Gathered medicinal medicines
- Worked with Recovery program and sent clients to Recovery event
- Supported several individuals with career advancement
- Designed native inspired items for Education events.
- Research on family history.
- Honoring brothers and tribal history event.
- Supported several tribal cleaning services with their training.

Outlook for 2026

The Workshop & Training Program will work on ways to provide more on-site Workshops.

Transition Services

Overview

The Transition Services Program provides financial assistance to Muckleshoot Families in need of tutoring services in all subjects to ensure a successful academic year. Funding is also available for pre-school and before/after school extended learning.

Highlights of 2025

- 28 Tribal Members funded to attend various learning centers
- 15 Tribal Members funded for before and after school extended learning

Outlook for 2026

Transition Services will work on revising the Program Policies.

Private School Assistance Program

Overview

The Private School Assistance Program (PSAP), is a financial assistance program that pays for application fees, registration fees, transportation services, meals, testing fees, boarding and tuition fees for Tribal Members age groups from Preschool and Pre-Kindergarten up to 18 years of age.

Highlights of 2025

- 80 Tribal Members attend 23 different private schools
- 5 senior students graduate high school

Outlook for 2026

Continue to reach out to junior and senior private high school students and families for post-secondary planning.

Student Services

Overview

- Student Support Services (tutoring, math and writing center, tech support)
- Educational Advising / Degree Planning
- Registration Assistance
- Education and Career Goal Setting

Highlights of 2025

Student Enrollment Numbers

- **Fall 2024:** 88 Students
- **Winter 2025:** 86 Students
- **Spring 2025:** 93 Students
- **Summer 2025:** 75 Students
- **Fall 2025:** 93 Students

Degrees Conferred 2024-2025 – Total: 24

- AA -General Direct Transfer – 9
- BA - Tribal Governance and Business Management – 3
- BA - Community Advocates and Responsive Education – 3
- AAS - Business and Entrepreneurship – 3
- AAS - Public & Tribal Administration – 2
- APS - Early Childhood Education-Transfer – 1
- AST - Chemical Dependency Studies – 1
- Initial Early Childhood Education Certificate – 1
- Entrepreneurship Certificate – 1

Outlook for 2026

To hire a Finance Specialist to help assist the program.

Internship Program (New)

Overview

The Internship Program provides valuable work experiences, skill developments, and career preparations for the workforce, with emphasis on professional growth and readiness for full-time employment. This program has two types of internships: the Emerging Professional (Muckleshoot Tribal Members who have earned a degree (B.S., B.A., M.A., Ed.D./Ph.D.) are eligible for internships year-round) and the Student Internship (The MIT Internship Coordinator develops and secures internships for current MTM degree seeking Scholarship students, based on professional and academic goals.).

Highlights of 2025

- Launched the new program in May
- Hired 10 interns for Summer:
 - 3 Emerging Professionals
 - 7 Student Internship
- Hired 6 interns for Fall:
 - 1 Emerging professional
 - 5 Student Internship
- Hosted 4 Internship info sessions
- Brought 3 Internship participants to the Native Women's Leadership Forum
- The sites we have placed students include:
 - MIT Legal Office
 - Thurston Regional Planning Council

- Department of Development Services
- Lakefield Veterinary Group
- All Creatures Animal Hospital
- Tacoma Musical Playhouse
- WSU Football Program
- Cambria Greenspace

Outlook for 2026

To hire a Finance Specialist to help assist the program.



Native American Career & Technical Education (CTE) & Cedar Tree Grant

PERSONS IN CHARGE:

Executive Director of Adult & Higher Education, Denise Bill, Ed.D
Program Manager,; Larry Cordier

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Services Provided

Career and Technical Education

The goal of the Cedar Tree Project is to provide students with a seamless pathway to further their education and careers with in-demand skills such as: computer technology, Natural Resources, while infusing leadership skills in an Indigenous friendly environment.

Native Leadership Program

This program was developed to build leadership skills for the participants through an Indigenous lens. The Native Leadership Program infuses attendees with leadership skills and perspective from local indigenous scholars, professionals and elders; to give holistic experiences, Indigenous knowledge and perspectives.

Natural Resources Program

The Muckleshoot Tribal College has partnered with Green River College to provide an Associate of Applied Science degree in Natural Resources. Students have the opportunity to learn about the northwest forest environment, watershed, wildlife management through the classroom and work based learning. Currently there are six students, three are Muckleshoot Tribal Members.



Financial Literacy Workshop

Students gain financial skills in investing strategies and budgeting.

Early College Program

Students are offered educational opportunities designed to lead to a path to college.

Microsoft Office: Basic – Intermediate – Advanced

This three-part series incorporates the Word, Excel and PowerPoint applications with wide knowledge in hardware, software, cabling, social media, etc. on a path to earning an IC3 certification.

The Internet and Computing Core Certification (IC3) is a digital literacy exam that covers basic computing, internet knowledge, and skills formational credentials. Successful completion of the IC3

demonstrates that you have the knowledge and skills required for basic use of computer hardware, software, networks, and the internet. After completing and testing out of all three levels, the student will have earned their IC3 Certification, which is an industry certification recognized around the world.



Highlights of 2025

Student Statistics

CLASS NAME	GRADUATES / ATTENDEES	MUCKLESHOOT GRADUATES
Native Leadership Program	124	67
Filmmaking I	2	2
Filmmaking II	2	1
Audio Production	1	1
MS Basic	51	40
MS Intermediate	22	15
MS Advanced	14	11
MS Excel	11	11
Early College Program	11	9
Certified Nurses Program	12	3
Carpentry Cohort	9	6
Early Child Education	11	5
Financial Literacy	66	62

Early College Program (ECP)

PERSONS IN CHARGE:

Executive Director of Adult & Higher Education, Denise Bill, Ed.D
Academic Affairs Instructor, Patrick Eagle

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INFO EMAIL: patrick.eagle@muckleshoot.nsn.us

Overview

The Early College Program (ECP) originated in the summer of 2011. Since its inception, we have offered educational opportunities for our Muckleshoot high school students. This year our students received college credits and high school credits.

To ensure our students received both credits, we partnered with Northwest Indian College (NWIC). Our partnership gave us the opportunity to offer three courses: (1) Environmental Science, taught by Justine Koble, explored ecological concepts through a place-based approach grounded in Indigenous systems, emphasized the interconnection amongst land, culture, and sustainability. (2) Physical Education, led by Nicole Cabral, provided students with multiple hikes, strength training, and reflective writing. (3) Art, guided by Patrick Eagle, gave students a chance to learn about traditional beading, expository writing, frottage, and personal narrative storytelling.

These courses were offered from July 7th through August 15th. These courses were taught on site (Muckleshoot Tribal College) and many off site locations (Shoreline College, village sites, Tomanamus, Tacoma Art Museum, Renton Technical College, and Green River College).

Highlights of 2025

The Early College Program continues to grow and thrive. Below is a snapshot of student participation and progress for Summer 2025.

DATA CATEGORY	SUMMER 2025
Number of students enrolled	13
Number of students that successfully completed ECP	11
Number of students with extension through fall	2
Overall GPA	3.2
Tribal Affiliation	11 Muckleshoot Tribal Members 1 Puyallup 1 Community Member
High School	11 Muckleshoot Tribal Members 1 Puyallup 1 Community Member
Students continuing as running start students in the fall	2
Credits Earned Per Student	College Credits: 13 High School Credits: 2.6

Continuing Education

PERSONS IN CHARGE:

Continuing Education Manager:

Justine.Koble@Muckleshoot.nsn.us, (253) 876-3375

Assessment and Instruction Specialist:

Christopher.Miller@Muckleshoot.nsn.us, (253) 876-3395

Education Resource Specialist:

Breann.Mudrick@Muckleshoot.nsn.us, (253) 294-8186

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Overview

The Continuing Education Department serves the Muckleshoot Community by offering a range of workshops and programs for personal enrichment and educational recovery. Programming offered results in the obtainment of a high school diploma, or high school equivalency for the learner. Workshops are taught by cultural experts in their field and are offered to enrolled students and community members.

Programs

Testing Center

The Muckleshoot Tribal College Testing Center continues to provide a full range of academic and certification testing, including placement and remote options. We remain a partner with Northwest Indian College by offering in person Accuplacer testing as well as virtual appointments. This year, we expanded our services with the Pearson IT Bundle, adding CompTIA+ and Cisco certification exams to our offerings.

Testing Center Outcomes:

- Since 2024, a total of 19 GED subject tests have been administered at the Muckleshoot Tribal College Testing Center.
- GED testing continues to be a core service offered for students and community members.
- Regular appointments ensure flexibility and support for student success.

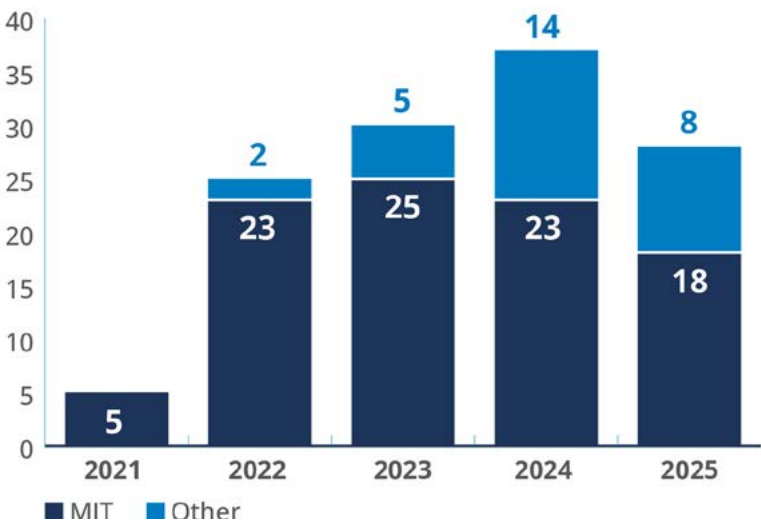
High School 21+ Program (HS21+)

Adult students work with an RTC instructor and the Muckleshoot Tribal College Education Resource Specialist to demonstrate competencies in reading, writing and math contextualized in science, history, government, occupational studies, and digital literacy. The program combines culturally relevant current coursework with previous learning, and work and life experiences to result in a Washington State High School Diploma. The HS21+ program empowers adult learners to take charge of their education, ensuring they are equipped with the relevant skills needed for success in their chosen fields.

HS21+ Outcomes:

- 23 enrolled students, 16 MIT, 3 other tribally enrolled, 5 community members
- Fall 2024-Spring 2025: 26 graduates, 18 MIT
- Offers one-on-one tutoring through both scheduled appointments and drop-in sessions with an instructor.
- Partners with various MIT departments to deliver comprehensive support for Tribal Members pursuing a high school diploma.
- Delivers individualized accommodations to support students with diverse learning needs.
- Works in collaboration with Renton Technical College to offer culturally relevant pathways for earning high school credits.

HS21+ Graduates



Effective Teaching Institute (ETI)

PERSONS IN CHARGE:

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

Tribal College Administrator, Madrienne White

Continuing Education Coordinator, Justine Koble

Higher Education Researcher & Analyst, Michelle Williams

ADDRESS: 39811 Auburn Enumclaw Rd SE, Auburn, WA 98092

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INFO EMAIL: justine.koble@muckleshoot.nsn.us or
michelle.williams@muckleshoot.nsn.us

Overview

The Effective Teaching Institute for Native Learners originated with Dr. Willard Bill, Sr. and Jim Egawa in the 1980's. The leadership of this work was then passed on to Dr. Denise Bill and Madrienne White. Although its format and content have evolved over the years the basic concept of engaging in effective practices for Native students is the core of this work.

- 271 educators registered to attend June 24-26, 2025.
- Event was hosted in the Muckleshoot Casino Events Center.
- Hosted in collaboration with Muckleshoot Tribal School, who provided 18 educator clock hours.

- Daily workshops included "Muckleshoot Mornings" where educators could learn more about Muckleshoot history, culture, and language.
- 92% of surveyed attendees reported a high level of enjoyment from ETI's offerings.
- This year, the conference expanded its workshop offerings from two grade-specific strands to three interdisciplinary strands, providing a more integrated and collaborative learning experience for attendees.



Emergency Management

PERSONS IN CHARGE:

Brook Boone, Director of Building Maintenance & Security
 Brook.Boone@Muckleshoot.nsn.us
 (253) 736-3891

Fawn Hutchens, Emergency Management
 Fawn.James@Muckleshoot.nsn.us
 (253) 350-6795

Tabitha Baker, Emergency Management
 Tabitha.Baker@Muckleshoot.nsn.us
 (253) 545-1594

Overview

The Muckleshoot Office of Emergency Management (OEM) Program purpose is to develop emergency plans to keep MIT Members and Community safe before, during, and after a man-made or natural disaster as well as coordinate recovery efforts. The OEM strives to build upon its predecessor's efforts to ensure Muckleshoot's health, safety and wellbeing through Emergency preparedness education and skill building.

Highlights of 2025

- Initiated professional development for the Tribal Emergency Preparedness Coordinator, Mr. Neleo Moses, with guidance of Cascadia Emergency Management. This involved training, meetings, briefings, and other functions, both in person and virtually. Engagement included regional and local Office of Emergency Management meetings with partner agencies, as well as face-to-face training on topics like event security, Emergency Operations Center

(EOC) activation, response, and related security issues. Additionally, Mr. Moses applied for and was vetted for training and certification as a Washington State Fusion Center Liaison Officer (WSFC LNO). He participated in a full EOC activation as Chief Fearnough's Operations Section Chief Deputy, gaining firsthand experience in live emergency response management and coordination. Although Mr. Moses transferred back to Security at end of 2025, he is still an incredible asset for the Emergency Management Team.

- Explored modernized communications equipment for security with the Wireless Emergency Notification System (WENS) and ZELLO programs.
- Initiated a review of emergency supplies for their relevance and expiration date. Able to utilize grant funding to supplement inventory with new items for future use.

Outlook for 2026

- Identify and develop the Emergency Management Team through core emergency management trainings so they may respond during an emergency. This team may be comprised of various MIT Management staff and select security staff whom may be called upon during an emergency to assist with Emergency Operations Center.
- Complete a full inventory of emergency supplies and replace expired resources, as well as add vital resources.
- Continue networking with Emergency Partners to expand training through regional and federal programs for Emergency Management team.
- Review and Update Emergency Plans for All Hazards and Evacuations to ensure MIT Community and Staff know what to do during an emergency.

- Establish standard operational procedures for departmental operations and future program activities.
- To empower MIT Families for emergency readiness through education and trainings so they may be take steps to prepare themselves and their families during Emergencies.

Enrollment

PERSONS IN CHARGE: Cortney Rodarte, Enrollment Manager;
Danielle WhiteEagle, Enrollment Specialist

ADDRESS: 39015 172nd Ave SE Auburn, WA 98092

INFO PHONE: (253) 876-3141

INFO EMAIL: enrollmentdept@muckleshoot.nsn.us

Overview

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

Services Provided

- Assist with the enrollment process and issue applications for Tribal enrollment
- Issue certifications of Tribal enrollment; Issue Tribal identification cards
- Issue Enhanced Tribal cards
- Tax exemption for enrolled Tribal members living within the reservation boundaries
- Process name changes with proper documentation
- Address changes
- Notary services
- Apply for eagle parts and feathers from the Nation Eagle Repository

Highlights of 2025

- Our Enhanced Tribal Card Program produced Over 300 Cards to Tribal members and we are continuing to schedule completed applications in the order they were received.
- The Enrollment Staff completed our on-site ETC Evaluation with Customs and Border Protection and we are in compliance, and we are able to continue Issuing Enhanced Tribal cards through 2026.
- **As of December 2025, 3,521 persons are enrolled in the Muckleshoot Indian Tribe.** The age ranges of those enrolled are as follows:
 - **0-12:** 857
 - **13-17:** 379
 - **18-49:** 1,740
 - **50+:** 545
 - **TOTAL:** 3,521

Outlook for 2026

- To accept Electronic Payment for Tribal ID's and Enhanced Tribal Card Payments.
- We would like to offer same day appointments for DNA Appointments and Complete Enhanced Card Applications.

Events Committee

PERSONS IN CHARGE: Frankie Lezard, Events Planning Manager;
Maggie Sam, Events Admin

ADDRESS: Philip Starr Building, 39015-A 172nd Ave SE, Auburn,
WA 98092

INFO EMAIL: frankie.lezard@muckleshoot.nsn.us

Overview

Events Staff/Committee assists the Muckleshoot Indian Tribe with hosting our tribal/community events. We assist with preparation, outsourcing to local companies, and anything that involves hosting tribal events to make things easier and less expensive for all MIT programs.

Special Thanks

Events Committee Members are a huge part of our events. They are the hard working labor for tribal events. They are much appreciated.



Services Provided

Event preparations, outsources, staffing, and incentives.

Highlights of 2025

- Helping Muckleshoot Tribe create events for our people and community.
- Create new events, host annual events.
- Help any tribal program needing assistance with any situation that would involve events.
- 2025 we reached multiple high numbers, for tribal events. Involving our tribal members and community.

Outlook for 2026

- Keep Creating safe environment events for our people.
- Keep reaching new high numbers for events.

Family Support Center

PERSONS IN CHARGE:

Rosa Maldonado, Family Support Administrator, Acting Program Manager

Tony Rutherford, Lead Coordinator

Joe Jansen, Program Coordinator

Breanna Jackson, Program Coordinator

Elizabeth Hydara, Administrative Specialist II

Tonia James, Family Support Coordinator

Charles Williams, Family Support Case Manager

ADDRESS: 39819 Auburn Enumclaw Rd SE, Auburn, WA 98092

INFO PHONE: (253) 285-4013

INFO EMAIL: FamilySupportCenter@muckleshoot.nsn.us

Overview

The program's primary objective is to provide a clean and sober environment for Tribal and community members to visit and/or attend support groups, classes, and meetings to support our recovery family. A place where we can help one another heal – one day at a time.

Services Provided

- Group meetings:
 - Narcotics Anonymous (N.A.)
 - Alcoholics Anonymous (A.A.)
 - Gamblers Anonymous (G.A.),
 - Sacred Path Sweat Lodge
 - Beading Circle Classes
 - Women's Support Group
- Meetings include snacks, lunch, and dinner
- We provide meeting transportation and personal conversation.
- Monthly Sobriety Birthday Celebration

Outlook for 2026

- Vision/Mission/Values
- Collaboration and involvement with other programs
- Offering of more activities and fun
- Community outreach

Finance Department

PERSONS IN CHARGE: Jeff Songster, Chief Financial Officer
ADDRESS: Finance Building, 39015-C 172nd Ave SE, Auburn, WA 98092
INFO PHONE: (253) 939-3311
INFO EMAILS: finance.receptionist@muckleshoot.nsn.us

Overview

The Finance department ensures the Tribal government's payment systems, employee payroll system and grants comply with federal, state, tribal regulations and all funds are managed prudently according to Tribal Council instructions. This includes the application and compliance upon execution of federal, state, and private grants; distribution of tribal member distributions; payments made to vendors on behalf of all programs; payroll and benefits payments for all government employees; preparation and oversight of all budgets for Tribal Council approval; and ensuring the accuracy of all accounting recordings. The Finance department submits for an independent audit annually.

Services Provided

Accounting Services

Payroll, Purchasing, Accounts Payable, Tax Forms, Banking, General Ledger and Cash Receipts.

Budget

Coordinates the annual budget preparation and monitors budget compliance.

Grant Development

Provides guidance to program personnel regarding developing new grants and renewing existing grants.

Grant Administration and Compliance

Processes grants, contracts, and related budget activity for the Tribe and determines grant compliance for audit purposes.

Tribal Member Payments

Processes all Per Capita, Senior Assistance, and Disability payments.

Minors Trust

Coordinates with the Plan Trustee to manage contributions, distributions, and reporting.

Audit

Provide all required information to external auditors for the annual audit of the Tribal Government.

Highlights of 2025

The Finance department ensures the Tribal government's payment systems, employee payroll system and grants comply with federal, state, tribal regulations and all funds are managed prudently according to Tribal Council instructions. This includes the application and compliance upon execution of federal, state, and private grants; distribution of tribal member distributions; payments made to vendors on behalf of all programs; payroll and benefits payments for all government employees; preparation and oversight of all budgets for Tribal Council approval; and ensuring the accuracy of all accounting recordings. The

Finance department submits for an independent audit annually. The Muckleshoot Finance Team's most notable achievement is, and always has been, the completion of a clean audit. The annual independent audit process is the Tribe's financial report card. A clean audit represents that all our internal controls are working properly, and the tribal government is being a good steward of Muckleshoot resources, a charge we take very seriously. The Finance team works hard to ensure that every transaction is documented properly, is accurate and is within the budget provided by Tribal Council.

Finance worked closely with Tribal Council and the Legal Department to adopt a General Welfare policy that re-classifies distributions previously called "Per Capita Payments" to "Tribal Member Distributions", resulting in federal income tax savings for Tribal members. This was an accumulation of several years of research and development and became effective for the 4th quarter distributions in 2025.

The Grants Development team has been busy writing grants for youth support (afterschool programming and student support services in Education), Elder programs (In Home Services), Natural resources (fish hatcheries, invasive species), Health and Wellness (Public Community Health, Plant Medicines, and Community Engagement) and Law Enforcement (1st MMIWP Detective in the Nation). For 2025, the Grants Development team, with the help of community, conducted 42 applications, 8 continuation applications, and 2 funded WA State Legislative requests.

On the Grant administration side, we were able to increase our compact funding significantly in 2025. These increased funds provided Tribal Council the ability to increase tribal member benefits through various program initiatives such as housing, education and elders programs funded through the Tax Fund. Muckleshoot has been aggressive in obtaining additional contract support costs via charging the federal government for the fair market value of its buildings where eligible

federal funded programs operate and making sure the federal government pays its fair share of the overhead costs of our programs.

Finally, on a technical side, Finance has been completing a years' long project of revising and refining the Tribe's fiscal policies and updating its technology. The current accounting system, purchased in 2014, has become outdated. An updated version will come on-line in 2026 that will provide stronger analytic tools so we may continue to be good stewards of the Tribe's resources and maintain quality financial records.

Outlook for 2026

2026 will be the first full year that Tribal Members do not have to pay income taxes on the Tribal Member distributions due to the new general welfare policy passed by Tribal Council.

2026 will see us implement new technology. Business Central, an updated, cloud-based version of our current accounting system is needed to provide stronger analytic tools while providing programs better functionality. Under the new system, we will have better tools to predict cash flows, share grant results with programs implementing the grants and become more efficient.

Finally, new comprehensive financial policies and procedures will be implemented during 2026 that offer increased accountability and flexibility as we work to be strong stewards of the Tribe's resources.

Finance will continue to improve our processes in payroll, vendor payments and account management to provide maximum support for the Tribe.

Fisheries: Harvest Management Program

PERSON IN CHARGE: Mike Mahovlich, Assistant Director
Harvest Management

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WA 98092

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Overview

Harvest Management (HM) program staff (scientists and technicians) work to provide the greatest possible annual harvest opportunity for Muckleshoot Indian Tribe (MIT) fishers. Staff scientists take part in annual salmon and shellfish management planning processes and provide technical support to the Muckleshoot Fish Commission (MFC) as Commissioners negotiate fishing seasons for the coming year.

Services Provided

- Fisher Services (vessels and fishers’ registration)
- Information on current harvest regulations for salmon and shellfish
- Vessel coordination

Highlights of 2025

Administrative

- Registered 475 tribal members
- Registered 193 tribal vessels

Vessel Coordination

In cooperation with agencies and private entities, staff implemented vessel coordination agreements to minimize conflicts on the water between tribal fishers and commercial vessels.

Chinook (*Oncorhynchus tshawytscha*) Fisheries

Chinook commercial, test, and Ceremonial & Subsistence (C&S) fisheries occurred in Elliott Bay, Duwamish Green River, Puyallup/White rivers, Lake Washington Ship Canal/Lake Union and North Lake Washington.

Table 1. Summary of the final spring, summer/fall Chinook (commercial, incidentals, test & C&S) catches combined from each area.

Total Chinook caught from all combined fisheries was 6,014.

	ELLIOTT BAY & DUWAMISH RIVER	LAKE WASHINGTON	PUYALLUP & WHITE RIVERS
Total Catch	2,977	2,131	906

Table 1

Coho (Oncorhynchus kisutch) Fisheries

Coho commercial, test and Ceremonial & Subsistence (C&S) fisheries occurred in Elliott Bay, Duwamish Green River, Puyallup/White rivers, Lake Washington Ship Canal/Lake Union and North Lake Washington.

Table 2. Summary of the final coho (commercial, incidentals, test & C&S) catches combined from each area.

Total coho caught from all combined fisheries was 79,764

	ELLIOTT BAY & DUWAMISH RIVER	LAKE WASHINGTON	PUYALLUP & WHITE RIVERS
Total Catch	68,018	10,565	1,181

Table 2

Chum (Oncorhynchus keta) Fisheries

The chum fishery was the last commercial salmon fishery of the season. Muckleshoot fishers finished off the harvest season with another solid year. The combined total harvest for the year was the second highest ever recorded from Elliott Bay and Duwamish River.

Table 3. Summary of the final chum catches in each area.

Total chum caught from all combined fisheries was 124,554

	ELLIOTT BAY	DUWAMISH RIVER	PUYALLUP RIVER
Total Catch	48,358	76,196	0

Table 3

Pink (Oncorhynchus gorbuscha) Fisheries

Pink directed commercial fisheries occurred in Elliott Bay, Duwamish-Green River, and Puyallup/White River.

Table 4. Summary of the final pink catches in each area.

Total catch from all pink fisheries (including incidentals) combined 29,061 fish.

	ELLIOTT BAY	DUWAMISH RIVER	PUYALLUP RIVER
Total Catch	2,050	19,627	7,372

Table 4

Other Salmon Fisheries

Summer (Oncorhynchus mykiss) Steelhead Fisheries

In June and early July the Tribe opened a directed fishery targeting summer hatchery steelhead. Unfortunately, there was no participation in the directed fishery but there was one (1) summer hatchery steelhead incidentally caught during other directed salmon fisheries.

Sockeye (Oncorhynchus nerka) Fisheries

There was no directed commercial, test or C&S fisheries on Lake Washington sockeye. There was 1,348 incidentally caught in other salmon fisheries.

The total salmon (Chinook, coho, chum, sockeye and steelhead) harvested by Tribal members in 2025 from all combined fisheries (including hook & line) was the second highest ever recorded with a catch of 230,742 salmon.

Shellfish Treaty Fisheries

In 2025, Tribal members participated in successful Dungeness crab and Spot prawn fisheries in Elliott Bay. MIT crabbers harvested 1,775 pounds of Dungeness crab and 2,198 pounds of spot prawns in Elliott Bay fisheries.

Shellfish Enhancement

The Tribe's shellfish aquaculture project on Vashon Island continues to be very successful: 9,315 Pacific oysters were harvested for consumption by tribal members. Most of the harvest was taken by the shellfish team. Of the 9,315 oysters harvested, 4,260 were taken to the Seniors' Kitchen for meal service and distribution to tribal elders. About 950 oysters were provided by request for memorials and Tribal events throughout the year. Additionally, Tribal members visited Vashon tidelands and harvested 870 oysters by permit, which are provided and managed by the Fisheries Division. There were also 123 Manila clams harvested out of three culture bags, that were given to tribal members for consumption.

Research and Monitoring

Juvenile Out-migration studies (JOS)

Juvenile salmon traps were operated on Newaukum Creek and the Greenwater River from January into July to estimate abundance, productivity, and egg-to-fry survival of juvenile Chinook, coho, chum, and steelhead migrating to the ocean. This was the 7th year MIT Fisheries scientists have operated a juvenile fish trap on the Greenwater River and the 12th year on Newaukum Creek.

Warm Water Species Test Fishery (WWTF)

From March 3rd to May 1st 2025, MIT Tribal fishers and staff removed a total of 4,751 fish from Lake Washington. This total included 1,144 smallmouth bass, an increase of 237 from 2024, 165 largemouth bass, and only 29 northern pikeminnow. All of these species are known predators of juvenile salmon. The catch of American shad, a non-native species of

concern, also increased in 2025 with 441 individuals caught compared to 326 in 2024. Additionally, MIT Tribal fishers removed three northern pike all from the East channel of Lake Washington; one of these individuals was a mature spawned out female. The total amount of northern pike caught since MIT first detected their presence in 2018 is now 10 individuals.

MIT Tribal fishers also fished Lake Sammamish from May 20th to June 6th 2025, removing 2,898 fish. Among species removed were 496 smallmouth bass, 118 largemouth bass, and 1 walleye. No American shad or northern pike were detected in Lake Sammamish.

Lake Sammamish Mark-Recapture Study on Native & Invasive Predators

The tribe conducted a fifth and final year of an intensive mark-recapture study via boat electrofishing and fyke net sampling, to estimate native and invasive predatory fish abundance in Lake Sammamish. These predators are known to consume juvenile salmonids, but until their population abundance and dynamics are understood, their impact on salmon abundance is unknown. This work will greatly aid us in making strategic management decisions for potential control of these populations, and ultimately, to maximize salmonid production. Using data collected to date, population estimates for target species are as follows: black crappie 8,926, largemouth bass 2,955, rock bass 5,817, smallmouth bass 1,276, and yellow perch 207,849. However, these estimates are preliminary and, due to sampling methods, only describe the portion of fish active in the shallowest regions of Lake Sammamish. These five years of data were assessed with respect to several environmental indicators that show water temperature, sampling depth, the number of docks, and presence of non-target species are the most influential factors driving determining predator presence and abundance. In addition, a fifth year of otolith collections from several predator species in Lake Washington and Lake Sammamish was completed. Aging for smallmouth bass shows this invasive predator can live over 15 years and reaches a size where it is

capable of consuming juvenile salmonids in as little as 2.5 years. Similarly, Largemouth can live over 13 years and reach a size capable of consuming juvenile salmonids in as little as 2.5 years. Conversely, rock bass is a relatively new addition to Lake Washington and can live over 11 years, but do not reach a size where they can consume salmonids until they are over 5 years old. A fecundity study was continued which involved collecting ovaries from smallmouth bass, largemouth bass, and yellow perch from Lake Washington and Lake Sammamish. The majority of females across all species reached fecundity by age 3, and fecundity generally increased with length and weight. Bioenergetics modeling was conducted which examined the predatory capacity of yellow perch in terms of the number of salmonids perch of different sizes are likely consuming annually. Given our assumed population size, yellow perch in Lake Sammamish consume an estimated 24.6 million grams of salmonids per year, or an estimated 1.6 million Chinook smolts. Finally, analysis of 97 brains from smallmouth bass and 124 brains from largemouth bass was completed. Total brain volume in smallmouth bass, but not largemouth bass, decreased with increasing temperatures.

Mark-Selective Marine Sport Fishery Test Fishery

MIT fisheries, in cooperation with Puyallup fisheries and WDFW, implemented a test fishery that focuses on the Chinook mark-selective sport fisheries in marine areas 9, 10, and 11 in central Puget Sound. This test fishery data is used to quantify encounter rates (primarily Chinook), catch composition, mark status (adipose fin-clip), size (legal or sub-legal for Chinook), where on its body the fish was hooked, pinniped interactions, and fish health, all with the goal to better understand the impacts of mark-selective fisheries in Puget Sound on ESA-listed Chinook salmon. The winter test fishery in area 10 started a month later than in 2024 to reduce impacts on sub-legal chinook encounters, due to data obtained in this test fishery. In 2025, the winter fishery commenced on April 2nd and was closed early on April 8th due to exceedance of encounter rates. The summer test fishery started in mid-July and ran

through August. The fishery was 3 days a week for the first 2 weeks before being constrained to 1 day a week for the following 3 weeks to ensure the harvest quota was not exceeded. The summer test fishery was extended into the coho sport fishery season (September through October) to continue collecting data on encounters.

Ballard Locks Adult Sockeye Transfer (BLAST) program

Lake Washington sockeye continue to have low returns. Returning adult sockeye experience a high rate of en-route mortality in Lake Washington and high pre-spawning mortality on the spawning grounds and at the Cedar River Sockeye Hatchery. These losses are contributing to declines in abundance of this important resource. MIT Fisheries, with help from WDFW, continue to work on various actions related to rebuilding the sockeye population including expanding the Ballard Locks Adult Sockeye Transfer (BLAST) program. The program seeks to minimize pre-spawning mortality and increase hatchery broodstock by taking sockeye directly from the Ballard Locks fish ladder to the Cedar River Sockeye Hatchery in the upper Cedar River watershed. The program started in 2021 with 279 sockeye transferred and has increased to 3,480 transferred in 2025.

Similar to past years of the program, BLAST sockeye have lower PSM compared to sockeye that have navigated through Lake Washington and are collected in the Cedar River. The lowest PSM rates have been for sockeye held in circulars especially in spring water. BLAST sockeye contributed over 5.2 million eggs. This program has demonstrated success in safeguarding the broodstock program. Co-managers are working towards growing the BLAST program by increasing hatchery infrastructure that will result in increased production.

Table 5. Broodstock transferred, spawned, pre-spawn mortalities, the percent of pre-spawn mortality and sockeye considered as other (e.g. jumped out, non-viable females, released into the river due to slow ripening) for the 2025 season.

GROUP	TRANSFERRED	SPAWNED	PSM	PSM %	OTHER
BLAST- Spring Water Circular	1838	1781	25	1%	32
BLAST-River Water Raceway	1646	1335	293	18%	18
Landsburg-River Water Raceway	87	61	26	30%	0
Total	3571	3177	344	10%	50

Table 5

Natural Adult Spawning Enumerations

Annual spawning surveys were conducted in conjunction with WDFW and SPU on the Cedar River, Issaquah Cr., and Bear/Cottage creeks in the Lake Washington basin, on the Green River, and in the Greenwater River in the upper White River watershed. Chinook, pink, and sockeye surveys were conducted weekly from September through November. Steelhead surveys took place on the Green River from March through May.

Table 6. Adult salmon (Chinook, pink, sockeye, and steelhead) spawning escapement in the Cedar River, Lake Washington tributaries, Green River, and Greenwater River a tributary in the upper White River.

AREA	SPECIES	ESCAPEMENT	GOAL
Cedar River	Chinook	900	500
Cedar River	Sockeye	3,949	300,000
Lk. Wa. Tribs	Chinook	1,543	200
Lk. Wa. Tribs	Sockeye	542	50,000
Green River	Chinook	1,921	2,744
Green River	Pink	736,499	NA
Green River	Steelhead	361	2,020
Greenwater R.	Chinook	53	1,000

Table 6

Adult Out-Planting Program (AOP)

Fisheries staff out-planted 1,000 Chinook, 1,279 coho, and 298 chum into various basins within the Muckleshoot Tribe’s usual and accustomed grounds.

Table 7. Adult Chinook and coho that were transferred from hatcheries (Keta Creek Hatchery – KCH, Soos Creek Hatchery – SCH, or Issaquah Creek Hatchery – ICH) to spawning grounds in the Green River and in the Lake Washington basin.

Outlook for 2026

For 2026 co-managers’ technical teams are in the beginning stages of developing returning salmon forecasts. Pre-season planning negotiations have just begun with the Pacific Salmon Commission post season meeting and will conclude with the Pacific Fishery Management Council meeting during mid-April in Portland, Oregon. Hatchery releases of chinook, coho and chum have been good for last several years, which should contribute to another successful fishing season. The shellfish (shrimp, crab and oysters) harvest for 2026 is projected to remain stable. Research and monitoring efforts will continue in 2026 across a range of important projects.

Important Notice

A reminder to all fishers that the 2026 annual fishers’ meeting is scheduled for June 1st which is the first Monday in June.

	GREEN RIVER			LAKE WASHINGTON		
	KCH TO FLAMING GEYSER	KCH TO NEWAUKUM CREEK		SCH TO FLAMING GEYSER	ICH TO COAL CREEK	ICH TO BEAR CREEK
SEX/SPECIES	CHINOOK	COHO	CHUM	CHINOOK	COHO	COHO
Female	42	157	221	556	207	202
Male	81	117	77	256	308	287
Jack	65	1	0	0	0	0
Total	188	275	298	812	515	489

Table 7

Fisheries: Habitat Program

PERSON IN CHARGE:

Talise Rey, Habitat Program Assistant Director

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Auburn, WA 98092

INFO PHONE: (253) 876-3128

INFO EMAIL: talise.rey@muckleshoot.nsn.us

Overview

The Habitat Program focuses on the aquatic habitats necessary to sustain the Tribe's fisheries resources. The goal of the program is to pursue opportunities to minimize development impacts on Tribal fishing opportunity within the Muckleshoot Usual and Accustomed Fishing Area (U & A), including the White-Puyallup, Green-Duwamish, and Lake Washington basins. When possible, this includes directing project proposals to improve habitat and create additional Tribal fishing opportunities. The Habitat Program includes two technical teams: the Watershed and Land Use Team and the Water Team. Key accomplishments for 2025 and the outlook for 2026 are summarized below.

Services Provided

Watershed and Land Use Team

Monitors pending land use project proposals and permits in watersheds across the Tribe's U&A to assess and prevent potential harm to fish habitat. The Team works with a wide variety of local, state, and federal government agencies, which authorize or plan development activities. Team members identify measures to avoid or mitigate impacts and seek opportunities to improve and restore fish habitat and fish passage. A major consideration in shoreline development is retaining Tribal access to fishing sites.

Water Team

Collects data and participates in projects, permitting actions, and plans in coordination with other agencies concerning MIT fishing access, stream flows, water rights, water supply, and water quality. Efforts focus on curtailing the impacts of human activities that cause water pollution or reduce the amount of water available to fish. The team works with government agencies to ensure that water quality is not impaired by toxic spills, urban runoff and contaminated groundwater. Toxic contamination of sediments is being cleaned up through many processes, with Superfund cleanup being the most extensive. Natural Resource Damage Assessment (NRDA) compels the polluting industries to compensate for past resource injuries by creating new habitat sites, primarily in the Duwamish and Puyallup watersheds.

Highlights of 2025

Watershed and Land Use Team

- Reviewed over 1,200 federal, state, and local government project proposals and permits. Over 267 were prioritized for further review and comments were submitted for 205 proposals. Team efforts often resulted in project modifications adding new measures to mitigate development impacts on fish habitat. Examples are increasing wetland and stream buffers to better protect water quality and other fish habitat functions, minimizing or mitigating the adverse impacts of levees and levee maintenance, and adding fish-passable culverts at road crossings.
- Worked closely with federal and state agencies subject to the U.S. v. Washington culvert case injunction to ensure that stream barriers at road crossings would be fixed or replaced to not impede salmon migration.
- Worked closely with federal and local agencies on their shoreline or levee projects in the lower Green River and lower White River to ensure that existing Tribal fishing sites would be protected and that salmon habitat features and additional Tribal fishing sites would be included.
- Continued working on floodplain and habitat restoration opportunities on the Cedar, Green, White, and Puyallup rivers and many of their tributaries.

Water Team

- Secured permits and worked with other agencies to remove obstructions to MIT Fishing access in the White and Puyallup rivers.
- Obtained permits for emergency removal of debris in Crisp Creek to ensure adult fish access and water supply to the Tribe's Keta Hatchery operations.

- Monitored water quality in the White River and in Crisp Creek, which is the source of water for operations at the Tribe's Keta Hatchery. Monitoring results are shared as appropriate with other agencies to document both excellent water quality that needs to be maintained (Crisp Creek) and pollution levels that need to be improved (White River phosphorus).
- Continued working with state and federal agencies to implement a water cleanup plan to reduce pollution from piped discharges in the White River, including 2 wastewater treatment plant outfalls from local governments. Staff worked with local agencies to address agricultural and hobby farm pollution along the White River and its tributaries.
- Fought several attempts to withdraw more water from U&A streams, rivers and lakes and from underground.
- Maintained accreditation for the Muckleshoot Indian Tribe's Water Quality Laboratory to test water quality samples for six important water quality parameters.
- The NRDA program on the Duwamish River continued to work on agreements with several polluters that will result in new estuary habitat for salmon smolts migrating from the Green River out to sea. Construction on a restoration project near Harbor Island was started and completion is expected during 2026, providing new protected shallow water habitat for out-migrating juvenile salmon in a highly urbanized portion of the Duwamish River.
- Superfund cleanup of the Lower Duwamish River started the second year of construction work to remove contaminated sediments and clean up the river. Cleanup work is starting upstream around the Turning Basin and will proceed downstream over the next decade. When this multi-year project is complete, the Duwamish River will be the cleanest in almost a century.

- Participated in instream flow management for the Cedar, Green and White rivers with other agencies. The general goal for flood management is to minimize scouring of salmon nests (redds) while still allowing natural processes to revitalize riverine habitat. In the Green River, purposely stored water from the spring was used at critical times in the spring to keep steelhead redds inundated and during the late summer and fall to bolster migration and spawning flows for adult Chinook salmon.
- Continued to work with other MIT Fisheries programs and other agencies on the major fish passage barriers in the U&A: Mud Mountain Dam, Howard Hanson Dam, and the Ballard Locks.

Outlook for 2026

- Continue working to protect and restore fish habitat by reviewing, and responding to plans, permits, and legislation from local, state, and federal agencies to identify necessary mitigation measures and restoration opportunities.
- Engage with local governments, state and federal agencies in an effort to protect and improve fish habitat conditions and protect tribal fishing sites affected by a variety of actions including piers/docks, levee projects, and other activities planned in the Tribe's U&A.
- Continue to implement the culvert case injunction for barrier corrections at state and federal highways, and work with counties and local governments to correct fish barriers under those jurisdictions.
- Continue monitoring water quality in the White River and Crisp Creek to document conditions and pollution levels.
- Implement the pH and phosphorus cleanup plan for the White River with state and federal agencies.
- Maintain the Tribe's Water Quality Lab for accreditation to ensure that the lab continues to meet professional standards for water

quality testing.

- Track and respond to water right permitting processes to address tribal interests to protect instream flows available for fish.
- The second year of Superfund cleanup will continue in the upper reach (near the Turning Basin) of the Duwamish River through the end of February 2026. The third year of cleanup will start in October 2026.
- NRDA restoration site in Elliott Bay and Commencement Bay will be monitored and maintained, and work will continue towards developing additional agreements for habitat restoration sites in Elliott Bay and the Duwamish River.
- Flow management is not expected to get any easier in the MIT U&A. The Water Team will continue to fight for the best flows for the juvenile salmon outmigration and steelhead redd incubation in the spring, the spawning runs in the fall, and the least destructive flood flows.

Fisheries: Fish Production

PERSON IN CHARGE: Laura Swaim, Fish Production Assistant
Director

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Overview

The Muckleshoot Indian Tribe Fisheries Division operates two salmon production hatcheries: White River Hatchery and Keta Creek Hatchery. Together, these facilities strive to fertilize over 10 million Chinook, coho, and chum salmon eggs annually. Fish production accomplished the work this year with assistance of Harvest Management and Habitat staff.

Spring Chinook are collected from the Mud Mountain Dam Fish Passage Facility on the White River, held at, and spawned at the White River Hatchery. Spring Chinook eggs are provided to other in-basin facilities for rearing and release from acclimation ponds in the upper White River watershed and other spring Chinook are reared at and released directly from the hatchery. White River Hatchery provides male spring Chinook to the satellite spring Chinook program operated by the Washington Department of Fish and Wildlife (WDFW) at Hupp Springs. This facility is reinitiating juvenile transfers to the acclimation ponds in the upper White River to maintain genetic linkage between programs. In recent years, White River Hatchery staff have assisted with the resurrection of a winter steelhead supplementation program that produces juveniles for release in the upper White River watershed.

Coho and chum are collected from Crisp Creek, held at, and spawned at the Keta Creek Hatchery December. Coho for the on-station hatchery releases and the Elliott Bay net pen program are produced at Keta Creek Hatchery. Coho for the Elliott Bay net pen program are transferred to Palmer Rearing Ponds after initial rearing at Keta Creek Hatchery and the final transfer to the Elliott Bay net pens occurs during February. The chum program at Keta Creek Hatchery is the only chum salmon program on the Green River.

Services Provided

White River Hatchery

- Collect and hold adult spring Chinook for 3-5 months prior to spawning
- Fertilize and incubate up to 1,750,000 Spring Chinook eggs
- Release up to 750,000 fingerlings on-site into the White River
- Provide up to 800,000 eyed eggs to WDFW's Puyallup Trout Hatchery for acclimation and release in the upper White River
- Collect and spawn steelhead for rearing and release in the upper White River

Keta Creek Hatchery

- Collect and hold adult coho and chum for 1-6 weeks prior to spawning
- Fertilize and incubate up to 2,300,000 coho eggs and release up to 1,000,000 coho on-station and up to 1,000,000 coho in Elliott Bay (some of these coho are transferred from WDFW's Soos Creek Hatchery)
- Fertilize and incubate up to 6,000,000 chum eggs and release up to 5,500,000 juveniles on-station

- Feed and monitor Chinook and coho held at WDFW's Palmer Rearing Ponds
- Host two trout derbies for Muckleshoot Tribal and community members
- Assist in stocking trout into White Lake fishing

Highlights of 2025

White River Hatchery

- Fertilized 1,138,639 spring Chinook eggs, transferred 408,071 eyed eggs to WDFW's Puyallup Trout Hatchery, and retained 730,568 eggs for on-station releases
- Released 615,617 spring Chinook fingerlings on-station into the White River
- Released 628,405 spring Chinook fingerlings from the 28-mile and Jenson Creek acclimation ponds in the upper White River
- Fish Health: spring Chinook fingerlings released on-station were in excellent condition with no health issues
- White River Hatchery upgrades: the existing river pumphouse was renovated and upgraded including automated gate valves and the ability to add electronic monitoring in the future. All existing river pumps were assessed for repair or replacement. Comcast installed fiber optic communications to the hatchery building that will allow for installation of an updated alarm system that will ensure the safety of all Chinook held on-station. Raceway valves were replaced that allow for increased flexibility in moving surface and ground water to the raceways. Raceways were epoxy coated which helps with adult and juvenile holding by eliminating abrasions. An existing office was converted into a server hub that can house modern alarming and monitoring equipment.

- Funding updates: the Fish Commission funded the White River Master Plan, a living document outlining the goals and milestones for enhancing fisheries production in the White River. This document was used to develop a proposal that was awarded for \$2 million from NOAA through the BIA. This funding will be used for making much needed repairs that will be accomplished during 2026.
- A series of atmospheric rivers affected the region during December resulting in on-station residents evacuating their homes. No hatchery infrastructure or eggs in incubation were lost.

Keta Creek Hatchery

- Spawned 2,966 chum pairs and fertilized 5,830,000 chum eggs
- Reared and released 5,628,133 chum into Crisp Creek
- Spawned 1,398 coho pairs and fertilized 2,270,000 coho eggs
- Reared and released 982,400 coho from the Elliott Bay net pen
- Reared and released 918,796 coho into Crisp Creek
- Fed and released 2,300,000 fall Chinook from Palmer Hatchery
- Hosted two trout derbies for kids and family members
- Assisted stocking White Lake with rainbow trout
- Keta Creek Hatchery upgrades: a security system and new fencing was installed to protect the salmon and infrastructure. Repairs and upgrades were made to the bulk aerator, the circular tanks, and flow meters which are critical for monitoring and providing high quality rearing conditions. Staff are working with McMillen Engineering to make modifications to enhance the partial recirculating water system as well as to improve adult brood stock holding conditions. Raceways were epoxy coated to provide improved juvenile holding and allow for flexibility in the future.

- Fish Health: chum and coho releases were healthy and in good condition. Adult coho and chum returning this fall looked healthy, but fecundity was lower than previous years.
- A series of atmospheric rivers affected the region during December resulting in turbid water entering the facility and sediment covering the secondary surface water intake. Staff worked to clean and maintain the egg trays and repair the secondary surface water intake.

Outlook for 2026

White River Hatchery

Solicitations have been received for constructing two new production wells to improve water security and increase fish production are expected to be completed with funding received in 2025. The US Army Corps of Engineers is expected to complete and commission a new surface water pump station in May or later during the fall. Eight new, 20-foot diameter, circular tanks for holding spring Chinook and steelhead adults and rearing spring Chinook and steelhead juveniles is planned.

Keta Creek Hatchery

2025 resulted in another large chum return that continues to highlight the need for improving adult holding conditions. An additional oxygenation and reuse system is anticipated to be installed which will result in improved adult coho and chum holding conditions. A diesel tank that supplies the back-up generator is anticipated to be replaced. Juvenile rearing vessels will be assed and repaired as necessary. Staff look forward to hosting two trout derbies.

Table 1. Summary of hatchery releases from Muckleshoot hatcheries (White River Hatchery and Keta Creek Hatchery) and hatcheries (Puyallup Trout and Soos Creek) where staff assisted with culture activities.

HATCHERY	SPECIES	RELEASE LOCATION	NUMBER
White River	Spring Chinook	White River Hatchery	615,617
White River	Spring Chinook	Greenwater River	410,405
White River	Spring Chinook	Jenson Creek	218,000
Puyallup Trout	Steelhead	Jenson Creek	49,666
Keta Creek	Coho	Crisp Creek	918,796
Keta Creek	Coho	Elliott Bay	982,400
Keta Creek	Chum	Crisp Creek	5,628,133
Soos Creek	Fall Chinook	Palmer Ponds	2,300,000

Table 2. Summary of egg takes from Muckleshoot hatcheries (White River Hatchery and Keta Creek Hatchery).

HATCHERY	SPECIES	EGGS
White River	Spring Chinook	1,224,013
Keta Creek	Coho	2,275,739
Keta Creek	Chum	5,179,999

Fisheries: Enforcement

PERSON IN CHARGE: Paul Rodarte

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Overview

Enforcement Officers shall have the authority to enforce the provisions of Title 6 and all regulations promulgated hereunder by issuing citations for violations. Such Officers shall regularly patrol the Muckleshoot Tribe's usual and accustomed fishing areas. Whenever an Enforcement Officer is authorized to make an arrest, s/he may, in the alternative, issue a citation commanding the alleged violator to appear before the Muckleshoot Court of Justice. The citation shall operate as a lawful court order and be enforced like a summons. Enforcement Officers are not authorized to carry any firearms while on duty unless expressly authorized by the Fish Commission.

Services Provided

- Assist in all aspects of C&S and commercial fishing
- Inform fishermen on current harvest regulations for salmon and shellfish management
- assist with any studies harvest management has going on

Highlights of 2025

Fisheries occurred and were monitored on the White River, Puyallup River, Duwamish/Green River, Elliott Bay, Lake Washington ship canal (Lake Union), and Lake Washington with 3 active officers.

- **Species enforced:** Chinook, Coho, and Chum Salmon.
- **Bio-studies completed:** Lake Washington warm water test fishery and Lake Sammamish population estimation.
- **Citations:** 0
- **Warnings:** 15
- **Enforcement activities on the water:** Patrolling; active investigations; assisting bios; escorting fisherman back to First Ave with vessel issues; enforcing First Avenue rules and regulations; facilitation of waterway and communication with fishermen and King County Marine Division; assisted with photos and filming of Muckleshoot fishermen for media production.
- Assisted coordination with 80% of all Port vessel movements.

Outlook for 2026

In 2026 Officers will attend multiple trainings to create an Emergency Response team:

- Prevent injuries and fatalities
- Reduce damage to equipment, stock, and buildings
- Protect the environment and community
- Resume normal operations as quickly as possible

General Services

PERSONS IN CHARGE: Virgil Spencer, Organizational Support Director; Darrell Jametski, General Service Manager

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INFO EMAIL: darrell.jametski@muckleshoot.nsn.us

Overview

The organization provides various services to the Muckleshoot Tribal Members, Tribal Community, our employees, and clientele that look to us for assistance and service.

Provides janitorial and landscaping services for Tribal Government properties and Elder lawn care for eligible enrolled Muckleshoot Tribal members.

Services Provided

- Janitorial Contract Services and Oversight for Tribal Government buildings, including scheduled inspections, performance documentation, corrective action follow-up, and coordination with contracted service providers to ensure compliance with established service standards.
- Inventory Control and Distribution Management of janitorial chemicals and paper products utilized in Tribal Government buildings, with controlled contractor pickup from the General Services warehouse for use in assigned buildings.
- Restroom Cleaning and Deep Cleaning Services, provided upon

request, including detailed cleaning, high-touch surface disinfection, odor mitigation, and maintenance of dispensers and flooring.

- Kitchen Deep Cleaning Services, provided upon request, including cleaning of floors, hard surfaces, freezers, and walk-in refrigeration units.
- Office Carpet Cleaning Services, provided upon request to maintain clean, safe, and professional work environments.
- Window Cleaning and Floor Care Services as operationally required, including periodic strip and wax services based on facility condition and usage.
- Office Moves, Furniture Assembly, and Workspace Reconfigurations to support departmental relocations, space planning, and operational changes.
- Funeral Service Support at the Church, including logistical support for table and chair setup and teardown to accommodate services and family needs.
- Powwow Event Support, including setup and teardown of large Powwow tents and staging, as well as cleaning, maintenance, and repair of tent tops to ensure safe and usable event infrastructure.
- Event Support, provided as needed, including setup and teardown assistance and maintenance of restroom cleanliness during events.

Highlights of 2025

Strengthening Janitorial Oversight & Accountability

In 2025, General Services enhanced oversight of contracted janitorial services across Tribal Government buildings by formalizing inspection practices and strengthening documentation. Standardized scopes

of work, digital inspection tools, and consistent reporting were used to support clear expectations and ongoing performance monitoring. This work supported clean, safe, and well-maintained buildings that are essential to daily operations. Tribal employees, program staff, and visitors benefited from increased consistency across buildings. Measurable outcomes included improved inspection consistency, clearer communication with contractors, documented follow-up actions, and visible improvements in cleanliness in high-traffic and priority buildings. The continued use of structured inspections reinforced accountability and operational excellence.

Expanding Internal Cleaning & Specialty Support Services

In 2025, General Services expanded its internal cleaning and specialty service capabilities to further support Tribal programs and buildings. Services included deep cleaning of restrooms, kitchens, office carpets, walk-in refrigerators, freezers, high-use floors, and strip and wax services as needed. This expansion increased service flexibility and responsiveness while helping maintain the condition and longevity of Tribal buildings. Multiple departments benefited from timely, reliable support, particularly during events, closures, and periods of increased building use. Measurable outcomes included faster response times, increased in-house service capacity, and reduced reliance on outside vendors for specialty cleaning services.

Improving Inventory Control

General Services continued its long-standing responsibility for managing janitorial chemicals and paper products used throughout Tribal Government buildings. In 2025, inventory processes were further strengthened by centralizing supplies at the General Services warehouse, allowing contractors to pick up approved products for their assigned buildings. This approach improved consistency, supported

safe product use, and reinforced compliance with approved standards. By standardizing products and enhancing tracking, General Services demonstrated strong accountability of Tribal resources and efficient supply management. The effort benefited contractors, building occupants, through clearer accountability, improved coordination, and more predictable inventory management. Measurable outcomes included improved tracking of supply usage and stronger coordination between contractors and General Services staff.

Enhancing Operational Support for Events

General Services continued to provide essential operational support for Tribal programs and community needs throughout 2025. This included setup and breakdown for funerals, community gatherings, and major events, as well as setup and takedown of large pow wow event tents and delivery of tables and chairs for Tribal members and programs. These services supported cultural, community, and organizational functions by ensuring events were prepared for efficiently and respectfully. Tribal members, families, program staff, benefited from dependable, time-sensitive support. Continued reliance on General Services reflected trust in the team's ability to adapt and deliver consistent service.

Building Capacity, Cross-Training, and a Stronger Team Foundation

In 2025, General Services invested in building internal capacity by cross-training the General Service team in inspections, cleaning processes, equipment use, and operational support. This strengthened flexibility and coverage across a large number of Tribal buildings while enhancing team skills and confidence. The impact was both internal and external employees expanded their capabilities, and departments experienced more consistent service delivery. Measurable outcomes included improved coverage during absences, expanded inspection capacity, and a stronger operational foundation to support continued improvements in

2026. This investment in staff positioned General Services for long-term stability, growth, and sustained service excellence.

Additional Reflections

in addition to the operational highlights already shared, General Services would like to recognize several contributions that help show the full picture of our work in 2025. Much of what the department does is “behind the scenes,” but it directly affects how Tribal staff, Tribal members, and visitors experience Tribal buildings every day. Over the course of the year, General Services responded to a steady flow of work requests across multiple buildings, from routine table and chair deliveries to urgent floor care clean up, restroom, and disinfecting needs. Even without a fully built-out dashboard, internal logs and supervisor notes show that there are very few “quiet” days for the program. This daily volume underscores how important it is to have a reliable, flexible team that can adjust quickly to changing needs and still keep core responsibilities moving.

We also want to acknowledge our support for culturally significant and sensitive events. General Services regularly assists with funeral services at the Church and other locations, often outside normal hours, to ensure spaces are clean, respectful, and ready for families and community members. The team also supports community gatherings, trainings, and larger events such as activities at the Pow Wow Grounds. In all of these situations, our goal is to make sure the physical environment reflects care and respect for the people and traditions being honored.

2025 was a year of learning as we continued to test and refine tools for inspections, documentation, and quality control. Trying different digital platforms helped us clarify what actually works in the field and what staff will consistently use. Even when a system was not a long-term fit, the process improved our checklists, highlighted the importance of photo documentation, and reinforced the need to tie inspection results directly to contract follow-up and vendor conversations.

Finally, General Services contributed to workforce development, Staff received hands-on training in floor care, restroom and kitchen sanitation, safe chemical use, and equipment operation, and some employees stepped into acting lead or administrative roles to maintain coverage. These efforts support the Tribe’s long-term mission by caring for the spaces where services are delivered and community life happens every day.

Outlook for 2026

For 2026, General Services will focus on being more proactive, better organized, and easier to work with for the departments we support. Our mission remains the same: to keep Tribal buildings clean, safe, and ready for staff, members, and visitors every day. To move that mission forward, we will concentrate on three main areas: stronger janitorial quality and contracts, a more supported and well-trained team.

First, we will finish updating and implementing janitorial scopes of work and contract language for all buildings under our oversight. Each facility will have a clear, realistic scope that outlines what gets done daily, weekly, monthly, and for deep cleans. We will pair those scopes with a standardized digital inspection tool that uses checklists and photos so we can document conditions and track trends over time. This will allow us to address issues faster, reduce repeat complaints.

Second, we will continue to invest in our team. We will build a simple training and cross-training plan that covers floor care, restroom and kitchen sanitation, equipment use, safety, and basic inspection skills. This will help staff feel more confident and supported.

Third, we will keep improving how we respond to and close out work requests, using simple status updates so requestors know what has been done and what is still in progress.

Health & Wellness Center Administration & Business Office

PERSONS IN CHARGE: Andrea Thomas, HWC Executive Health Director; Lisa Crawford, Business Office Manager

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Overview

The Business Office is the group who support all the health providers at the HWC. The Business Office consists of a Registration Team who collects all the key documents to prove that a patient is eligible to receive the services provided. The Managed Care Team are State Certified Tribal Assistants who are able to assist patients obtain alternate funding for health care needs such as Apple Health and Medicare. The Third Party Billing Team is responsible for billing and collecting all Third Party revenue for the services provided at the HWC. The PRC Team issues the Purchase Order "PO's" for services that are not provided at the HWC and also process the payments for claims received for the outside services. The receptionists are responsible for answering the phone calls received at the HWC and for processing all the mail received. All together these groups make up the Business Office at the HWC.

Services Provided

Patient Registration

The Patient Registration team registers and maintains HWC records for all patients who receive care at the health center or through outside providers for whom the tribe is financially responsible. It is important for each person to ensure their personal data, including their address, phone number, and insurance information, is the most current.

This is the first step and essential to access all Health and Wellness Center services, including Behavioral Health and MEIHSS.

Third-Party Billing

Provides insurance billing for on-site HWC services (Medical, Dental, Optical, Pharmacy, and Behavioral Health). This team is also responsible for working on any denials received from the Insurance companies and ensuring that the payments received from the Insurance companies and Third-Party payers are at the contracted rate and all services are accounted for. The revenue generated supports the HWC.

Purchase Referred Care

The PRC Department manages claims and payments for all services outside the HWC. They must pay claims per IHS rules, issue Purchase Orders (PO) to assure providers that the Tribe will take financial responsibility, and ensure that the providers bill and process the charges through all other payer sources prior to the Tribe making payment.

Managed Care

Certified Tribal Assistant helps Native patients enroll in Apple Health and Cascade Care. It also assists patients with health coverage questions and provides education to our community.

Disability Benefits Services

Provides support to enrolled Muckleshoot Tribal Members with new applications for Social Security Disability Insurance (SSDI), Tribal Disability Program, and Tribal Disability Monetary Benefit. The professional team assists with denials and negative actions from the Social Security Administration (SSA) and reviews pending applications for SSDI or SSI programs.

Highlights of 2025

In 2025 the Registration Team updated nearly 7,000 patient files, which kept the patient's data very current for all the HWC departments. The Managed Care team continued to be present to assist patients both on an appointment and walk in bases to obtain health coverage. The Third Party Billing Team processed 26,644 claims that resulted in over \$23 Million dollars revenue for the HWC. The PRC team has issued 17,245 PO's and paid claims for a totaling over \$3.5 million so far. These numbers will continue to increase as providers submit claims for the 2025 services provided.

Outlook for 2026

In 2026 we will be moving towards a new Electronic Health Record software. The entire Business Office will spend a large amount of time preparing for this change. The transition will require a large amount of training and new responsibilities within each of our roles.

To make it easier for the patients, the Registration staff now sits at the Front Desk of the HWC.

In 2026 the Tribal Assister should be present at many of the tribal events to help answer health coverage questions and to try and reach people who don't regularly come the HWC.

The Third Party Billing Team has been approved to add an additional position for a Team Lead. In 2025 the team size increased to 6 employees with additional focus on Denials and Aging. This Lead position will allow the supervisor to focus on the new system training and set up.

The PRC department also was granted an additional position in late 2025. Once this person is trained and performing at an expected level the position will help the team process the incoming claims at a faster rate. The goal for the team continues to be that payments are paid to the patients or providers within 30 days

Message to Patients

The Business Office is here to help patients to obtain service that will improve their health. There are things that the patients could do to assist the Business Office.

- Obtain a Purchase Order prior to your appointments with outside providers.
- Provide all the needed documentation timely for the Registration process.
- Reach out if you need any assistance with healthcare, or documentation you receive.

PERSONS IN CHARGE:

Behavioral Health Program Director: Karyn Cross; Adult Mental Health Manager: Hayley Henry; Adult Substance Use Disorder Manager: Aaron Soto; Family and Youth Services (FYS) Manager: Keith Winfield; Adult Substance Use Disorder Supervisor: Carlton Buren; Adult Mental Health Supervisor: Argelia Sanchez Chavez; Front Desk Office Supervisor: Mona Millan; MindCare Clinic Supervisor: Robert Ramirez; Adult Residential Services Administrator: Alex Broady; Adult Residential Services Supervisor: Henry Carranza; Youth Residential Services, Sacred House Supervisor: Keri Burks; Executive Assistant: CeCe Freeman

ADDRESSES:

BHP Adult Services: 17813 SE 392nd St, Auburn, WA 98092

Family Youth Service (FYS): 17813 SE 392nd St, Auburn, WA 98092

MindCare Clinic: 17500 SE 392nd St, Auburn, WA 98092

Adult Recovery House: 39225 180th Ave SE, Auburn, WA 98092

Youth Residential Home (Sacred House): 15719 SE 376th St, Auburn, WA 98092

INFO PHONES:

BHP Adult SUD and MH Services: (253) 804-8752

FYS Substance Use & Mental Health Services: (253) 804-8752

MindCare Clinic: (253) 294-8235

Adult Residential Services: (253) 333-3629

Youth Residential Services: (253) 333-8230

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Family Youth Services: karyn.cross@muckleshoot-health.com

MindCare Clinic: robert.ramirez@muckleshoot-health.com

Adult Residential Services: alex.broady@muckleshoot-health.com

Youth Residential Services: keri.burks@muckleshoot-health.com

Behavioral Health Program

Overview

“Empowering Wellness, Strengthening Community”

The Behavioral Health Program delivers comprehensive outpatient mental health services, state-certified Substance Use Disorder treatment, adult and youth recovery housing, and prevention initiatives to Tribal community members and other Native Americans residing on or near the Muckleshoot Indian Reservation. Rooted in a holistic approach to well-being, our program provides a continuum of care that empowers individuals on their path to recovery, self-discovery, and resilience. Through our dedicated efforts, we strive to foster a healthier, more vibrant future for all who seek our support.

Comprehensive Behavioral Health Services

Adult Mental Health Services (Ages 18 and Up)

- Mental health assessment, treatment planning, and case management
- Crisis intervention and stabilization
- Individual, couples, and family counseling
- Client advocacy and care coordination
- Grief and loss counseling
- Trauma processing and trauma-informed therapy
- Anger Management classes
- Equine-Assisted Psychotherapy
- Women’s Support Group
- Domestic violence counseling

- Psychiatric care and medication management
- Support for co-occurring mental health and substance use disorders
- Family and peer support groups
- Telemedicine appointments
- Mindfulness and stress management workshops
- Ecotherapy groups
- Community workshops on suicide prevention

Adult Substance Use Disorder (SUD) Services (Ages 18+)

- Alcohol and drug assessments
- Substance use treatment planning and case management
- Individual substance use counseling
- Intensive Outpatient Program (IOP) groups
- Outpatient and aftercare groups
- Relapse prevention services
- Medication-assisted treatment (Suboxone, Sublocade, Vivitrol)
- Inpatient treatment referrals
- Organized drug- and alcohol-free community activities
- Needle Exchange Program
- Support for co-occurring substance use and mental health disorders

Adult Residential and Recovery Housing Services

- Adult Recovery House (ARH)
- Clean and sober living homes:
 - The Lily Home
 - Red Cedar Home
 - The Butterfly Home

- Supportive housing focused on recovery and reintegration
- Life skills development (driver's licensing, employment, education)
- Housing application support and transition planning
- Family reunification support
- Cultural engagement and recovery-centered programming
- Recovery-focused retreats, including Leavenworth

MindCare Services

- Neurofeedback Therapy
- Pulsed Electromagnetic Field (PEMF) therapy
- Nexalin Therapy (non-medication treatment for anxiety, depression, and insomnia)
- Mind Mapping for treatment engagement and goal setting
- Outreach and in-clinic education to support access and coordination

Equine-Assisted Therapy and Learning Services

- Equine-Assisted Therapy for emotional regulation and skill development
- Equine-Assisted Psychotherapy integrated with mental health treatment
- Group-based equine services
- Youth equine programming
- Substance use-informed equine services
- Workforce development partnerships through the BHP Barn:
 - Work 2 Wellness placements
 - Child Career Education Opportunity Program (CCEOP) youth workers

Family and Youth Services (FYS) – Youth Up to Age 18

- Mental health counseling for youth and families
- Alcohol and drug prevention education

- Youth substance use assessment, outpatient treatment, and case management
- Equine-Assisted Counseling and Learning Services
- School-based counseling, groups, and advocacy
- Parent and family education and training
- Organized outings, retreats, and community events
- Youth support groups
- Psychiatric care and medication management
- Family and Youth Services – Prevention Programming
- Aggression Replacement Therapy (ART)
- Prevention with MTS:
- Specialized prevention training
- Drug-specific education
- Red Ribbon Week activities

Healthy Choices Prevention Group

- Indigenous Youth Group (self-empowerment and substance use prevention)
- Tobacco education and prevention for elementary-age youth
- Youth Forest Crew (outdoor-based prevention services)
- Harvesting Wellness through Culture (traditional plant medicine education)

Youth Residential Housing – Sacred House

- Residential housing for adolescent females ages 13–18
- Structured, supportive living environment
- Guidance focused on safety, stability, and personal growth
- Cultural and community engagement

- Support for holistic and culturally enriched wellness

Behavioral Health Program – Wellness Supports

- Plant-based wellness supports integrated into services
- Wellness kits for seasonal and community events
- Parenting group wellness supports
- Canoe Journey wellness and first aid supports
- Health awareness event wellness supports
- Weekly community wellness groups
- Leadership and staff wellness supports

Community Outreach Program

- Community-based outreach and engagement
- Transportation assistance
- Appointment coordination and reminders
- Navigation of mental health and substance use services
- Ongoing community support to reduce barriers to care

24/7 Support and Crisis Services

- After-Hours Phone Line
- 24/7 crisis support and guidance
- Emotional distress and substance use crisis support
- Family crisis support
- Crisis intervention by trained clinical staff
- Resource connection and referrals
- Open access for all community members

Counselor of the Day

- Immediate in-person or phone-based crisis support

- Emotional support during urgent situations
- Substance use crisis response
- Short-term stabilization and connection to ongoing care

Highlights of 2025

Muckleshoot Behavioral Health's mission is to promote healing, resilience, and long-term wellness for Tribal members through accessible, culturally grounded, and evidence-based services. In 2025, the department advanced the Tribe's goals by sustaining timely access to care, strengthening coordinated systems of support, and delivering integrated clinical, recovery, and prevention services. Across mental health, substance use disorder (SUD) services, Adult Recovery House, Sacred House, equine therapy, Family and Youth Services, and community outreach, Behavioral Health supported individual recovery, family stability, and community well-being.

Access to substance use and mental health services remained a key focus in 2025 through sustained same-day SUD evaluations and referral processes. More than 120 SUD evaluations were completed, with detox and inpatient referrals provided to over 90 individuals. Services remained responsive during critical moments of readiness for treatment and were supported by coordination with MIT Housing, MCFS, the Health and Wellness Clinic, MIT Probation, and other partners. Family engagement was emphasized through communication, transition planning, and delivery of care packages. The men's sweat lodge was completed in 2025 to support culturally meaningful recovery, with the women's sweat lodge scheduled for completion in 2026.

Mental Health Services experienced growth in intake activity, with scheduled intakes increasing by approximately 35 percent and completed intakes rising by nearly 24 percent. Services included individual therapy, counseling, and therapeutic groups addressing anger management, youth support, women's wellness, caregiver needs, and coping skills. Equine Therapy Services operated as an integrated component of mental health

care, offering experiential services that supported emotional regulation and connection. Three permanent Equine Assistant positions were added and filled by Muckleshoot Tribal members, strengthening program capacity and Tribal employment.

The MindCare Clinic continued to provide consistent services, with 79 completed intakes and 77 new referrals, primarily self- or family-generated. Neurofeedback, PEMF therapy, Nexalin therapy, and Mind Mapping supported emotional regulation, stress reduction, sleep, and treatment engagement, with growing utilization supported by positive client feedback.

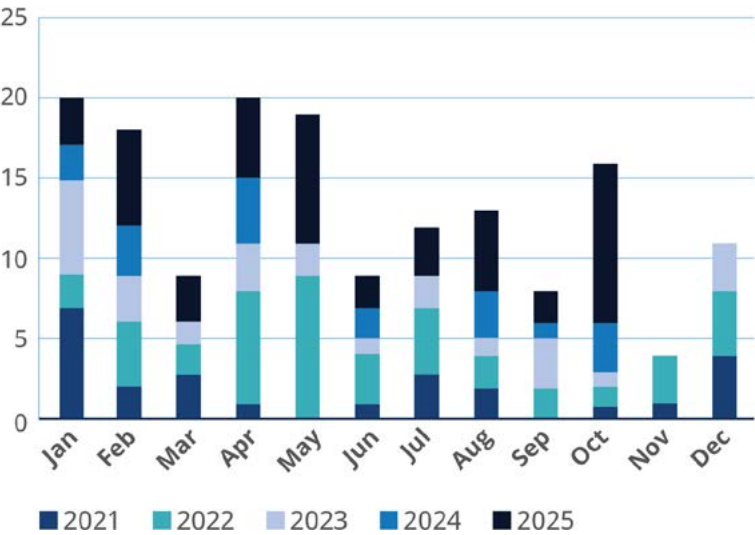
The Adult Recovery House demonstrated strong impact through recovery-focused programming, cultural engagement, and community connection. Highlights included hosting an Alcohol Awareness Healing Dinner, supporting Canoe Journey participation, attending a national self-help convention, and delivering ongoing recovery programming such as skills training, sober support gatherings, Native American Group meetings, and completion of a 19-week Joe and Charlie self-help group. ARH also participated in the 2025 MMIWP Task Force Meeting, hosted drum-making workshops, and prepared for a recovery-focused retreat.

Family and Youth Services and Sacred House emphasized prevention, early intervention, and family-centered support. Sacred House provided a structured residential environment for youth, while Family and Youth Services delivered prevention programming including Aggression Replacement Therapy, Prevention with MTS activities, Healthy Choices groups, Indigenous Youth Groups, tobacco prevention, the Youth Forest Crew, and Harvesting Wellness through Culture. Behavioral Health also supported community wellness through plant-based resources for seasonal events, parenting groups, Canoe Journey, and weekly community groups. Together, these efforts reflect Behavioral Health's commitment to integrated care, cultural connection, and long-term wellness for the Muckleshoot community.



Photos from Tomanamus Day and Valentine's Day Drive-Thru Self Care Event

Crisis Encounters 2021-2025

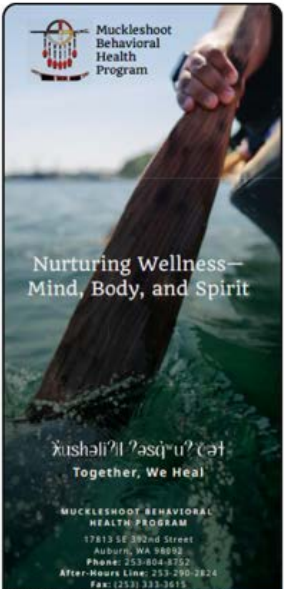


PROGRAM ACCOMPLISHMENTS 2025

NEW ADVERTISEMENT AND PLANT MEDICINE LOGOS

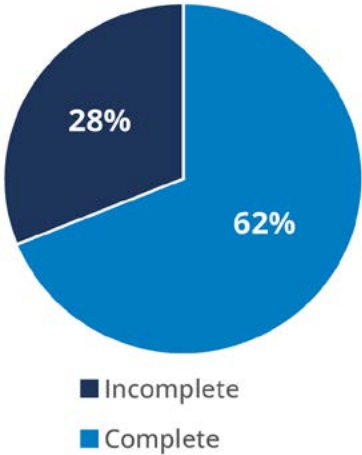


NEW GROUP ROOM DESIGN

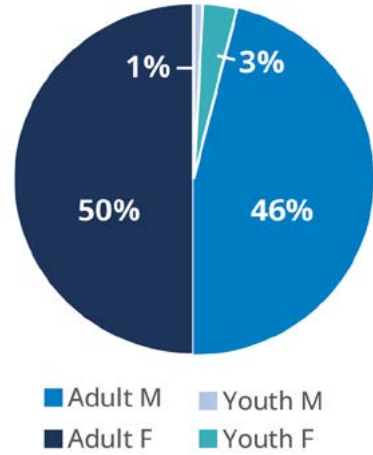


MENS SWEATLODGE

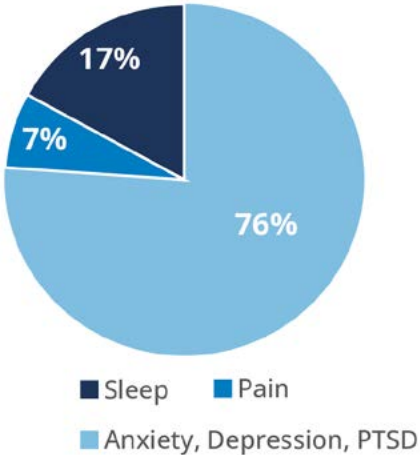
2025 Substance Use Disorder
Inpatient Completion Rate



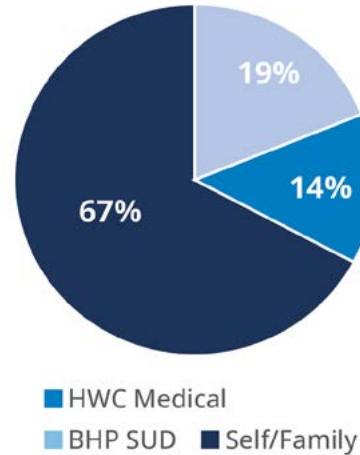
2025 Substance Use Disorder
Patient Gender & Age Group



2025 MindCare
Clients by Symptoms

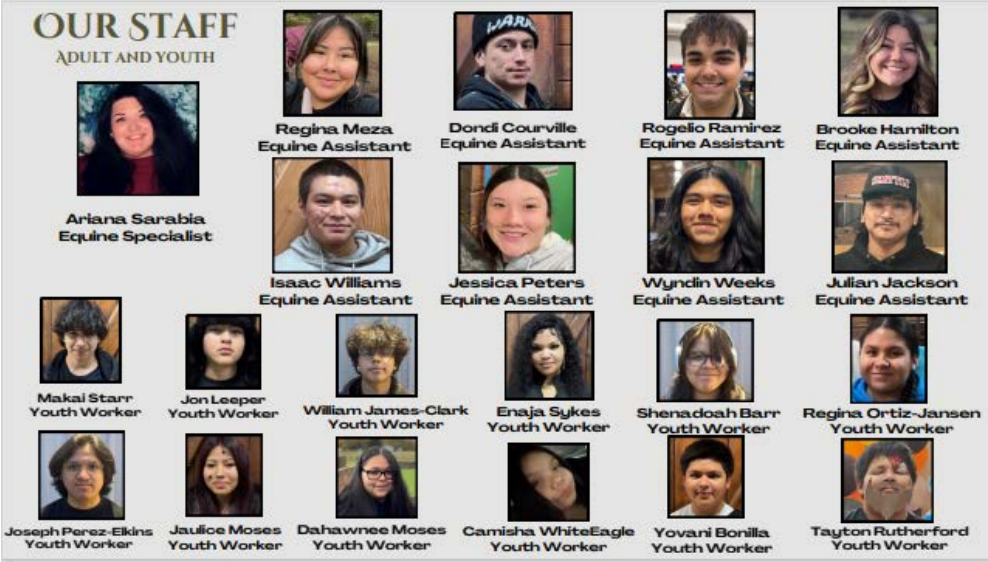


2025 MindCare
Client Referrals

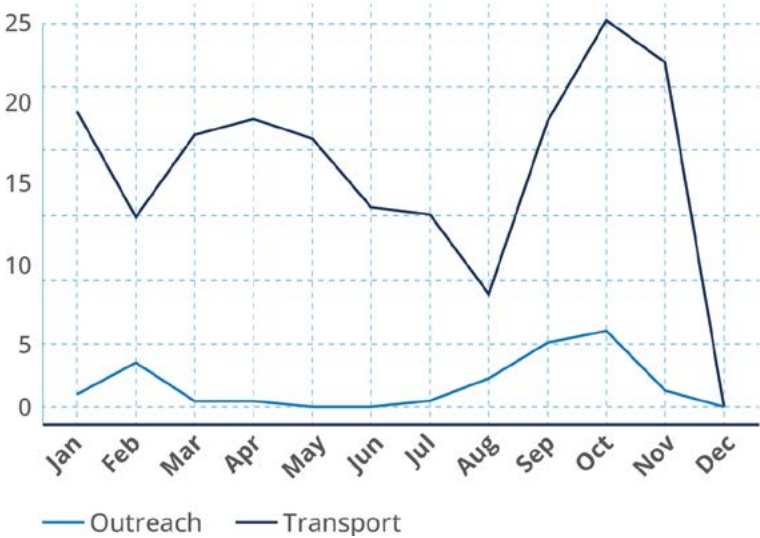


Apothecary Plant Medicine

Equine Therapy Staff



2025 Outreach Program Data



Outlook for 2026

In 2026, Muckleshoot Behavioral Health will focus on strengthening access, quality, and continuity of care while honoring community values of connection, accountability, and holistic wellness. Building on progress achieved in 2025, the department will prioritize sustaining services across mental health, substance use disorder treatment, recovery housing, Family and Youth Services, Sacred House, equine-assisted services, MindCare, and community outreach. These goals reflect a commitment to coordinated, culturally responsive, and person-centered care that supports long-term recovery, family stability, and overall well-being.

A central goal for 2026 is maintaining timely access to mental health and substance use services. This includes continuing same-day SUD assessments, sustaining outpatient and aftercare capacity, and

maintaining strong coordination across programs to support smooth transitions between levels of care. Behavioral Health will continue to emphasize integrated service delivery so individuals with co-occurring mental health and substance use needs receive coordinated support without unnecessary barriers. Collaboration with MIT Housing, MCFS, the Health and Wellness Clinic, MIT Probation, and other partners will remain essential to ensuring care addresses both clinical needs and broader stability factors.

Substance use disorder services will continue to emphasize recovery, connection, and culturally meaningful healing. In 2026, the department will complete the women’s sweat lodge, complementing the men’s sweat lodge completed in 2025 and expanding access to culturally meaningful recovery supports. These spaces will provide opportunities for healing, reflection, and community connection that support sobriety and long-term wellness. Behavioral Health will also continue to strengthen

recovery pathways through outpatient treatment, medication-assisted treatment, inpatient referrals, recovery housing, peer support, and community-based recovery activities.

Workforce stability and capacity will remain a key focus. In 2026, the department will prioritize increasing Tribal employment, supporting staff development and retention, and hiring two new peer support counselors to strengthen recovery-oriented and community-based care. Peer support counselors will provide lived-experience guidance, assist individuals in navigating services, and reinforce recovery and wellness across clinical and community settings. These roles will enhance engagement and continuity of care while strengthening trust and connection.

Mental Health Services will continue to focus on engagement and a broad range of therapeutic options for adults, youth, and families. Goals include sustaining gains in engagement, supporting group and individual therapy offerings, and continuing integration with equine-assisted services and MindCare. MindCare will remain an important component of Behavioral Health, supporting emotional regulation, stress management, sleep, and treatment engagement through neurofeedback, PEMF, Nexalin therapy, and mind mapping. Equine-assisted services will continue to complement mental health treatment by offering experiential opportunities that support emotional awareness, confidence, and connection.

Family and Youth Services will focus on prevention, early intervention, and family-centered support. Goals include expanding participation in prevention programming, strengthening school-based services, and continuing culturally meaningful programming for youth and families. Sacred House will continue to provide a safe, structured residential environment for adolescent females, emphasizing stability, healing, and community connection.

Community outreach and crisis response will remain essential. Outreach staff will continue consistent, trust-centered engagement through transportation assistance, service navigation, follow-up support, and presence during times of crisis and transition. Overdose prevention efforts will continue through Narcan distribution, education, and community support. The 24/7 after-hours phone line and Counselor of the Day services will remain available to ensure immediate access to support during urgent situations.

Through these goals, Muckleshoot Behavioral Health will continue to support recovery, strengthen families, and promote long-term wellness for the community in 2026.

Dental Clinic

PERSON IN CHARGE: Kristy Kenyon, Dental Clinic Manager

ADDRESS: Health and Wellness Center, 17500 SE 392nd St,
Auburn, WA 98092

INFO PHONE: (253) 939-2131

INFO EMAIL: kristy.kenyon@muckleshoot-health.com

Overview

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

Services Provided

- Preventive Care (Child and adult cleanings, routine exams, sealants, and fluoride application)
- Emergency Services (treatment of acute tooth pain)
- Composite Restorations (white fillings)
- Endodontics (root canals)
- Crown and Bridge Restorations (porcelain or gold "caps")
- Oral Surgery (tooth extractions, referral may be needed)
- Dental implants (permanent placement of missing teeth, referral needed)
- Removable Prosthodontics (implant-supported dentures, traditional dentures, and partial dentures)
- Orthodontics (Braces, referral needed)
- Periodontics (treatment of gum disease)

Highlights of 2025

The Muckleshoot Dental Clinic is proud to reflect on a year of meaningful growth. This year we continued to strengthen oral health access, expand clinical capacity, and deliver culturally grounded care to Tribal and community members. Our efforts focused on improving quality of life, increasing preventive services, and investing in workforce development to ensure long-term sustainability.

Periodontal EFDA Training

This year our clinic served as a host site for the Indian Health Service Periodontal Expanded Function Dental Assistant (EFDA) training. Eight dental assistants from Tribal programs across the country attended our weeklong training. Three of the participants were members of our own clinical team, strengthening our internal capacity for periodontal care. Upon completion of the training the dental assistants earned a certification in ultrasonic scaling, a skill that directly supports early intervention and prevention of periodontal (gum) disease.

Orthodontic Program

- Our Orthodontic Program continued to thrive, supporting over 200 Tribal members in accessing essential orthodontic care.
- This work not only enhances smiles but also improves long-term oral health, confidence, and overall wellness

Dental Implant Program

- Over 70 dental implants were successfully placed.
- These implants have provided patients with improved function, stability, and quality of life – restoring the ability to eat, speak, and smile with confidence.

Denture Program

- Our denture program remained a cornerstone of service this year, providing high-quality prosthetics that restore function, confidence, and overall quality of life for Tribal and community members.

Community Health Impact of this year's successes:

- Improved long term oral health & wellbeing through the success of our orthodontic, implant and denture programs.
- Enhanced periodontal prevention services.
- Increased clinical capacity through staff training.
- Strengthened partnerships with IHS and Tribal dental programs nationwide.

Outlook for 2026

The Muckleshoot Dental Clinic plans to continue expanding preventive services, increasing access to restorative and prosthetic care, and pursuing additional training opportunities that support Tribal self-sufficiency in oral health services.



Medical & Community Health

PERSONS IN CHARGE:

Mythili Ramachandran, Medical Director

ADDRESS: Health & Wellness Center, 17500 SE 392nd St, Auburn, WA 98092

INFO PHONE: (253) 939-6648

INFO EMAIL: hdc@muckleshoot-health.com

Overview

Provides outpatient primary care services, pediatric specialty care, Physical therapy and Same day walk-in urgent care services. A comprehensive care coordination team including nurses, dietitian, social worker and CHRs. Onsite Ear/Nose/Throat services are also provided.

Services Provided

Medical Clinic

- Comprehensive Primary care (family medicine, pediatrics and internal medicine)
- Daily urgent care and acute care services
- Preventive medicine including Immunizations and annual wellness exams
- Full lab including several in house point of care tests and X-ray services (excluding spine imaging)
- Maternity support services and referral to Midwife/Doula
- Cancer care navigation
- Care coordination and Chronic disease management

- Physical Therapy and Rehabilitation
- Nutrition services
- Addiction medicine services including medication-assisted treatment (MAT)
- Ears, Nose and Throat services (contracted)
- Health education
- WIC services provided through Seattle-King County Public Health

Highlights of 2025

- Improved access to care by expanding clinic capacity, resulting in significant increase in patient encounters over the past two years.
- Through coordinated outreach and vaccination efforts, we reached 97% measles immunization coverage, achieving herd immunity and strengthening community-wide protection against measles
- Through collaboration with tribal leadership and the use of incentive programs, annual wellness visits increased by over 100%, strengthening preventive health participation across the community including vaccinations.
- We implemented a pod nursing model staffed by registered nurses to enhance care coordination, streamline workflows, reduce care gaps and improve continuity of care for patients.
- We received designation as an IHS Hepatitis C elimination exemplars Pilot site.
- The addition of a pediatrician significantly strengthened our pediatric program by expanding service availability and reinforcing quality, child-centered care.
- We had a very successful Back to School bash event this year that

provided education and screening around many health issues for children and lots of fun!

- We added a cancer navigator to our clinic team to support patients through diagnosis and treatment, improving care coordination, reducing barriers and improving access to cancer services.
- This year marked exceptional success in our community outreach efforts, strengthening trust and collaboration within the community. Key highlights included promotion of food-as-medicine initiatives through a community garden project and cultural food preservation activities.
- Through collaboration with Fred Hutch Mammogram Van, breast cancer screening services were offered right here on the pow-wow grounds
- We significantly increased early Flu vaccination this season through community-wide Flu vaccination clinics hosted by our community health team. We also actively participated in culture night at the tribal school, Red Ribbon Week and numerous community events, expanding health education and engagement across all ages.
- We continued our work Center of Excellence for Autism screening for the very young children by adding more providers to the COE Autism. We are now pursuing the same for Adult autism diagnosis.
- We used standardized performance indicators used by IHS to track quality of care and health outcomes, such as diabetes management, preventive services, and chronic disease management. We made significant strides this year in Cancer screening, Chronic disease and Immunization measures!
- In collaboration with Fred Hutch Cancer Research Center, we started our community advisory board for Lung cancer screening and received some valuable feedback in these groups. In the next year, we will be enrolling for the Lung cancer screening study.

- We provided medical and emergency services to several tribal events including CANOE journey.
- Participation in the Beat the Bridge run for Breakthrough Type 1 Diabetes in Seattle to increase awareness and funding for Type 1 Diabetes.
- We collaborated with MEIHSS in providing exceptional care for our elders. This includes the addition of a Geriatric NP in clinic who has time dedicated for home visits for those patients unable to come into clinic.
- Collaboration with Behavioral health on the Medication Assisted Treatment program.
- We collaborated with our local hospital partners to advocate for enhanced culturally responsive care for our tribal patients, ensuring that services are respectful, inclusive and aligned with community values.

Outlook for 2026

- Deliver enhanced patient care by transitioning to EPIC electronic health records bringing forth better care coordination with area hospitals and specialists, improved patient access via MyChart and quality metrics
- Expansion of services including telehealth specialty concierge services
- Focus on Dementia screening with increased access to early detection and diagnosis
- Create roadmaps for people living with dementia and their caregivers
- Expand our Food as medicine programs and brain health programs
- Enroll for the Lung Cancer screening study with Fred Hutch
- Improve access and metrics for cancer screening and cancer care
- Expand diagnostic capabilities for Fetal alcohol syndrome and Adult Autism

Optical Clinic

PERSON IN CHARGE: Erica Smith, Optical Clinic Manager

ADDRESS: Health and Wellness Center, 17500 SE 392nd St, Auburn, WA 98092

INFO PHONE: (253) 735-2020

INFO EMAIL: hwc@muckleshoot-health.com

Overview

The Optical Clinic offers comprehensive optical exams, diagnostic evaluations, diabetic retinal screenings, and personalized fittings for eyewear, including glasses and contact lenses.

Services Provided

- Provide thorough eye exams and educate patients on various eye conditions for better understanding and care.
- Diagnose and treat eye conditions such as glaucoma, diabetic retinopathy, macular degeneration, and chronic dry eye to ensure optimal vision health.
- Help patients select the perfect eyeglasses and contact lenses tailored to their needs and preferences.
- Offer a diverse collection of stylish eyewear featuring designer brands and eye-catching native motifs.

Highlights of 2025

- Part time Optometrist added to ensure a doctor is available in the clinic every day of the week, improving accessibility for our patients.
- Scheduled hours for emergency visits.
- Expansion of designer frames to better meet patient preferences, lifestyle needs, and practice growth.
- Continued participating in educational events and outreach programs to promote eye health awareness in the community.
- Investment of advanced optometric technology to provide higher quality more precise eye care.

Outlook for 2026

- Promote technology through AI assisted patient education
- Provide comprehensive leadership and customer development training for all staff members to enhance skills and service quality.
- Invest in advanced diagnostic equipment with AI assisted clinical tools.
- Explore remodeling the optical clinic space to create a more welcoming and efficient environment.

Pharmacy

PERSON IN CHARGE: Crystal Huang RPh., Pharmacy Director

ADDRESS: Health & Wellness Center, 17500 SE 392nd St, Auburn, WA 98092

INFO PHONE: (253) 333-3618

INFO EMAIL: crystal.huang@muckleshoot-health.com

Overview

This tribal pharmacy is a community-centered healthcare program dedicated to supporting the wellness, independence, and cultural values of the tribal community. Our pharmacy provides comprehensive medication services that prioritize accessibility, safety, and individualized care. We work collaboratively with the Tribal Medical Clinic, Behavioral Health Program, Elders Programs and Youth Programs to ensure that every patient receives coordinated, holistic support across all areas of their health.



The Tribal Pharmacy is staffed by licensed pharmacists and trained technicians who are dedicated to culturally respectful, patient-focused service. Our mission is to empower community members through education, reliable access to medications, and integrated care partnerships that strengthen individual and community well-being.

Services Provided

- Provide "Mediset" packaging to help patients with complicated pharmaceutical regimens
- Work closely with Behavior Health Department to provide support and care for patients enrolled in the Suboxone program. Connect with healthcare providers to help develop personalized treatment plans for patients with addictions
- Dispense Sublocade/Vivitrol injections to providers in the clinic to treat adults with moderate to severe addiction to opioid drugs
- Supply durable medical equipment, such as wheelchairs, crutches, braces and incontinence supplies
- Dispense pharmaceuticals such as Ozempic, Mounjaro and "Continuous Glucose Monitor" (CGM) system (e.g., Freestyle Libre3 and Dexcom G6) for managing diabetes and obesity
- Provide education and support for monitoring glucose levels, smoking cessation, help patients with medication management and offer counseling to promote wellness
- Establish current standards of pharmacy practice by accessing patient's entire health record, immunization status and past medical history
- Promote health awareness and contribute to the betterment of the tribal community

Highlights of 2025

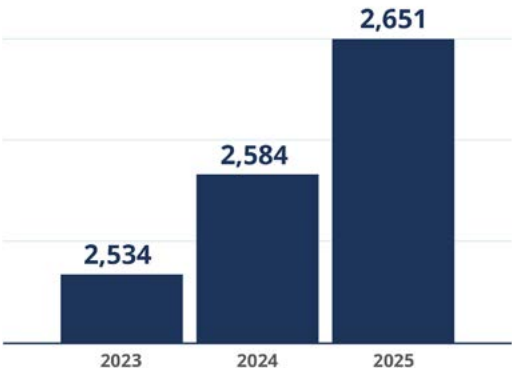
- Increase number of prescriptions
- Increase number of patients served
 - 2,534 – year 2023
 - 2,584 – year 2024
 - 2,651 – year 2025
- Increase third-party (insurance) reimbursements
- Increase in revenue (Jan-Nov)
 - \$5,487,039 – Year 2023
 - \$8,710,873 - Year 2024
 - \$10,204,272- Year 2025
- Increase in Third Party Reimbursements from Insurance Rebill
 - \$704, 368 – year 2024
 - \$912, 659 – year 2025

Steps Taken to Maximize Insurance Reimbursements

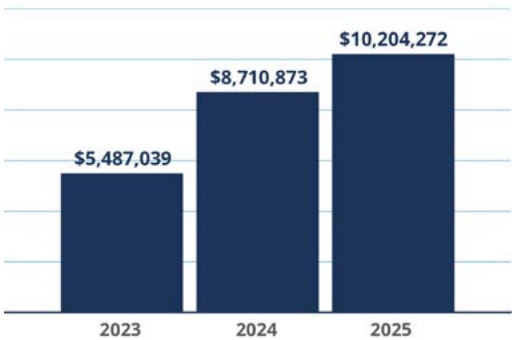
Identifying Opportunities

- Review dispensing reports to identify patients consistently listed as uninsured.
- Monitor claims rejections that indicate inactive, missing, or outdated insurance information.
- Run monthly audits to flag patients with no insurance on file.
- Collaborate with Medical, Behavioral Health, and Registration teams to share information on patients who may qualify for coverage.
- Track patterns in missed reimbursements or high write-offs to pinpoint gaps in insurance enrollment.
- Use alert notes in pharmacy software to prompt staff when a patient needs to update with registration or sign up for insurances.

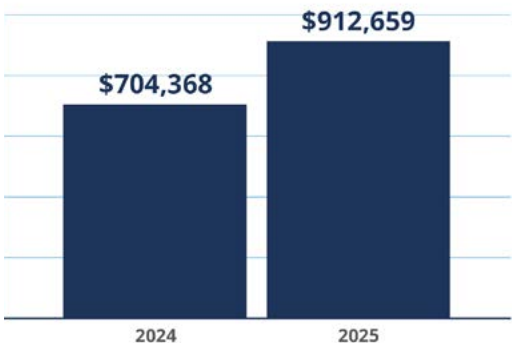
Number of Patients Served



Pharmacy Revenue (Jan-Nov)



Third Party Reimbursement from Rebilling



Encouraging Patients to Update with Registration and Sign Up for Insurance

- Educate patients on the benefits of insurance, reducing a larger portion of the cost being borne by the tribe, improving access to care.
- Encourage patients to complete registration updates.
- Follow up by checking the updated insurance status and rebill past transactions.

Increasing Initiation of Prior Authorizations (PA)

- Train pharmacy staff to recognize common rejections that indicate a medication requires PA.
- Communicate with providers promptly when a PA is needed, including sending electronic PA requests.
- Maintain a standardized PA checklist on “Cover MyMed” to ensure all required clinical information is collected.
- Collaborate with medical and behavioral health providers to streamline documentation and speed up submission.

Improving Follow-Up on Pending Prior Authorizations

- Track all submitted PAs in a centralized log
- Assign specific staff roles (primary and backup) responsible for PA follow-up.
- Conduct daily follow-up with insurers on pending PAs to prevent delays.
- Document all communication attempts with payers and providers to maintain accountability and visibility.
- Notify patients of PA status to keep them informed and reduce repeated calls or inquiries.

Rebilling After Prior Authorization Approval

- Rebill claims immediately once PA approval is received to capture reimbursement.
- Use system alerts to ensure all approved PAs are linked to the correct medication and billing period.
- Verify the approval dates and approval number to ensure claims meet payer requirements.
- Track rebilled claims to confirm successful adjudication and payment.

INMAR Enrollment

- Established a secure INMAR account for the Drug Supply Chain Security Act (DSCSA) traceability report automated tracking in compliant with the FDA requirements
- Completed enrollment in INMAR drug take-back program. Have 2 kiosks installed (one in the pharmacy lobby, another in the walk-up) for the convenience of the patients
- Created an account with INMAR expired drug return program. Maximize credit recovery with the flexibility of returning the expired and unsaleable pharmaceuticals at our own schedule.

Employee Development

- CPR training by Cascade Training in June
- Suicide Prevention training by BHP in October

Community Events Participation

- Hosted an event on National Drug Take-Back Day to educate the community about safely dispose of the unwanted pharmaceutical products



Participated in the open barn events hosted by BHP; Learned more about other departments and programs, looking to identify opportunities for collaborative patient care.



Halloween truck or treat and trick or treat events



Tomanamus Day 2025



*Outreached and Visited Neighboring Tribal Pharmacies,
Puyallup and Tulalip Tribal pharmacy*

Emergency Back Up Pharmacy Set-up

- When Rite-Aid pharmacy closed doors in July, we established 2 Safeway locations to be the emergency/after-hours back up pharmacy for the tribal members

Better Closure Preparation

- Generated a comprehensive report identifying patients with prescriptions due for refill during the holiday closure period.
- Reviewed refill histories and anticipated medication needs to ensure continuity of therapy.
- Submitted refill requests to providers early, allowing ample time for approval and avoiding last-minute delays.
- Processed and filled prescriptions as soon as insurance and clinical guidelines allowed, including early-fill overrides when appropriate.
- Contacted patients by phone or text to remind them of upcoming closures and encourage timely pickup of medications.
- Posted clear closure notices in the pharmacy and sent reminders through email and patient messaging systems.
- Documented all outreach efforts and follow-ups to ensure accountability and continuity.
- Successfully reduced patient anxiety by ensuring they had medication in hand before closure.
- Minimized last-minute requests, saving providers and pharmacists time and preventing workflow bottlenecks.
- Improved patient satisfaction and strengthened trust through proactive, patient-centered planning.

Goals of 2026

- Recruit a new full-time pharmacist and a full-time pharmacy technician to ensure consistent clinical coverage, improve continuity of care, and reduce reliance on temporary staffing.
- Increase pharmacy revenue through improved operational efficiency, optimized billing practices, and expansion of reimbursable services.
- Capture more billable services, such as medication therapy management and chronic disease management intervention.
- Reduce medication and supply waste by strengthening inventory management, and implementing tighter controls on ordering and returns.
- Enhance workflow efficiency by refining processes, reducing bottlenecks, and improving coordination with colored baskets sorting by priorities.
- Participate actively in the design and planning of the new pharmacy, ensuring layout, technology, and workflow support safe, efficient, and patient-centered operations.
- Strengthen patient engagement through outreach, refill reminders, adherence initiatives, and education to improve health outcomes.
- Expand collaboration with medical, behavioral health, and community programs to support integrated, culturally responsive care.

Muckleshoot Elders In-Home Support Services

PERSONS IN CHARGE: Karen Cantrell, MEIHSS Director;
Kevin Fletcher, Administrator

ADDRESS: Health & Wellness Center, 17500 SE 392nd St, Auburn,
WA 98092

INFO PHONE: (253) 876-3050

Overview

Muckleshoot Elders In-Home Support Services (MEIHSS) strives to provide excellent culturally relevant in-home healthcare and community based social services to individuals and families of the Muckleshoot Indian Tribe and community. We are a tribally owned and operated in-home healthcare service. An elder is qualified for services based on an interdisciplinary team assessment and may receive assistance with personal care, hygiene, cooking, cleaning, laundry, grocery shopping, mobility, transportation, nursing services and social services.

MEIHSS provides the highest quality support for elders of the Muckleshoot Tribe. The purpose of the Muckleshoot Elders In-Home Support Services program is to allow elders who qualify for services under the program guidelines to remain safely in their homes by assisting with activities of daily living (ADLs) and providing culturally appropriate care in a setting that is familiar, comfortable, and surrounded by family and community. When this option is not available, we provide bridge services within the community to ensure elders are supported when transitioning back to their homes as safely as possible. We are the largest tribally-owned and operated in-home care agency of its kind in Washington, and perhaps the nation.

We believe this program is a model for indigenous elder care on a reservation. MEIHSS works closely with Muckleshoot Adult Protective Services to protect, advocate, and safely provide care to our elders in their homes. We encourage healing and recognize the importance of maintaining family connections.

Services Provided

- Professional nursing case management oversight by Registered Nurses (RNs) who are supported by a collaborative team of physicians and ARNPs.
- Medical social services – assistance with applications, hospital discharge planning, case planning, Medicare, Medicaid, disability questions or other related services.
- Life Alert – medical monitoring emergency system.
- Care planning and coordination for elders and vulnerable adults.
- Assistance with activities of daily living (ADLs): ambulation/positioning after transfers, dressing, grooming, bathing, personal hygiene, toileting, meal preparation, essential shopping, light housekeeping, laundry, medication reminders, transport to and from medical appointments, wound care, and end-of-life support.

Highlights of 2025

We are proud of the number of Muckleshoot and Native American associates across all departments in MEIHSS. In administrative and leadership positions, 50% are Muckleshoot or Native American, and 25% of our caregivers are as well.

Stability of caring team members is a priority for MEIHSS. Our caregiver turnover rate of 15% is significantly below the industry norm of 65%. The continued staff training focused on improving professionalism, quality of care, and employee ethics has resulted in increased satisfaction of our clients and their families.

Increasing the number of in-home visits by nursing and social work staff is improving communication and resulting in increased elder and family satisfaction. We continue to promote family engagement with the goal of increasing elder support and reducing gaps in coverage of providing care. Family engagement helps care for the elder in a manner they are most comfortable with. MEIHSS believes that having family members participate in the care of the elder provides quality time together while fostering the passage of family and cultural wisdom from generation to generation.

MEIHSS Hiring Initiatives

Tribal Employee and Leadership Development

MEIHSS believes in promoting and developing Muckleshoot tribal members within the program. Several staff members have shown interest in making healthcare a lifelong career, continuing to serve our elders and community. MEIHSS continues to collaborate with the Human Resource Department, focusing on engaging the MIT family and community members to consider a career at MEIHSS.

Certified Nursing Assistant (CNA) Training Collaboration

MEIHSS partners with the Muckleshoot Tribal College, the Muckleshoot Reclaiming our Wellness Grant, and Renton Technical College to train, certify and employ tribal members to work in the healthcare field, providing culturally competent care to our elders and community.

In 2025, 14 caregivers became CNAs through our Muckleshoot Tribal College training program, with seven (7) completing the bridge program advancing from HCAs to CNAs. Four (4) completed their HCA training, through MEIHSS, enhancing our ability to provide quality, culturally competent care to our elders, significantly reducing the utilization of staffing agency contracts.

Adult Protection Services (APS) Collaboration with MEIHSS Incident Investigator

The MEIHSS investigator works closely with APS to help elders and caregivers deal with situations in the home and resolve problems to promote a healthy and safe environment for elders and staff members. The MEIHSS investigator researched and resolved 307 incidents and partnered with APS on 123 investigations.

Homecare Agency Audit and Reimbursement

In May, 2025, the State of Washington Department of Social and Health Services conducted an annual review of clinical and administrative operations for MEIHSS. This annual process allows MEIHSS to bill for a portion of our services and receive reimbursement for care and services provided. This year, we received over \$900,000 in State Medicaid reimbursement for in-home services provided to tribal elders. We also billed over \$4.2 Million for non-emergent medical transportation reimbursement for the Muckleshoot Indian Tribe.

CRR/BLS/First Aide Training Program

In 2025, twenty-four (24) CPR/BLS training classes were conducted, with fifty-nine (59) staff members trained by our trainers.

Caring for the Vulnerable Adult Population

Although MEIHSS primarily supports elders, vulnerable adults with significant medical management needs can be supported through the program and utilize services provided by our clinical team.

Outlook for 2026

- Collaborate with the Tribal Clinic in transitioning to the EPIC electronic record system, including staff training and the establishment of a Health Information Management position to support compliance, data integrity and continuity of care.
- Utilize a team-based training approach that supports operational efficiency and shared accountability.
- Prioritize development of tribal members through targeted training, leadership development and succession planning in alignment with MIT strategic goals.
- Maintain fiscal responsibility while maximizing resources and operating within the established budget structure.
- Implement focused strategies to improve employee attendance, reduce absenteeism and strengthen workforce stability.

Health & Wellness Center

PERSONS IN CHARGE: Caryn Avila, Manager;
Andrake West and Gloria Simmons, Supervisors

ADDRESS: Health and Wellness Division, 17500 SE 392nd St,
Auburn, WA 98092

INFO PHONE: (253) 294-8242

INFO EMAIL: caryn.avila@muckleshoot-health.com

Overview

The Muckleshoot Wellness Center was built by Muckleshoot's for Muckleshoot's and their Guests in 2005 and continues to help Members on their path to wellness.

We would like to thank the Health Committee, Tribal Council, and the Grants team for their support in providing our team with the necessary tools to help our family stay healthy. Whether it is equipment or staff education, we appreciate the support.

Services Provided

Childcare for HWC

Cares for the children of parents who are working out or if they have a medical or a health-related appointment in the Health division. Appointments will be limited to 30 minutes or an hour to allow multiple users the opportunity to use this program.

Personal Training Sessions and Fitness Classes

We have a team of certified personal Trainers to help you attain your fitness goals. All Muckleshoot Tribal Members receive these training

sessions at no cost. Vibrant classes to hold you accountable and add some fun to fitness.

Aquatics

The Muckleshoot aquatics facility has four beautiful salt-water pools and an outdoor Splash Pad for the Members. The Therapy pool is open for swimming lessons for all ages. Closed sessions for water therapy and autistic members.

Paddles Up Café

Paddles Up offers hot and cold sub sandwiches, pizzas, breakfast sandwiches, salads soups, smoothies and espresso. Paddles Up offers online ordering and payment options as well as catering. There is a rewards program for our loyal customers.

Outdoor Fitness Space

This space is for families to work out together in the fresh air.

Cardio and Weight Rooms

designed to give each member the equipment they need to complete a full body circuit. New equipment Jacobs ladder and a Hack squat machine.

Meet the Staff:

- **Personal Trainers:** Jeffrey Sheldon, Tayla LaClair, Aaliyah Crombie, Clayton Menzel, Lead Trainer
- **Lifeguards:** William Nelson, Lead Lifeguard, Amelia Merrill, Swim Instructor, Lifeguards, Tiffanee Leeper, are your dedicated lifeguards. All members of the Wellness team are certified in Lifeguarding, CPR, and AED to provide services safely and consistently.
- **Aquatics Technician/Facilities employee:** Robert Simmons Jr.
- **Wellness Coordinators:** Jackson Ross, Gloria Simmons, Tony Jansen,

Ramona Daniels, Brian Luangrath, Chandler Nelson, Erick Elkins, Jennifer Rodarte

- **Supported Services:** Jojo Allen, Salena Jerry
- **CCEOP Youth Team:** Meryl Anderson, Abraham Valdiviezo.

Highlights of 2025

New Year's Eve Event

A night for the team to give back to the community youth and support the Events department.

Elders Gait Clinic

The participants were taught how to roll their feet and given a foot roller. Then, they receive a foot massage, an assessment of their gait, and corrective exercises to strengthen their muscles and restore proper alignment. Next, they had to select a pair of fitness shoes specifically for their exercise needs. The Goal is to have these clinics quarterly and Segway the participants into the walking group, and Personal training sessions.

- 3/18/2025 29 participants
- 4/18/2025 16 participants
- 6/29/2025 18 participants

Aquatics Swimming Lessons Education and YDP

Summer School swimming lesson numbers were 55 total participants for K-5th.

- MELA Summer lessons, we had 56 participants
- Amelia: 252 total lessons with 31 clients
- Tiff: 210 total lessons with 26 clients
- Will: 104 total lessons with 11 clients

YDP and Wellness (Youth Development Program)

We partner with the Muckleshoot Youth Development program on a weekly basis and throughout the year for various camps during school breaks. Through Grant funding, we are able to purchase WI bit Pieces for our lap pool. These inflatable obstacles keep kids active and help them burn calories.

- Total for Teens Center visits this summer came out to: 884
- Total for Youth Center visits this summer came out to: 1244
- This is over ten weeks for 15 visits.

Mary Bridge beat the Bridge 8k run

The Wellness Center sponsored 45 participants who ran and raised money for this important race. The Muckleshoot Tribe was represented by two Type 1 diabetics and ten Type 2 diabetics.

- MTM Hannah Calvert took 1st place in the women's division.

Biggest Loser

- 1st Sai Frost – lost 46.1 lbs.
- 2nd – Rickey Crombie 43.3
- 3rd-Melissa Ho Lost 28.9 lbs.
- 4th– Robert Simmons Jr. Lost 17.3 lbs.
- Most Fat Loss – Katey Sias lost 4.2% BF
- Most Challenges completed by an individual – David Harris
- Most Weight Loss as a team: 61.5 lbs. total
 - Sai Frost
 - Kyle Rodarte
 - Melissa So
 - Aldom So

- Most Challenges Completed as a team: 32 total
- Corey Cross
- Ryan Wilson
- Stacer Sam
- Sanchez Kato-Savoy

Seventh annual Salmon Jam CO-ED Tournament

The Salmon Jam is a basketball tournament funded by the smoking cessation fund, educating youth about the dangers of smoking and vaping. This is a tournament for 7u-9u and 11u-13u. This year's event was held at the Community Center and the Wellness Center. Another great collaboration between YDP Staff, Events staff, Wellness Staff, and Coastal Youth Basketball teams. The entry fee is new toys that are donated to Mary Bridge Children's Hospital. So many contribute to make this event great. Thank you.

Classes

- Join a class where you burn calories, laugh, challenge yourself, and make friends.
- HYROX and Myofascial Magic are the newest additions to this year's class schedule



Outlook for 2026

Develop strong multidisciplinary teams within the health division to support Muckleshoot's. Continue collaborations with YDP, BHP Youth, Clinic Providers, Public Health Nurse, Laura Starr, focusing on reducing childhood obesity and diabetes in our community. Major areas of focus include a healthy diet, adequate water consumption, regular fitness/movement, mobility, and maintaining a positive mindset. Developing a swimming program for all students who attend MIT Tribal School. We look forward to working with MEHISS and the recovery house to provide movement and healthy lifestyle choices for all. Expanding our programming for Special needs members.

Paddles Up: Expand delivery, catering, and birthday parties.



Muckleshoot Housing Authority

PERSONS IN CHARGE:

Ama Tuato'o, Executive Director – ama.tuato'o@muckleshoot.nsn.us

MANAGEMENT STAFF:

Andrea Hatch, Operations & Program Director –

andrea.hatch@muckleshoot.nsn.us

Cheryl O'Brien, Loan Program Manager –

cheryl.obrien@muckleshoot.nsn.us

Michelle Leverenz, Comptroller –

michelle.leverenz@muckleshoot.nsn.us

Sarah Burk, Finance Director –

sarah.burk@muckleshoot.nsn.us

PROPERTY MANAGERS:

Ashley Dennis, Property Manager – ashley.dennis@muckleshoot.nsn.us

Elizabeth Becerra, Property Manager –

elizabeth.becerra@muckleshoot.nsn.us

Georgina May, Property Manager – georgina.may@muckleshoot.nsn.us

Huda Swelam – Property Manager (Homeowners) –

huda.swelam@muckleshoot.nsn.us

ADDRESS:

38037 158th Ave SE, Auburn, WA 98092

INFO PHONE:

Housing Authority Main Number: (253) 833-7616

Afterhours Emergency Maintenance: (253) 261-0779

Overview

The Muckleshoot Housing Authority provides housing and financial services to the community.

Services Provided

Rental Housing

The Tribe manages 381 rental homes, including 18 Lifetime Estates, located on or near the Reservation. The Rental Housing Program provides affordable rents to Tribal member households based on family income. 2025 Highlights:

- 2 new off-site homes added to the rental inventory
- 51 move-ins completed during the year

Housing Stabilization Program

The Housing Stabilization Program assists Tribal members in securing rental housing in the private market by covering eligible move-in costs, including first month's rent, security deposits, and last month's rent when required.

- In 2025, 30 Tribal member households received Housing Stabilization assistance.

Housing Voucher Assistance

The Tribe offers Housing Voucher Assistance to eligible Tribal members. Participants receive a monthly rent subsidy paid directly to their landlord, with subsidy amounts based on household size and income.

- In 2025, 22 Tribal member households received Housing Voucher Assistance.

Elder, Disabled & Veteran Housing: New Construction

The Tribe supports the construction of stick-built homes for eligible Elder, Disabled, and Veteran members with qualifying land situations. 2025 highlights:

- 17 homes started
- 7 homes completed in 2025
- 10 homes scheduled for completion in 2026

Elder, Disabled & Veteran Housing: Mortgage Assistance

In lieu of new construction, the Tribe provides mortgage pay-down or payoff assistance for Elder, Disabled, and Veteran homeowners. Maximum assistance amounts are based on the average cost of new construction homes. 2025 highlights:

- 2 Veterans received Mortgage Assistance
- 1 Elder received Mortgage Assistance

Elder, Disabled & Veteran Housing – Insurance Assistance

To help preserve homeownership, the Tribe assists eligible homeowners with obtaining and maintaining required homeowner insurance coverage.

- 178 homeowners received insurance assistance in 2025.

Grant Assistance for Down Payments, Home Repairs & Improvements

The Tribe provides up to \$90,000 per household in assistance to support home purchases and cost-effective home repairs or improvements. 2025 Outcomes:

- 427 home repair and improvement projects completed

- \$2,722,417 in assistance provided
- 15 Tribal members utilized down payment assistance to purchase a home

Tree Removal Assistance Program

This program assists Tribal member homeowners with the removal of dangerous trees, with payments made directly to qualified third-party vendors.

- \$104,660 disbursed for dangerous tree removal assistance in 2025.

Fencing Assistance Program

The Fencing Assistance Program helps homeowners improve safety by offsetting the cost of installing fencing.

- 62 homeowners assisted
- \$532,132 provided in fencing assistance during 2025

Property Tax Assistance Program

The Tribe provides property tax assistance to help make homeownership more affordable for Tribal members.

- 300 homeowners assisted
- \$1,911,778 in property tax assistance provided in 2025

Home Loan Program

The Tribe continues to offer low-interest home loans to qualified Tribal members within a 30-mile radius of the former Tribal Hall Chimney (39015 172nd Ave. S.E., Auburn, WA 98092).

Eligible loan uses include:

- Construction of new single-family homes on fee land, Tribal land, or individual allotted trust land

- Purchase of new or existing stick-built or modular homes
- Refinancing of owner-occupied homes
- Rehabilitation and renovation projects
- Purchase of buildable land for primary residence construction
- Equity cash-out loans (up to \$100,000, subject to available equity)

2025 Lending Activity:

- 29 home loans processed
- \$10,446,867 financed:
 - New Home Purchase: \$5,726,399
 - Home Equity Loans: \$1,062,359
 - New Construction Loans: \$2,362,760
 - Mortgage Refinances: \$1,046,249
 - Land Purchases: \$249,100

Individual Development Account (IDA) Program

- The IDA Program supports asset-building through matched savings for targeted goals, including homeownership, education, transportation for employment, debt payoff, and auto loan reductions.
- Participants commit to monthly savings for a minimum of six months. Matching funds are provided by the Tribe based on the participant's approved savings goal, with funds paid directly to the lender or creditor.
- 13 participants enrolled in the IDA Program in 2025.

Tribal Credit Program

The Tribal Credit Program provides access to financing to help Tribal members establish or improve credit, consolidate debt, reduce high-interest balances, and purchase vehicles.

Loan Types:

- Secured Loans – up to \$70,000 (vehicles, recreational equipment, marine vessels)
- Unsecured Loans – up to \$20,000 (debt consolidation, household needs, services)
- Combined Loan Maximum – \$90,000

2025 Activity:

- 140 loans approved
- \$4,521,588 in financing provided

Highlights of 2025

In 2025, the Housing Authority continued to deliver programs expanding housing access, stability and strengthening long-term housing opportunities for Tribal members. The year marked the beginning of a strategic internal restructuring aimed at strengthening both rental and homeownership services for the Muckleshoot community. Through the creation of new positions and the realignment of maintenance and property management functions, dedicated teams were established to provide more focused and responsive services to eligible homeowner and rental households. These foundational changes support Housing's mission to improve livability and safety, enhancing customer service, and increasing operation efficiency across housing and supportive services.

Meaningful progress was made in expanding housing for Elders, Disabled and Veteran members. In partnership with the Tribe's Construction Department, 17 new construction homes were initiated in 2025, with 7 completed and the remaining projects underway and completing in 2026. In addition to new construction, 3 households received mortgage assistance, providing alternates to new construction. 178 homeowners were assisted with homeowner insurance coverage, safeguarding housing investments and ensuring long-term stability and financial relief.

Preserving housing affordability and improving the condition of existing homes remained a priority. Over 427 home improvement projects were completed, delivering over \$2.7 million in direct assistance to address safety, accessibility, maintenance and improvements. \$1.9 million in disbursements assisted 300 homeowners with property tax payments making housing more affordable. Collectively, these investments improved access and livability supporting our mission to provide safe and affordable housing.

The Housing Loan Program also continues to provide financial solutions to Tribal members to support asset-building through lending programs. In 2025, 29 home loans were processed, financing \$10.4 million in eligible homeownership activities. The Individual Development Account (IDA) Program supported long-term financial planning through matched savings, enrolling 13 participants. The Tribal Credit Program approved 140 loans totaling \$4.5 million in lending opportunities. These efforts reinforced the Department's strategic role in promoting sustainable homeownership, financial health and long-term financial stability.

Outlook for 2026

The Housing Authority enters 2026 with a clear focus on expanding housing options, strengthening pathways to homeownership and enhancing community spaces for residents. The following priorities are in the works for 2026:

Permanent Supportive Housing (PSH)

Housing is set to break ground on the PSH Complex that will provide 50 housing units to Tribal members at risk of or experiencing homelessness. In addition to addressing critical housing needs, the project will create new employment opportunities and support wraparound services that promote housing stability and long-term success. Construction is scheduled to break ground in 2026, marking a major milestone in the Tribe's efforts to expand housing options.

Homeownership Incentives

In 2026, Housing plans to introduce a new homeownership savings incentive program designed to support renters in preparing for homeownership. Modeled after the successful Individual Development Account (IDA) framework, this program will offer matched savings opportunities with a targeted focus on homeownership readiness.

Mount Rainier View Playground & Basketball Court

Housing is in the final stages of working with the Tribe's Construction Department on a new playground and basketball court at Mount Rainier View. The Tribe has also provided the funding to replace Skopabsh Village's playground. Both projects will be completed in 2026. These projects reflect investment in community infrastructure and supports youth engagement, physical activity and neighborhood connection.



Human Resources

PERSON IN CHARGE: Peter Hixon, HR Director

ADDRESS: 38625 172nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 876-3135

INFO EMAIL: humanresourcesdepartment@muckleshoot.nsn.us

Overview

Human Resources provides various services to the Muckleshoot Tribal Members, Tribal community, our employees, applicants, and clientele that look to us for assistance and service.

Services Provided

Recruiting

We work diligently to recruit and employ Muckleshoot Tribal Members, Community Members, and others looking to serve within the Muckleshoot Tribal Government in both permanent and temporary positions.

Benefits

We work to administer and maintain various employee benefits programs including, but not limited to medical, dental, vision, 401k, life insurance, FSA, voluntary benefits, EAP and leave administration.

Employee Relations

We work to ensure that every person who contacts MIT or is employed in our workforce is treated with compassion, respect, and empathy while clearly communicating MIT workplace standards and policies.

Human Resource Information Systems (HRIS)

We are the main administrator of data management and entry into our information systems and tools, which, in turn, allows us to better administer critical information, data, and reports related to employment and HR-related functions.

Training and Development

We are the developers and administrators of primary, required, and supplementary training and development programs within the Tribal Government.

Compensation

We develop and maintain the Tribe's compensation philosophy and programs affecting the tribal workforce.

Highlights of 2025

- HR assisted in the continued administration of the grant program, Building our Workforce (BOW) and its wind-down to include other placement opportunities for Participants.
- HR continues to partner with and collaborate with the Adult Work Training Program (AWTP) and Work to Wellness job readiness and placement programs.
- HR continued administration of the Employee Recognition Program (OC Tanner).
- HR finished some final renovations to the current HR building.
- HR concluded the first class of Executive Management Training.

Outlook for 2026

- Continue Supervisor/Manager Training classes.
- Continue with the administration of the Career Development Program.
- Recruit and begin the second class of the Executive Management Training Program.
- Begin implementation of a new filing system. HR will begin processing physical files to digital files and moving those newly scanned files to secured, offsite storage.
- HRIS to HCM-HR is beginning the implementation of Human Capital Management Systems to potentially replace the current, older Human Resources Information System (HRIS) in conjunction with other Tribal entities.
- Human Resources will begin the year with a renewed emphasis on Training and Development.
- Executive Management Training will begin its second class.
- Additionally, a Succession Planning project will begin allowing Tribal Members greater opportunity to train and become even more prepared for greater future career success.

Human Services: Adult Protective Services

PERSON IN CHARGE: Margaret Carson, Program Manager

ADDRESS: Key Bank Building

INFO PHONE: (253) 876-2899

INFO EMAIL: margaret.carson@muckleshoot.nsn.us

Overview

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



To Make a Report of Elder Abuse

You can call Margaret Carson to make a report or send an email.

- Margaret Carson's Direct phone: (253) 876-2899
- Margaret Carson's Cell Phone: (253) 508-3175
- Shirley Goodwin's Cell Phone: 253 409-4879
- Shirley Goodwin's Direct phone: 253 294-8029

Muckleshoot Elder Abuse Hotline: (253) 876-3115

Muckleshoot Elder Abuse Hotline provides outreach and an "ear" for Seniors and Elders who may need help or emotional support, or family members who may seek assistance on their behalf. A team of two workers trained in Elder Abuse are available by phone and can provide outreach in the community. The Hotline is staffed evenings and weekends.

- Call Tribal Police for after hour emergencies: (206) 296-3311
- Please contact Margaret Carson, APS Program Manager with questions about Adult Protective Services or the Elder Abuse Hotline.

Services Provided

APS receives reports Monday-Friday, 8am-5pm. After hours' calls are handled by the Elder Abuse Hotline or by police. APS can refer to law enforcement any reports that are criminal in nature. APS coordinates with local law enforcement and the Muckleshoot prosecutor.

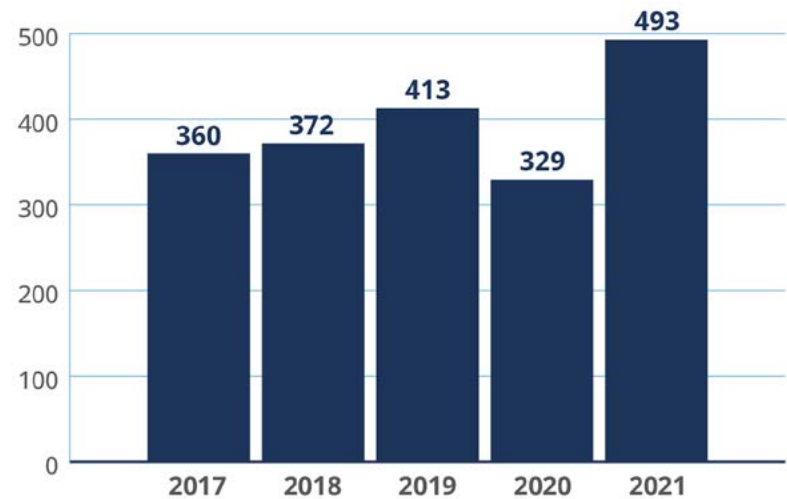
Investigations are conducted without regard to the income of resources of the Elder or vulnerable adult. APS meets with the Elder or vulnerable adult in a private setting without others present to ensure confidentiality.

APS keeps the identity of the referent confidential unless there is a court order. APS offers voluntary assistance to Elders and vulnerable adults including assistance with Tribal Court orders, restitution, and referral to legal services, referral to in home services, emergency housing, emergency resources, and counseling.

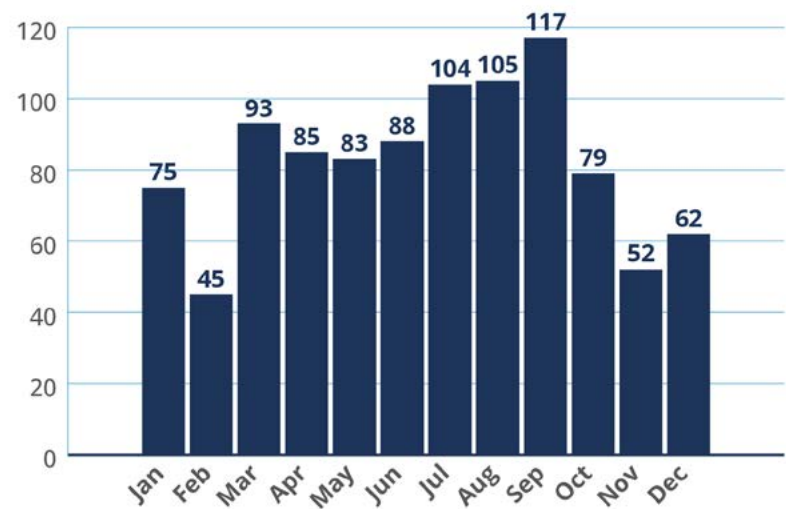
We also offer referrals to other programs or resources including Health and Wellness, MIT BHP, Elder's programs, MIT Housing, and MIT Resource Center. In cases where the Elder lacks the ability to make their own decisions and are in harm's way, we would assist with the legal remedy of Tribal guardianship.

Highlights of 2025

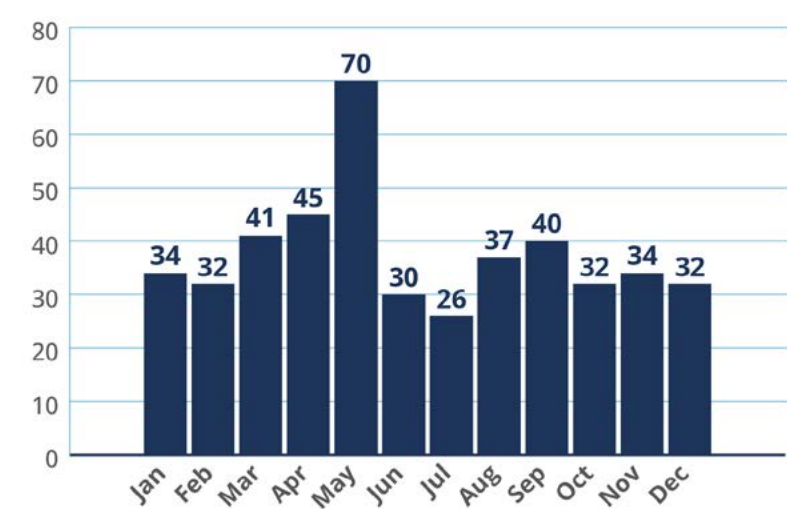
Adult Protective Services Investigations



Adult Protective Services Referrals



Elder Abuse Hotline Calls



Human Services: Family Resource Center

PERSONS IN CHARGE: Michelle Gettsy, Family Resource Center Manager; Alexandra Cruz-James, Human Services Director

ADDRESS: 38907 172nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 876-3336

INFO EMAIL: emergency.assistance@muckleshoot.nsn.us, energy.assistance@muckleshoot.nsn.us, wsg@muckleshoot.nsn.us, income.updates@muckleshoot.nsn.us

Overview

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

Services Provided

Emergency Assistance Program

The Emergency Assistance Program provides financial support to those who face unexpected and urgent situations affecting their health, safety, or well-being, and who are unable to cover the related costs.

Food Bank Program

The Food Bank Program is designed to ensure that any vulnerable families in our community have access to balanced and healthy food. Applicants must visit the Family Resource Center to collect their food items. Delivery of food is available to elderly and/or disabled Tribal Members residing in the Auburn–Enumclaw vicinity who request food service delivery.

Clothing Bank Program

The Clothing Bank Program provides a safe and clean space for Tribal and Community members to drop off lightly used clothing donations. The donation box is located in the back of the Family Resource Center. Inside the Family Resource Center, you will find the clothing bank in the main lobby area. Clients may take any clothing items needed.

Personal Care Assistance Program - Increased

The Personal Care Assistance supports Muckleshoot Tribal members aged 18 and older by providing essential hygiene items.

Laundry Assistance Program

This program offers Muckleshoot Tribal households without access to a washing machine and/or dryer. The amount of laundry assistance provided varies based on household size and is offered once per household. *For our houseless tribal members, we provide monthly laundry assistance and personal hygiene packs, as well as bi-weekly food assistance*.

Senior Utility Assistance Program - Increased

This Senior Utility Assistance Program is designed to help Muckleshoot Tribal elders aged 50 years or over with their utility bills. The senior utility assistance payment will be paid directly to the vendor for heat, electricity, fuel for heating, lighting, or cooking (living within a 30-mile radius of the Muckleshoot Tribal Historical Chimney).

Fire Emergency Assistance Program

Please note that the Fire Emergency Assistance is considered separate from the standard \$1,500 Emergency Assistance. If a Muckleshoot Tribal Member's home and/or personal possessions are destroyed by fire, each affected Tribal member within the household- including minors- may be eligible to receive Fire Emergency Assistance.

Hospital Assistance Program

The Hospital Assistance Program provides financial support to Muckleshoot Tribal Members who experience a qualifying medical emergency or hospitalization lasting two or more consecutive days. Assistance is also available to Tribal Members traveling to support an immediate family member during hospitalization. This program offers coverage for in-state and out-of-state hospital stays, depending on available funding.

Long-Term Hospital Assistance Program

The Long-Term Hospital Assistance program provides extended financial support to Muckleshoot Tribal Members whose immediate family member is hospitalized for more than two consecutive days or for an unexpected, prolonged stay exceeding five weeks. This program is funding dependent and is intended to offer continued assistance after all Emergency Hospital Assistance or Hospital Assistance benefits have been fully utilized.

Holiday Food Assistance Program

The Family Resource Center provides holiday food boxes to support families during the preparation of meals for the Western holidays of Thanksgiving and Christmas. Distribution for Thanksgiving typically coincides with the per capita distribution in November, and Christmas distributions occur in December.

Low-Income Household Energy Assistance Program (LIHEAP)

The Low-Income Household Energy Assistance Program provides support to enrolled Muckleshoot Tribal Members and other Native American residents of King or Pierce County (excluding Seattle) to help offset the cost of household utility bills. Energy assistance is distributed in two rounds per program year, with each distribution period lasting approximately two to three months.

Tax Fund Energy Assistance

The Tax Fund Energy Program provides financial assistance to Muckleshoot Tribal Members to help cover household utility bills. Each distribution period typically lasts two to three months.

General Assistance

The General Assistance Program provides support to enrolled Native Americans aged 18 and older who reside within the Muckleshoot Reservation boundaries and are not receiving any other state assistance or other income. This program is funded through a federal grant, and funding availability may vary. Typically, the grant can support up to two distributions per year, though in some years, only one distribution may be possible depending on the funding levels.

Water, Sewer, and Garbage Assistance (WSG)

The Water, Sewage, and Garbage Program provides financial support to Muckleshoot Tribal Members for their water, sewer, recycling, and garbage services. The Tribe considers this program an important “safety net” for tribal members, promoting both individual stability and the overall well-being of our Tribal community. By making this support available, MIT views this program as an investment in the long-term health and sustainability of its members and surrounding communities.

Small Tribes Organization of Western Washington (STOWW)

Small Tribes Organization of Western Washington (STOWW) provides support to qualified Tribal Members through the provision of commodes and related commodities.

Applications are required to determine eligibility. Commodities are dropped off at the Family Resource Center and are delivered once per month by STOWW. The Muckleshoot Resource Center staff are available to make deliveries to our elderly and disabled relatives upon request.

Child Support Services (Provided by WA State)

On the first and last Friday of each month, Wesley Sales is available to assist Tribal Members with any state child-support matters.

Economic Service Admonition (DSHS Support Provided by WA State)

Every Tuesday through Thursday from 8:00 am to 3:30 pm, Edith Del Rio is on site at the Muckleshoot Family Resource Center to assist Tribal Member clients with food (SNAP) and cash assistance processes.

Highlights of 2025

The Muckleshoot Family Resource Center is here to help Tribal Members in the event that they need a little assistance with daily needs. We are client oriented and working on improving our customer service to better assist the community. In 2025 we were able to staff the Manager position, reorganize positions within the department, and create new positions all with the end goal of providing better services to the membership in a timely manner. There are now twelve full time staff at the Resource Center. Staffing is important in our department because everything that we do here at the Muckleshoot Family Resource Center is so client focused. Inefficiencies in our department have an immediate affect on the community, without staff to support the needs of the tribal Members, people might not have the ability to make ends meet. Unfortunately, we have noticed a rise in the need for our services in the last year. Our numbers have steadily risen with the drop in the overall economic picture of the area.

We have a small food bank that allows us to provide some supplemental items to the community. Our goal for the food bank in the coming year is to bring in more traditional items, as well as provide new types of food to the community. We are bringing in new vendors as well as hoping to provide a better variety of food products to the community. We also have a small clothing bank with free access to the community. We take donations and process them for output to help the community. Our Emergency Assistance program helps with any number of emergencies that can hit us financially. We are making positive changes to the process to better assist our membership, as the need arises. Our hygiene program is able to assist with laundry soap, personal hygiene, diapers and infant needs, as well as a pack of hygiene basics for the tribal Members that are currently unhoused. We have a small hospital assistance program to be able to offer a hand when people might need it the most. We did receive a LIHEAP grant and have been able to start utilizing the funding to assists low income Community and Tribal Members with their energy bills. We Have a Seniors

Utility Assistance program which is income based, Tribal Council raised the amount of coverage in 2025 to allow for up to \$750.00 per quarter to be paid for Elders that need the assistance. Positive things are happening in our program this upcoming year as well.

We did serve 900 Thanksgiving dinner baskets to the community in November and 750 Christmas dinner baskets in December. We changed little things about distribution and I believe we received very positive feedback from the community as a whole. I am so proud to be a part of this team and look forward to the new year working together for the community.

Outlook for 2026

For 2026 we are focusing on our clients and our customer service skills, to better address issues and provide better service for the client. We are creating processes and updating procedures to better address client needs. We are looking at what has worked here in the past, and highlighting the positive outcomes, to use as teachable moments for other program processes and procedures. We are also looking what has not worked and how we can better address those areas for further improvement. The community would like to see a faster response to requests, so we are addressing that timeline and making sure that we meet it, while keeping in mind that our department is part of a bigger team.

Better communication with our clientele has become a priority for us as well. We started a Facebook page so that we can get information about our programs out to the community in a more immediate manner. The community is informed via the Facebook page what the food bank has to offer for the week and as provided some recipes for the available food. We can notify the public of any closures or send out a reminder to update as well. It seems to be helpful and we have had a great response.

We are working on creating new networks for the Food Bank specifically, to stretch the funding we have and be able to provide more opportunities for the community to have access to food.

Being able to provide services to the membership in a timely manner, with care for everyone that needs us is our mission. We are in need of a different building, while we are thankful to have a space, this one doesn't exactly work for what we do. So, we would love the opportunity to expand our services with a new to us space where trucks can deliver better, where we can have a more complete inventory, and where the community can more easily utilize our services.

Human Services: Muckleshoot Child & Family Services (MCFS)

PERSONS IN CHARGE: Alicia Wright, Program Director; Ituau Atimalala, Program Manager; Alexandra Cruz-James, Managing Director of Human Services

ADDRESS: 1220 M St, Auburn, WA 98092

INFO PHONE: (253) 833-8782

Overview

Muckleshoot Child and Family Services is committed to the safety and welfare of all Muckleshoot children and their families. Through the development and collaborative efforts of support services, we strive to assist children in need of care while protecting the health, traditions, and security of the Muckleshoot Tribal Community.

Services Provided

Calls of Concern/Investigations

Call 1-866-END-HARM (1-866-363-4276) The following information is helpful to have when calling in an intake, but it is not necessary. It is best to provide as much information as possible when reporting a concern about abuse or neglect.

- Have the Legal names of the children and all those involved
- DOB of children involved
- Address/Phone Contact information
- As much information/details regarding concerns of abuse/neglect

Prevention

A subtext area of CPS. To help with stabilization of a family when an intake is referred, but does not meet the threshold of filing an investigation. The Prevention specialist can help with service referrals and case management to help maintain in-home placement.

Voluntary Placement Agreement (VPA)

A written authorization by the parent(s) allowing for the temporary removal of a child from the home and placement in a safe living environment pending completion of the investigation of abuse or neglect. A VPA provides an alternative to an emergency order of removal where the circumstances warrant removal. If the child is removed from the home under a VPA for more than 180 days, the Court must make a determination as to continued removal. Definition: 12.02.010 (These are circumstantial and can be used on a case-by-case basis when deemed appropriate).

Legal Intervention

Refers to the court structure regarding a filing procedure for out-of-home placement, VPA, or protective custody order.

Caregiver Recruitment

Priority to:

- Tribal Relative Caregivers
- Tribal Community Member Caregivers
- Respite Caregivers
- Emergency Caregivers

*To be considered as a caregiver, please submit a caregiver application, and background clearances for all household members 16 years old and above, complete a home study, review and agree to the MCFS Morality Clause, Cultural Contact Agreement, and Social Media policy, Confidentiality Agreement, and consult with the Placement Coordinator.

Foster Care Licensing

To be considered as a Licensed Home, contact the Foster Care Licenser, complete a full foster care application packet, and set up a meeting for consultation for the process.

Case Management

- One-on-One support from assigned PAL and team collaboration
- Professional Team of Advocates to treat all clients and their families with the utmost respect and discretion
- Visitation for children under MCFS jurisdiction

Referral Support

- Family Preservation Services (FPS) - a third-party case management service that provides support to the reunification of children with their parents. They provide case management services tailored to the family's goals and various resources to help achieve those objectives.
- Auburn Community Services Office – To access assistance for in-home care providers, TANF, child care, medical coverage, and other

services available. Available M-F from 8-5 pm, (877) 501-2233 at 810 28 St NE, th Auburn, WA. 98002

- Child Support access- Resource Center on the first and third Monday of every month from 8-4 pm.
- Educational support for children:
 - Please contact the MIT Scholarship Department for tutoring assistance: (253) 876-3183 | ScholarshipsDept@muckleshoot.nsn.us
 - Please contact the MIT Student Incentive and Rewards Program for any school rewards the child may receive - (253) 876-3278 | student.incentives2@muckleshoot.nsn.us

Muckleshoot Housing

Caregivers are not permitted to apply for Muckleshoot housing using the child's/children's information if the permanent plan for the dependent child is to return home.

Training

- Training to support caregivers will be offered on a quarterly basis, along with an option to complete training online.
- Suicide Prevention
- Parenting the Positive Discipline Way Verbal De-escalation
- Paper Trail: Documentation
- Knowledge & Skills to Help Children Heal
- Behavior Management Tools

Online:

- Prudent Parenting, Caregiver Core Training, Mandatory Reporting Toolkit, Understanding Autism, Youth Missing from Care, Parenting a Native American Child: Partnering in the Interest of Culture, Infant Safety and Care, Effects of Abuse & Neglect on Child Development: Sections 1-5, Identifying and Supporting Commercially Sexually Exploited Children

- Substance Abuse services for parents and teenagers as appropriate via Muckleshoot Behavioral Health program available on Mondays, Tuesdays, Thursdays, Fridays from 8-5 pm; and on Wednesdays from 9-5 pm | (253) 804-8752

Reunification

Reunification with parents is the number one goal for MCFS when applicable. (Does not apply to Dependency Guardianship cases.)

Placement

MCFS makes all placement decisions in accordance with the youth code. All placement options for a dependent child will be with the family first. If family is not an option, MCFS will explore alternative means of placement. We always put the best interest of the child first and will continue to look for a relative placement while a child is in care.

Support Services

- Support services are for those families that have an open dependency case with MCFS.
- Monthly Supplement for Food, Hygiene, and Quarterly Clothing and School checks designated for the specific child intended will transition to live Checks and Direct Deposit, ongoing effective February 2025.
- Checks will be distributed at the MCFS office Monthly. Direct Deposit may be available for dependency guardianship cases only.
- All checks will be under the caregiver's name, referencing each child in care, and all checks will be distributed monthly at MCFS. If you agree to have supplements mailed, they will be shipped out one week after each distribution.
- All receipts must be submitted by the end of the month to MCFS before checks are released.
- MCFS has a social media Facebook page where updates will be posted.

Concrete Goods

Basic needs such as a bed, dresser, car seat, etc., to accommodate the child's transition to a comfortable setting. This is on a case-by-case basis for those children in dependency. Beds are allocated every five years and will follow the child in transition to a new home or placement.

Disability Fund

The Muckleshoot Tribal Disability fund will provide qualifying Muckleshoot enrolled youth with additional monthly funds to support the child's needs. All applications for disability funds for children in care must be initiated through MCFS and follow the established application process. If approved, funds will be managed by MCFS via the Representative Payee Coordinator.

Kinship Licensing

If you would like to become a licensed Kinship Caregiver, resources are available to support you through the transition to caring for children. Please reach out to the Foster Care Licenser to have any questions answered and to begin the process.

Becoming a licensed caregiver is not only for those who have family members in their home. This is also available to Tribal and community members who have space and availability in their hearts to care for children who may need long-term or short-term placement.

Services MCFS Does Not Provide

- We do not provide payment for cable bills, cell phone bills, utility bills, car notes, or car insurance.
- We do not provide gas cards and laundry purchase orders, reimbursement for foster care license trainings.

Highlights of 2025

Muckleshoot Child & Family Services (MCFS) exists to support the safety, well-being, and cultural identity of Muckleshoot children while strengthening families and honoring Tribal sovereignty. In line with the Tribe's goals, MCFS operates as a system of care that centers on child safety, family preservation, and culturally grounded practice. A key part of this work is addressing and reducing the stigma often associated with child welfare by emphasizing that MCFS exists to support parents in services, strengthen families, and keep children connected to their relatives whenever possible. Throughout 2025, MCFS focused on strengthening core child welfare work, expanding prevention services, and increasing community engagement to better support children and families.

One of MCFS's most meaningful accomplishments in 2025 was strengthening child safety response and investigative practices. Intake, screening, and response protocols were refined to ensure concerns were addressed in a timely, consistent, and culturally responsive way. This work mattered because early and clear intervention helps reduce risk and builds trust with families during difficult moments. These improvements led to clearer documentation, stronger safety planning, and more consistent case staffing, all of which supported families while maintaining a focus on child safety.

Another key achievement was expanding prevention and community education efforts, including in-person Mandatory Reporting trainings. MCFS focused on clearly explaining what child abuse or neglect looks like, how to report concerns, and what happens after a report is made. This outreach helped reduce fear and misunderstanding around reporting and reinforced the message that reaching out is about support, not punishment. The increase in child safety-related calls reflected growing awareness and trust in MCFS, allowing staff to connect families to services earlier and work alongside parents before concerns escalated.

MCFS also made important progress in placement stability and family reunification. The department prioritized kinship placements to ensure children remained connected to their families, culture, and community whenever possible. At the same time, MCFS worked closely with parents to support safe reunification through consistent case planning, service coordination, and meaningful family engagement. These efforts helped reduce trauma for children, strengthen parental capacity, and reinforce that the goal of child welfare is to help families heal and reunify whenever it is safe to do so.

Finally, MCFS invested in strengthening internal systems, staff development, and partnerships. Policies, procedures, and training were updated to improve consistency and service quality. Staff benefited from clearer expectations and workflows, while families experienced better coordination across services. Collaboration with Tribal programs and community partners reinforced shared responsibility for child safety and family well-being. Together, these accomplishments reflect MCFS's continued commitment to reducing stigma, supporting parents, honoring culture, and serving the community with care and accountability.

Outlook for 2026

In 2026, Muckleshoot Child & Family Services will continue to advance its mission by strengthening prevention, investing in staff and caregivers, enhancing data-informed practice, and deepening partnerships. The department's goals build on lessons learned in 2025 and focus on sustaining effective systems that protect children while supporting families.

A primary goal for 2026 is to expand prevention and early intervention services. MCFS plans to continue and grow community-based education efforts, including in-person Mandatory Reporting trainings and parenting supports. Strengthening collaboration with other Tribal programs will help address the root causes of child safety concerns, such as housing instability and behavioral health needs. These efforts support the mission by keeping families together whenever safely possible and reducing the need for court involvement.

Another key goal is to strengthen workforce development and internal capacity. MCFS will continue refining onboarding, training curricula, and standard operating procedures across all program areas. Emphasis will be placed on role clarity, cross-department collaboration, and consistent documentation practices. Investing in staff development supports retention, reduces burnout, and ensures families receive high-quality, consistent services.

MCFS also plans to enhance caregiver recruitment, training, and support. MCFS plans to expand outreach to potential caregivers within the community while strengthening training opportunities for licensed and unlicensed caregivers. Planned initiatives include regular "Lunch and Learn" sessions, clearer guidance on caregiver expectations, and improved coordination between placement and licensing staff. These efforts will help ensure children have access to safe, stable, and culturally connected placements.

Improving data tracking and program evaluation is another important goal for 2026. MCFS aims to strengthen systems for tracking outcomes related to child safety, placement stability, reunification, and service engagement. Better use of data will support transparency, continuous improvement, and informed decision-making, while also meeting reporting requirements and demonstrating program impact.

Finally, MCFS will continue to strengthen partnerships and collaboration with Tribal leadership, community programs, and external partners. Coordinated systems improve advocacy for children and families and reduce duplication of services. These partnerships are essential to achieving sustainable, community-centered outcomes.

Human Services: Muckleshoot Senior Center

PERSONS IN CHARGE: Helen Jameson, Senior Services Manager;
Alexandra Cruz-James, Human Services Director

ADDRESS: Elder's Complex, 17800 SE 392nd St, Auburn, WA 98092

INFO PHONE: (253) 876-2888

INFO EMAIL: helen.jameson@muckleshoot.nsn.us,
alex.cruz@muckleshoot.nsn.us

Overview

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

Services Provided

Activities

The Muckleshoot Elders Complex offers a variety of activities for our Elders. Activities include, but are not limited to: canoe journeys, berry picking, cedar weaving conferences, day trips, luncheons with other tribes, and holiday events. Activity calendars are attached to each monthly newsletter that is sent to all enrolled Muckleshoot Elders via mail. A copy of the calendar can be picked up at the Muckleshoot Elders Complex front desk, or may be viewed on our 'Muckleshoot Elders Complex' Facebook page and the Elders Complex dining hall.

Adult Protective Services

To report Elder abuse, please call Margaret Carson or Shirley Goodwin.

- Margaret Carson, MIT Adult Protection Services Program Manager
 - Desk: 253-876-2899
 - Cell: 253-508-3175
 - Margaret.Carson@Muckleshoot.nsn.us
- Shirley Goodwin, MIT Adult Protective Services Nurse
 - Cell: 253-409-7879
 - Shirley.Goodwin@Muckleshoot.nsn.us

Portable Air Conditioning

Provide portable air conditioning units to Muckleshoot Tribal Elders.

If you are an Elder meeting this criteria, and are in need of a portable AC unit or have received a unit in the past that is in need of service, or in need of assistance with maintaining your central AC, please contact the Muckleshoot Housing Authority (MHA) to place a work order.

Congregate Meal Program

The Muckleshoot Elders Program offers nutritious hot meals daily at the Senior Center, Monday through Friday, from 12:00 p.m. to 1:30 p.m. Two (2) free meals are provided to all Muckleshoot Elders. Muckleshoot Elders may also use one of their 'meals' to bring a guest of their choice when dining in.

Elders Home Security Cameras

Security cameras are provided to Muckleshoot Elders for their homes.

Emergency Assistance

The Emergency Assistance Program is designed to support Muckleshoot Tribal members, 18 years of age and older, who are facing an unexpected and urgent issue that impacts their health, safety, and well-being, as well as that of their families, and who have a good reason for not having money available to pay the cost related to the emergency. This assistance is dependent on available funding. The Tribal member applying for the benefit must be 18 years of age or legally emancipated.

Food Basket Assistance

Weekly food baskets are provided by the Muckleshoot Family Resource Center.

Elders Food Vouchers

A \$400 monthly distribution to Muckleshoot Elders for the use of food and household items. This funding will be distributed in the same manner as the elder receives their per capita distribution, via check or direct deposit.

Generators

For any questions regarding the elders' generators, please contact:

- Gregorio Marquez: (253)258-1979, Gregorio.Marquez@Muckleshoot.nsn.us
- Irene Jimmy: (253)329-7679, Irene.Jimmy@Muckleshoot.nsn.us
- 24-hour Emergency Generator Line: (253)409-3885

Elders Lunch Delivery

The Muckleshoot Elders Complex offers lunch delivery service, available Monday through Thursday, to Elders' homes. Elders may have their spouse or paid caregiver added upon request.

Homeowner Insurance Assistance Program

Financial Assistance with obtaining and maintaining homeowners' insurance.

Kindling

Kindling services are provided weekly from late September to late April.

Muckleshoot Elders are provided with one bundle per their request. Kindling bundles are available, one per household.

Landscaping

Lawn care services for eligible enrolled Muckleshoot Tribal members.

Life Alert

A medical alert button that can assist in reaching emergency services with the push of a button.

Transportation

Transportation may be available to elders who do not have a vehicle or to those who require assistance due to a procedure that will render them unable to operate a vehicle.

Muckleshoot Elder Abuse Hotline

Muckleshoot Elder Abuse Hotline provides outreach and an "ear" for Seniors and Elders who may need help or emotional support. Family members may seek assistance on the elder's behalf. A team of two staff members who are trained in Elder Abuse is available by phone and can provide outreach in the community. The Hotline is staffed evenings and weekends.

- Elder Abuse Hotline: 253-876-3115
- Call our Tribal Police for after-hours emergencies: 206-296-331

Muckleshoot Elders In-Home Support Services (MEIHSS)

We are a tribally owned and operated in-home healthcare service. An elder is qualified for services based on our assessment and may receive assistance with personal care, hygiene, cooking, cleaning, laundry, grocery shopping, mobility, nursing services, and social services. The purpose of MEIHSS is to enable elders to remain safely in their homes by assisting with essential activities of daily living and providing culturally appropriate care in a familiar, comfortable setting. When this option is not available, we offer bridge services within the community to ensure the elders are supported when transitioning back to their homes as safely as possible.

Muckleshoot Housing Authority

Tribal housing rental units and Elder homes are provided by the Muckleshoot Indian Tribe based on availability.

Parking Plaques

Parking plaques distributed can be used in designated parking spots at both the Muckleshoot Indian Casino and Muckleshoot Indian Bingo. The parking plaques are intended for use by the elderly of the Tribe only. The first plaque is free; replacement plaques are \$20.00 each.

Seniors Utility Assistance

Seniors Energy Assistance is provided by The Muckleshoot Family Resource Center. It is a quarterly program that offers \$750.00 toward the Elders' electricity bill per quarter. The quarters are the following: (January-March), (April-June), (July-September), (October-December)

LIHEAP

The Low-Income Household Energy Assistance Program provides support to help offset the cost of household utility bills.

Elders Monthly Funding

Monthly funding is provided to Muckleshoot Tribal Elders.

Water, Sewer, Garbage (WSG)

The WSG program assists Muckleshoot Tribal Member households with their water, sewer, recycling, and garbage services.

Firewood Services

Chopped firewood delivery is available during our cold months.

Highlights of 2025

Kitchen Remodel

The Senior Center began and completed a full kitchen remodel to expand. With the growing need to nourish our elders and community, more space and upgraded equipment was needed. It posed a positive impact on the elders, community, and senior center staff. There is more space and room to prepare and service our elders and community.

Annual Muckleshoot Elders Luncheon

Annual elders luncheon hosting done by the Muckleshoot Elders Program. Tribes from all over Washington state are invited to join us as we host one of our largest events of the year. Tribes travel from as far as Idaho, Oregon, and Alaska to join us. This hosting provides a potlatch setting where elders can come together and visit, enjoy entertainment, share culture, and visit relations while sharing a meal together. Over 900 elders were in attendance, and multiple MIT departments came together to assist the Elders Program with servicing elders during our hosting.

Events

Over 15 overnight travel and many activities for elders including cultural activities. Elders traveled to multiple Basket Weaving Conferences, Inter-Tribal Elder Luncheons, Canoe Journey – Paddle to Elwha, Sports champion games, etc. Elders also were able to participate in activities at the elders building, including: weaving, medicine making, canning, and harvesting. Some of these events include preparing for giveaway and fundraisers.

Chore Services

The program was able to open the chore services program to elders. The chore services program was created with the intention of assisting elders with light housekeeping in their home, and providing the support to elders to help maintain independence while receiving assistance. The chore program hired a lead service provider who has been able to do outreach with elders to see what the needs are within the community.

Staffing

Elders Benefits Specialist Position

The position was created with the intention to assist tribal elders with navigating, applying, and understanding governmental programs including but not limited to: SSDI, SSI, Etc.

Lead Transporter

Increased transportation services, continued training for Senior Center staff on ADA transportation to meet the needs of elders and ensure all elders can be accommodated to be able to attend medical appointments, lunch services, or personal errands.

Cultural Heritage Specialist

This position has been vital in keeping connection and teachings present within the elder's program. Different cultural activities are offered and available for elders to join and practice or teach/learn.

Outlook for 2026

Department goals for the elder's program will include:

Alzheimer's/Dementia Trainings

Providing education and support to elders and their families who are experiencing caring for their loved one with Alzheimer's/dementia.

Customer service related training

This will be a positive in maintaining professionalism, while still caring for our elders and providing the best possible support and care to our elders.

Nutrition Training/Education with Traditional Foods

Helping maintain relationships with traditional foods and educating ourselves on positive ways to stay healthy while making it exciting.

Increasing Participation and Feedback from Elders

We hope to continue receiving feedback and recommendations from our elders to continue providing and striving for excellent services.

SENIORS CHORE WORKER	JAN	FEB	MAR	Q1	APR	MAY	JUN	Q2	JUL	AUG	SEP	Q3	OCT	NOV	DEC	Q4	YTD
Advocate Group	7	0	0	7	0	0	3	3	0	0	0	0	0	0	0	0	10
Advocate Visit	44	10	47	101	22	22	25	69	7	0	0	7	0	22	0	22	199
Congregate Meals	170	38	0	208	0	0	0	0	0	0	0	0	0	0	0	0	208
Cultural Events/Activities	166	0	0	166	0	0	0	0	0	0	0	0	0	0	0	0	166
Deliveries	0	0	0	0	0	0	0	0	0	0	0	0	55	0	0	55	55
Home Delivery Meals	60	0	0	60	0	0	0	0	0	17	0	17	55	0	17	72	149
Home Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
Outreach	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
Recreational Activities	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
Telephone Contacts	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0	6	6
Visits	57	2	0	59	0	0	0	0	0	0	2	2	1	0	0	1	62
SENIORS OPERATION	JAN	FEB	MAR	Q1	APR	MAY	JUN	Q2	JUL	AUG	SEP	Q3	OCT	NOV	DEC	Q4	YTD
Banking	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1
Congregate Meals	1470	1085	1010	3565	1295	1295	940	3530	980	890	1094	2964	723	1295	352	2370	12,429
Cultural Events/Activities	1	1	2	4	0	0	2	2	2	2	2	6	0	0	0	0	12
Deliveries	259	285	302	846	402	402	274	1078	535	364	184	1083	170	402	63	635	3,642
Event Tickets Baseball	0	0	0	0	0	0	0	0	0	0	35	35	0	0	0	0	35
Food Voucher	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Home Delivery Meals	819	568	768	2155	829	829	605	2263	593	475	583	1651	295	829	260	1384	7,453
Home Services	38	18	1	57	1	1	0	2	0	0	0	0	0	1	0	1	60
Home Visit	371	389	485	1245	595	595	271	1461	394	303	382	1079	117	595	140	852	4,637
ISSP	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1
Legal Assistance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Medical Appointments	12	3	6	21	4	4	6	14	9	12	9	30	3	4	2	9	74
Outreach	0	0	0	0	0	0	0	0	0	8	87	95	24	0	0	24	119
Recreational Activities	4	18	11	33	16	16	6	38	3	3	21	27	21	16	5	42	140
Shopping	5	1	4	10	3	3	1	7	1	2	3	6	0	3	0	3	26
Staffing	0	0	0	0	0	0	0	0	0	6	0	6	0	0	0	0	6
Telephone Contacts	36	22	24	82	52	52	50	154	41	43	71	155	29	52	143	224	615
Transportation & Fuel	41	11	31	83	19	19	28	66	30	35	81	146	47	19	15	81	376
Utilities	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
Visits	454	442	527	1422	592	592	492	1676	421	308	349	1078	118	592	39	749	4,925
Wood - Kindling	2	0	2	4	0	0	0	0	0	0	0	0	0	0	20	20	24
Wood - Stack	0	0	0	0	1	1	1	3	0	0	0	0	0	1	0	1	4

Intergovernmental Affairs (IGA)

PERSONS IN CHARGE:

Madrienne White, Director of Intergovernmental Affairs
& Public Relations: * madrienne.white@muckleshoot.nsn.us

Sean Daniels, Intergovernmental Affairs Coordinator:
Sean.Daniels@muckleshoot.nsn.us

Katie Manzanares, Tribal Communications and Public Relations
Administrator: Katie.manzanares@muckleshoot.nsn.us

Shayna Brown, Tribal Communications Coordinator:
Shayna.Brown@muckleshoot.nsn.us

ADDRESS: Philip Starr Building, 39015-A 172nd Ave SE, Auburn,
WA 98092

INFO PHONE: (253) 876-3374

Overview

The Intergovernmental Affairs Department (IGA) supports the Tribal Council's government relations and strategic communications work across federal, state, and local governments. We also provide public relations support for internal and external communications. Our role is to advise, organize, and facilitate the Tribe's government and public relations engagement and help maintain strong government-to-government relationships and community ties.

We engage with partners across many levels of government, public, private, and tribal sectors to ensure the Tribe's voice is present in decisions that impact our lands, our rights, and our future.

**Edna Shim was Director of Intergovernmental Affairs & Public Relations in 2025. Madrienne White became Director in 2026.*



Top Left: Madrienne White; Top Right: Katie Manzanares and Shayna Brown
Below: Sean Daniels with Tribal Councilmembers Virginia Cross and Anita Mitchell

A reflection of this work would include the sponsorship of the 2025 National Congress of American Indians (NCAI) Conference held in Seattle this past November. IGA supported this engagement by attending the conference, staffing tribal leadership, and ensuring Muckleshoot's visibility throughout the week's events. This type of work is rooted in relationships, to cultivate ongoing communication, understanding, and respect. Through coordination and advocacy, we continue to strengthen partnerships that support both the Tribe and the surrounding community.

Intergovernmental Affairs also works across departments to ensure our priorities are aligned and carried forward in a way that reflects the Tribe's values and long-term vision.

Highlights of 2025

Government Relations

IGA supports the Tribal Council with its active participation in the government-to-government relationship with federal, state, and local governments. Throughout 2025 the IGA worked to protect tribal sovereignty, advance Muckleshoot's legislative priorities, and build strong relationships across Congress, state agencies, and both political parties. For example, operating in a dynamic and often challenging federal environment, IGA aided in maintaining political relationships and helped secure critical wins for the Tribe on fisheries, appropriations, and treaty rights.

IGA also supported ongoing engagement, collaboration, and communication with local governments and agencies as well, including the City of Seattle, City of Auburn, King County, Sound Transit, and the Port of Seattle. These relations continue to be important for the Tribe to ensure that Tribal interests are known, considered, and respected within these spheres of government.

ISSUE	SUMMARY
\$2M Hatchery Funding Released	After sustained advocacy, BIA released \$2 million in IRA hatchery construction and maintenance funds to the Tribe. BIA and NOAA also signaled a future \$186 million discretionary grant program to support tribal hatcheries and habitat restoration.
Coast Guard Reauthorization	Secured property parity language and net replacement provisions in the Coast Guard Reauthorization, which was signed into law as part of the National Defense Authorization Act. The law also created a new Special Advisor to the Commandant for Tribal Affairs and a faster compensation mechanism for fishers whose nets are damaged.
Medicaid & SNAP Exemptions	Through direct advocacy, the "One Big Beautiful Bill" included exemptions for American Indian and Alaska Native individuals from new Medicaid and SNAP work requirements.
Public Land Sales Blocked	Working with Rep. Newhouse and the Montana delegation, the Tribe supported efforts to remove mandatory public land sale provisions in Washington State from the reconciliation package.
Protecting Indian Gaming	IGA is actively engaged in efforts to support Indian gaming pursuant to the Indian Gaming Regulatory Act.

Public Relations and Communications Support

IGA continues to support the Tribe's public relations efforts, ensuring accurate representation that reflects our history, our contributions, and our engagement in this region and beyond.

This includes ongoing work to share the story of the Muckleshoot people in a way that is accurate, respectful, and grounded in tradition. An example of this work is the continued production of the "We Are Muckleshoot" TV ads. Which were nominated for the Best Commercial Campaign for the 2025 Northwest Emmy Awards. Public-facing campaigns and outreach efforts like these are designed to help non-tribal communities better understand who we are and the impact we continue to have as a sovereign government.

Through media, digital platforms, and community engagement, we continue to strengthen visibility while staying rooted in our identity and values.

Charitable Contributions and Community Investment

The department manages and administers the Tribe's charitable contributions program in coordination with leadership and the charity fund committee.

In 2025, the Muckleshoot Charity fund supported nearly \$1.5 million in funding for non-profits, schools, churches, etc. Amounting to a combined donation of \$1,488,461.75. This work reflects the Tribe's long-standing commitment to supporting our neighbors and investing in the well-being of the broader community. Funding recommendations are thoughtful, accountable, and align with tribal leadership priorities.

Through these efforts, the Tribe continues to support organizations and initiatives that make a meaningful difference across the region.

Muckleshoot Messenger and Public Information

The Muckleshoot Messenger remains an important way we communicate with our membership and partners.

Ongoing efforts are focused on improving access to information and ensuring that news, notices, and tribal updates are shared in a clear and timely way. As the platform continues to evolve, the focus remains on making sure communication is accessible, consistent, and reflective of our community.

Outlook for 2026

IGA will continue to monitor changes at the federal, state, and local levels to ensure the Tribe remains informed, prepared, and engaged.

As leadership and priorities shift across governments and agencies, IGA will continue to strengthen relationships and build new ones that support the Tribe's long-term interests.

This work remains grounded in protecting sovereignty, honoring treaty rights, and ensuring that the Muckleshoot Indian Tribe continues to be recognized as a strong and respected government in this region.

Muckleshoot Language Program

PERSON IN CHARGE: Eileen Richardson

ADDRESS: House of Language, 39015-J 172nd Ave SE,
Auburn WA 98092

INFO EMAIL: language@muckleshoot.nsn.us

INFO PHONE: (253) 876-3197

Overview

To secure the revitalization of the Muckleshoot Language by increasing the number of Language speakers by providing language education in Muckleshoot's formal education programs birth through adult, community classes, language technology development and future dual language immersion programs. Copyright for three dual language children's books written by Muckleshoot Language Caretakers.

Highlights of 2025

- Continued development of Muckleshoot Language Website www.Muckleshootlangauge.com and Muckleshoot Language YouTube to allow for easy access to learning resources/ videos.
- Language classes with Muckleshoot Tribal School Special Education Team.
- Supported/partnered with Auburn School District to integrate Muckleshoot/ Southern Lushootseed Language into their schools.
- Chinook Culture & Language after school program twice per month in partnership with the Muckleshoot Culture Program.
- Children's book readings in classrooms throughout neighboring school districts, including Annie Wright and Charles Wright Schools.

- Began Muckleshoot Language Early Childhood Education Certificate classes with early childhood staff from the Muckleshoot CCDF Infant and Toddler Center.
- Continued work with Dr Christopher Horsethief to expand Muckleshoot Language Apps.
- Collaboration with Groundswell to add Muckleshoot / Southern Lushootseed to Muckleshoot Indian Tribe Facebook posts.

Outlook for 2026

- The Muckleshoot Language Program will continue current work and partnerships to service the Muckleshoot community, education division and neighboring school districts.
- Expand Muckleshoot Language Early Childhood Education Certificate beyond the Muckleshoot CCDF Infant & Toddler Center to all Muckleshoot Early Childhood Education Programs: Muckleshoot Early Learning Academy & Muckleshoot Child Development Center.
- Continue development of Muckleshoot Language Website www.Muckleshootlangauge.com, Muckleshoot Language YouTube, and Muckleshoot Language Apps to allow easy access to language learning.
- Expand community outreach to enhance Muckleshoot Language community engagement.

Muckleshoot Seafood Products

PERSON IN CHARGE: Eric Soderman, Director

ADDRESS: 121 S. River St., Seattle, WA 98108

INFO PHONE: (253) 876-3301, (206) 396-4870

Overview

Muckleshoot Seafood Products provided buying services in multiple locations that included labor, ice, totes, and trucking to fishers in fisheries that spanned from Sumner to Kenmore. Thank you to all the Fishers who continue to deliver high-quality fish. By bleeding and icing on the boats and slush icing on the dock in our insulated totes, as well as using Tenders with refrigerated sea/salt water, Muckleshoot Salmon continues their reputation as being the highest quality around. Our high quality has again led to successful sales to Schools and USDA-funded food programs this year. This business grows and can only be achieved with the best quality fish. Fishers can be proud of this accomplishment.

Muckleshoot Seafoods provides material support to the Fisheries department to meet all sampling needs. MSP also provides trucking, totes, and ice to ensure that all of the surplus salmon that comes from the Keta Creek hatchery is utilized. No fish are wasted.

The hatchery fish are used in a multitude of finished applications, and the revenue generated from the Keta hatchery fish is returned to the fishery department.

Muckleshoot Seafood continues to provide food and seafood products to the Casino, Bingo Hall, and several departments throughout the year. MSP also makes these products available for sale to the Tribal community.

MSP actively maintains the Stan Moses Marina, coordinating repairs of grounds, cranes, forklifts, the ice house, and all supporting equipment. Through this work, the dock operation is kept in good working order so all aspects are operational whenever a Tribal member needs to use the facility.

Planning Department

PERSON IN CHARGE: Krongthip (Gik) Sangkapreecha, Planning Director

ADDRESS: 39015 172nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 876-3329

INFO EMAIL: ktsang@muckleshoot.nsn.us

Overview

The mission of Planning Department includes:

- Facilitating orderly growth and development in the Muckleshoot Indian Tribe's community through coordinated programs of Natural Environment, Building Safety, Code Compliance, Coordinated Services, Planning, and education and service to the Tribal Community.
- Reviewing land use, engineering & architectural design plans and technical reports to ensure proposed development plans are consistent with Building & Land Use Codes;
- Maintaining the long-term sustainability of the community, economy, and environment, with prompt, professional service, and creative & productive solutions.
- Providing quality planning & implementation by developing plans, policies, and procedures for future land use, transportation, and infrastructure growth and development to benefit the Muckleshoot Indian Tribe.
- The Planning Department consists of two areas: Current Planning, which processes land use applications and provides policies and codes information, and Long-Range Planning, which updates the

Comprehensive Plan, Development (Zoning) code, and handles special projects.

Services Provided

- Review land use, engineering & architectural design plans and technical reports to ensure proposed development plans are consistent with Building, Land Use, Food, and Playground Codes;
- Respond to building and land use questions and perform code interpretation;
- Prepare staff reports, make presentations of and recommendations for development proposals to the Planning Commission;
- Perform inspection services for building and land use permits (including the Resort & Casino Hotel and Community Center, etc.);
- Utilize Geographic Information Systems (GIS) geospatial analysis, data management, and mapping for site analysis and presentations;
- Employ drone operation for data collection and processing;
- Conduct research and study various technical subjects in support to decision-makers;
- Confer with other Tribal departments and other governmental agencies for proposed development projects;
- Provide staff support and administrative functions to the Planning Commission;
- Conduct Code Enforcement investigations, seek solutions in response to alleged violations and assist Tribal Members in the junk vehicle removal process;
- Prepare a Long-Range Strategic Plan, Policies, and regulations including an update to the Comprehensive Plan and Development

Codes; and

- Review significant land-use and development projects in neighboring areas on and off the Reservation as well as cities' and counties' draft Comprehensive Plans and ordinances & codes.

Highlights of 2025

Long-Range Planning Function: Comprehensive Plan

Conducts long-range planning including land use policy with Planning Commission, various departments, Tribal Community, and partner organizations. Updates the Comprehensive Plan and Development Codes (or zoning regulations), coordinates regional planning for special projects, population forecasts, monitors legislative sessions, and serves on local, regional, and statewide committees focused on transportation, natural resources, growth management, and economic development.

The Planning Department has been working with the Planning Commission, MIG Consulting, various departments, and members of the community to update the Comprehensive Plan. This Plan is intended to establish long-term guidance for land use and natural resources protection on the Reservation.

The Plan will be a roadmap for where housing and businesses may be located, and where investments for transportation, parks, utilities, and other assets could be made. The goals and policies in various chapters in the Comprehensive Plan will provide guidance for various departments, Planning Commission, and Tribal Council to follow on project implementation.

Below are highlights and a progress report of the Comprehensive Plan work:

- Hosted a series of stakeholder meetings with various departments to gather input and discuss about their work, needs, and priorities

for the Comprehensive Plan Update.

- Developed and updated Comprehensive Growth Plans, analyzing growth patterns,
- Community needs, and trends to inform policies and strategies for community development and services.
- Completed all twelve (12) draft Comprehensive Plan Chapters including narrative text, goals, policies, and the Future Land Use Map (FLUM).
- The Planning Commission reviewed the draft chapters and added comments, corrections, and updates to the plan considering the needs of the community.

Current Planning: Permitting Activity

The Permitting Activity is coordinated services including permitting and front-line direct services to customers. It ensures accurate information, minimal wait times, and efficient operation of the front counter and online services while coordinating with other divisions.

By the end of 2025, a total of 63 building and land use applications, and 16 Over-the-Counter (OTC) applications were processed, reviewed, and approved. Public hearing notices & notifications for three (3) major projects were processed. Major development projects include MHA Supportive Housing (50-Unit Apartment) Project, Community Center Playground, Tribal School Playground, Little League Ballfields and Powwow Softball and Campground Clearing & Grading, Elder Complex Kitchen Renovation, four Subdivision projects, and Elder homes. Planning staff worked in partnership with other Tribal departments to ensure that building plans were consistent with the International Building Code and other relevant codes and policies.

Development Code

Prepared Draft Land Clearing, Grading, Filling, Land Disturbance, and Surface Mining & Reclamation Code.

Special Projects

Conducted research and land use codes of Battery Energy Storage Substation (BESS) projects and attended City of Auburn's stakeholder meeting for BESS Code development and City of Enumclaw Planning Commission hearing on BESS.

Grant Application for Developing Land Use Policies and Codes

Wrote a grant application for land use policies and codes to help maintain effective stormwater management and high water quality.

Outlook for 2026

- Finalize Draft Comprehensive Plan
- Develop an Implementation Chapter with strategies necessary to implement the goals and objectives identified in the Comprehensive Plan.
- Prepare and launch the Comprehensive Plan Project Share Point and Website to provide the draft Comprehensive Plan to Tribal Community for review and comments.
- Community Involvement: Organize and facilitate a Community Engagement Meeting for the Comprehensive Plan. The meeting will include a presentation of an overview of the planning process, summarize input from the departmental work sessions, needs for future land use & infrastructure, and how the results of those processes have informed the draft of the goals & policies, and the Future Land Use Map (FLUM).
- Compile all final draft versions of the Comprehensive Plan, lay out in a

readable, highly visual format, integrate Muckleshoot artwork where appropriate, and create a policy framework diagram for the document.

- Development Code Writing: Continue working on preparing, presenting, and discussing the draft Development Code.
- Permit Review Process:
 - Review of proposed new buildings, subdivisions, and development projects;
 - Continually conduct research on innovative solutions and codes, train to stay current, and provide exceptional customer service.
- New Permitting Software: Start launching and using technology of a new permitting software to improve workflows and streamlining applications intake, review process, tracking, visualization of development and plans, and issuance of permits.
- Planning Commission Meetings: Organize and facilitate Planning Commission meetings and provide professional support to the Planning Commission for review and discussion on proposed developments, land use issues, draft Comprehensive Plan, draft Development Codes, Special Projects, Transportation Projects, and Code Enforcement cases.
- Coordination and Partnership with other Tribal Departments and agencies:
- Participate in discussion about issues related to proposed projects related to land use, infrastructure, and economic development planning and provide technical comments and recommendations to Muckleshoot Development Corporation (MDC).
- Participate in discussion about issues related to land use and transportation planning & improvements and provide technical comments and recommendations to Transportation Department, King County, Puget Sound Regional Council (PSRC), and WA Department of Transportation (WSDOT). The issues are such as the

Highway 164 Visioning and Implementation, Regional Transportation Plan, and Transportation Safety Action Plan.

- Participate in discussion with City of Auburn, City of Enumclaw, and King County about the cities' and county's draft Comprehensive Plans and development codes and proposed developments nearby the Muckleshoot Indian Reservation and may impact the Tribe. Issues include Battery Energy Storage System (BESS) codes, Auburn Stuck River Road/Mount Rainier Vista Subarea Plan and Planned Action, and a gravel surface mining project.
- Intergovernmental Coordination: Maintain effective communication and collaborative efforts with other Muckleshoot Departments as well as other surrounding jurisdictions (i.e. King County, City of Auburn, and City of Enumclaw) and Federal & Washington State agencies;
- Earth Day Event: Continue organizing, and participating in the Earth Day Event for the community cleanup and planting.

More About the Planning Department

Land use legislation, policies, and implementation measures made and approved by Tribal community, departments, Planning Commission, and Tribal Council would help shape Muckleshoot's urban and rural environments. Likewise, choices made today will ultimately shape these areas in the future. Successful land use planning occurs through an open and public process that provides room for information gathering, analysis, and vigorous debate. Muckleshoot's Community Involvement program identifies the MIT Planning Commission as the committee for citizen involvement. Several noteworthy departmental and community involvement actions have been undertaken by the Planning Department since the Comprehensive Plan Phase I (or Village Plan) and Phase II started in 2018 and 2022, respectively.

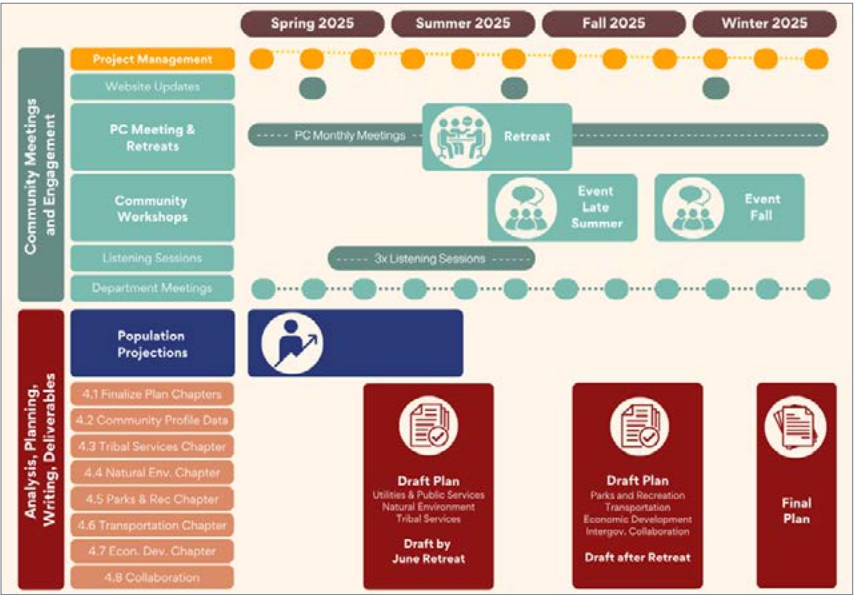
The Planning Commission and Planning Department intended to provide Tribal community members and stakeholders with tools to assess its effectiveness and offer additional suggestions the Tribe can utilize to ensure that its diverse communities remain actively involved in land use planning discussions. The Planning Commission and Planning Department have continued their work on the MIT Comprehensive Plan Update since 2022 with genuine community outreach activities. The Planning Team held a series of community and stakeholder input sessions, small focus groups, conducted surveys, and visioning process to ensure that the Plan meets the needs of the Tribe. Population growth data analyses, and an assessment of what land is available to the community and how that aligns with the community needs were also part of land use analysis and planning process.

At each stakeholder or departmental meeting session, an introductory presentation of the Comprehensive Plan update project was made by the planning team, that was prepared for a specific Tribal department. The presentations provided information on the Comprehensive Plan update process, community engagement results & recommendations, draft chapter key points, goals & policies, and a list of questions to stimulate conversation. These conversations with the department head and team members provided information about the department's operation, opportunities & constraints, solutions, planned projects, work progress, expectation, perspectives and needs. Several departments provided PowerPoint slides and detailed reports to the Planning team to include in developing the Plan.

The ultimate hope of the Planning Commission is for the Comprehensive Plan to be a tool utilized by department leads and decision makers, to use the information in the Plan to guide project prioritization, and decision-making, for the next several decades for the benefit of the Tribe.

Another aspect of Planning work includes researching, preparing written comments, and weighing the pros and cons of proposed development projects located nearby the Reservation that can have profound impacts on Tribal community. Compatible uses must be considered for the peace of mind of the community.

For example, climate change impacts are seemingly occurring, and Green energy is a necessary component to transition from hydrocarbon energy related systems (coal and oil), to those that are based on “clean energy” methods such as wind, solar, and geothermal. Controversial Battery Energy Storage Systems (BESS) using Lithium-Ion batteries are one method proposed to store this energy. New mitigation measures are being put in place that would make them a safer alternative. The Tribe may want to consider initiating technology that can provide energy sovereignty, and even become an energy purveyor, by exploring options for renewable energy production on Tribal lands.



Muckleshoot & King County Police Department

PERSON IN CHARGE: Christine Elias, Chief of Police

ADDRESS: 38903 - 172nd Ave. SE, Auburn, WA 98092

INFO PHONES:

Business phone: (253) 876-3246; Tip line: (253) 876-2850;

Emergency dispatch: 911; Non-emergency dispatch: (206) 296-3311

INFO PHONES: policeinfo@maplevallywa.gov;

Christine.Elias@kingcounty.gov

Overview

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

Services Provided

- 911 responses to emergencies
- On-going proactive problem solving
- Assist tribal departments in crime prevention issues that may arise
- Support crime-reducing education programs within the community
- Collaboration and referrals with other tribal departments
- Participation and security at community events
- Additional security for fireworks, powwows, stick games and fishing docks
- Tribal Court Security
- School Resource Officer
- Tribal Housing Deputy
- Auburn Police Department officer assigned to our department for additional patrols within the city limits
- MMIWP Detective

Organizational Support Division

PERSON IN CHARGE: Virgil Spencer, Director

ADDRESS: 17608 400th Street, Auburn, WA 98092

INFO PHONE: (253) 876-3179

INFO EMAIL: virgil.spencer@muckleshoot.nsn.us

Overview

Organizational Support provides various services to the Muckleshoot Tribal Members, Tribal Community, our Employees, and clientele that look to us for assistance and service.

Services Provided

- Cleaning services to the high traffic community buildings
- Grounds Landscaping
 - Landscaping of flower beds of 30+ Government Sites
 - Striping of parking for government buildings
 - Assisting committees with their events
 - Ensuring visibility dangers and fire dangers are low
- Sanitation Services for the high traffic areas
- Managing the Dry storage

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Highlights of 2025

- Hiring 6 permanent employees to the Grounds Landscaping
- No Injuries to staff or citizens by eliminating hazards
- Starting Growth Projects- planting new foliage
- Striped the Muckleshoot Tribal College and the New Baseball Training Center parking lots
- Revitalize Elders neighborhoods
 - Contracted 130 elders homes for landscaping services
 - Maintaining, Removing, and repairing damaged foliage
 - Maintaining sidewalks

Outlook for 2026

- Striping the Elk House parking lot
- Servicing 151 elders home by contractors
- Purchasing Window Cleaning Equipment
- Another Successful year

Preservation

PERSON IN CHARGE: Melissa Calvert, Director of Tribal Resources and Preservation

ADDRESS: Philip Starr Building, 39015-A 172nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 876-3266

INFO EMAIL: melissa.calvert@muckleshoot.nsn.us

Overview

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

The Preservation Program archaeology staff works with other Tribal departments to identify and protect cultural resources before and during construction projects on the Reservation. Preservation staff also review proposed developments and visit construction projects off the Reservation to ensure that developers follow the laws and identify and protect sites important to the Tribe throughout the Tribe's use areas. We conduct cultural resources surveys and document any archaeological resources we find. We develop strategies to leave important areas undisturbed, and we collect artifacts that are in harm's way and curate them for future generations to learn from and protect.

Services Provided

- Review and comment, collaboration on construction projects on the Reservation that could impact cultural sites and other cultural resources.
- Assist with off-Reservation projects that may affect the Tribe's cultural area of interest or treaty areas.
- Monitor ground disturbing projects to protect cultural resources.
- Engage with outside groups to ensure the Tribe's story is told correctly and my Tribal voices.
- Curate and otherwise care for collections, be those personal, archaeological, or historical/ethnographic, archival, or photo materials.

Highlights of 2025

In 2025, the Preservation Program reviewed and monitored construction projects both on and off of the Reservation, insuring that cultural resources were identified and avoided where possible before being damaged by construction excavation. Preservation Monitor Mitchell Courville monitored neighborhood, home, and fence construction, and also oversaw the biggest dirt screening effort the Tribe has undertaken to date.

The Preservation Program was able to provide temporary work and educational opportunities to Tribal members for the screening project, which processed excess dirt from several past construction projects for the Tribe. Artifacts that are recovered during the operation will be curated to federal standards and kept in our secure curation facility.

Muckleshoot was awarded a prestigious King County Landmarks Preservation award for the innovative preservation work done on the Reynolds log cabin and home to stabilize the buildings for long-term care and management.

Historian Warren King George maintained the Tribe's relationships with outside agencies and schools/universities with numerous speaking engagements, podcasts, and collaborations to ensure the Tribe's history is understood and shared widely.

The Preservation Program created another calendar for the Tribe for 2026, which we are eager to share with other departments. The Tribe's curation area houses and cares for hundreds of ethnographic and archaeological collections. Please contact us if you have items that may benefit from some special care.

Outlook for 2026

The Preservation Program will continue to work closely with other programs and departments in the Tribe to plan and manage cultural resources in a proactive way. We will be revamping our collections storage areas and continuing to improve the Reynolds cabin so that it may be visited in the future for educational tours. We will grow the program with the addition of a new curator this spring.



Public Works Department

ADDRESSES:

Administration & Water Treatment Plant: 176TH Lane SE, Auburn, WA 98092

Public Works Operations: 40228 Auburn-Enumclaw Road SE, Auburn, WA 98092

Solid Waste Transfer Station: 17613 SE 400th St, Auburn, WA 98092

EMERGENCY PHONE: (253) 876-3030

Overview

Public Works provides the following services to the Tribal government as well as to individual Tribal members:

- Public Works Department
- Solid Waste / Transfer Station
- Firewood
- Parks Program
- Water Utility District
- Sanitary Sewer and Storm Utility District
- Engineering
- Educational Component

Highlights of 2025

Public Works

- Demolition of old homes, and foundation excavation of new home pads for applicable properties. Completed two demolitions, two

excavations of house pads, and one land clearing.

- Grading of all community gravel driveways and all river access roads to include White River Hatchery and Keta Creek Hatchery.
- Work with Fisheries department, assist with cleaning of ponds, raceways, 1st ave cleanup of dilapidated boats, and discarded fishing debris
- General maintenance of all roadways, parking lots to include striping, painting, seal coat within the Reservation boundaries.
- Winter maintenance of all the road surfaces, plowing, salting, sanding, and de-icing.

Solid Waste

- Curb side garbage and recycle pickup for all Tribal members' homes within the Tribal service area.
- Provide solid waste and recycling services to all Tribal government building including Casino, Smoke Shop and Bingo Hall.
- 252 garbage cans picked up weekly
- 356 recycle cans picked up weekly
- 34 government buildings picked up weekly
- Casino compactor's X2 picked up and emptied weekly and 40 yard dumpster emptied every week
- Big Nation Station compactor emptied every week
- Bingo Hall compactor emptied every week
- 40 yard dumpster in the yard scrap metal brought in every 2 weeks 0.74 tons
- 14 yard dumpster full of electronics, TVs, refrigerators, microwaves

brought in every 2 weeks

- 24 dumpsters delivered and picked up weekly for tribal member homes

Firewood

- Provide all Tribal members' homes with firewood collected from the tribal forest lands and processed at the Public Works yard.
- Deliver processed firewood to all tribal homes within 30 miles and stack and store.
- Logs collected from tribal forest and watersheds are 475 self-loader trips, estimated to be 3325 cords.
- 1000 cords of firewood processed on two of our wood processors this year.
- We completed 1000 wood orders this year in three categories combined: Heating, Cultural, and Spiritual.

Muckleshoot Utility District: Water

- Operate and maintain the tribally owned drinking water wells, WTP, and maintain miles of water lines distributed throughout the reservation.
- Provide limited services for a number of wells serving the individual member's homes within and around the reservation.
- Perform yearly water main flushing, including the exercising of all valves, and hydrants from the water tower working outwards to 416th, down to 368th
- Routine maintenance and repair of the water system, both daily and emergency
- Fire hydrant maintenance- cleaning, repairing, and repainting
- Testing and repair of backflow prevention devices on the water system
- Utility Locates- for private contractors as well as ongoing projects by MIT

Muckleshoot Utility District: Sanitary Sewer & Storm

- Operate and maintain the tribally owned sewage collection system that gets send to the King Co. waste water treatment plant in Renton.
- Provide pumping and maintenance services for over 100 private septic systems serving the individual member's homes within and around the reservation.
- Sewer main flushing
- Sewer lift station maintenance-including pump repair and replacement
- Aid the Housing Department with new septic system contract procurement, design, and installation.
- Routine maintenance of the sewer and septic systems, as well as emergency repair
- Residential lift station repair, and maintenance- to include wiring issues repair, pressure transducer, and float repairs and replacements
- Complete, track, and invoice incoming King County capacity charge forms and requests
- Inventory of MIT government and residential water, and sewer hookups for quarterly reports-including monthly water meter readings
- Storm structure cleaning on as needed basis
- Utility Locates- for private contractors as well as ongoing projects by MIT

Engineering

- Provide engineering design review for Tribal infrastructure projects, new developments, and new residential construction
- Provide material review, inspection and QA/QC for Tribal

infrastructure projects, new developments, and new residential construction

- Completed the Fire Flow study for the entire water system and set water infrastructure priorities out to 2049.
- Continual work on the design and installation of the new water Well #6.
- Started the design work for the Water Treatment Plant Expansion
- Worked with the Tribal Grant Team and Planning Department to submit NOFO and Congressional Grants for Well #5 construction and future WTP capacity expansion
- Ensure that water system sampling and reporting met all EPA requirements
- Conducted repairs of the chlorine generation system at the WTP
- Conducted repairs at the main well #4 and purchased new well equipment to increase future reliability
- Collaborate with IHS on the Scatter Site Program to provide services to Tribal Members
- Calculate budgeted items and procure contracts for vital services

Educational Component

- CDL (commercial driving license) class A - 3 obtained
- Heavy construction equipment school program for excavators, front end loaders, bulldozers, graders, skid-steers, vac-truck, and etc... - 2 completed the program
- Water treatment certifications, water system distribution certifications, sanitary sewer collections certifications, and engineering licenses – 2 new certifications obtained and continued educational classes to maintain certifications for everyone else

Other Highlights

- The new water Well #6 has been drilled and is ready for testing, while the well house design is under way. Simultaneously the design work for the Water Treatment Plant Expansion has been under way. The new well and WTP expansion are necessary in order to keep up with the Tribe's growth. The new well will also add redundancy and reliability to the Tribe's water system.
- Completed the Fire Flow study for the entire water system and set water infrastructure priorities out to 2049.

Tomanamus Forest, Muckleshoot Federal Corporation

PERSON IN CHARGE: Nathaniel Hayden

ADDRESS: 10305 196th St, Ct E, Orting, WA 98338

INFO PHONE: (253) 343-4899

INFO EMAIL: nhayden@manulife.com

Overview

The Tomanamus Forest is 104,999 acres owned by the Muckleshoot Indian Tribe (MIT) in King, Pierce, and Lewis counties. The property operates as a working, sustainable forest as well as provides educational, career, and recreational opportunities for Muckleshoot members.

Services Provided

Muckleshoot Federal Corporation is managed through a collaborative effort between Muckleshoot Tribal Council, Manulife Forest Management, MIT Wildlife, MIT Fisheries, and other MIT departments to meet property management objectives.



Tomanamus Community Day, 2024

Tribal Court

PERSON IN CHARGE: Julia Brown, Court Administrator

ADDRESS: 39015-D 172nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 876-3203

INFO EMAIL: court.staff@muckleshoot.nsn.us

Overview

Guided by its law and traditions, the Muckleshoot Tribal Court creates a safe, welcoming, and impartial environment for accountability and problem solving while supporting safety, healing, and wellness through our shared values.

Tribal Court Probation

Muckleshoot Tribal Probation works with other Tribal programs and departments regarding clients under the jurisdiction of Tribal Court, coordinating with other programs regarding treatment, employment, education, community service, and cultural activities. Probation also sits on the Wellness Court Team.

Process Services

Serving legal documents for Tribal Court for Criminal matters, Exclusions, Elder Protection Orders, and Domestic Violence Protection Orders. A process server's primary job is to deliver legal documents to a party named in a legal action. The purpose is to provide notice that the legal action has begun and/or that documents have been filed in the case. The average amount of Tribal orders served by probation per year is 150-200.

Nuisance Investigator

Investigate properties with regard to the Tribe's Nuisance Ordinance violations. Working with the Community Safety Team, Local Law Enforcement, Code Enforcement, the community, and the Prosecutor's Office for compliance and/or corrective action through the courts. Investigate, write reports, and testify at court hearings. Providing local resource information such as shelters, programming, transportation, clothing, food, and complete treatment outreach referrals as needed during the ongoing investigation. Listening to community members' concerns and working together to find a solution. The purpose of the Nuisance Code is to prioritize promoting health, safety, and the well-being of the Muckleshoot community on the Reservation, as well as the preservation and protection of the environment.

Healing to Wellness Court

This court seeks to reduce alcohol and other drug abuse and recidivism among our nonviolent offenders who come before the Tribal court. In order for us to accomplish this, we will implement judicial intervention, supervision, treatment, Substance Use Disorder treatment, as well as Mental Health counseling. Some of our functions will include:

- Completing intake assessments
- Combining the information obtained during the intake and assessment process with decisions made in the case
- Coordinating between the court, the treatment community, the educational institutions and other community agencies. All will respond, as needed, to the needs of the participant, his/her family and the court
- Providing active and continuous judicial supervision of a participant's progress in the various program components
- Using incentives to recognize a participant's progress in his/her

treatment and using sanctions for noncompliance

- Focusing on the overall functioning of the participant throughout the Wellness Court program, in order to encourage and teach positive decision-making as a part of a healthy lifestyle
- Reducing recidivism by developing individualized treatment plans and monitoring a participant's progress while in the program; and
- Using family support systems to encourage personal accountability.

Juvenile Healing to Wellness

The mission of the Muckleshoot Juvenile Healing to Wellness Program is to maximize cultural and strength-based services provided to juveniles that reduce drug use and criminal activity. The Healing to Wellness Team is committed to reducing recidivism and providing care for substance abuse as an alternative to punitive action. Services include:

- Cultural Application
- Monthly Status Reports (REVISED)
- Evaluations
- Intro to Family Youth Services
- Community Outreach
- Intake Assessments
- Educational Benchmarks
- Incentives (movie tickets, drum, Etc.)
- Using family supporting systems to encourage personal accountability
- Individualized treatment plans

- Elders Panel
- Inpatient Treatment
- Healing Circles
- Restorative Practices

Resources Used

- Cultural Program
- Family Youth Services
- Virginia Cross Building
- Probation Department
- Muckleshoot Tribal School
- Warriors Path
- Elders Panel
- NARA Residential Treatment Center
- Sea Mar Renacer Youth Treatment Center
- Healing Lodge-Seven Nations
- Collective Voices - reconnecting, repairing, and rebuilding

Highlights of 2025

During this reporting year, the Tribal Court made significant strides

in increasing transparency, accessibility, and public understanding of Tribal law by publishing the Tribe's codes and court publications online. This effort reflects the Court's commitment to strengthening access to justice while honoring Tribal sovereignty and self-governance.

By making Tribal codes available online, the Court has improved access for community members, litigants, attorneys, advocates, and partner agencies. Individuals are now able to review laws, procedures, and court expectations more easily, supporting informed participation in the court process and promoting fairness and accountability.

The Court also prioritized cross training for court clerks to ensure continuity of operations while upholding due process protections. Clerks received training across multiple court functions with clear role separation and safeguards in place to prevent conflicts of interest or due process violations. This approach allows the Court to maintain efficient operations during staff absences or increased caseloads without compromising fairness, neutrality, or judicial integrity.

Cross training strengthens institutional knowledge, improves service delivery, and ensures that court operations remain reliable, professional, and compliant with due process requirements at all times.

Outlook for 2026

Goal 1

Focuses on continually improving court operations and infrastructure to better serve the community by designing and building a safe and secure Justice Center that houses the Court and all affiliated departments. This goal also includes purchasing necessary equipment and making upgrades to ensure efficient court operations, hiring and training staff while utilizing court-specific personnel policies, and continually updating and following planning processes while maintaining open communication with stakeholders. Additionally, it emphasizes ensuring

court safety, security, refining, and improving court procedures to support effective and reliable service delivery.

Goal 2

Aims to refine and increase the effectiveness of existing court focus areas by updating and making available codes more accessible, improving and refining child welfare processes, and enhancing civil and criminal court processes. This goal also includes expanding the Victim Service Program to better support individuals involved in the court system and strengthen overall service delivery.

Goal 3

Focuses on exploring and planning for future court focus areas by implementing Healing to Wellness Court programming, implementing a comprehensive Juvenile Justice system, creating a probate code, and exploring the development of a child support program to meet evolving community needs and strengthen court services.

Muckleshoot Tribal Court: Annex

Gil Adame, Juvenile Court Coordinator

Mobile phone: (253) 259-1004 Desk phone: (253) 876-3361
Gilbert.adame@muckleshoot.nsn.us

Ada McDaniel, Wellness Court Mentoring Coordinator

Mobile phone: (253) 261-4724 Desk phone: (253) 285-4024
Ada.mcdaniel@muckleshoot.nsn.us

ADDRESS: 39015-D 172nd Ave SE Auburn, WA 98092

Overview

The Tribal Court Annex's mission is to intervene with enrolled Muckleshoot Tribal youth who are at Risk of developing criminal mindsets & Behavior by not attending school or abiding by court ordered programs to prevent on-going patterns that may lead to adult criminal behavior. These minors fall into two categories, Truant or delinquent.

Highlights of 2025

- **What was Done:** Numerous training activities with local jurisdictions on problem-solving youth crime in our communities.
- **Why it Matters:** It matters because At – Risk youth crimes are on the rise along with Truancy/Delinquency matters.
- **Whom it Affected:** The MIT Tribal School students, Tribal Court Staff, Tribal families & Community.
- **Measurable Outcomes:** Using storytelling as a tool, the youth do not forget their backgrounds and where they come from. I have seen respect given and received when using Indigenous storytelling as a tool to interact with our tribal At-Risk Youth.

- The Truancy and Delinquency Court recently celebrated 10 successful graduations, marking a significant milestone for the participating students. The graduates included:
 - 8 students from Truancy Court, each of whom maintained a perfect record with zero unexcused absences for 90 consecutive days.
 - 2 students from Delinquency Court, who successfully completed all court-mandated milestones and requirements ahead of their assigned deadlines.

Outlook for 2026

- To improve communications efforts based on in-person or Zoom meetings on a regular basis.
- To show presence in places where the At – Risk Youth may participate in their extracurricular activities.
- Create programs for interactive Indigenous learning sessions and experiences.
- Interact with all levels of MIT staff who are a part of intervening with our At – Risk Youth so that a stronger community/teams can be built with the knowledge we all possess.
- To honor the Youth at Risk for their accomplishments while in the tribal court system with certifications of completions for court ordered programs, incentives.
- To create agreements with surrounding tribes and school districts that have our tribal children enrolled.
- To create MOU'S to support the on-going efforts/collaboration to assist in the intervention of our Tribal Youth at Risk.

Muckleshoot Tribal Probation

Jolene Agostini, Lead Probation Officer

(253) 876-3022 | Jolene.agostini@muckleshoot.nsn.us

Probation@muckleshoot.nsn.us

Gil Adame, Juvenile Court Coordinator

Mobile phone: (253) 259-1004 Desk phone: (253) 876-3361

Gilbert.adame@muckleshoot.nsn.us

ADDRESS: 39015-D 172nd Ave SE Auburn, WA 98092

Overview

Our mission is to provide a framework and assistance for adult community members ordered to do probation in becoming productive citizens of the community. Reducing alcohol and other substance abuse related crimes by working in partnership with the client, treatment programs and the courts. Working towards improving family, community and cultural involvement, promote healthy life choices, and reducing criminal recidivism.

Services Provided

Tribal Court Probation

Muckleshoot Tribal Probation supervises defendants on probation, including regular check-ins, drug/ alcohol testing, investigations to determine compliance, compliance checks, completing reports to the court and attending hearings. Probation further assist in formulating and implementing alternative sentencing and/or sanctions to confinement. Probation works with other Tribal programs and departments in regards to clients under the jurisdiction of Tribal Court, coordinating with other

programs regarding treatment, employment, education, community service and cultural activities. (Probation Officer Anthony Boyd and Lead Probation Officer Jolene Agostini)

Process Service

Serving legal documents for Tribal Court for Criminal matters, Exclusions, Elder Protection Orders, Domestic Violence Protection Orders. A process server's primary job is to deliver legal documents to a party named in a legal action. The purpose is to provide notice that the legal action has begun and/or that documents have been filed in the case. In 2025 (103) tribal court orders were served by probation. (Lead Probation Officer Jolene Agostini and Probation Officer Anthony Boyd)

Nuisance Investigator

Investigate properties with regard to the Tribe's Nuisance Ordinance violations. Working with the Community Safety Team, Local Law Enforcement, Code Enforcement, the community and the Prosecutor's Office for compliance and or corrective action through the courts. Investigate, write reports and testify at court hearings. Providing local resource information such as shelters, programing, transportation, clothing, food, and complete treatment outreach referrals as needed during the ongoing investigation. Listening to community members concerns and work together to find a solution. The purpose of the Nuisance Code is to prioritize the promotion of health, safety and the well-being of the Muckleshoot community on the Reservation, as well as the preservation and protection of the environment.

In 2025 Probation has investigated and worked with over 10 Nuisance Properties. (Lead Probation Officer Jolene Agostini and Probation Officer Anthony Boyd)

Highlights of 2025

- 4th annual Probation coat/sock drive. Probation handed out over 65 coats to the unsheltered, along with numerous socks and hygiene packets.
- Establishing positive relationships with community resources to better serve our clientele.
- Working closely with the community and law enforcement to promote a safe environment.
- Walking the woods on the reservation to address illegal camp sites, working with law enforcement, tribal security, and code enforcement.

Outlook for 2026

- Continue with the yearly winter coat/sock drive
- Continue to collaborate with community resources to work in partnership to assist our clientele with positive changes.
- Continue to work closely with the community and law enforcement to promote a safe environment.
- Continue to work with community members to hear their concerns, discuss solutions and following up with the concerns.
- Continue to walk the woods on the reservation to address illegal camp sites, working with law enforcement, tribal security, and code enforcement.

Tribal Member Advocacy

PERSON IN CHARGE & STAFF:

Rita Jean Martin, Director	(253) 876-3212
Gloria Malone, Case Manager	(253) 294-8174
Maritza Leonard, Case Manager	(253) 294-8183
Darrion Anderson, Parent Advocate	(253) 294-8184
Elma Charles, Parent Advocate	(253) 294-8073
Naomi Elkins, Elder Advocate	(253) 876-3364

ADDRESS: 38731 172nd Ave SE, Auburn, WA 98092

INFO EMAIL: rita.martin@muckleshoot.nsn.us

Overview

Our mission is to support Tribal members by providing compassionate advocacy, resource navigation, and crisis assistance that strengthens families, promotes stability, and honors community values. The Tribal Member Advocacy Program exists to support the health, stability, and well-being of Muckleshoot tribal members and their families during times of hardship. Our department provides emergency assistance, resource navigation, advocacy, and referrals to ensure members can meet basic needs and overcome barriers that affect their safety, financial security, and overall quality of life.

By helping members stabilize housing, utilities, transportation, food access, and other essential needs, the program directly supports the Tribe's broader goals of strengthening families, promoting self-sufficiency, and protecting the welfare of future generations. Our work reduces crisis escalation, connects members to existing Tribal and external resources, and reinforces the Tribe's commitment to caring for its people through culturally grounded, compassionate support.

Services Provided

- Advocacy & Case Management: One-on-one support for Tribal members
- Resource Navigation: Housing, basic needs, and community referrals
- Crisis Support: Immediate assistance during urgent situations
- Family Support Services: Assistance focused on family stability
- Follow-Up & Continued Care: Ongoing support and check-ins

Highlights of 2025

In 2025, the Tribal Member Advocacy Program served as a vital safety net for Muckleshoot tribal members and families experiencing crisis. The department provided emergency assistance for essential needs such as housing, utilities, food, transportation, and medical-related expenses.

This support helped prevent housing instability, service shutoffs, and escalating crises, allowing members to remain safe and stable during difficult times. Elders, families with children, and individuals facing unexpected hardship were directly impacted through timely and compassionate assistance.

Another major accomplishment was strengthening coordination with other Tribal departments and community partners. Advocacy staff worked closely with housing, behavioral health, education, and social services to help members access multiple supports at once. This collaborative approach reduced barriers, improved follow-through, and ensured members received comprehensive assistance rather than isolated, one-time help. As a result, members experienced better long-term outcomes and increased trust in Tribal services.

The department also focused on building a stronger foundation for future service delivery by drafting program policies and procedures in 2025. These drafts clarified proposed eligibility, referral processes, and program guidelines, supporting consistency and transparency

while honoring Tribal values. Although not yet formally approved, this work laid important groundwork for program sustainability and future implementation.

Finally, the Tribal Member Advocacy Program continued to provide culturally grounded advocacy and emotional support for members navigating trauma, grief, and crisis.

Beyond financial assistance, staff offered guidance, advocacy, and connection during some of the most challenging moments in members' lives. Through this work, the department strengthened community trust and reinforced the Tribe's commitment to caring for its people. Accomplishments reflect meaningful progress toward the Tribe's goals of strengthening families, promoting stability, and ensuring no member faces hardship alone.

Outlook for 2026

In 2026, the Tribal Member Advocacy Program will focus on strengthening and expanding services that support Muckleshoot tribal members and families during times of hardship. Building on lessons learned in 2025, the department will continue improving consistency, accessibility, and coordination while maintaining a culturally grounded, member-centered approach. These efforts support the program's mission by ensuring members receive timely, respectful assistance that promotes stability and long-term well-being.

A key priority for 2026 is continued program growth and refinement to ensure services remain fair, effective, and sustainable for the community. The department will focus on strengthening internal guidelines and service processes to support equitable access and responsible use of resources. This work will help ensure the program remains flexible enough to respond to emergencies while also serving the long-term needs of tribal members and families.

Another goal for 2026 is to further enhance collaboration with Tribal departments and community partners. By strengthening referral pathways with housing, behavioral health, education, and financial assistance programs, the Advocacy Program aims to reduce service gaps and improve coordination. This approach allows members to access multiple supports more efficiently and reflects the Tribe's holistic approach to community care. The department will also work to improve data tracking and documentation practices to better understand member needs and program impact. Stronger data collection will support informed planning, clearer communication with leadership, and continuous improvement, helping ensure the program remains responsive and beneficial to the community it serves.

Lighthouse of H.O.P.E. (Healing Outreach Providing Essentials)

PERSON IN CHARGE: Susan Starr, Homeless Outreach Manager

PROGRAM EMPLOYEES: Hector Rojero, Warren Starr, Natalie Starr, Bernyce Elkins, and Sandy Kinggeorge

ADDRESS: 38731 172nd Ave SE, Auburn, WA 98092

INFO PHONES: Desk (253) 294-8142; Cell (253) 258-1066

INFO EMAIL: susan.starr@muckleshoot.nsn.us

Overview

The HOPE Program provides comprehensive, wrap-around services to our less fortunate and unsheltered relatives within the Tribal community. Our mission is to offer support, stability, and encouragement, helping our relatives improve their quality of life and move toward independent living. Through culturally grounded care and relationship-based service, we strive to restore hope and empower our people on their healing journey.

The success of our program is a direct reflection of the compassion, dedication, and hard work of our employees. Their commitment to serving our relatives with dignity and respect has shaped the HOPE Program into what it is today. We are deeply grateful for the support provided through the Building Our Workforce (BOW) Program grants, which allowed us to operate and grow this vital service until recently.

Every member of our team has earned the opportunity to transition into permanent employment. For more than a year, they have demonstrated unwavering dedication, built meaningful relationships with the clients we serve, and shown the cultural understanding and empathy

essential to this work. Their contributions are not only valuable they are foundational to the wellbeing of our community.

Services Provided

Medical Coverage

We help connect individuals with resources to obtain medical coverage through the Muckleshoot Tribe or Washington State. We coordinated with Muckleshoot Health and Wellness and they coordinated with Auburn Public Health Center to bring Mobil unit to TGA Annex Building Feed so we could provide health care services for our Unsheltered Relatives.

Identification Card

On Thursdays we transport those that receive government assistance, such as food stamps or medical coverage, down to a resource in Auburn to obtain a free Washington State ID.

Transportation

Clients that need to: apply for DSHS benefits, update medical coverage, find/receive Behavioral Health services and/or medical services. We have also helped with transportation to court appearances.

Care Packages

We provide snack bags twice a week along with hygiene essentials when available.

Eligibility Requirements

Muckleshoot Tribal Member/Muckleshoot Tribal Member Dependent

Highlights of 2025

- Provide referrals to Don's Place and collaborate with the Compass Housing Alliance program through King County to support individuals experiencing homelessness. We also work closely with Muckleshoot Housing to submit applications on behalf of our unsheltered relatives including our elders and relatives with disabilities who are currently living on the streets.
- Supported numerous individuals in accessing treatment services through Muckleshoot Behavioral Health and We Care Daily Clinics, using a holistic approach centered on recovery and overall wellness. Over time, our team has also learned how to independently utilize State Recovery resources; however, we intentionally continue partnering with Behavioral Health to ensure clients receive consistent follow-up care after completing treatment.
- The program has been supported through generous donations from multiple Tribal departments and family members, allowing us to operate without relying solely on Tribal financial resources. Since June 2025, we have also been able to access Tribal Advocacy funding as needed. We are deeply grateful for this collective support, which empowers us to continue helping our relatives make healthier, self-directed choices for their future.
- Office Relocation – Since June 2025, we have been located in the old General Services building (formerly the Tribal School). Having our own dedicated space has allowed us to welcome relatives indoors during the day to warm up, enjoy a hot meal, rest, and watch TV if they choose. This space has become an important safe haven where they can recharge and feel supported.

Outlook for 2026

A Path Toward Ending the Cycle of Homelessness and Incarceration

- Our department is committed to supporting Unsheltered Relatives by offering HOPE grounded in compassion, understanding, and respect. Our goal is to empower individuals to make positive changes in their lives, with the support and wraparound services they need to succeed. We will continue to collaborate with all tribal departments to ensure the strongest possible outcomes for our clients, and we will seek additional outside resources when appropriate—recognizing that many of our clients are accustomed to working only within our tribal systems.
- At the same time, we recognize the challenges ahead. Current projections indicate that homelessness may continue to rise into 2026. Experts anticipate increases due to proposed federal funding cuts to key housing programs and potential shifts away from “Housing First” models—such as Don's Place, operated by Compass Housing in partnership with King County. At present, five of our clients are housed at Don's Place, demonstrating the importance of these supportive housing options.
- The ongoing housing affordability crisis is expected to deepen instability for vulnerable populations, including children, older adults, and families. These pressures make it even more critical that we strengthen our coordinated response, expand access to services, and advocate for the resources needed to protect the wellbeing of our community.

Scale and Scope of the Challenge

A clear and accurate understanding of the problem is essential to developing an effective and sustainable solution.

How Many People Need a Safe Place to Live?

There are several ways to measure homelessness and determine how many community members need to be brought indoors. Common methodologies include manually counting the number of people experiencing homelessness on a single night or day known as the Point in Time (PIT) count reviewing annual data based on program enrollment within the HOPE Program, and using statistical modeling.

For the purposes of tracking progress throughout this Plan, the HOPE Program has collected three years of data on the clients we serve. The numbers continue to rise, and we are seeing an increasing number of younger community members experiencing homelessness.

Regardless of the methodology used, the current landscape of services does not provide the level of shelter, housing, care, or support needed to meet the needs of every person experiencing homelessness. At this time, we do not have dedicated shelter or housing options available on our reservation, aside from a warming shelter. Unfortunately, not all of our homeless relatives are able to access this space due to bans from the location where the shelter is held or because of active restraining orders.

2024 Data	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Service Count	494	481	450	298	234	216	422	405	292	368	219	217	4096
Warm Meal	321	283	270	162	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	715
Day Center	173	198	180	136	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	514
Snack Bags	321	283	270	162	234	216	422	392	270	362	191	197	3320
Transport	57	22	10	13	12	23	8	18	8	7	16	8	202
BHP Outreach	4	5	0	0	7	19	5	3	5	8	5	4	65
HWC Registration	2	2	2	0	2	5	0	2	1	3	2	1	22
Medical Outreach	3	1	3	1	2	4	1	4	4	7	6	4	40
Dental Outreach	0	0	0	0	0	0	0	0	1	0	0	0	1
Govt Services (DSHS, etc)	2	2	1	1	2	1	0	2	4	4	0	0	19
SSI/Disability/Social Work	1	1	3	7	4	4	7	4	4	6	9	7	57
Narcan	0	0	0	0	17	0	7	16	6	22	4	2	74
Housing Assistance	9	9	3	1	3	7	6	3	2	11	2	0	56
Hygiene Essentials	1	1	2	3	3	1	0	0	2	3	12	19	47
Govt Cell Phone	0	0	0	0	3	1	0	0	0	0	0	0	4

One Goal

Bring unsheltered relatives indoors as quickly as possible in a way that prioritizes their safety, stability, and healing. Our goal is to reduce the risk of death and prevent future harm by offering immediate access to a safe environment and supportive services.

HOPE Program Role

Our work is to bring individuals, couples, young community members, and families experiencing unsheltered homelessness indoors by meeting their needs as quickly as possible. We are taking action across multiple levels to help community members move inside now while also preventing homelessness in the future.

- Every service provider has the resources needed to implement best practices and to recruit and retain qualified staff.
- All service providers can coordinate their response with improved data capacity, ensuring that every department contributes services and that all disproportionately impacted Unsheltered Relatives receive support.
- Multiple systems of care can work together to ensure supportive transitions and to leverage every opportunity to prevent homelessness before it occurs.

A key role the HOPE Program will play moving forward is to unify and coordinate homelessness funding, policies, and programs across the tribe. This will strengthen efficiency, reduce duplication, and help more of our people successfully exit homelessness.

The activities outlined in the plan provide a clear roadmap and actionable steps to advance progress across these three levels. By unifying and coordinating the homeless response system, we can create a structure that is more transparent, accountable, and effective.



Our community already has a strong foundation of skilled service providers who understand what it takes to do this work well. With our community's deep commitment to the wellbeing of our people, continued collaboration, and a shared vision for collective prosperity, meaningful progress is within reach. The Five-Year Plan outlines the steps currently underway within the HOPE Program—and those still to come—that will significantly reduce unsheltered homelessness and help all of our communities thrive.

Optimizing Funding

The work requires resources: for front-line workers who help people every day, for the Muckleshoot reservation to have safe places to live or a day center, and for the data capacity to create dashboards and show progress to the public. Together, by optimizing the resources we have now and identifying additional resources in the future, we can create a seamless, effective response system.

- **Optimize existing program funding** to maximize impact and ensure we are doing as much as possible with the resources currently available.
- **Increase utilization of the HOPE Program** by securing our own dedicated budget and facility, creating a safer and more welcoming environment that demonstrates our commitment and encourages relatives to engage in services.
- **Direct resources toward the most effective interventions** and partner with providers who deliver culturally grounded, population specific services that meet the unique needs of the tribal community we serve.
- **Bring unsheltered relatives indoors** as quickly as possible, prioritizing their safety, stability, and healing. The goal is to reduce the risk of death and prevent future harm by providing immediate access to a safe environment, basic needs, and supportive services

that promote long-term wellbeing.

Mission Statement

The HOPE Program was created by our community, led by tribal members coming together on behalf of our Unsheltered Relatives to significantly reduce homelessness within our boundaries. Guided by principles of equity and social justice, the program serves as the central hub for our homelessness response. This includes overseeing data collection, pursuing grant funding, and coordinating systems and government partners to establish policy direction and strengthen our collective efforts to address homelessness.

Theory of Change

Every family in our community is affected by this crisis. Historically, homelessness was not part of our way of life. Our cultural teachings centered on caring for one another—ensuring that relatives who were sick, struggling, or in need were supported and protected. Today, the drugs circulating in our region are extremely powerful and can drastically alter a person's behavior, health, and ability to stay connected to family and community.

The HOPE Program's theory of change is grounded in equity and justice. We recognize that the people most affected by a challenge hold the deepest insight into meaningful solutions. By using a targeted universalism approach across all departments, we aim to reverse current trends and create long-term, sustainable improvements. When we design systems that meet the needs of those who are most marginalized, we strengthen outcomes for everyone in our community.

As we often say: *If we create a homelessness response system that centers people with lived experience of homelessness, we can focus on meeting real needs, eliminating inequities, and working toward ending homelessness for all.*

Our Work in Memoriam

Housing saves lives, and the HOPE Program plays a vital role in that mission through strong collaboration across all of our tribal programs. We work closely with multiple departments to ensure that members of our homeless community can access the services they need. Many of our referrals come directly from these departments, reflecting the trust placed in our team.

Crisis intervention is a daily reality for us. We support clients in accessing essential health care, including helping them register or update their health insurance every 30 days, and ensuring they can use the services our ancestors fought for us to have. This work is meaningful, but it can also be emotionally demanding. Our staff regularly encounter situations involving violence, the loss of a loved one, or the discovery of a serious illness.

Every year and far too often, every night our communities lose cherished members to the impacts of homelessness, including exposure to the elements, overdose, violence, abuse, isolation, and untreated mental or behavioral health needs. These are sons and daughters, parents, elders, friends, and neighbors. It is heartbreaking when we must move a client's chart to the deceased file, and in some cases, step in to make final arrangements because no family is present or able to do so.

Challenges

Front-line staff wages have changed due to coming into permanent positions, and we are moving in a direction that will allow us to continue this critical work. The homeless population does not operate on a traditional schedule, and because of the realities of their daily lives, HOPE Program staff are contacted at all hours. They respond day or night because of the deep compassion they carry. Many of our team members have lived experience with homelessness or street-involved lifestyles, which strengthens their commitment to serving our community.

At this time, all staff training is conducted solely by me, as we currently lack the resources to access formal training opportunities. We hope this will change, as ongoing training is essential for our team to remain effective in addressing homelessness, which continues to grow in both scale and complexity.

The demand for our services is extremely high, and our team is constantly in motion responding to crises, meeting urgent needs, and supporting clients wherever they are. Many of our referrals come directly from our health clinic, reflecting the increasing severity of substance use and the strength of the drugs impacting our community today.

Department of Transportation

ADDRESS: 40320 Auburn-Enumclaw Rd SE, Auburn, WA 98092
INFO PHONES: CUSTOMER SERVICE: (253) 294-8078;
LOST & FOUND: (253) 457-3034
INFO EMAIL: transportation@muckleshoot.nsn.us
WEBSITE: tribaltransit.com

Overview

Mission

To provide safe, reliable transportation and to contribute to the overall quality of life for our community members; while breaking down the transportation barriers to education, employment and services that will enhance our way for life for future generations.

Transportation coordinates with MIT Planning, MIT Construction, Washington State Department of Transportation, the City of Auburn, the Bureau of Indian Affairs, the Federal Transit Authority, the Federal Highways Administration, and other local agencies to improve motorized and non-motorized transportation on and around the Muckleshoot reservation. MIT DOT is comprised of three distinct programs working in unison: The Fleet Program, the Tribal Transit Program, and the Tribal Traffic Safety Program.

Services Provided

Fleet

Fleet oversees the acquisition, maintenance, and update of vehicles for the Tribe.

Tribal Transit

Muckleshoot Tribal Transit operates a public transit system offering service to the Muckleshoot Reservation and the city of Auburn.

Tribal Traffic Safety

Our team works to keep our community safe by patrolling transit stops and responding to incidents in and around Tribal Transit areas of operation.

Other Services

- Central Dispatch
- License Plate Reimbursements
- Car Seat

Highlights of 2025

Tribal Transit

Experienced another successful year of operation in 2025, Muckleshoot Tribal Transit (MTT) provided approximately 40,000 passenger trips, representing a 6% increase over 2024. MTT continues to offer a fare free service, providing reliable transportation throughout the Muckleshoot Indian Reservation and the City of Auburn. Offering access to other transit agencies, employment, medical, shopping and other essential destinations.

Outlook for 2026

Tribal Transit

Feasibility and planning for route expansion to 1. Enumclaw and 2. Green River Community College

Fleet Management

Complete and establish annual Fleet Audit for improved government asset efficiency.

Transportation Planning

Expand partnerships with local and regional entities. Expanded transportation services through Central Dispatch, both leisure and (NEMT) non-emergent medical transports.

Trust Services

PERSON IN CHARGE: Holly Sprague, Trust Services Director

ADDRESS: Philip Starr Building, 39015-A 172nd Ave SE, Auburn, WA 98092

INFO PHONE: (253) 876-3160

INFO EMAIL: holly.sprague@muckleshoot.nsn.us

Overview

Trust Services provides local assistance to the Muckleshoot Indian Tribe and Muckleshoot Tribal members with all Bureau of Indian Affairs (BIA) and Bureau of Trust Funds Administration (BTFA) realty functions that pertain to land within the Muckleshoot Indian Reservation. Trust Services maintains the authoritative dataset of all landholdings held by the Tribe and Muckleshoot Tribal Members. Trust Services holds federal access permissions to the BIA Trust Asset Accounting Management System for land records officially held by the BIA.

Services Provided

Leasing

Trust Services assists with obtaining leases on trust land, including surveys, environmental documents, appraisals, landowner consent, execution of leases, and BIA approval.

Rights-of-Way and Service Line Agreements

Trust Services will assist in the obtainment of a right-of-way or a service line agreement to extend roadways and utilities to trust property.

Gift Conveyance

Trust Services helps landowners in conveying gifts of their interest in trust property.

Land Sales

Trust Services helps landowners sell their trust land. This includes working in the landowner's best interest on the sale and having the sale approved by the BIA.

Probate

Trust Services will help family members with filing for or locating the BIA Indian Probate of a loved one's estate. In addition, Trust Services will assist the heirs or beneficiaries with Washington State probate filings.

Estate Planning

Trust Services assists tribal members with estate planning process by obtaining Indian land inventories and providing will drafting services through an outside attorney.

Fee Simple Property Acquisition

Trust Services procures fee simple property at the direction of the Tribal Council for the purpose of reducing checker boarding within the reservation boundary and to promote tribal sovereignty.

Highlights of 2025

In 2025, the Trust Services Department continued to advance the Tribe's long-term goals of land protection, land consolidation, and land development by providing assistance to the Tribe and Tribal members navigating the federal trust processes. Our work focused on supporting land transactions that align with cultural values and housing and community needs. Trust Services served as a bridge between federal requirements and local needs through close coordination with the Bureau of Indian Affairs (BIA), Bureau of Trust Funds Administration (BTFA), and Indian landowners.

One of the department's most meaningful accomplishments in 2025 was advancing trust land leasing and development readiness for multiple allotments and Tribal-owned parcels. Trust Services coordinated surveys, environmental documentation, appraisals, landowner consents, and lease execution to move projects from a conceptual design to BIA approval. The 60 lot subdivision on the John KingGeorge allotment is now fully leased, and we look forward to seeing significant home construction in 2026.

Trust Services also made substantial progress in estate planning and probate assistance in 2025. The department assisted families with locating Indian probate records, navigating BIA probate processes, and coordinating Washington State probate filings when required. In addition, Trust Services supported Tribal and community members with estate planning by obtaining Indian land inventories and facilitating will drafting through outside legal counsel. This work helps prevent further land fractionation and preserves land for future generations.

Finally, Trust Services supported land transactions including gift conveyances and trust land sales. These efforts helped consolidate ownership and provide future generations with home ownership opportunities.

Outlook for 2026

In 2026, the Trust Services Department will continue to support tribal members in land transactions and advance development and leasing opportunities on trust lands. The department will work closely with individual landowners, heirs, and families to help them navigate complex federal, state, and tribal requirements.

Another major goal for 2026 is advancing the development and leasing of the Stuck Jack and Annie Lobehan allotments. The department will assist landowners by preparing leasing documentation and coordinating required approvals under applicable federal regulations. By supporting these allotments through the development and leasing process, Trust Services seeks to help landowners fulfill their long-term home ownership goals.

Veterans Affairs

PERSON IN CHARGE: Jesse McDaniel III, Program Manager

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INFO PHONE: (253) 876-3297

INFO EMAIL: jesse.mcdaniel3@muckleshoot.nsn.us

STAFF:

Rob Lewis, Director (253) 293-3833

Jesse McDaniel, Honor Guard Commander & Manager (253) 261-4358

Jessie Herda, Veteran Affairs Coordinator (360) 460-2916

Seth Hoover, Senior Outreach Specialist (660) 473-0943

Izy Joseph, Outreach Specialist (253) 388-2962

Overview

This program provides effective and indirect services and/or programs to Muckleshoot veterans, and networks with other veteran service organizations that provide assistance to veterans. The Veteran Affairs program is a governmental program of the Muckleshoot Indian Tribe. Neither income nor age is a factor in determining eligibility to participate in the program.

Highlights of 2025

We serve those who served. Offering a home away from home, a voice in tribal affairs and a bridge to healing through cultural, emotional, and practical support.

We honor the veterans with impactful services to strengthen family and community bonds, and to improve their lives.

How we Honored our Tribe and Veterans in 2025

- 156 Funeral Services at Tahoma National Cemetery and in local community
- Annual grave cleaning with our veterans, honor guard & youth color guard
- 14 community service days with our veterans, honor guard & youth color guard
- Presented colors at 16 ceremonies or significant public events such as National Congress of American Indians and Seahawks Games
- Hosted the annual Auburn School district JROTC ball at the Community Center
- Assisted 19 Tribal and community Veterans with federal VA claims

Service Demonstrates Respect

Providing consistent service in the community shows our commitment to the place we live and honors the veterans who served to protect it. The daily work that supports the tribe and improves conditions for the veterans, families, and community we assist reflects our values and reinforces our responsibility to the community. The work is conducted without pursuit of recognition or personal credit, reflecting our duty to the community and to the veterans we support.

The Results

Veteran and community participation in the program continues to increase. Ongoing improvements have created clear, tangible benefits for those we serve. Over the last few years, the Veterans building has become more active, with significantly higher foot traffic than in previous years. Families, Elders, and local first responders visit regularly and find a welcoming environment supported by our Coordinator, Jessie Herda. When services are needed, staff remain ready to assist veterans and their families within the scope of the program.

As we reflect on 2025, we acknowledge the significant losses our Veteran family experienced during the year. Even with these hardships, we remain focused on the future. We see children active in the building, veterans returning home and rebuilding their lives, and elder veterans receiving the services long promised to them. Together, we are building a lasting legacy of honor and service for the next generation.

Outlook for 2026

- Develop a comprehensive end-of-life support program for Veterans and their families. The Legacy Program will assist with estate planning, documentation of last wishes, and other supports to help families navigate the period following a Veteran's passing.
- Train an alternate Honor Guard Commander and continue cross-training team members for chaplain duties and other essential roles to ensure continuity of service.
- Advance progress toward National Accreditation for Veteran Services. Accreditation will place MIT on equal standing with the federal VA and state agencies during Veteran case appeals and related legal processes.
- Expand outreach to the Veteran community through new engagement methods. Many housebound and Elder Veterans have expressed interest in short outings, especially to outdoor areas. Veteran Affairs will work to develop options that honor and support these requests.



Victim Services Program

PERSON IN CHARGE: Maureen Moran, Victim Services Specialist

ADDRESS: 39015-D 172nd Ave SEAuburn, WA 98092

INFO PHONE: (253) 294-8181

INFO EMAIL: Victim.Services@Muckleshoot.nsn.us

Overview

The Muckleshoot Victim Services Program is here to assist tribal members and community members who are victims of any form of crime. The legal system can be confusing and difficult to navigate. The Victim Services Program is here to offer assistance to walk you through the legal process step-by-step. Our mission is to assist clients through the process so they feel confident and supported through their journey. We offer resources and referrals to aid clients on their path.

The MVSP program can be reached at (253) 294-8181 Monday through Friday 8AM to 8PM and from 12PM to 5PM on weekends, holidays, and tribal admin days. If you prefer texting our text line is (253) 308-6866. We can also be reached by email at Victim.Services@Muckleshoot.nsn.us.

Highlights of 2025

The Muckleshoot Victim Services Program offers victim services assistance to tribal members and community members. We offer cultural based and trauma informed care. We offer services to clients who are dealing with current or past trauma to help navigate emotions, court systems, and daily needs.

Here are two stories of clients that we assisted this year:

Client 1's Story

Client 1 called the program, utilizing the helpline number, to request assistance with their Domestic Violence case. Their spouse had threatened the client and their two children over the weekend with a pistol. The client did not understand how to navigate the court system and needed direction and assistance.

The MVSP program met the client at the police station and assisted them in writing their statement for police, giving a verbal statement, and filing for a protection order. The client asked questions in regards to their next steps and what to expect during the court process. The advocates informed the client of what to expect, walked them through the entire process, assisting when needed; offering guidance, a listening ear, and options when requested.

In the end, the client received a protection order, had the offender removed from the residence, and had the confidence in knowing that they were not alone when facing a court system they did not understand how to navigate.

Client 2's Story

Client 2 called the program, utilizing the helpline number, requesting financial assistance. They indicated that their significant other was verbally and physically abusive. The client came into the office with marks and bruises indicating the harm that had come to them at the hands of their offender. The client indicated that they were in between jobs and were not able to meet the entire financial burden of their household; their child and themselves.

The program assisted the client in finding employment opportunities and paid for two months’ rent, on a month-to-month basis. The client had located employment, and was able to take on the full responsibility of their expenses before the third month.

This client indicated they wanted to put the whole relationship behind them and opted out of getting a protection order. The program had weekly case management meetings with the client to assist them in navigating their situation until the client indicated that they felt services were complete.

In both of these cases, the client was a Muckleshoot Tribal Member, they both had children, and they were both dealing with difficult cases that they did not know how to navigate. They both were able to receive services and guidance by utilizing the Muckleshoot Victim Services Program and were able to move forward with their life in a positive way.

Highlights of 2025

The Muckleshoot Victim Services Program assisted 186 new clients in 2025. These clients were assisted in filing 64 Protection orders. The MVSP program paid for 570 total shelter nights for clients. Clients came to the program facing many different types of abuse, but the highest statistical type of abuse is Domestic Violence with 164 clients reporting this type of abuse occurring within their household. Below are charts that break down the Clientele statistics:

TYPE OF ABUSE	NUMBER OF CLIENTS
Domestic Violence	164
Stalking/Harassment	8
Adult Sexual Assault	5
Adult Physical Assault	1
Child Abuse/Assault	2
Child Sexual Abuse	3
Bullying	1
Elder Abuse	1
Identity Theft	1

TYPE OF SHELTER	SHELTER NIGHTS
Shelter Nights (Long-term)	337
Emergency Shelter Nights	233

Outlook for 2026

The Muckleshoot Victim Services program is working towards assisting and facilitating healing for both survivors and offenders. To accomplish our goals, the program will host events and participate in events and courses hosted by other tribal entities to establish connections and create opportunities for future collaborations. The MVSP will continue to maintain relationships with other programs to ensure services are accessible and known by all of the programs. The MVSP will continue to offer support and services to any and all clientele that reach out to the program requesting assistance.

Vital Statistics

PERSON IN CHARGE: Kerri Marquez

ADDRESS: Casket House, 3210 Auburn Way S, Auburn, WA 98092

INFO PHONE: (253) 876-3151

CELL PHONE: (253) 261-3765

INFO EMAIL: kerri.marquez@muckleshoot.nsn.us

Overview

To assist Muckleshoot Tribal members/community members during their time of loss by providing financial assistance to help pay for funeral costs, as defined by policies, and travel assistance to Muckleshoot Tribal Members to attend services for immediate family members, per definition.

Services Provided

Process and coordinate all necessary assistance to eligible Muckleshoot/Community Members for funeral services, funeral travel, process funds for headstone purchases for eligible Muckleshoot Tribal Members.

Highlights of 2025

- We have serviced 27 Tribal Member families and 9 Community Members during this year with funeral services.
- A Columbarium was installed at New White Lake Cemetery for cremation use. Tribal members that wish to be cremated can be placed in the Columbarium.
- Mapping of all cemeteries in Muckleshoot were updated and we continue to work on unmarked graves.

- We assist in ordering and making payments up to \$6,000.00 for eligible Muckleshoot Tribal Members Headstones throughout the year and encourage families to continue to order their loved one's headstones.
- Updating and marking the graves in the cemeteries is so important and crucial for all of our families. If you have any information of unmarked graves or need assistance in ordering a headstone, please contact our office/staff.

Outlook for 2026

- I would like to improve services to our tribal people by remodeling our office and having a large meeting space available here at our office. Or acquire a larger building where all my services can be in one place.

Wildlife Program

PERSONS IN CHARGE:

Melissa Calvert, Director of Tribal Resources and Preservation:
(253) 876-3266

Darina Louie, Support Staff: (253) 876-3267

ADDRESS: Philip Starr Building, 39015-A 172nd Ave SE, Auburn,
WA 98092

INFO EMAILS: melissa.calvert@muckleshoot.nsn.us;
Darina.Louie@Muckleshoot.nsn.us

Overview

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

Services Provided

- Issue hunting tags, provide regulations
- Improve hunting opportunities
- Hand out Discover Passes to those eligible
- Issue Tomanamus Passes
- Provide for DNR and other access

- Provide Ceremonial meat to eligible events
- Conduct hunter education courses
- Provide maps

Wildlife Enforcement

The Wildlife Enforcement Department's mission is to provide assistance to all hunters, their families, and guests/permit holders while they spend time on the White River and Mineral property. The department has four commissioned officers that are federally recognized and state certified Tribal Peace Officers. The department teaches Hunter's Ed/ Hunters Safety; patrols the landscape, monitors collared animals and works closely with the surrounding Cities, County and State WDFW Enforcement Departments.

The Wildlife Forest Inspector division manages all access onto the properties owned and managed through Muckleshoot Federal Corporation (MFC). This division is well trained in property boundaries, contracts and access permits. Each member is well trained in mountain first aid, electronic surveillance and general public safety.

Highlights of 2025

Wildlife Program Biologists

- We captured and collared 24 adult and 26 juvenile elk, 1 cougar, 16 adult and 22 juvenile black-tailed deer, 43 mule deer, and 2 bear. We investigated 17 elk and 66 deer mortalities. We investigated 15 potential cougar kill sites. Early in 2025, we had a maximum of 146 deer collared on the east side of the Cascades. We currently have 135 elk and 52 deer collared on the west side of the Cascades.
- We conducted a bear density estimate in the Green River Watershed (GRW) to reveal how density has changed since 2013.

- We conducted management removals of cougar in the Green and Cedar River Watersheds to help improve calf survival and increase deer and elk numbers.
- We conducted aerial elk surveys in the White River, Green River and Mount Rainier National Park, as well as helicopter mule deer and black-tailed deer surveys. Staff conducted the annual mountain goat aerial surveys in the Green and Cedar River watershed as well as the first ever complete helicopter survey of Mount Rainier National Park for mountain goats.
- We analyzed Muckleshoot harvest and biological data and reviewed other user group harvest to understand potential hunting impacts on big game herds.
- Contributed to significant cooperative work with the US Forest Service, Conservation Northwest, Tulalip Tribe of Indians, Rocky Mountain Elk Foundation, and Ruffed Grouse Society to conduct habitat management in the Greenwater elk forage areas that arose out of Muckleshoot's challenge to the Huckleberry Land Exchange. We signed an MOA with Conservation Northwest giving the Wildlife Department funding to treat weeds and remove non-palatable understory growth from the Elk Forage areas.
- We identified locations on Forest Service land for non-commercial thinning treatments intended to improve huckleberry and deer/elk habitat.
- Staff limed the MIT forage field in the McDonald Mountain area under the BPA power lines and mowed the foothills forage plots in the Cedar River Watershed.
- We entered into an Interagency Agreement with Bonneville Power to obtain funding to treat noxious weeds under the right of way in the Green and Cedar River watersheds. This resulted in improvement of over 760 acres of elk and deer habitat in the watersheds.
- We continued working with King County noxious weeds specialists on the HeLP agreement to improve wildlife habitat on the Tribe's 180th Ave property through mowing and spraying of noxious weeds.
- We met with Tacoma Water and WDFW to set Green River harvest seasons and provide biological update to cooperators.
- We investigated 15 collared bear GPS waypoint clusters for tree damage where we found 21 freshly peeled trees.
- Developed a working relationship with staff from the local Ellensburg chapter of the Mule Deer Foundation to work together on our mule deer study. The MDF invited staff and committee to attend the Mule Deer Foundation banquet in Ellensburg in March.
- Staff attended the Seattle Sportsmen's Convention as a Keynote speaker and introduced over 300 local sportsmen to the Tribe's Wildlife Program and all it has done for big game management in the area.
- Staff presented an overview of the Wildlife Program for the Muckleshoot Native Leadership Certification Program and a similar presentation at the Muckleshoot Tribal College Effective Teaching Institute.
- We are analyzing survival data of 425 radio-marked mule deer with an anticipated journal publication in late 2026.
- Staff continued to participate in cooperative meetings to design a carnivore monitoring sampling strategy with focus on detecting wolverine, lynx, and other carnivores (e.g., fisher, fox, grizzly bear).
- We reviewed timber harvest plans for the Tomanamus, and made suggestions where necessary to improve and protect habitat for elk and deer.
- Staff participated in Point Elliott Tribes/WDFW Technical Committee meetings and Intertribal Wildlife Committee meetings.
- We commented on the 2026 WDFW Game Management Plan and met with WDFW game managers to suggest ways to improve it.

- We drafted two comment letters (Carbon River Landscape Analysis and Northwest Forest Plan Amendment) to influence land management decisions at the landscape scale.
- We repaired the Grass Mtn. radio repeater, and conducted maintenance on the Rattlesnake repeater.

Challenges in 2025

- The Green and Cedar River elk herds are declining due to low recruitment. Deer numbers in the Green River remain depressed. We are working on reducing cougar density to increase calf and fawn survival. We also began bear density and fawn and calf survival studies in the Green River to determine the cause of low calf and fawn survival to determine if bear are a factor.
- Mule Deer survival during the winter of 2024/2025 was the second lowest we have seen since we started the eastside deer study in 2013. This was mostly due to deeper than usual snow on winter range and high cougar predation.

Outlook for 2026

- We will continue to comment on and influence landowner habitat projects to benefit wildlife of interest to the Muckleshoot Tribe.
- We will actively participate in intertribal and agency discussions regarding hunting, populations, and habitat.
- We will continue to conduct habitat improvements in the White, Green and Cedar River Watersheds, and on-reservation as necessary.
- We will attempt to maintain large, statistically-valid sample sizes of radio-marked elk, deer, cougar, and bear, conduct surveys as appropriate, and investigate rates and causes of mortality.
- We will conduct aerial wildlife surveys to track population trends.
- We will conduct predator removal as needed to allow ungulate herds to reach and maintain population and hunter harvest objectives.

- We will continue to collect hunter harvest data and biological samples from hunters to assess herd status and potential impacts of many different user groups on potential sustainable harvest.
- We will prepare a manuscript on mule deer survival, factors that affect survival, and management approaches to improve mule deer numbers on the east side of the Cascades.



Mike Lindgren and Deshawn Ross with a mule deer that they net-gunned for collaring as part of the eastside mule deer study.



A large male mountain goat spotted during a survey of Mount Rainier National Park near the headwaters of the Nisqually River.



Headwaters of the Mowich River, picture taken during MRNP goat surveys.



Wildlife Scientist Zach Robinson with a deer fawn which was collared for the Green River fawn study.



Wildlife Habitat Specialist Jared Hedges, Wildlife Monitor Michael Jerry Jr. and Wildlife Scientist Zach Robinson pose with a newly collared black-tailed deer in the Green River Watershed.

Youth Development Program: Youth & Teen Center

PERSONS IN CHARGE: Katey Sias, Youth Development Program Director; Tony Benson, Youth Development Program Manager

SUPPORTING STAFF: Ginger Starr, Administrative Assistant IV

ADDRESS: Youth & Teen Center, 17432 SE 392nd St, Auburn, WA 98092

INFO PHONE: (253) 876-3383

INFO EMAIL: ginger.starr@muckleshoot.nsn.us

Overview

Program Mission

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

The Youth and Teen Center offers after-school programming, Summer Camp, Winter Break, Mid-Winter Break, and Spring Break activities, as well as a monthly field trip on the third Wednesday of each month. Daily activities focus on culture, STEAM, leadership, physical activity, healthy gaming, and prevention/awareness, all focusing on social-emotional learning.

Youth & Teen Center Staff

- YTC staff supported the Recreation Department with Baseball, Flag Football (achieved 2nd place in their first season!) Volleyball, Soccer, and Basketball. YTC staff helped coach several teams.

- YTC staff benefitted from several trainings in 2025;
 - Be The Change Consulting training on- Restorative Practices, building community, Trauma informed care, and techniques to deescalate situations and redirect behavior.
 - Active shooter training CRASE
 - Water safety training
 - CPR/First Aid
 - Continued review of YTC operating Procedures and policies
 - Mandatory Reporter training
- Select YTC Staff attended the 2-day Bridge Conference hosted by Schools out Washington. The Bridge Conference brought together afterschool professionals from across the state and offered many workshops. Workshops varied from Restorative Behavior Guidance, Reimagining Resilience, Mindful Art + SEL, Turning Games into Social Emotional Learning Opportunities, and Empowered Youth Empowered Nation- Native American perspectives on youth empowerment and dispelling cultural myths and appropriations. Youth & Teen Center staff had the opportunity to engage with other afterschool professionals and choose from a variety of workshops relevant to their daily functions at the YTC.
- Youth & Teen Center staff supported many community events including;
 - Sobriety Pow Wow
 - Mariners Baseball Camp at MTS
 - MIT New Year's Eve event at the Community Center

Services Provided

Afterschool Programming

- Open Monday through Friday afterschool to 8:00 pm.
- Calendar reflects Muckleshoot Tribal School and Auburn School District closures and early release dates.
- Healthy snack and dinner served daily.
- Limited transportation offered within reservation boundaries.
- Daily activities that focus on Culture, STEAM, SEL, Awareness, healthy physical activity, healthy gaming behaviors, and Leadership themes.
- Friday's at the Health and Wellness Center- Youth Facility swimming/ gym activities and Teen Center work out sessions upstairs including yoga and exercise.
- Monthly field trips (Airhouse, Movies, Gotcha Arena, etc).
- Daytime hours and field trip/activities during Mid-Winter Break, Spring Break, and Winter Break.

Summer Camp

- Youth Center for students going into the 2nd to 5th grade and Teen Center for students going into the 6th to 12th grade.
- Open Monday through Friday from 7:00 am to 6:00 pm.
- Healthy breakfast, lunch, and afternoon snack offered daily.
- Limited transportation offered within reservation boundaries (including pick-up).
- Daily activities that focus on Culture, STEAM, SEL, Awareness, healthy physical activity, and
- Leadership themes.

- Collaborated with Behavioral Health on weekly activities that focused on Prevention and Awareness.
- Weekly field trips (Wild Waves, Point Defiance Zoo, HiTrek Adventures, etc.).
- Trips to the HWC twice a week- Youth Facility swimming and gym activities and Teen Center
- swimming and upstairs workout sessions.

Highlights of 2025

- UNITY 2025 - Teen Center Leadership Club sent select leaders to represent the Youth & Teen Center at the conference. Participants were chaperoned by Teen Center staff.
- Expanded 3d club to include CAD design with TinkerCAD
- Increased participation at Teen Center, especially among High School age participants.
- Teen Center Late Nights- The Teen Center offered Late Night activities once a month during the school year.
 - Late Night was held on a Friday with drop off at 10:00 pm.
- Leadership Club- the club focuses on developing leadership skills, fostering higher education goals, community engagement, problem solving, and much more.
- The Leadership Club participants volunteered to work the concessions stand at the Community Center for many of the local basketball tournaments. Proceeds from the sales helped fund an end of year trip to Great Wolf Lodge for Teen Leadership participants.
- Leadership Club officers went to UNITY conference in San Diego

- Spring Break and Winter Break- Youth & Teen Center adjusted hours to 7:00 am to 6:00 pm and offered daily field trips and fun onsite activities.
- Continued partnership with Behavioral Health to collaborate on Awareness and Prevention activities. Behavioral Health staff visited the Youth & Teen Center.
- The Youth & Teen Center hosted the 12th Annual Skate Jam with partners Alchemy Skate organization from Tacoma.

Outlook for 2026

- Recording Studio programming
 - YDP staff will collaborate with MIT IT staff and CCEOP staff in the recording studio
 - Teen participants will get hands on experience with studio, music equipment, and other media.
- New programing will include Climate Justice and Social Justice.
- Late nights: monthly open gym for teens offered in collaboration with Community Center.
- New Maker club will provide youth the opportunity to create items ranging from 3D printed items to customized t-shirts and other apparel.
- Continued partnership with Behavioral Health Program- weekly visits for various prevention and awareness activities after school and Summer Camp.
- Renewed partnership with KCLS.
- Cultural activities- incorporate more cultural activities into daily programming.
- Continued staff development- various trainings will be offered throughout the year, staff will attend the SOWA Bridge Conference, and select staff will go to NAA26.
- Explore more programs with the Seahawks, Mariners, and Kraken



Youth Development Program: Youth Recreation Program

PERSON IN CHARGE: Katey Sias, Youth Development Program Director

INFO PHONE: (253) 876-3383

INFO EMAIL: katey.sias@muckleshoot.nsn.us,
jaron.artis@muckleshoot.nsn.us

Overview

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

We consider Recreation to be an entry level program; we participate in local city leagues such as Auburn Parks and Recreation, and Enumclaw Parks & Recreation which focus more on the fundamentals and encourages participation. The MIT Recreation program has been a long-time participant of the Inter-Tribal Youth Basketball League where we travel to different reservations to play games, meet new athletes, and build positive relationships.

Services Provided

- Basketball (Fall and Winter) for elementary grade levels 2nd-5th
- Baseball (Spring and Summer) grades 3rd-4th & 5th-6th (co-ed)
- Softball (Fastpitch) ages 8-12
- Soccer (Fall) focused on elementary grades Boys & Girls 3rd/4th Grade

- Flag Football (Spring) grades 6-8
- Volleyball (Fall) grades 6-8
- Local Tribe Tournament participation & hosting
- 1:1 and Group Sports training

Highlights of 2025

Inaugural season with Auburn Little League Softball (Ages 8-11)

- Team took second in league, third in district playoffs
- 6 players, 2 coaches, selected to Auburn All Star team
- 7-1 record, tied for first in the league
- Tremendous growth by all players

Youth Summer Baseball Auburn Parks & Rec (Co-Ed Grades, 3rd-6th)

- 2 Teams participated - Coed Grade 3rd & 4th, Coed 5th & 6th grade
- 28 registered youth participated
- 5th/6th grade team was undefeated

Inaugural season with NFL Flag Football Kent (Grades 6th-8th)

- Played in Championship game, took 2nd place
- Collaborated with MTS Football Coaches and YDP Activity Coordinators

Youth Soccer Auburn Parks & Rec (3rd/4th Boys and Girls Teams)

- 3rd/4th grade Girls went undefeated
- Skill and knowledge development
- Increased participation overall

Inaugural Season with Youth Volleyball Auburn Parks & Rec (6th-8th Grade Girls)

- New sport for the program
- Participants showed tremendous growth
- Optimistic outlook for 2026

Youth Basketball Enumclaw Parks & Rec (2nd-5th grades Boys and Girls)

- 4 Teams participated – Girls 2nd/3rd Grade, Boys 2nd/3rd Grade, Girls 4th/5th Grade and Boys 4th/5th Grade
- 48 registered youth participated

Basketball Tourney Highlights

- Hosted Showtime Shootout- ages 8u, 10u, 12u, and 14u
- Helped Host Salmon Jam
- Competed in Puyallup Basketball Tournaments- January, May, November
- Competed in Yakama – 3rd/4th grades Boys team and Girls team and a 5th/6th grade Girls team
- Competed in NABI (Arizona) – High School Boys
- Competed in Spokane – High School Girls and Boys teams and 13u Co-ed team

MIT Events

- Won Teens vs Cops National Night Out Basketball Event
- Participated in Community Trunk or Treat

Outlook for 2026

- Muckleshoot Athletic Club (MAC) will be fully operational
- Continue Off-season optional basketball workouts/training run by Rec
- Expand Flag Football team to include a girl's team
- Expand softball to include another team
- Explore more training opportunities for staff certifications
- Host sports/skills training camp
- Continued partnership with Mariners, Seahawks, and Kraken





Youth Development Program: Youth & Team Sponsorship Activity Fund & Adult Sponsorship Program

PERSON IN CHARGE: Katey Sias, Youth Development Program Director

SUPPORTING STAFF: Deandra Williams, Administrative Assistant IV; Jessica Muthandi, Administrative Assistant III

ADDRESS: Youth and Teen Center, 17432 SE 392nd St, Auburn, WA 98092

INFO PHONE: (253) 876-3370

INFO EMAIL: recapps@muckleshoot.nsn.us

Overview

The Youth & Team Sponsorship and Activity Fund program is intended to support Muckleshoot youth ages birth to 26 with athletics in the pursuit of positive and creative activities. The Muckleshoot Tribal Council believes that involvement in activities will teach Muckleshoot youth essential life skills of self-discipline, commitment, teamwork, responsibility, and patience. These practices will lead to a reduction in truancy and improved academic performance in school to make a lasting impact on their adult life.

Highlights of 2025

Customer Service Improvements:

- Enhanced communication with applicants and families.
- Faster application processing and increased staff support.

- Implemented DocuSign to streamline forms and signatures.

Vendor Partnerships

- Established new partnerships with local vendors to better serve Tribal Members.
- Improve and expedited payment processing.

Youth Athletic Sponsorship

- Increased participation in competitive and select-team tournament travel.
- Supported a wide range of youth teams across multiple sports, including:

- | | | |
|-----------------|--------------|--------------|
| • Basketball | • Gymnastics | • Swimming |
| • Baseball | • Hockey | • Tennis |
| • Dance | • Karate | • Volleyball |
| • Flag Football | • Skiing | • Wrestling |
| • Football | • Softball | |

Community Recreation:

- Muckleshoot Family Skate Nights continued at El Centro Skate Rink in Federal Way.
- Fridays, 5:30pm – 8:30pm
- Saturdays, 4:30pm – 7:30pm & 7:30pm – 10:00pm
- Tribal Members and their households continue to enjoy this popular weekly activity.

Adult Athletic Sponsorship:

- Increased number of adult participations utilizing sports funds for:
 - Registration & membership fees:
 - Basketball
 - Bowling
 - Dodgeball
 - Golf
 - Gym Memberships
 - Jiu Jitsu
 - Martial Arts
 - Personal Training
 - Skiing
 - Softball
 - Volleyball

Supported Events in 2025:

- Monster Jam – Tacoma Dome (January)
- Offered discount admission code.
- Washington State Spring Fair – Puyallup Fairgrounds (April)
- Offered discount code for admission & rides.
- Seattle Mariners vs Padres - T-Mobile Park (August)
- Distributed 220 tickets to Tribal Member households.
- Native American Night
- Monster Truck Jam “As Big As It Gets!” – Tacoma Dome (September)
- Offered discount admission code.
- Western Washington State Fair – Puyallup Fairgrounds (August & September)
- Offered discount code for admission, rides and concerts.
- Georgetown Morgue Haunted House – Seattle (October)
- 253 attendees which consisted of Tribal Members & their household and MIT Employees.

- Seattle Kraken vs. Edmonton Oilers – Climate Pledge Arena (November)
- Distributed 200 tickets to Tribal Members, Community Members and MIT Employees.
- Holiday Magic, Puyallup Winter Festival – Event Center Puyallup (December)
- Distributed 750 tickets to Tribal Member households
- Offered additional discount code for admission

Outlook for 2026

- Expand vendor recruitment by reaching out to local businesses to increase our service vendor list.
- Implement fully electronic application submissions for:
 - Youth Team Sponsorship & Activities Fund
 - Youth Athletic Travel
 - Adult Athletic Sponsorship
- Continue ongoing commitment to supporting all Tribal Member youth and adults in their athletic & recreational activities.

OUR SEATTLE HERITAGE RUNS DEEP

We've held strong to our identity and treaty rights, and we carry on the traditions of our Duwamish and Upper Puyallup ancestors today.

Understanding Muckleshoot history is a crucial way of honoring our ancestors who have led these fights. We invite you to learn more about our heritage and culture.

We are Muckleshoot.



Muckleshoot Storytelling

A video library documenting Muckleshoot voices and stories.



Muckleshoot History

Interactive history timeline detailing the Tribe's past, present, and future since settler contact.



Muckleshoot Language

Learn more about the Muckleshoot language, a dialect of Puget Salish, or Lushootseed.

Follow Us on Social Media



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Giving Thanks & Recognition

Land acknowledgment is a traditional custom that has been historically used by many Native communities. Today, land acknowledgments are used by Indigenous and non-Indigenous people to recognize the original stewards of the land we now live upon.

The land acknowledgment examples at right have been approved by the Muckleshoot Indian Tribe for use in local meetings, events, and other gatherings.



For more Land Acknowledgment examples and information, please visit muckleshoot.nsn.us/tribal-lands

LAND ACKNOWLEDGMENT EXAMPLES

"I would like to express our gratitude to and acknowledgment of the federally recognized Muckleshoot people, as we gather on their traditional lands. We recognize Muckleshoot's continued presence as a strong sovereign nation and their invaluable contributions to our state history, economy, and culture."

"I/we acknowledge we are gathered upon the ancestral lands of the Seattle area's federally recognized Indian Tribe — the Muckleshoot, who historically lived throughout the areas between the Cascade Mountains and Puget Sound, what is also known as the Salish Sea."

Photo by Josh Trujillo



WE ARE MUCKLESHOOT

The Muckleshoot Indian Tribe is a federally recognized Indian Tribe composed of descendants of the Duwamish and Upper Puyallup peoples who inhabited Central Puget Sound for thousands of years before non-Indian settlement.