

Comprehensive Economic Development Strategy (CEDS) for the Lower Elwha Klallam Tribe

2018-2022



Lower Elwha Klallam Tribe
Community Economic Development Strategy (CEDS)



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Tribal and Community Members, particularly Tribal elders and youth who took time to share input
The Lower Elwha Tribal Council
LEKT Employees and Executives
The LEKT CEDS Strategy Committee
EDA Seattle Office

Your input and feedback have been critical to the development of this document. We encourage you to remain engaged and continue providing feedback as we move forward with implementing goals.

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Thank You.

CEDS COMMITTEE

The LEKT Comprehensive Economic Development (CEDS) Strategy Committee Members

Becky Charles
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CEDS PROCESS

The LEKT CEDS Committee met monthly with two facilitators from Planning in September, October and November 2019 and communicated via email. The committee was instrumental in developing the framework of the 2018-2022 LEKT CEDS Plan; reviewing the Strengths, Weaknesses, Threats, and Opportunities (SWOT); developing the CEDS Community Survey; and providing editorial feedback.

Cover Page Photo Credit: Gerald Charles



Executive Summary

The Lower Elwha Klallam Tribe (LEKT) exercises Tribal Sovereignty and Self-Determination for the Strong People to continue growing and thriving in their traditional homelands. By diversifying Tribal Enterprises, LEKT is working toward economic independence and social well-being of our Tribal community.

Our work at LEKT reflects achievements through our Treaty Rights and legal issues, program areas such as Education, Health, Social Services, Law Enforcement, Broadband Technology, Culture and Language Preservation, Infrastructure, Enterprises, Natural Resources, Head Start, Economic Development, Accounting and Finance, and more. Each area could have a full book of its own that chronicles the challenges identified, met and resolved, statistics gathered, progress charted and work yet to be done. Our staff, many of who have been employees for decades, work diligently and with great commitment to protect our interests. If we don't say it often enough, the Business Council is very proud and appreciative of the work they do.

Tribes, as you may know, are in a unique position to be the caretakers or stewards of the Natural World that surrounds them. On many stewardship matters, Tribes have taken the lead roles. Certainly, as this country's First People, we have become powerful advocates and instruments by joining forces or acting independently to educate citizens and politicians on risks associated with climate change, declining salmon and whale populations, shoreline integrity and

protecting our air, waters and environment. We do this so that we, our children and grandchildren, may all live healthy and productive lives surrounded by the Earth's beauty and bounty. Our Tribe plays a "watchdog role" to protect our environment, by working with our neighbors, city and county, region, state, nation, world, other Tribes, special interest groups, partners, and allies.

The last few years have been the result of years of research, discussion, debate, planning, and careful management of assets and funds, while other changes have happened rapidly. All have been the result of opportunities or challenges for the Tribe, combined with the desires and needs expressed by Tribal members and friends, all of whom want the Tribe to advance.

With respect and honor for our shared past, we work with you to build a strong, resilient, and financially stable present while preparing for a healthy, prosperous future. If you have any questions, comments, or suggestions, we welcome your feedback.

Respectfully,

Frances G. Charles

Chairwoman
The Lower Elwha Klallam Tribe



Introduction

The vision of The Lower Elwha Klallam Tribe's 2018-2022 Comprehensive Economic Development Strategy is to provide leadership and opportunity for Tribal members to live a legacy of economic, environmental, and cultural sustainability (2017 Annual Report).

The Lower Elwha Klallam Tribe was awarded funding through the Department of Commerce to develop a Comprehensive Economic Development Strategy (CEDS) plan for regional economic development. The CEDS plan is designed to help us frame our current conditions in contrast to the regional economic conditions, analyze areas of strength, weakness, opportunity, or threat (the SWOT Analysis), gather community feedback (the community survey), and examine what makes us resilient as a Tribal community. These activities are designed to help us develop a strategic action plan reflecting top priority goals for 2018-2022, in addition to creating a framework for analyzing performance measures that allow us to review growth or recession trends over five years.

The CEDS plan is meant to be a working document that evolves as we grow and develop. It is meant to encourage discussion, inform areas of improvement, and provide data for continued optimal growth. LEKT's CEDS plan will be modified as we engage in discussion with our community and continue growing as a regional leader in economy.

This document is meant to reflect Tribal community participation. Constructive feedback is instrumental to reflecting the needs of our community, while shining light on potential areas of growth that will benefit the Tribe and regional economy.



Arlene Wheeler



Tribal Background

TRIBAL GOVERNMENT

Vision Statement

The vision of the Lower Elwha Klallam Tribe is to ensure a strong and healthy sovereign nation for generations to come.

Tribal Leadership

The Lower Elwha Klallam Tribe is a sovereign, federally recognized Indian Nation who exercises full governmental control over its land and resources. The Lower Elwha Tribal Council, or Business Committee, is comprised of five elected officials who serve three staggered-year terms, and who govern the Tribe in accordance to the Lower Elwha Klallam Constitution and By-Laws.

The mission of the Lower Elwha Klallam Tribal Council is to provide leadership and opportunity for Tribal members to live a legacy of economic, environmental, and cultural sustainability.

The Business Committee has full and ultimate responsibility for the management of all Tribal departments operating on an annual budget. Tribal members who are eligible to vote elect the Business Committee to represent the Tribe in acts of governance and exercising Tribal Sovereignty and Self-Determination.

Tribal Organizational Structure

The Council oversees the day-to-day Self-Governance of the Tribe, in coordination with our Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, and Legal Team. The structure of our Tribe includes the Business & Economic Development Enterprise, and Departments including Health, Law and Justice, Natural Resources, Planning, Education, Cultural Resources, Employees Services,

Information Technology, Social Services, Facilities and Maintenance, Community Development, the Gaming Commission, and the Housing Commission.

HISTORY

The Lower Elwha Klallam Tribe is located in Clallam County, Washington State, two hours west of Seattle on the Olympic Peninsula – which is bordered by the Olympic National Forest and the Strait of Juan de Fuca, separating the United States from Canada.

Klallam means, “Strong People,” in our native language. Since Time Immemorial, the cultural identity of the Lower Elwha Klallam people was centered around the location of many villages.

Klallam people had an abundance of resources throughout Klallam territory, as well as on the 45-mile long Elwha River and its tributaries. Being stewards of the land was an important role as there is much respect for mother earth, which involved only taking what was needed. Where there was running water, there were Klallam villages. This traditional way of Klallam life was based around seasons and resources for hunting, fishing, gathering, and ceremony.

Before contact (1770), Klallam territory extended from the Hoko River on the Strait of Juan de Fuca on the western end, to the Hamma Hamma River on the Hood Canal to the east.

In January of 1855, the Lower Elwha Klallam and the United States Government signed the Treaty of Point No Point, and thereafter signed multiple agreements to expand trust responsibility services and holdings within trust status. The Tribe received payment for land ceded 122 years after the treaty was signed, and Native Americans did not become U.S. citizens until 1924.



Between 1910-13 the Elwha River Dam was constructed, followed by the Glines Canyon Dam from 1925-27; both were constructed without fish passages, which deeply affected the Elwha Klallam and their way of life.

In 1934 the Indian Reorganization Act was passed and money appropriated for the purchasing of land for Indians. As a result, 372 acres of land and 15 houses were purchased in the Elwha River Valley for the Klallam Tribe of Indians.

After years of petitioning to deny relicensing of both dams, the Tribe celebrated when the Elwha Act, authorizing the largest dam removal in history, was signed by Congress in 1992. Dam removal occurred between 2011-2014. The Tribe has worked diligently since then to restore the Elwha River and its valuable salmon habitat.

Two major turning points for the Tribe include the return of salmon to river, and the first Tribal Canoe Journey's landing on Elwha Beach in 2005. The Elwha River is now in the healing process, with the River Restoration Project and a 10-year moratorium on salmon harvest.



Steve Ringman/Seattle Times



Summary Background of Existing Conditions

TRIBAL DEMOGRAPHICS

Tribal enrollment is at **887** total members in the following age ranges:

Birth to 17 Years Old	257
18 to 60 Years Old	545
61 to 89 Years Old	85

The Tribe's Contract Health service area includes 2,873 people within Clallam County.

The following Tribal data tables reflect Lower Elwha Reservation and Off-Reservation Trust Land Demographics collected by the U.S. Census Bureau.

Tables reflect 5-Year Estimates (2013-2017) of Tribal member Employment Status, Commuting to Work, Occupation, Class of Worker, Industry, Income and Benefits, Health Insurance Coverage, Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Level, School Enrollment, Educational Attainment, Housing Occupancy, Tenure, Year Moved Into, Value, Mortgage Status, Monthly Owner Costs, Rent, and Computer & Internet Use Per Household.

The data is collected to provide a benchmark for the Tribe to analyze the same data in five years, which should help us see if our current conditions have improved or not.

Lower Elwha Reservation and Off-Reservation Trust Land, WA

Source: 2013-2017 American Community Survey
5 Year Estimates

<i>Employment Status</i>	Estimate
Population 16 years and over	570
In labor force	296
Civilian labor force	296
Employed	189
Unemployed	107
Armed Forces	0
Not in labor force	274
Civilian labor force	296
Unemployment Rate	36.1%

<i>Commuting to Work</i>	Estimate
Workers 16 years and over	189
Car, truck, or van -- drove alone	163
Car, truck, or van -- car-pooled	10
Public transportation (excluding taxicab)	3
Walked	9
Other means	0
Worked at home	4
Mean travel time to work (minutes)	19.6



Occupation	Estimate
Civilian employed population 16 years and over	189
Management, business, science, and arts occupations	71
Service occupations	38
Sales and office occupations	41
Natural resources, construction, and maintenance occupations	23
Production, transportation, and material moving occupations	16

Class of Worker	Estimate
Civilian employed population 16 years and over	189
Private wage and salary workers	68
Government workers	97
Self-employed in own not incorporated business workers	24
Unpaid family workers	0

Industry	Estimate
Civilian employed population 16 years and over	189
Agriculture, forestry, fishing and hunting, and mining	29
Construction	4
Manufacturing	9
Wholesale trade	0
Retail trade	12
Transportation and warehousing, and utilities	4
Information	3
Finance and insurance, and real estate and rental and leasing	9
Professional, scientific, and management, and administrative and waste management services	6
Educational services, and health care and social assistance	38
Arts, entertainment, and recreation, and accommodation and food services	34
Other services, except public administration	2
Public administration	39



<i>Income and Benefits (In 2017 inflation- adjusted dollars)</i>	Estimate
Total households	235
Less than \$10,000	31
\$10,000 to \$14,999	41
\$15,000 to \$24,999	37
\$25,000 to \$34,999	38
\$35,000 to \$49,999	29
\$50,000 to \$74,999	25
\$75,000 to \$99,999	15
\$100,000 to \$149,999	15
\$150,000 to \$199,999	2
\$200,000 or more	2
Median household in- come (dollars)	\$28,068
Mean household income (dollars)	\$40,086



<i>Health Insurance Coverage</i>	Estimate
Civilian noninstitutionalized population	725
With health insurance cover- age	618
With private health insurance	229
With public coverage	454
No health insurance coverage	107
Civilian noninstitutionalized population under 19 years	220
No health insurance coverage	12





<i>Percentage of Families and People Whose Income in the Past 12 Months is Below the Poverty Level</i>	Estimate
All families	40.2%
With related children of the householder under 18 years	53.8%
With related children of the householder under 5 years only	81.8%
Married couple families	21.9%
With related children of the householder under 18 years	32.6%
With related children of the householder under 5 years only	85.7%
Families with female householder, no husband present	55.8%
With related children of the householder under 18 years	67.2%
With related children of the householder under 5 years only	75.0%
All people	42.7%
Under 18 years	49.5%
Related children of the householder under 18 years	49.0%
Related children of the householder under 5 years	63.2%
Related children of the householder 5 to 17 years	45.7%
18 years and over	40.0%
65 years and over	6.1%
People in families	39.6%
Unrelated individuals 15 years and over	59.6%



<i>School Enrollment</i>	Estimate
Population 3 years and over enrolled in school	208
Nursery school, preschool	13
Kindergarten	9
Elementary school (grades 1-8)	92
High school (grades 9-12)	72
College or graduate school	22

<i>Housing Occupancy</i>	Estimate
Total housing units	255
Occupied housing units	235
Vacant housing units	20
Homeowner vacancy rate	0.0%
Rental vacancy rate	4.5%

<i>Educational Attainment</i>	Estimate
Population 25 years and over	417
Less than 9th grade	16
9th to 12th grade, no diploma	47
High school graduate (includes equivalency)	145
Some college, no degree	112
Associate's degree	34
Bachelor's degree	57
Graduate or professional degree	6
Percent high school graduate or higher	84.9%
Percent bachelor's degree or higher	15.1%

<i>Housing Tenure</i>	Estimate
Occupied housing units	235
Owner-occupied	150
Renter-occupied	85
Average household size of owner-occupied unit	3.29
Average household size of renter-occupied unit	2.72

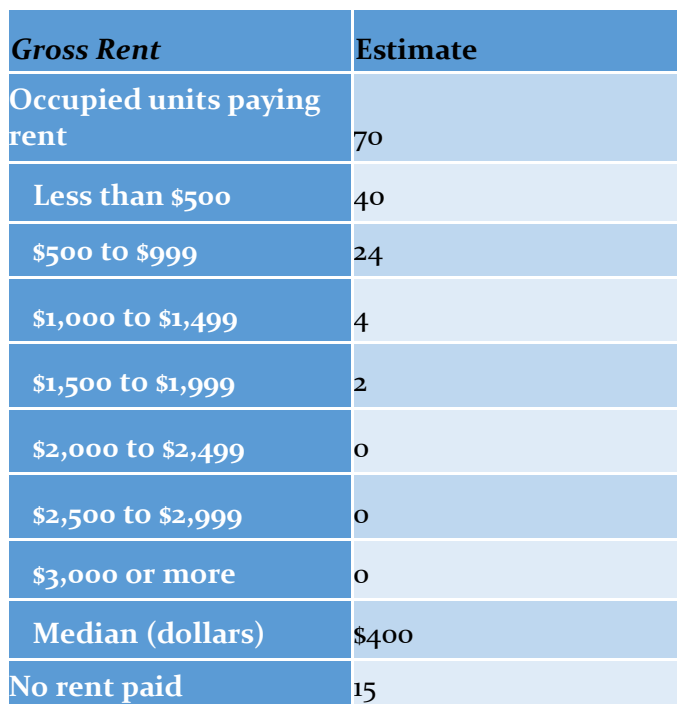


<i>Year Householder Moved into Unit</i>	Estimate
Occupied housing units	235
Moved in 2015 or later	16
Moved in 2010 to 2014	67
Moved in 2000 to 2009	36
Moved in 1990 to 1999	88
Moved in 1980 to 1989	23
Moved in 1979 and earlier	5

<i>Value</i>	Estimate
Owner-occupied units	150
Less than \$50,000	35
\$50,000 to \$99,999	19
\$100,000 to \$149,999	57
\$150,000 to \$199,999	12
\$200,000 to \$299,999	22
\$300,000 to \$499,999	2
\$500,000 to \$999,999	0
\$1,000,000 or more	3
Median (dollars)	\$122,800

<i>Mortgage Status</i>	Estimate
Owner-occupied units	150
Housing units with a mortgage	58
Housing units without a mortgage	92

<i>Selected Monthly Owner Costs(SMOC)</i>	Estimate
Housing units with a mortgage	58
Less than \$500	11
\$500 to \$999	37
\$1,000 to \$1,499	3
\$1,500 to \$1,999	5
\$2,000 to \$2,499	2
\$2,500 to \$2,999	0
\$3,000 or more	0
Median (dollars)	\$740
Housing units without a mortgage	92
Less than \$250	58
\$250 to \$399	24
\$400 to \$599	8
\$600 to \$799	2
\$800 to \$999	0
\$1,000 or more	0
Median (dollars)	\$213



<i>Computer & Internet Use</i>	Estimate
Total Households	235
Percent of households with a computer	70.6%
Percent of households with a broadband Internet subscription	64.7%

Except where noted, 'race' refers to people reporting only one race. 'Hispanic' refers to an ethnic category; Hispanics may be of any race.

An '**' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to

Some tribal areas may not return data. These areas are recognized and surveyed, but do not have residents/population, and subsequently, no demographic information are available (U.S. Census Bureau, 2019).



CLALLAM COUNTY DEMOGRAPHICS

The following Clallam County profile was updated in April 2019, by Jim Vleming, a regional labor economist, and can be found at the Employment Security Department website through the State of Washington (<https://esd.wa.gov/labormarketinfo/county-profiles/clallam>).



by Jim Vleming,
regional labor economist - updated April 2019

Overview

Regional context

Clallam County occupies a long and narrow area in the most northwestern corner of Washington state. Encompassing part of the Olympic Peninsula, the county includes 1,738 square miles of mostly forested and mountainous land. Clallam County is full of natural wonders and many tourists and locals visit the [Olympic National Park](#) which attracted over 3.1 million visitors in 2018.

The region's 200 miles of coastline have fostered the maritime and fishing industries. Traditionally, much of the economy of the county has reflected this natural abundance with jobs in forestry, wood products and fisheries. As demand has declined for some of the goods-producing and agricultural products in the county, the service sector, including leisure and tourism has grown in their place. The labor market continues to develop, benefiting from the region's natural resources.

Local economy

Around 1851, the first white settlers staked their claims in the area. Clallam County was created in 1854 from bordering Jefferson County. The county's name is derived from the Klallam or S'Klallam people who continue to play a significant role in the county. In 1890, Port Angeles was named the county seat. Sequim and Forks are the other two incorporated cities in the county.

Logging was the primary industry, and benefitted greatly when railroads made it possible to reach further and further into the great conifer stands. Hydroelectric power from the Elwha River dam spurred the first large sawmill in the area. The "Big Mill" was the largest employer in the county for the next 25 years. World War I fueled the need for spruce, which was vital to building the first airplanes. In the 1920s, pulp production took off in Port Angeles, providing the growing need for newsprint and cellulose.

After World War II, growth continued in timber and agriculture. Commercial and sport fishing activities became increasingly important. In the 1960s, Clallam County tribes reclaimed traditions and reasserted tribal rights to shares of the fish harvests. The Jamestown S'Klallam tribe won federal recognition in 1981, and received trust land at Blyn on Sequim Bay, which now houses a tribal center and casino.

The service sector has been experiencing growth over the past decade. In 2018 it accounted for 88.7 percent of all nonfarm employment. The county houses two prisons, a hospital and school district, which are top employers. The city of Forks continues to be a tourist attraction after the Twilight movies put it on the map.



Other new industries have moved into the county in the past decade. Advanced composites manufacturing has been established in and around the Port Angeles area, providing manufactured parts to the aerospace and marine industries. Advanced Composites recycling is also continuing with the new Composites Recycling Tech-nology Center developments.

A recent development is the Emerald Coast Opportunity Zone (ECOZ), which consists of a diverse group of geographical census tracts intended to make the Olympic Coast more attractive to investors. Working together, ECOZ is catalyzing economic development in rural areas by engaging with communities and connecting the best opportunities with private capital.

This Opportunity Zone is a unique collaboration of five Tribal Nations, four cities, two counties (Clallam and Jefferson) and two port authorities that spans 14 federally designated Opportunity Zone census tracts. Together, the partners of the Emerald Coast Opportunity Zone are building a deal “engine” of community driven projects that both present good investments but also create good jobs, construct affordable and high-end housing, and support innovative entrepreneurs.

The 14 Opportunity Zone census tracts were designated under the federal 2017 Tax Cuts and Jobs Act. This federal law gives tax incentives to investors who invest their unrealized capital gains in qualified businesses and real estate located in Opportunity Zones through:

- Temporary deferral of capital gains taxes until 2026
- Tax reduction on capital gains (at 5 and 7 years)
- Elimination of taxes on gains from OZ investments (if held for 10 years)

In summary, over the past 20 years, the economy in Clallam County has experienced slow but steady growth. This economic growth has been shaped by a vibrant port district in the county’s major coastal city of Port Angeles. New immigration is also on the rise as many retirees are at

Geographic facts

	Clallam County	Rank in state
Land area, 2010 (square miles)	1,738.33	20
Persons per square mile, 2010	41.1	18

(Source: U.S. Census Bureau QuickFacts)
tracted to Sequim’s “sunbelt” climate.

Outlook

The year 2018 was a year of moderate gains as growth has proven to be a challenge in Clallam County. Some projects have continued over the years but new development has been a challenge. The county is primed to add jobs in many areas of the economy including healthcare, advanced composites, marine trades and outdoor tourism.

The Port of Port Angeles, the peninsula’s only deep-water port, supports local industry and employs office and trades staff which brings valued revenue into the community. The port operates a marine terminal and trades area, a log yard, airport and rental properties, and two marinas. Current projects at the port include a composites training institute.



Science and academic institutions in the county continue to research important topics and educate the next generation of the labor force. The Department of Energy's Marine Sciences Laboratory is based at the Pacific Northwest National Laboratory in Sequim. Current projects at the lab include ocean energy development, impact of populations on marine environments and improved coastline security. The hope is to find a vibrant opportunity for growth in the areas of marine conservation and aquaculture.

Peninsula College continues to be a vibrant part of the community by offering programs including advanced manufacturing, community education and worker retraining. It has three campus locations at Port Angeles, Port Townsend and Forks. In the 2017-18 school year total enrollment was 4,454 students.

Labor force and unemployment

Current labor force and unemployment statistics are available on the [Labor area summaries page](#).

The 2018 civilian labor force (28,030) took a slight increase from 2017 levels (27,717). The total number of employed residents declined by 313, or 1.1 percent, over the period. The number of unemployed residents was down 4.9 percent over the year. The not-seasonally adjusted 2018 unemployment rate stood at 6.4 percent, down from the 6.8 rate posted in 2017.

Early 2019 figures show unemployment rates somewhat higher with spring likely to show a drop these rates.

(Source: Employment Security Department)

Industry employment

Current industry employment statistics are available on the [Labor area summaries page](#). Clallam County had an estimated 23,550 nonfarm jobs in 2018 up from the 23,140 posted in 2017. The jobs picture has improved slightly in 2018 compared to 2017.

- The goods-producing sector in the county employed 2,660 during 2018. The manufacturing sector accounted for 1,080 of those jobs.
- The service-providing sector employed 20,890 in 2018, with retail trade and leisure and hospitality combined accounting for 6,210 jobs.
- Government was the leader in nonfarm employment providing 7,900 jobs in 2018.

Nonfarm job growth in the county has been less than spectacular, averaging less than half the state's growth over the last 18 years.

(Source: Employment Security Department)

Industry employment by age and gender
The Local Employment Dynamics (LED) database, a joint project of state employment departments and the U.S. Census Bureau, matches state employment data with federal administrative data. Among the products is industry employment by age and gender. All workers covered by state unemployment insurance data are included; federal workers and non-covered workers, such as the self-employed, are not. Data are presented by place of work, not place of residence. Some highlights:



In 2017, the largest job holder age group in Clallam County was the 55 and older age category, making up 28.6 percent of employment across all industries. The next largest share was among persons aged 55 to 64 with 21 percent of employment.

- In 2017, the county's workers mirrored state patterns with workers ages 14 to 24 dominating the accommodation and food services jobs in the county. This age group was also well represented in arts, entertainment and recreation and retail trade.
- Workers in the 55 year and older age category were prevalent in utilities, educational services, transportation and warehousing, real estate and rental and leasing and healthcare and social assistance.

Females made up 52.8 percent of the labor force in Clallam County with males making up the difference at 47.2 percent in 2017. Men were more often represented in higher paying industries.

- Male-dominated industries included construction (83.2 percent), manufacturing (80.7 percent) and transportation and warehousing (79.6 percent).
- Female-dominated industries included finance and insurance (74.9 percent), healthcare and social assistance (76.8 percent) and educational services (68.3 percent).

(Source: The Local Employment Dynamics)

Wages and Income

In 2017, there were 22,944 jobs covered by unemployment insurance, with a total payroll of over \$891.6 million.

The average annual wage was \$38,862 below the state's average annual wage of \$62,077.

The median hourly wage in 2017 was \$19.46,

below the state's median hourly wage of \$24.89 and the state excluding King County median hourly wage of \$22.00.

Personal Income

Personal income includes earned income, investment income, and government payments such as Social Security and Veterans Benefits. Investment income includes income imputed from pension funds and from owning a home. Per capita personal income equals total personal income divided by the resident population.

In 2017, the per capita personal income was \$43,316, less than the state (\$57,896) and the nation's (\$51,640). Clallam County ranked 19th in the state in its per capita personal income in 2015.

The median household income was \$61,668 in 2017 dollars according to U.S. Census Bureau QuickFacts. The county's median was less than the state's (\$74,700) and the nation's (\$69,540).

In 2017, 18.8 percent of the population was living below the poverty level, higher than the state at 11.0 percent and the nation (13.4 percent). The state and national rates are not directly comparable to the county rate because they each use different data sources.

(Source: Employment Security Department; Bureau of Labor Statistics; Bureau of Economic Analysis; U.S. Census Bureau; U.S. Census





Population

Clallam County's population estimate in 2018 was 76,737. The population in Clallam County has increased from the 71,404 residents counted in the 2010 census.

Port Angeles is the largest city in the county with 19,370 residents in 2018, up from 19,038 in 2010.

Sequim is the next largest city with 7,460 residents in 2018, up from 6,606 in 2010.

(Source: U.S. Census Bureau)

Population facts

	Clallam County	Washington state
Population 2018	76,737	7,535,591
Population 2010	71,404	6,724,540
Percent change, 2010 to 2018	7.5%	12.1%

Age, gender and ethnicity

Clallam County had almost double the population in the 65 and older age category compared to the state in 2017.

- Clallam County's population of those aged 65 and older was 28.8 percent compared to the state's 15.1 percent.
- The next largest group, those 40 to 59 was 24 percent in the county, less than that of the state's 26.3 percent.
- The youngest group, those under five years old, was 4.7 percent in Clallam County compared to the state's 6.2 percent.

Females in 2017 made up 50.6 percent of the county's population compared to 50.0 percent of

the state.

Clallam County showed much less diversity in 2017 than the state. In 2017 the white alone category accounted for 87.3 percent of the county population followed by Hispanic or Latino at 6.3 percent and American Indian and Alaskan Native at 5.6 percent.

Demographics

	Clallam County	Washington state
Population by age, 2017		
Under 5 years old	4.8%	6.2%
Under 18 years old	17.4%	22.2%
65 years and older	28.3%	15.1%
Females, 2017	50.6%	50.0%
Race/ethnicity, 2017		
White	87.3%	79.5%
Black	1.2%	4.2%
American Indian, Alaskan Native	5.6%	1.9%
Asian, Native Hawaiian, other Pacific Islander	2.0%	9.7%
Hispanic or Latino, any race	6.1%	12.7%



Educational attainment

Most of Clallam County residents age 25 and older (92.0 percent) were high school graduates, which compares with 90.8 percent of Washington state's residents and 87.3 percent of U.S. residents during the period 2017.

Those with a bachelor's degree or higher made up 25.0 percent of Clallam County residents age 25 and older compared to 34.5 percent of state residents and 30.9 percent of U.S. residents during the same period.

(Source: U.S. Census Bureau QuickFacts)



Jesse Major/Peninsula Daily News





Washington Tribal Regional Economy

Nationally, Washington Tribes are leaders in many respects. They are renowned for practicing and preserving cultural practices and advocating for Tribal Sovereignty and Self-Determination. The Tribes have established precedents leading the way in environmental stewardship and sustainable natural resource harvest. Remaining true to both culture and People, Washington Tribes are leaders in economic development and prosperity. Tribes infuse vitality into their regional economies by creating new businesses, providing jobs, and giving back to their communities through numerous charitable donations.

“Tribal governments provide public goods and services similar to those provided by state and federal governments. They manage forests and fisheries, generate electricity, monitor air and water quality, operate schools and colleges, build and maintain roads and bridges, provide health care, operate correctional facilities, and assist families in poverty. They also have responsibilities resembling those of county and municipal governments: They maintain sewer lines, police neighborhoods, provide emergency services, teach children, remove snow, provide transit services, maintain parks, collect trash, conduct elections, maintain cemeteries, and provide public housing” (Cronman and Taylor, 2016).

In Washington, Tribal gaming generates “hundreds of millions of dollars in tax revenues for local and state governments” (Washington Tribes: Contributing Now More Than Ever, 2012).

According to the 2012 Economic and Fiscal Impacts of Indian Tribes in Washington, Washington Tribes, “purchased \$2.4 billion in goods and services, in addition, they paid \$1.3

billion in wages and benefits to workers and their casinos, governments, and non-gaming businesses.” By 2017 the numbers jumped to “more than \$3 billion in goods and services,” with “more than \$1.5 billion paid in wages, benefits, and payroll taxes” (Taylor, 2019).

“On top of that, the reporting tribes spent \$259 million on construction activities, ranging from basic infrastructure like roads and sewers, to large facilities such as clinics and hotels. Altogether, this represents an impulse of nearly \$4 billion in demand. This spending greatly exceeds \$1.7 billion of Indian gaming revenue reported by the Washington State Gambling Commission, because economic diversification, tribal taxes, real estate leases, stumpage, other natural resource revenue, and of course, federal and state grants also contribute to tribal treasuries.

Fully eighty-one percent of the gaming employees and more than half of the employees of other enterprises were non-Indians. In government, forty-five percent of employees were non-Indians, putting the average non-Indian participation at two-thirds of all tribal employment. As for the purchasing, evidence indicates the vast preponderance comes from off the reservations. In 2004, more than ninety-four percent of goods and services purchased by four Washington case-study tribes came from zip codes outside the purchasing tribe's reservations" (Washington Indian Gaming Association, 2012).

In 2004 Washington Tribes created 17, 573 jobs, by 2010 the number increased by 56% to 27,376 jobs, and by 2017 another 12% growth to 30,715 jobs. In general, Washington Tribes are a major part of the economic health of their communities, and of Washington state overall.



Lower Elwha Tribal Economy

As of August 2019, the Lower Elwha Klallam Tribe is one of the largest employers in Port Angeles and Clallam County, employing 341 local residents.

Employed By	Total Employees
LEKT Tribal Operations	261
Elwha River Casino	41
Lower Elwha Food and Fuel	39

In the last three Fiscal Years 2017 – 2019, the Tribe’s revenue encompassed ten main areas. The Federal Government revenue comprised of competitive grants and contracts, the Indian Health Service (IHS) Compact, and Bureau of Indian Affairs (BIA) PL-638 Compact, was the largest source of revenue at 34.56%. Following revenues include Enterprise at 23.18%, Third-Party Billing at 13.42%, Indirect Cost at 9.94%, General Fund/Tribal Revenues at 7.01%, State Grants and Contracts at 4.26%, Cigarette Tax at 4.12%, Fuel Tax at 3.26%, and Private Contributions at 0.25%.

Type of Revenue	Percentage
Federal Grants, IHS & BIA Compacts	34.56%
Enterprise Revenue	23.18%
Third-Party Billing	13.42%
Indirect Cost	9.94%
General Fund/Tribal Revenues	7.01%
State Grants and Contracts	4.26%
Cigarette Tax	4.12%
Fuel Tax	3.26%
Private Contributions	0.25%
	100.00%

According to former LEKT CEO Michael Peters, “LEKT Enterprises is a new department of the Tribal government to evaluate, develop, and manage revenue-producing opportunities to ensure the financial well-being of the Tribe. Education, skills training, and job opportunities for Tribal and community members are an essential part of the process that will help move the Tribe, its members, kin and community toward greater economic sustainability.”

Tribal revenue, or investment in community development, is concentrated in the following areas:

Elwha Wellness Campus
The Elwha River Casino
Enterprise which manages
The Lower Elwha Food and Fuel
The Cedarbox
The Heritage Center
The Carnegie Museum
čičwícən Village

Elwha Wellness Campus

One of LEKT’s top priorities is to provide health and wellness services to their Tribal members. The Tribe manages an array of services through the P.L. 93-638 contracts with Indian Health Service (IHS). On October 1, 2001, the Tribe entered into a Compact of Self-Governance with the United States of America to administer resources and programs provided by the Indian Health Service, as authorized under P.L. 106-260, Title V of the Indian Self-Determination and Education Assistance Act.



Through our Health Department, the Tribe provides **primary care, dental care, mental health, chemical dependency, community health, alternative medicine services** – including acupuncture, massage, cold laser therapy, naturopathic/holistic medicine, manual manipulation (like chiropractic), Perineural Injection Treatment (PIT) for nerve issues, herbs and natural medicines, diabetic education, nutrition education, a community health nurse for home visits for home visits, one MD, one ARNP, 2 Naturopaths, the WIC (Women Infant Children) Program, and contract health services to both Tribal and non-Tribal populations.

The Lower Elwha Health Department provides services to Tribal members and residents of rural Clallam County, Washington, which includes the cities of Port Angeles, Sequim, Joyce, Sekiu and Clallam Bay. Average patient records over five years indicate that LEHD served 3,950 patients annually. Of those annual averages, 997 patients were Elwha Tribal members, 1,019 were enrolled in other Tribes, and 1,933 were non-Tribal.

Recovery and chemical dependency services provided through Klallam Counseling Services (KCS) has been one of LEKT'S top priorities in combatting effects from the opioid epidemic in our region. In 2017 the Tribe invested \$2.6 million of its own revenue to construct a state of the art Tribally-owned and operated KCS services. KCS provides behavioral health services that include alcohol and substance abuse treatment delivered by trained professionals. KCS works closely with the Clinic and will be adding acupuncture and other meditative practices to their group therapies to help achieve optimal results. An award from Indian Health Services enabled the Tribe to fully equip, decorate, and furnish the building. Comments

from staff, clients, and visitors have been uniformly positive, saying how welcome they feel, as if they've come home.

Elwha River Casino

The Indian Gaming Regulatory Act (IGRA), passed by Congress in 1988, provided an opportunity for the Lower Elwha Klallam Tribe to successfully negotiate its gaming compact with the State of Washington. The Compact covers Class III gaming, and includes provisions that allow the Tribe to lease its unused allotment of Class III permits to other Tribes with larger casinos. These leases have been a source of substantial, stable revenue for the Tribe. As an additional form of revenue, the Tribe operates a small Class II Casino which has been in operation since 2009, and whose operations are not governed by the Class III Compact.

The Elwha River Casino was constructed for \$4 million and is a top employer and economic driver within the city of Port Angeles and greater Clallam County.

The casino is a straightforward Class II 7,000 square foot gaming venue with 138 Bingo-derivative machines. Open 7 days a week with a delicatessen, The River's Edge, it has loyal, mostly local patrons.

The casino's location is 3 miles off US Highway 101, from the Lower Elwha Food and Fuel location. The addition of a new deceleration turn lane from highway 101 has improved safety and helped direct traffic to the casino.



In 2018, the Tribe improved the casino's indoor air quality with the addition of Casino, Air, Inc. equipment to reduce tobacco smoke and creating better air quality for our visitors and staff. In addition, landscaping improvements in front of the portico and entrance added more color to the grounds from spring through autumn.

The casino contributed between \$1.75 and \$2.5 million dollars in wages and benefits for 41-45 employees in the last three years (2017 and 2018 LEKT Annual Reports). Casino sponsorship totaling \$30,500 was donated for Lower Elwha Klallam Tribal and Olympic Peninsula Community projects and events.

Lower Elwha Food & Fuel and The Cedar Box

The Lower Elwha Food and Fuel station was constructed in 2016 for \$3 million, and the Cedar Box in 2014, two miles west of Port Angeles on highway 101, and four miles south of the Lower Elwha Tribal Center. These enterprises have been an excellent source of revenue for the Tribe.

Since its opening in September 2016, the Lower Elwha Food & Fuel and Cedar Box enterprises have experienced tremendous growth and have become a welcoming hub at the west end of Port Angeles and the Highway 101 corridor. Recently a Commercial Fuel Stop addition expanded their customer base and increased their fuel volume dramatically. More volume means more taxes per gallon accruing to the Tribe under LEKT's Fuel Compact with the State of Washington.

The Cedar Box added espresso and other in-demand beverages to its tobacco line, which has been a big hit for the Tribe. In 2019, a food truck offering a variety of lunch and dinner items was added to Lower Elwha Food & Fuel and has a regular customer base.

As a result of the additional services and product lines we provide, Lower Elwha Food and Fuel (LEFF) added more employees to both venues. We now have over 40 employees, with half of them Tribal members, which is something that makes us very proud. LEFF continues to strive toward innovation and creativity which expands our customer base.

The Heritage Center

The Heritage Center, located in downtown Port Angeles, opened in 2010 and has been used as a training center and temporary office space for Tribal programs. Its mission is being redefined to best serve the needs of the Tribe.

Spaces have been used for lectures, staff/business meetings and trainings, educational purposes, musical performances, fundraisers, and other special events for the Tribe or other groups who rented the facility.

The Heritage Center currently houses the Tribe's TANF, Vocational Rehab, and General Assistance programs.

The Carnegie Museum

The Clallam County Historical Society museum in the City of Port Angeles owned the historic Carnegie Library. It was in danger of shutting down permanently due to a lack of funds, until the Lower Elwha Klallam Tribe offered to take over the Historical Society's rental agreement with the City for \$1.00/month for seven years. LEKT renewed the lease in 2019. By leasing the 99-year old building at 207 S. Lincoln Steet, the Tribe also assumed the utility payments, and provided an office space for the Enterprise Department.



Seven permanent exhibits are located at the museum. Three exhibits reflect the Tribe's interests and include the North Olympic Peninsula's Native American Heritage, the Elwha River Restoration, and Čix^wícən Village.

Čix^wícən Village

The Tribe has been moving forward on how best to proceed with Čix^wícən, the burial ground on the Port Angeles waterfront that was uncovered in 2003. The Business Committee contracted with a non-profit consulting firm to hold community discussions on how best to develop the property while, at the same time, protecting the ancient village site. At the conclusion of that phase in 2017, the firm proposed a way to best protect and serve the needs of the LEKT Tribal community, while educating the non-Tribal community. The Tribal Council is considering the proposals to determine a plan of action.

Tribal Infrastructure

The Tribe's original territory is outlined in the Map 1 (see Appendix, Map 1), which are federally recognized Usual and Accustomed (U&A) areas upheld by the Treaty of Point No Point (1855) and more recently, numerous treaty fishing and shellfish cases including the Boldt Decision (1974) (tribal right to share equally in harvestable fish) and the Rafeedie Decision (1994) (similar treaty rights to shellfish).

The Tribe now holds 1,012.6 acres outlined in Map 2, located in three main areas identified as the "Lower," "Middle," and "Upper" parts of the reservation. Tribal land holdings off the reservation include two locations on highway 101, 15 acres at Lower Elwha Food and Fuel, and 40 acres nearby at the Elwha Wellness Campus.

Additional properties connected to the Tribe include Čix^wícən Village and a location on Ediz Hook.

Tribal infrastructure is organized into five main areas, Usual and Accustomed Areas, Tribal Properties, Community Development and Public Works, Housing, and Tribal Services.

USUAL AND ACCUSTOMED AREAS

The following Map 2 (see Appendix, Map 2), outlines the Tribe's Usual and Accustomed (U&A) territory from the Treaty of Point No Point (1855). The Tribe also engages in treaty hunting and gathering on "open and unclaimed" lands, within and adjacent to, lands ceded under the Treaty of Point No Point. U&A and open and unclaimed territory is integral to the Tribe being able to practice our cultural ways of living.

We have Tribal members who make a commercial living from fisheries, shellfish, and diving. Salmon, shellfish, deer, elk, berries, and greens are harvested in U&A territory for traditional foods, ceremony, and medicine.



Adeline Smith



The Tribe also operates a sophisticated fisheries management program through its Natural Resources Department and is a recognized co-manager of the fisheries along with other Treaty Tribes and the State of Washington. The Tribe has played a leading role in the removal of the two Elwha River Dams and operates a hatchery to ensure that the original genetics of native Elwha salmon and steelhead are not eliminated as a result of heavy sediment flows in the early years after Dam Removal.

The fish habitat restoration crew has restored salmon habitat in rivers and streams throughout the northern Olympic Peninsula and along Ediz Hook in Port Angeles Harbor. This activity provides employment to Tribal members (including heavy equipment operators displaced from timber harvest due to changes in that economy) and also helps restoration of fish populations, providing additional jobs.

In addition, the Tribe participates in annual salmon harvest planning with the other Tribes, the state of Washington, and National Marine Fisheries Service. The Tribe is heavily involved in ongoing efforts to update long-term harvest management planning ensuring compliance with the Endangered Species Act (ESA) and the Tribe's ability to earn a living from fisheries.

"In aboriginal times, the river was home to ten different seasonal runs of salmon that fed more than twenty-two species of wildlife as well as the Klallam people. Salmon returning to the river to spawn carried their wealth inland, to the forests of the watershed. The upstream migrations of the largest salmon brought a vast treasure of nutrients all the way into the upper reaches of the watershed and dispersed the wealth gathered from the sea throughout the food web of the

Elwha ecosystem. The salmon mentored the Klallam people, informing a culture that mirrored ways of the Klallam's signature fish. Like the salmon, the Klallams showed their wealth by gifting and did not waste or hoard the largesse of the river, sea, mountains, and meadows that sustained their lives.

The Tribe's interdependence with the ecosystem organized the year into a seasonal round of activities, based on natural cycles of migration, abundance, and renewal. After the winter ceremonial time, spring, summer, and fall were for gathering and preserving food, with most tribal members dispersed to fish, pick berries, or hunt" (Mapes, 2009).

The richness of the land and waters that sustained this culture would draw others – explorers and then settlers – seeking the same wealth that had sustained the Strong People for generations uncounted. It started with the Elwha River" (Mapes, 2009).

Many of our traditional foods and natural materials are gathered from our U&A territory. We rely on big game for food needs, and understand the value that wildlife plays in restoring health to the Elwha River, our salmon, and the forest.



Jesse Major/Peninsula Daily News



TRIBAL PROPERTIES

The Tribe has a total of 1,012.6 acres that encompass Tribal Reservation land, Tribal Trust Land, and Tribal land in Fee. LEKT manages 30 buildings/properties including sheds, storage buildings, workshops, enterprises, and the Place Road Cemetery. Properties range from large (the Tribal Center at 28,141 square feet) to small (a 186 square foot pump house on N S'Klallam Avenue). The Facilities and Maintenance Department is responsible for not only maintenance of buildings, landscaping, parking lots, and vehicles, but also assists in special events, set-ups and breakdowns. For the most part, staff is cross-trained and flexible enough to serve the Tribe's variety of property needs. Management of the properties allows the Tribe to conduct day-to-day government operations and provide much needed Tribal Services to Tribal and community members.

Midway through 2018, the Tribe changed from using US government services (GSA) to acquire/replace its vehicles to leasing vehicles from a private, national vendor. In 2017 the "rolling stock" of vehicles included 20 leased vehicles (cars/trucks), 27 Tribally-owned vehicles, and 33 vehicles whose status needed to be updated. The current number of vehicles exceeds 75. The reason for the change was to allow programs more flexibility with their vehicles, whereas GSA did not offer that.

The Tribal offices also received a "makeover" with new paint and carpet throughout. It's been 20 years since the carpet was replaced and, with programs changing physical locations, we felt this was the best time to get it done. We are also replacing our existing lighting with more energy efficient LED lighting. This will reduce costs while providing a better quality of light. The gym heating/cooling system has been addressed so

that there can be heating on the cold days and cooling on those hot days or when there are community events.

LEKT Tribal Properties

Title Status	Reservation Proclamation	Year	Acres
Reservation	Original Reservation	1968	342.9
Reservation	NS'Klallam Circle Housing Area	1981	25.6
Reservation	Mouth of the Elwha River	1982	33.5
Reservation	Angeles Point Beach & Beach	1989	19.1
Reservation	Place Road Cemetery	2001	0.7
Total Reservation			421.8
Title Status	Federal Acquisition in Tribal	Year	Acres
Tribal Trust	Curtis Addition	1997	18.9
Tribal Trust	Bourassa Addition	1999	33.1
Tribal Trust	Halberg Addition	2001	243.0
Tribal Trust	Western Addition	2002	88.8
Tribal Trust	Lower Elwha Health Clinic	2003	1.1
Tribal Trust	Hass Cemetery Addition	2004	0.4
Tribal Trust	Lake Cemetery Addition	2004	0.3
Tribal Trust	Mitchell Hopie Addition	2004	10.0
Tribal Trust	Angeles Pt. Bluffs Addition	2007	87.3
Tribal Trust	Log Yard	2012	37.7
Tribal Trust	Place Road Cemetery House	2012	0.5
Tribal Trust	Dry Creek at HWY 101	2013	15.7
Tribal Trust	Stratton Road RJW and Utility Lot	2014	2.5
Tribal Trust	Hillclimb	2014	8.8
Tribal Trust	Kacee Way at Lower Elwha Road	2015	9.3
Tribal Trust	Johanna Blacksmith Addition	2019	10.0
Total Tribal Trust Land			567.4
Title Status	Name/Tax-Exempt Property	Year	Acres
*Fee	Ediz Hook - All	2003	3.8
Fee	Heritage Center - Except gallery	2006	0.5
Fee	Tsewhitzen Village - All	2008	13.1
Fee	Elwha River Property - All	2015	17.8
Fee	Vera Jackson-Tumwater	2015	0.5
Fee	Hotel	2019	0.8
Total Fee Land			23.4
Total Reservation, Tribal Trust, and Fee Lands			1012.6

*Fee land is owned by the Tribe outside the reservation and not in trust.



COMMUNITY DEVELOPMENT AND PUBLIC WORKS

The Community Development Department, in coordination with Natural Resources, and Facilities and Maintenance staff, are responsible for basic public works at the Tribe including water, wastewater and collection, solid waste pick-up, transportation, roads and trails, levee management and service, and collaboration with local, county, and regional electrical and construction projects associated with the Tribe.

The Tribe provides community water service to 259 homes and Tribal facilities, in addition to community wastewater and collection service from 84 homes and Tribal facilities. LEKT provides contracted solid waste pick-up service for elder's homes and communal dumpsters for all other residents who reside on the reservation or on individual trust land.

The Lower Elwha Flood Control Levee was originally constructed in 1989 for \$1.5 million. In 2010 the Elwha River Restoration Project fortified and extended the Levee from 1.3 miles in length to 1.9 miles and added 3 pumps that pull 60,000 of flood waters per minute from the "people-side" to the "river-side" of the Levee. Pre-dam removal improvements came at a cost of \$13 million. The US Army Corps of Engineers audits our Levee maintenance annually. Proper maintenance is required to sustain the infrastructure and to assure that federal assistance will be available to the Tribe in the event of a catastrophic failure.

All homes on Tribal or individual trust land receive electricity from the Bonneville Power Administration (BPA), and the most common heating source is electric. The Tribe is currently managing a grant from Bonneville Power

Administration to install heat pumps into low income qualifying tribal member homes. This project will improve energy efficiency and is anticipated to result in 25-40% in energy savings.

The Tribe manages 17 miles of roads and trails, with an additional 22 miles of county and state roads connecting Tribal roads to the regional transportation system.

Elwha Transit (ET) continues to provide fixed route shuttle service among housing areas and Tribal services at three trips per day, Monday through Friday. In FY18, ET delivered 1,113 rides, an increase of 31% since 2017.

HOUSING

Total population on reservation housing totals 638 residents as of 2017– encompassing 245 homes built by individuals on homestead trust land, privately constructed, or constructed by the Indian Home Loan Program Section 184, Housing and Urban Development (HUD) Program, the Housing Improvement Program (HIP), and Tax Credit Program.

Most of the housing units were constructed between 1982 and 1994 and are in need of home repair or renovation. The Tribe currently manages 84 houses (45 of which were constructed within the last ten years) and 12 apartment units (2017 and 2018 LEKT Annual Report). Most of the houses are low-income rentals provided by the Tribe. In recent years, the Tribe has discussed exploring ways to meet the housing needs of its middle and upper income Tribal members.



TRIBAL SERVICES

The Tribe's Contract Health Service population is 2,873 who are Tribal, other Tribal, and non-Tribal within Clallam County (BIA Labor Force Report). Tribal membership is almost 900 people, with an estimated 64% who live within the Tribal community (Tribal Housing Data).

Tribal Programs and Services provided by the Lower Elwha Klallam Tribe include:

- Tribal Governance
- Health Care
- Dental
- Behavioral and Mental Health
- Counseling and Recovery Services
- Social Services
- Child Care and Early Childhood Education
- Culture and Language Programs
- Cultural Resources
- Educational, After School, and Recreational Programs
- Justice including a Police Force, Probation, and Tribal Court
- Natural Resources including Fisheries, Wildlife, Revegetation, Salmon Hatchery
- Community Development including Transportation and Public Works
- Enterprise and Economic Development
- Housing
- Facilities and Maintenance
- Information Technology
- Employee Services
- Planning





SWOT Analysis

In 2013 LEKT'S Department Directors participated in a Director's Retreat to finalize the SWOT analysis they had been working on. The purpose behind the SWOT analysis was to drive integration and collaboration between departments, enhance existing programs while developing new ones, be more competitive in pursuit of grant funding, and do more comprehensive and productive planning for the Tribe. The following SWOT analysis reflects a majority of the 2013 findings, with minor updates.

The SWOT findings were reviewed by the CEDS Strategy Committee and edited so that the findings reflected current conditions at the Tribe. The goal is to bring these SWOT findings to the community for comment and feedback during our 30-day public period.

Strengths

- The Tribe has a 1,012 acres of Reservation, Tribal Trust, and Fee land requiring management of land assignments, leases, easements, and rights of way.
- The Tribe has 17 miles of roads and trails, with an additional 22 miles of county and state roads connecting Tribal roads to the regional transportation system that are eligible for cooperative projects.
- Wastewater collection, levee enhancements, and the primary access to the valley are relatively new facilities constructed by or concurrent with the Elwha Dam Removal mitigation.
- The Tribe has successfully partnered with federal agencies NOAA, USGS, USFWS, the Olympic National Park; Washington agencies WDFW, WA Department of Natural Resources; the Northwest Indian Fisheries Commission; the Smithsonian Conservation Biology Institute; timber companies Merrill and Ring, and Green Crow; and neighboring Tribes including Jamestown S'Klallam, Port Gamble S'Kallam, Makah, Quileute, and Skokomish in various environmental and fishery related areas of concern.
- The Tribe has amassed a large amount of data on wildlife response to the Elwha Dam Removal and will continue to monitor wildlife response to river restoration.
- The Lower Elwha Police Department has working relationships with many outside law enforcement agencies including the Clallam County Sheriff's Department, the Port Angeles Police Department, and Border Patrol.
- Partnerships and MOUs are developed with Tribal and non-Tribal entities (Port Angeles School District) and other Tribal Departments.
- The Lower Elwha Early Learning Center provides community-based pre-school education services.
- The Tribe provides an array of services including Medical, Dental, Mental Health, Recovery Services, Elder, Indian Child Welfare, Family Advocacy, an Early Learning and Childcare Center, Housing, Library, After School and Youth Recreational Programs, Language, Natural Resources, Cultural Resources, Planning, Employee Programs, and Justice Programs.
- Elder services include nutritional lunch, transportation services for basic needs, and regional elder networking.



(STRENGTHS CONTINUED)

- The Tribal enterprise-generating activities include Gaming, Lower Elwha Food and Fuel, the Cedarbox (tobacco/coffee), and the Heritage Center.
- New construction at the Tribe includes Lower Elwha Food and Fuel, the House of Salmon fish hatchery, the Natural Resources building complete with science lab, Klallam Counseling Services with outpatient recovery services, the Billy Whiteshoes Athletic facility, and the Lower Elwha Early Learning Center.
- The internet network connecting all Tribal facilities is fiber-based, which provides a solid connection for communication needs.
- Lower Elwha Food and Fuel has grown to provide a variety of fuel and convenience services.
- The Tribe acquired waterfront and downtown property in Port Angeles to build a hotel and cultural center.
- The Tribe and City of Port Angeles are collaborating to promote the arts, science and culture in downtown Port Angeles as part of a major revitalization project.
- In addition to providing services to its Tribal members, the Tribe provides services to many local non-Native, other Tribal-enrolled, or Tribal-descendant community members including Health, Vocational Rehabilitation, Social and Youth services.





Weaknesses

- There is a need to establish a public works department for managing community infrastructure with civil engineering expertise.
- Currently, there is only one certified Klallam Language Teacher at the high school.
- A hunter-education program in Usual and Accustomed Areas has been prioritized and not developed.
- Central data collection and monitoring among all programs at the Tribe has been a continual challenge.
- Sharing best practices and challenges upon among programs and departments often does not occur, which results in loss of potential collaboration for most efficient and effective services provided to Tribal members and clients.
- While low-income housing is available to community members, the housing policies recommended by the federal awarding agencies, prevents an employment search for a period of time.
- Most services provided for Youth focus handling on at-risk situations, with limited resources focused on Youth wellness and prevention activities.
- Wrap-a-round care involving numerous services to help community members move from drug addiction to sobriety and community involvement has been successful. Lack of long-term funding plans resulted in loss of wrap-around-recovery services.
- Proof of Cultural Competency is required for Tribal Health Physicians. A Cultural Education Seminar is available for non-Tribal employees, but it is not required across all departments. This results in situations that lack appropriate cultural handling, lack of cultural inclusion, or lack of historical knowledge within the community for programs to run at most effective levels with best possible outcomes.
- Narcan and the Automated External Defibrillator devices are not available in Tribal Police vehicles.
- Despite services of the Lower Elwha Transit and the Clallam Transit System, timely transportation is not efficient and often takes hours between: the Lower Reservation, Middle Reservation, Upper Reservation, the Lower Elwha Health Clinic and Klallam Counseling Services, and basic services in Port Angeles (such as the grocery store).
- Seven miles and a bridge over the Lower Elwha River divide the reservation for efficient access to basic services.
- The hazard mitigation plan that includes the county, cities of Joyce and Port Angeles, and the Tribe needs to be updated, to include a central mobile emergency response center.



Threats

- Successful programs that run out of grant funding often lack plans to continue operating, resulting in loss of services to clients and loss of jobs.
- Continuing education or training funds to remain current in one's field is dependent on each department and/or program and their budgets.
- High employee turnover rates in either departments or programs results in loss of clients and steady third-party billing.
- The North Olympic Peninsula is economically distressed, which contributes to high rates of unemployment.
- Availability of housing options remains a challenge for Tribal members, local community members, and potential employees.
- Substance and opioid abuse has been on the rise over the years, both in our Tribal community and in the greater Clallam County. We are losing Tribal members to addiction.
- Without an overall approach to community infrastructure management, maintenance may not occur. For instance, following levee enhancements in 2011, no maintenance occurred and facilities severely deteriorated.
- During closure of the old hatchery, all 3-phase power was cut to the production of the 4 large bore, deep water wells. Catch-up on maintenance has proved expensive, so restoration of adequate power to operate the wells requires substantial investment.
- A 0.7 mile stretch of South Dry Creek Road between Lower Elwha Food and Fuel on Highway 101 and West Edgewood Drive is a very high traffic, narrow road utilized by both highway 101 semi-trucks and local residential access.
- As the total staff grows, the cost of software and hardware to provide technology needs increases. The cost to maintain critical infrastructure servers for email, file storage, and database needs is critical on a continual basis. Server life averages 3-5 years before maintenance is required.
- While Tribal services continue to expand, many departments and/or programs do not have enough office space for their staffs.
- The small manufactured building that is 960 square feet hosts the after school program, a computer lab that services both youth and adults, the Language program, the Education Program, and the library.
- Many departments rely on grant funding. With tightening budgets and lack of planning for long-term funding, critical services are lost that Tribal members have come to rely on.
- Changes in the climate results in changes in the environment, which may overwhelm our best efforts to restore and rebuild salmon populations.



(THREATS CONTINUED)

- The Lower Reservation, which has basic services and homes, is in the flood plain.
- State and federal regulations have failed to provide protection and recovery of freshwater and marine habitats.
- The federal government is increasing its monitoring and scrutiny of grant funds, which affects many services provided across all Tribal departments.
- While recovery services are available through Klallam Counseling Services, transitional drug and alcohol-free housing is only available in Port Angeles and often has a waiting list.
- While the Tribe generates revenue for its Tribal community and greater Clallam County, the money earned by employees is spent in Clallam County for basic everyday needs including groceries, transportation, and basic home necessities.





Opportunities

- The Elwha River Restoration Ecosystem and Fisheries Restoration Act includes funding for land acquisition for economic development, residential use, and a home port for the fishing fleet.
- Under a fuel tax agreement with Washington State Department of Licensing, the Tribe receives reimbursement of 75% of the taxes it pays for each gallon of fuel purchased at the rack for sale at Lower Elwha Food and Fuel. The tribe is eligible to received a 100% reimbursement for each gallon purchased that qualify for the federal fuel tax exemption.
- With reclamation of the old hatchery site, 4 large bore, deep water wells are available for potential water supply for community water and irrigation.
- The Lower Elwha Klallam Wellness Center and Klallam Counseling Services is built on forty acres of property that can developed into a larger Tribal Campus serving a variety of needs.
- Successful models for wrap-a-round recovery services have been implemented at the Tribe, can be applied for through grant programs, and continue with long-term financial planning.
- Five-day and four-night Elwha Summer Science Camps are currently offered to middle school and high school students, where high school students receive partial science credit. Summer cultural programs have been provided with great attendance in previous years. There is interest to continue developing a variety of cultural camps for Youth to engage in throughout the summer.
- Promoting healthy eating options and an active lifestyle is available through our community garden, walking paths, recreational and sports programs, and Elder fitness program.
- Local and regional colleges and universities can provide education and training opportunities for community members.
- One Language teacher is being mentored by the Klallam Language teacher to teach at the high school.
- Current language students are interested in pursuing teaching degrees, so that Klallam Language is taught from pre-school through high school.
- Attention to written and verbal language can be improved to invite greater participation when working in programs, especially with Youth, Family and Recovery Services.
- Elwha River Restoration continues to support future harvest and employment opportunities.
- Restoration opportunities of Tribal Usual and Accustomed Areas include the Tse-whit-zen, Port Angeles Harbor, Elwha River, Ennis Creek (Rayonier Mill Site), and Pysht Estuary.
- Home loan options are available to Tribal and community members.



Economic Resilience

The Lower Elwha Klallam Tribe has resided in our traditional territory since Time Immemorial. We developed resilience through millenia, including surviving first contact with European explorers and the epidemics that drastically reduced our population, to mass development with marginalization of all American Indian Tribes, including LEKT, at the cost of United States expansion.

Today at LEKT we are very proud of our work in restoring the health of the Elwha River and our U&A territory. This has been a long process and reflects a true reciprocal relationship of people to place. As we restore the health of our homelands and water, so too does our Tribe improve in overall health.

We understand that our environment and global climate is rapidly changing, with many areas susceptible to natural disaster. With many of our community situated in a tsunami zone and flood plain, it was critical that we develop an emergency management plan to prepare for unexpected occurrences.

LEKT reflects economic resilience by investing in the health of our homelands for future generations. Two main priorities at the Tribe reflecting economic resilience are the Emergency Management Plan, and our story of the Elwha River Restoration which is ongoing today.

EMERGENCY MANAGEMENT

The council approved the Lower Elwha Comprehensive Emergency Management Plan in 2013.

Mission

The Lower Elwha Tribal Comprehensive Emergency Management Plan seeks to coordinate

all emergency management activities of Tribal government and other emergency response agencies. Emergency management activities are designed to protect lives and property, ensure continuity of government, preserve the environment of the tribe, and allow the quickest possible restoration of normal governmental and community activities.

Limitations

The diverse nature of any emergency or disaster makes it likely no single government agency or jurisdiction can handle all potential incidents alone. It is neither implied nor inferred that this plan guarantees a perfect emergency or disaster response. No plan can shield individuals from all events.

While every reasonable effort will be made to respond to emergencies or disasters, resources and/or systems may be overwhelmed. Some events provide little or no warning to implement operational procedures, and all emergency plans are dependent upon tactical execution that may be imperfect.

Sovereign Immunity

Nothing in this plan is intended to waive or shall be construed or interpreted as a waiver of the sovereign immunity of the Lower Elwha Tribe, its elected officials, employees, agents, or entities. No action may be maintained in tribal, state, or federal court without the express consent by resolution of the Lower Elwha Tribal Council.



North Olympic Land Trust



Purpose

This plan describes:

1. The legal basis for emergency actions by the Tribal government during and following a disaster.
 2. The most likely disaster hazards faced by the Tribe.
 3. The Tribe's management, policies, and operational responsibilities during times of emergency.
 4. The Tribe's planned actions and responsibilities for the four commonly accepted phases of emergency operations: mitigation, preparation, response and recovery.
 5. The Tribe's organizational mechanism for emergency planning.
 6. Operational relationships between the Lower Elwha Tribe government and other agencies which provide emergency response resources to the tribe.
3. This plan provides guidance to the Lower Elwha Tribal government for the following:
 - Mitigation, preparedness, response and recovery policy
 - Disaster and emergency responsibilities and procedures
 - Training and public education activities
 - Emergency planning requirements of Title III of the Superfund Amendments and Reauthorization Act of 1986
 4. This plan supports, and is supported by, other plans required by the federal government. This plan is not inconsistent with the National Response Plan or the Washington State Comprehensive Emergency Management Plan.
 5. In all emergencies, the Lower Elwha Tribe response efforts will proceed according to these priorities:
 - Protect lives
 - Maintain essential governmental authority
 - Eliminate major threats to property and the environment
 - Restore essential systems and services

Scope

1. This plan applies to the government of the Lower Elwha Tribe. Where other agencies and institutions are mentioned, the plan describes understandings or agreements about their expected roles and actions.
 2. For the purposes of this plan, the term "emergency" means a set of circumstances that demand immediate action to protect life, preserve public health or essential services, or protect property; a "disaster" means the situation is beyond the capabilities of the responding organizations or jurisdiction. In general, the term "disaster" will be used in this plan to refer to either an "emergency" or a "disaster" that is covered under this plan.
- ### Organization
1. This plan is designed and developed under Tribal authority as a sovereign nation according to the Constitution and Bylaws of the Lower Elwha Tribe.
 2. The Tribal Chairperson is the administrative head of the Tribal government during periods of emergency.
 3. The Tribal Chair has power to make and issue orders which shall have the force of law on matters reasonably related to the protection of life and property as affected by a disaster.



ELWHA RIVER RESTORATION

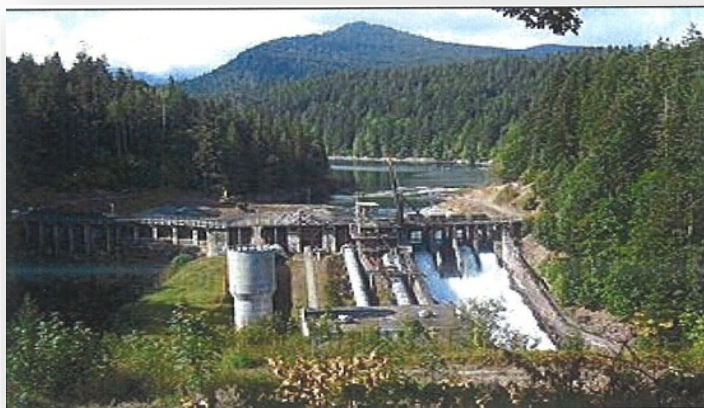
The Lower Elwha Natural Resource Department's mission is to assist the Tribe to protect, enhance, and restore land, air, and water resources, and environmental health for generations to come. They promote the protection of cultural resources, unique Tribal interests and treaty rights. They serve the Tribal community and promote sustainable community development.

For millennia, the 70 mile long Elwha River ran wild, connecting mountains and sea in a thriving ecosystem. The river was an ideal habitat for anadromous (sea-run) fish, with eleven varieties of salmon and trout spawning in its waters. For millennia these fish thrived in the river and provided food for the Lower Elwha Klallam Tribe that resided along its banks.

In the late 1800's a growing nation looked to the Northwest to supply the lumber needed to build new cities. This brought rapid change to the Olympic Peninsula and especially to the Elwha River and the people of the Lower Elwha Klallam Tribe. In the early 1900s, two dams were built on the river to provide hydroelectricity for industry: the Elwha Dam in 1910 (4.9 miles upstream from the River's mouth) and the Glines Canyon Dam (River Mile 13.7) completed in 1926. The dams fueled regional growth but blocked the migration of salmon upstream, disrupting the flow of sediment and wood downstream and resulted in flooding of the historic homelands and cultural sites of the Tribe. Moreover, the dams' engineers were requested to include fish ladders, but they were constructed illegally without ladders to accommodate migrating salmon. The dams blocked access to the upper 38 miles of mainstem habitat and more than 30 miles of tributary habitat. The pre-dam salmon runs once numbered more than 400,000 adult returns in

over 70 miles of available habitat, whereas post-dam numbered less than 4,000 adult returns on only 4.9 miles of available habitat.

The irony is that though the hydroelectricity helped to fuel economic growth and development for the Olympic Peninsula and the community of Port Angeles, by the early 21st Century, the combined power output of both dams only provided the equivalent of 38% of the electricity needed to operate one paper mill, Daishowa America, that in 2003 became Nippon Paper Industries USA. The dams no longer could be justified against the cost to fish survival and the health of the ecosystem.



September 17, 2011 — The Dams

For over a century, the Tribe fought against the dams' existence. The web of ecological and cultural connections in the Elwha Valley was broken - and then the river's story changed course. With the Indian Self-Determination Act of 1971, efforts were made to bring justice to the Tribe, Elwha River, fish, and wildlife.

Challenges to Overcome

The Tribe spent 2 years in a massive, hands-on safety engineering project: excavations, heavy trucks driving night and day to haul dirt and rock, widen roads, bury 27 feet of boulders to expand and strengthen the levees, decommission several hundred septic and drainfield systems, build a sewer system, and connect Tribal buildings and homes in the valley to the sewer.

The Tribe's fish hatchery was relocated to a newly constructed House of Salmon hatchery on higher ground, another mammoth undertaking.

Then from 2011 to 2012 the two dams that blocked what once had been the best salmon runs in Washington were removed to great joy and a \$353 million federal price tag...

Indian Fisheries services to the tribe

Painting by Roger Fernandes, LEKT member

the Elwha River ran free, began to heal itself, and the return of the salmon and other species was underway.

Partners in the Efforts to Change for the Good

Agencies actively involved in the huge dam removal project were the Washington Department of Natural Resources, the Bureau of Reclamation, the Bureau of Indian Affairs, the Corps of Engineers and the National Park Service. The Tribe routinely works at the federal agency level with the Bureau of Indian Affairs, Environmental Protection Agency, US Geological Survey (the scientists who study the landscape of

the United States, its natural resources, and the natural hazards that threaten it); the US Fish and Wildlife Service; NOAA, the National Oceanic and Atmospheric Administration (a scientific agency within the US Department of Commerce that focuses on the conditions of the oceans and the atmosphere); the Olympic National Park; and the Department of Ecology.

At the State level the Tribe works with the Washington Department of Natural Resources , the Washington Department of Fish & Wildlife, Washington Sea Grant and Western Washington University. We also work closely with the Northwest

Indian Fisheries Commission (providing direct services to the treaty tribes of Western Washington including the LEKT to assist them in their Natural Resource management efforts); the North Olympic Land Trust (permanently conserving farms, fish and forests in some of the nation's





The Tribe's Natural Resources Department also serves on the Lead Entity Group of the North Olympic Lead Entity (engaged in watershed planning, salmon recovery, groundwater and other water quality and natural resource planning and monitoring), the local group tasked with reviewing and selecting appropriate restoration projects to receive Salmon Enhancement Regional Funding (SERF Board). Over the decades, the Tribe's

Natural Resources Department has worked with great commitment on hundreds of projects with innumerable short- and long-term partners to study, educate, improve, protect and sustain our natural world. The Department has completed multi-million dollar stream restoration projects in the Elwha River as well as numerous watersheds on the Olympic Peninsula. However:

No projects have had a more significant impact on our collective Tribal spirit, culture, and community than the preparation for and removal of the dams that choked our sacred namesake river for nearly a century and the ecosystem that we depend on.



"I feel sorry that my ancestors and grandparents aren't here to see the dams removed," said the late Elder Adeline Smith, "That's the only sorrow I have. I wish they were here to see it."

Plan for Fall and Winter 2017:

- Continue riverine bird surveys through December , 2017.
- Begin fall ungulate pellet and browse surveys in mid-October; continue those for about 6 weeks.
- Continue to radio-track deer fawns and does throughout the winter; look for signs of hair-loss syndrome in collared animals.
- Conduct data analysis for both the deer shidy and Elwha wildlife recolonization shidy (browse surveys, small mammal trapping surveys, beaver surveys, and bird surveys).
- Conduct ground-based spotlight surveys for deer over 3-4 nights in November.

Salmon Report

Fish Harvest from 1/1/2012 - 8/31/2017			
Species/ Type	Commercial	Take Home	Ceremonial
Chinook	2,393 fish	40 fish	
Chum	35,681 fish	161 fish	
Pink	2,835 fish	-	
Coho	22,940 fish	416 fish	
Sockeye	2,279 fish	-	
Halibut	70,300 pounds	-	267 pounds





Hatchery Production Data 2014 - 2016
Number Fingerlings Stocked by Size Class (fish released)

2014

Species	Number Released	Pounds	Size Class
Steelhead	104,082	15,535	smolt
Coho	77,556	5,155	smolt
Pink	164,062	234	fry
Chum	105,770	227	fry
Total	451,470	21,151	

2015

Species	Number Released	Pounds	Size Class
Steelhead	194,795	36,754	smolt
Coho	289,328	23,911	smolt
Pink	-	-	-
Chum	49,122	108	fry
Total	533,245	60,773	

2016

Species	Number Released	Pounds	Size Class
Steelhead	93,958	16,929	smolt
Coho	139,178	13,344	smolt
Pink	67,087	63	fry
Chum	133,104	278	fry
Total	433,327	30,614	



Strategic Action Plan

VISION STATEMENT

The vision for Lower Elwha Klallam Tribe's 2018-2022 Comprehensive Economic Development Strategy is to provide leadership and opportunity for Tribal members to live a legacy of economic, environmental, and cultural sustainability (2017 Annual Report).

COMMUNITY SURVEY

The Planning Department conducted a community survey with our Tribal community and asked for feedback in areas of potential growth, employment interests, job training and educational priorities, community development needs, and general open feedback. The following tables reflect the survey results, with written feedback provided in the Appendix.

The word cloud below represents the feedback from the community survey of 194 total participants.

Q15 Do You Have Additional Feedback or Comments?

elders good work services tribal employee need people housing community
pay

Survey question 1 asked community members to, "Select your affiliation to the Lower Elwha Klallam Tribe."

Answer Choices	% Responses	Total Responses
I am an enrolled LEKT member	44.33%	86
I am a LEKT descendant, not enrolled	5.67%	11
I am enrolled with another Tribe	12.37%	24
I am not a Tribal member	37.63%	73
	100.00%	194

Survey respondents include 44.33% LEKT Tribal members, 5.67% LEKT descendants who are not enrolled, 12.37% enrolled with another Tribe, and 37.63% not enrolled with a Tribe.



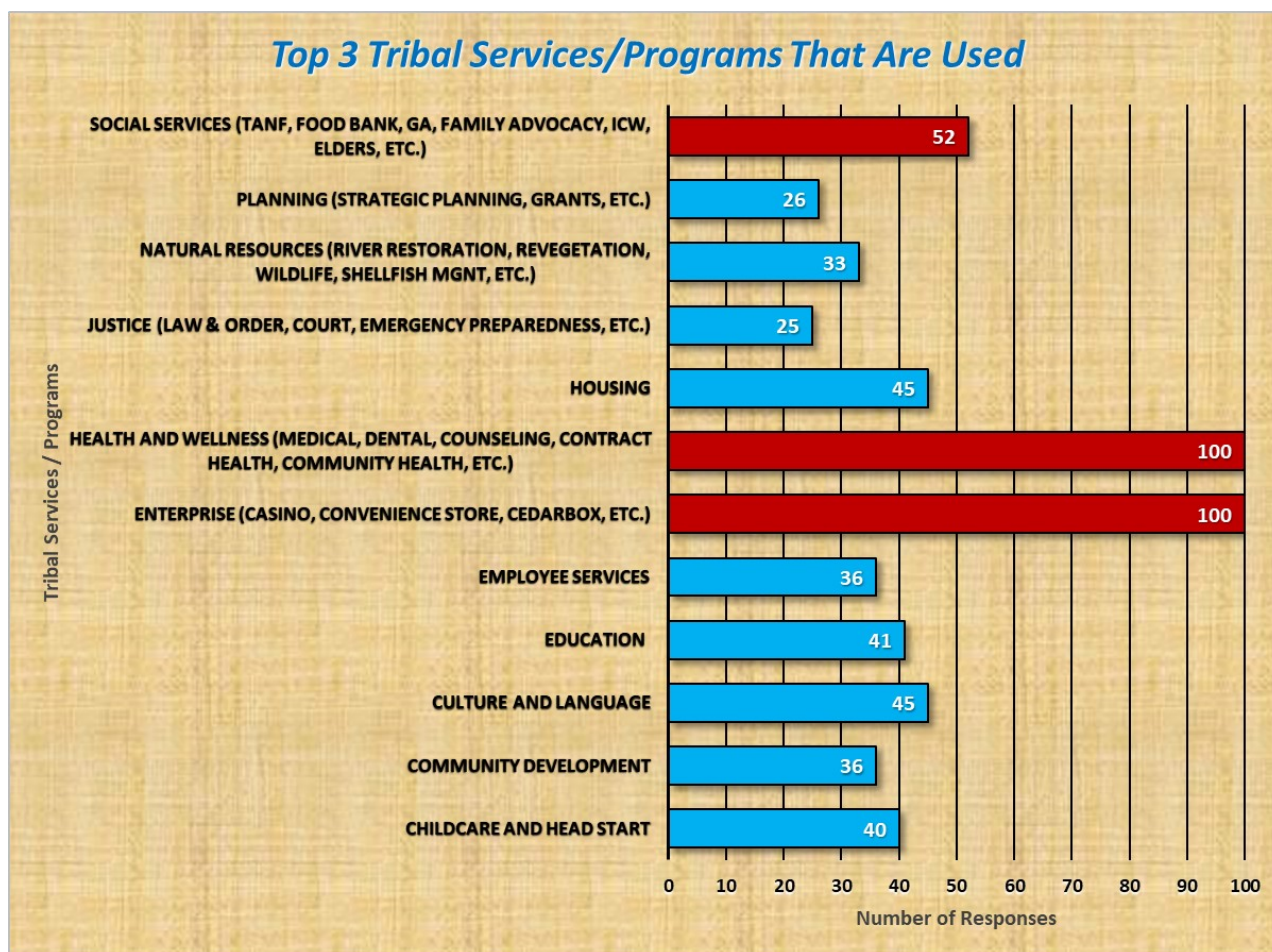
Survey question 2 asked community members to, “Please identify your age category.”

Answer Choices	% Responses	Total Responses
18 or younger	3.61%	7
19-29	19.59%	38
30-40	29.90%	58
41-55	15.46%	30
55-65	19.07%	37
65 and older	12.37%	24
	100.00%	194

Survey respondents include 3.61% who are 18 years old or younger, 19.59% who are 19-29 years old, 29.90% who are 30-40 years old, 15.46% who are 41-55 years old, 19.07% who are 55-65 years old, and 12.37% who are 65 years old or older.

Survey question 3 asked community members to, “Please identify the top 3 Tribal Services or Programs that you use (with 1 being the most used).”

Chart 1. Top 3 Tribal Services and Programs



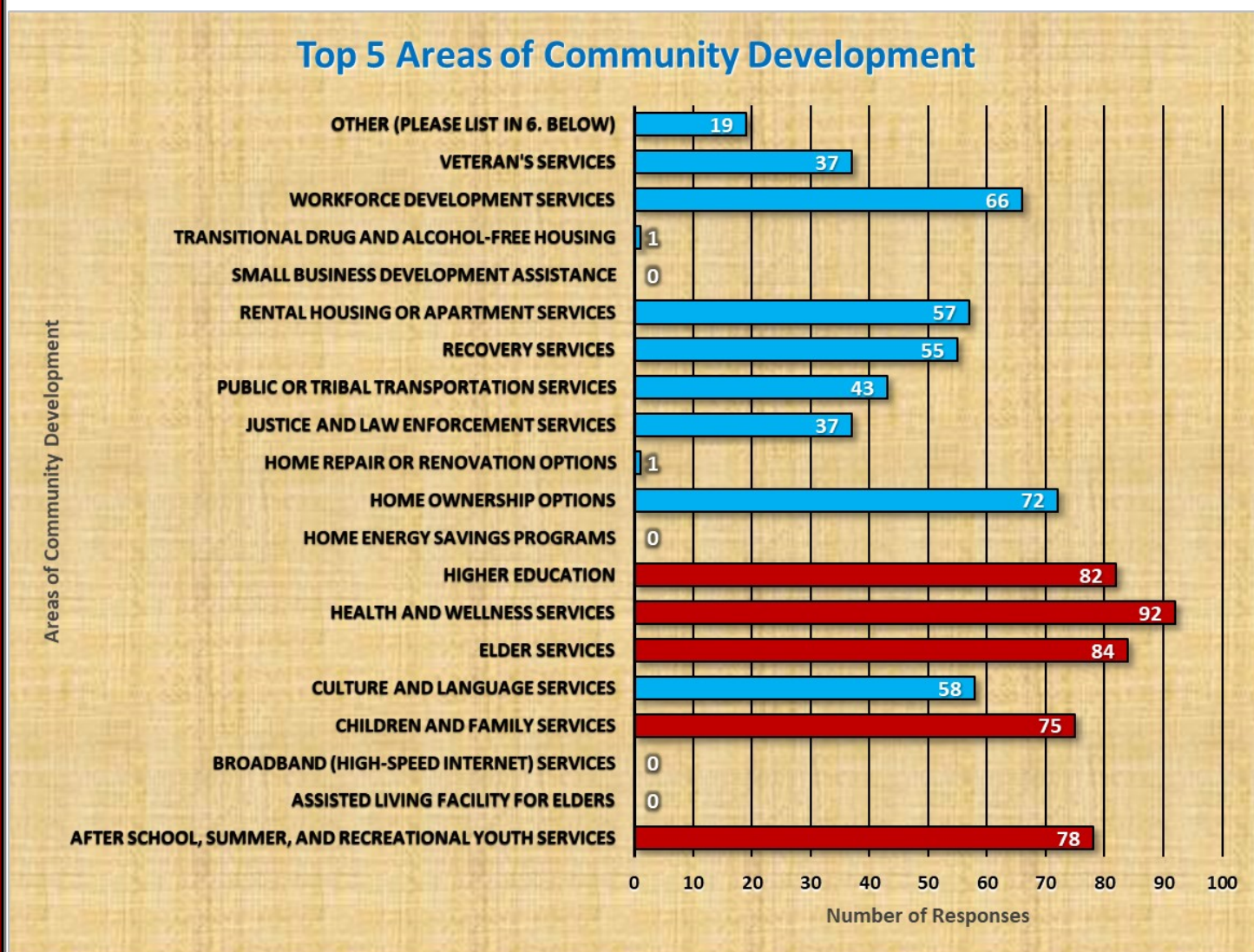


Out of twelve Tribal Services and Programs:

1. Enterprise (the casino, convenience store, Cedar Box, etc.) tied for the most used service with,
2. Health and Wellness (medical, dental, counseling, contract health, community health, etc.) at 100 responses each.
3. Social Services came in second with 52 responses, and
4. Housing, and Culture and Language tying for third with 45 responses each.

Survey ranking number 5 asked community members to, **“Please prioritize the top 5 areas of Community Development according to your needs (with 1 being the most needed).”**

Chart 2. Top 5 Areas of Community Development



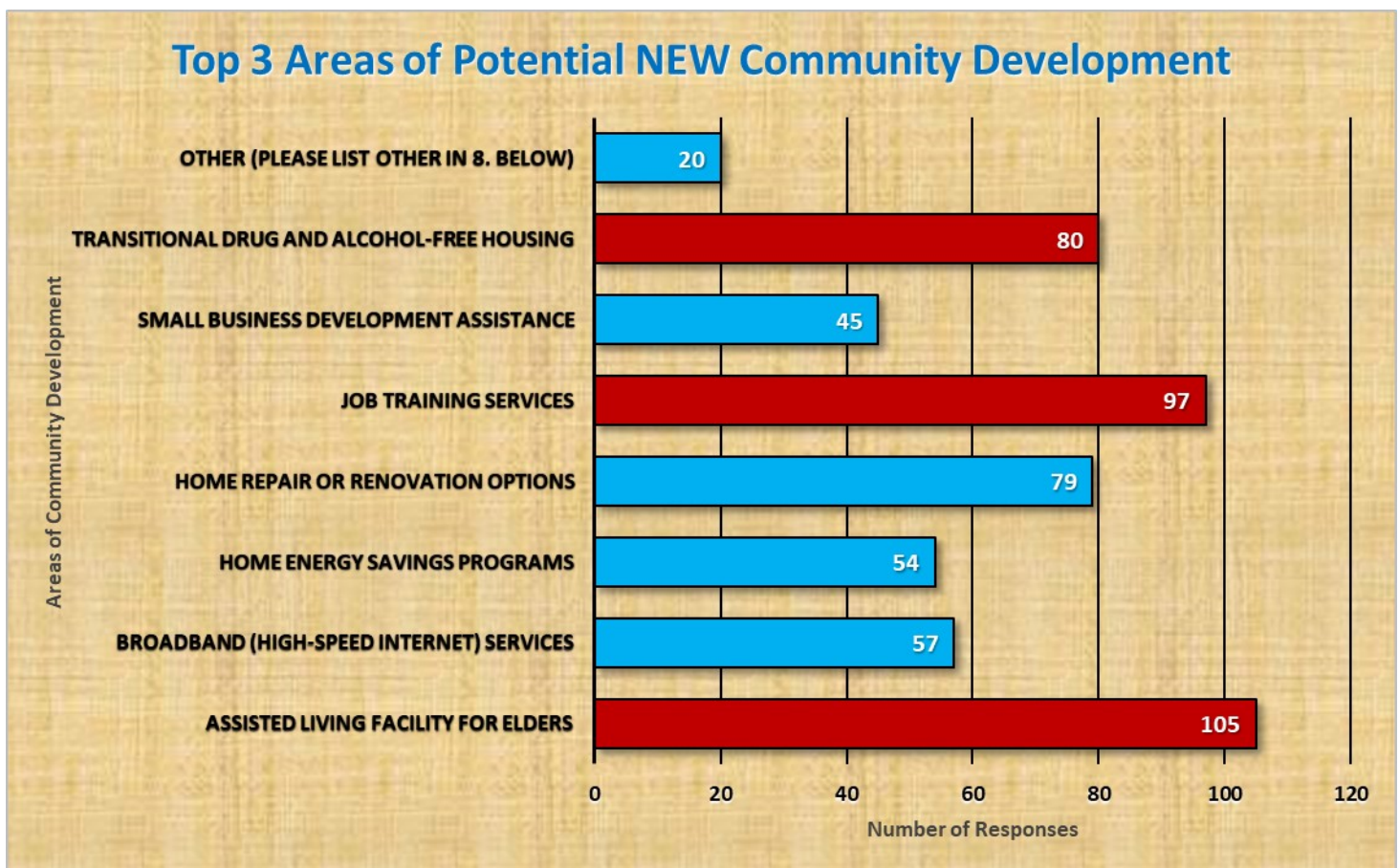


The top 5 areas of community development according to need were

1. Health and Wellness at 92 responses
2. Elder Services with 84 responses
3. Higher Education with 82 responses
4. After School, Summer, and Recreational Youth Services with 78 responses
5. Children and Family Services with 75 responses.

Survey ranking number 7 asked community members to, “Please identify the top 3 areas of potential NEW Community Development that you would like to see.”

Chart 3. Top 3 Areas of Potential NEW Community Development



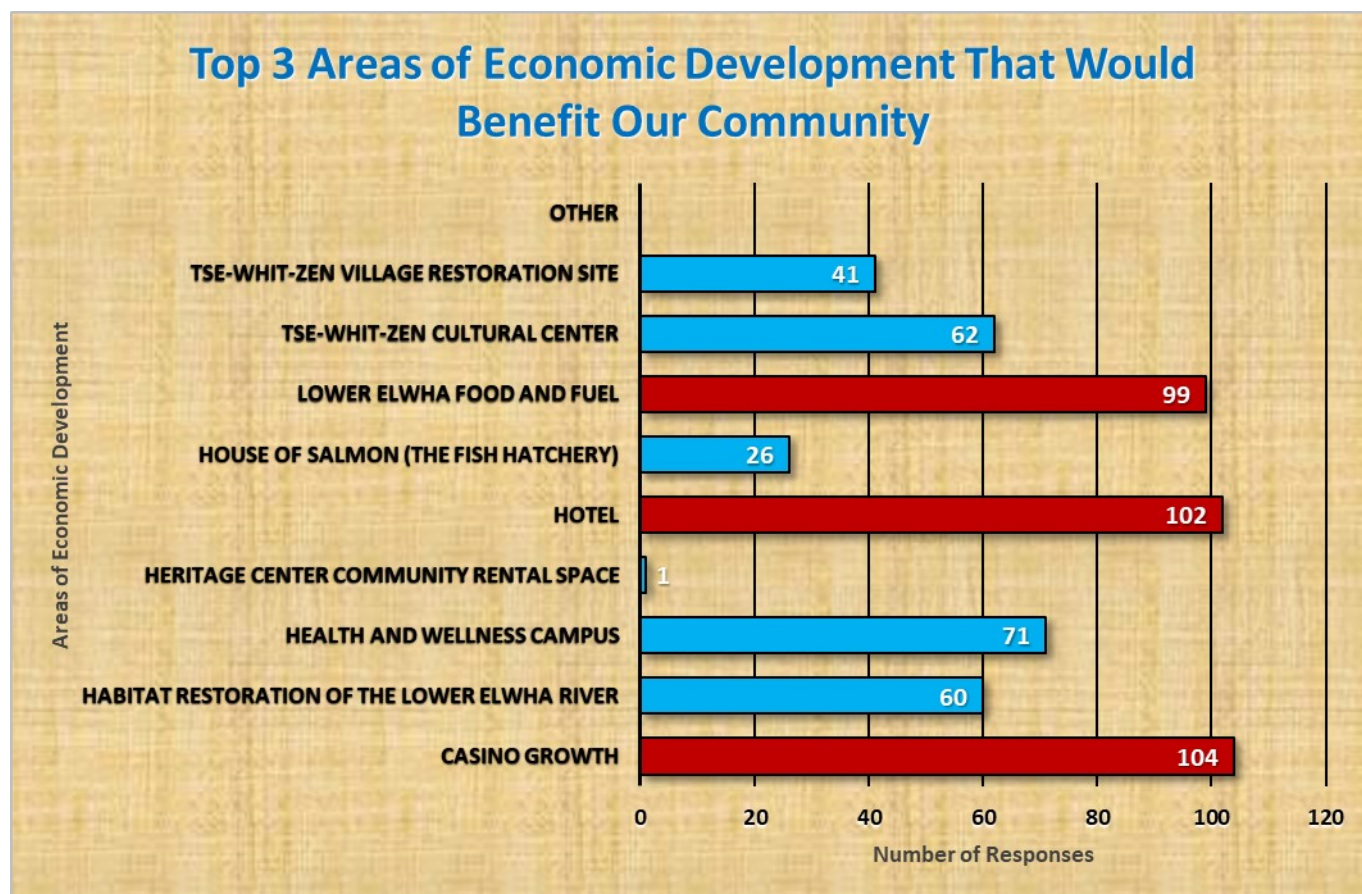


The top 3 areas of potential NEW Community Development were:

1. Assisted Living Facility for Elders with 105 responses
2. Job Training Services with 97 responses, and
3. Transitional Drug and Alcohol-Free Housing with 80 responses.

Survey ranking number 9 asked community members to, “Please identify the top 3 areas of Economic Development that would benefit our community.”

Chart 4. Top 4 Areas of Economic Development



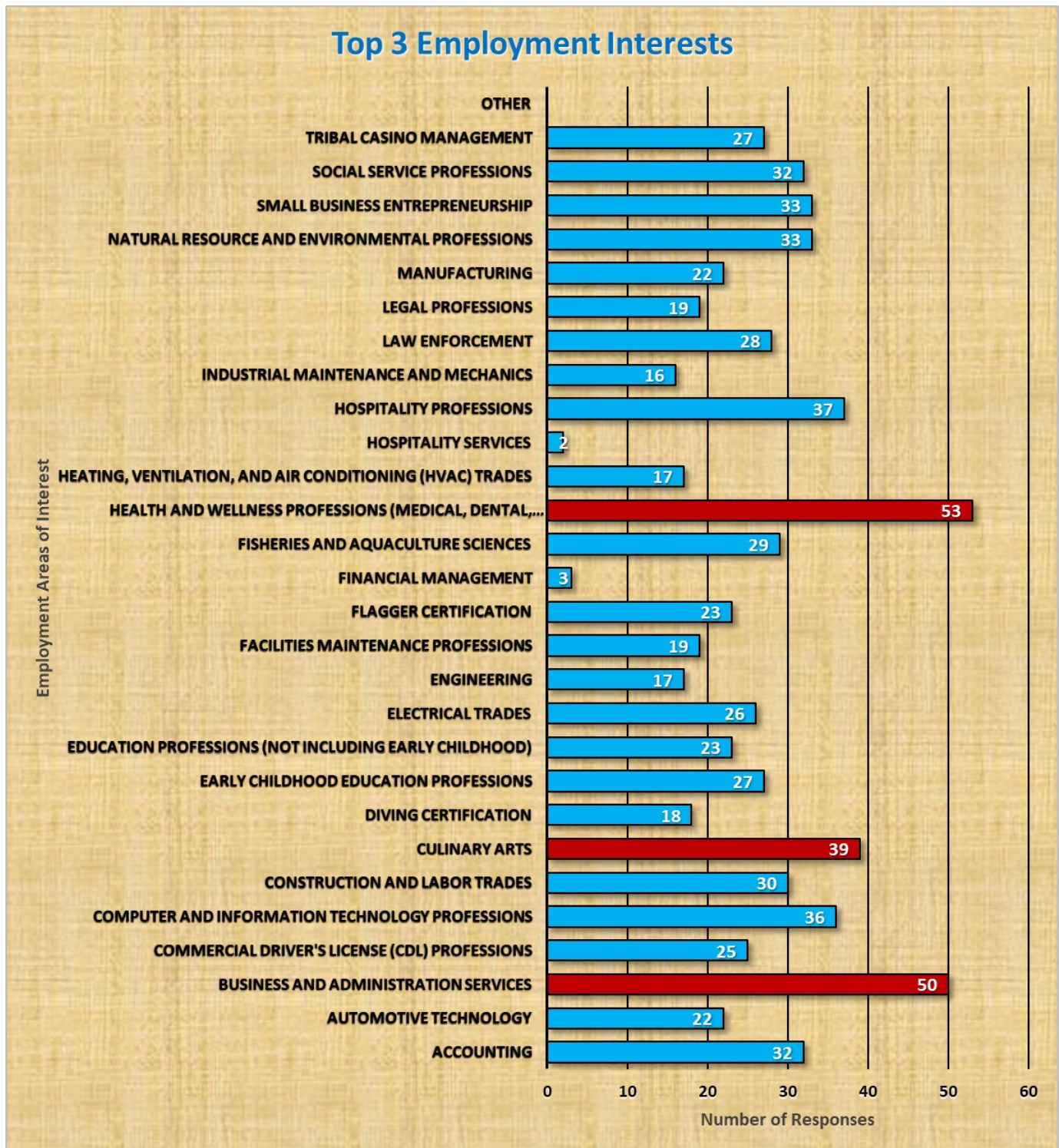
The top 3 areas of economic development were:

1. Casino Growth with 104 responses,
2. Hotel with 105 responses, and
3. Lower Elwha Food and Fuel with 99 responses



Survey ranking number 11 asked community members to, “Please identify your top 3 Employment Interests.”

Chart 5. Top 3 Employment Interests



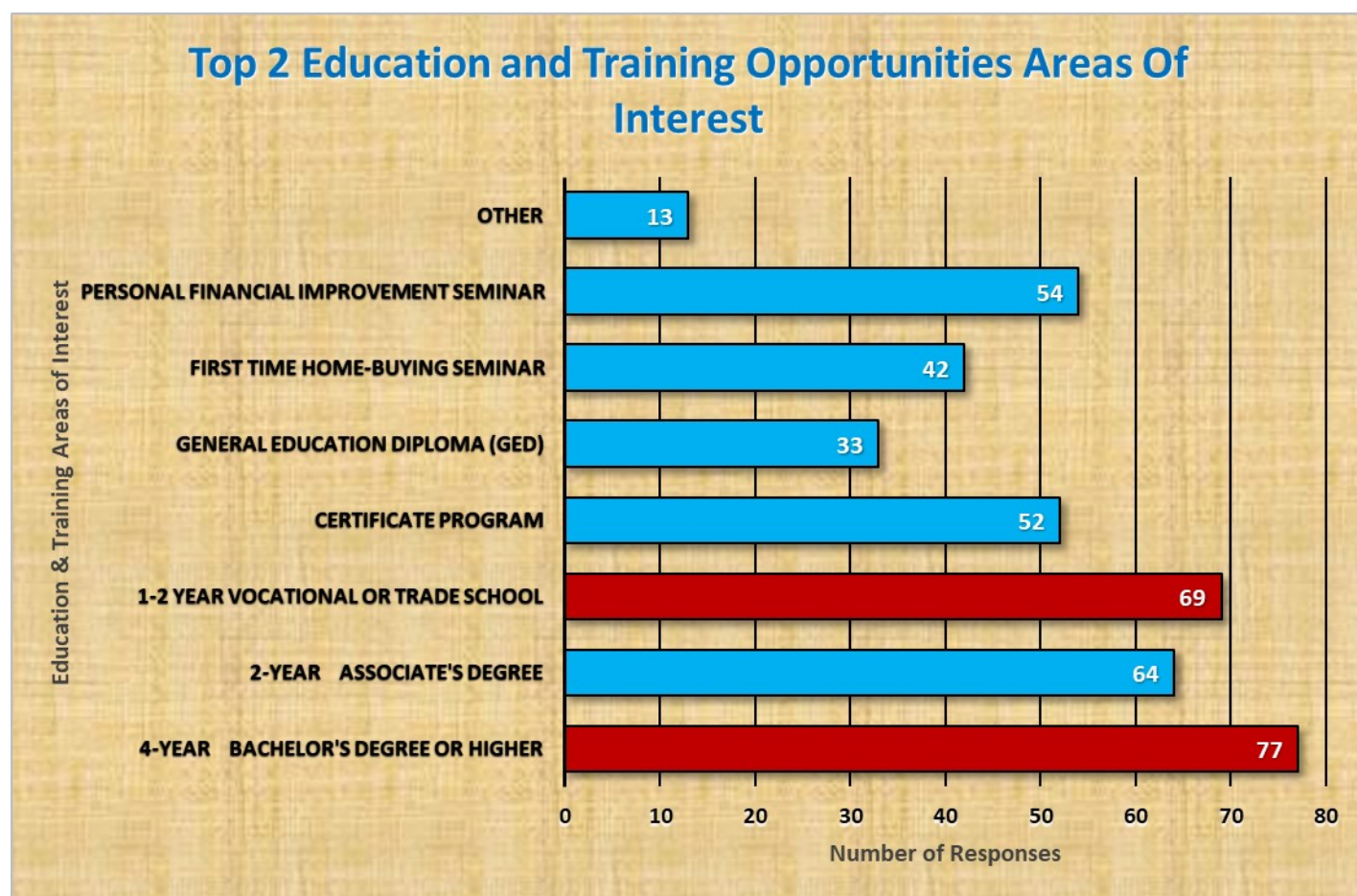


The top 3 employment interests were:

1. Health and Wellness Professions (medical, dental, nursing, behavioral health, etc.) with 53 responses.
2. Business and Administrative Services with 50 responses, and
3. Culinary Arts with 39 responses.

Survey ranking number 13 asked community members to, “Please identify the top 2 Education and Training Opportunities that interest you.”

Chart 6. Top 2 Education and Training Opportunities



The top 2 education and training interests were:

1. 4-year Bachelor's Degree or Higher with 77 responses, and
2. 1-2 year Vocational or Trade School with 69 responses.



Evaluation Framework

The Lower Elwha Klallam Strategic Action Plan 2018-2022 reflects 11 top priority goals (following page) for economic and community development.

LEKT understands that for optimal growth, we must carefully manage our available resources – cultural, environmental, treaty, personnel, and financial. The goals address infrastructure needs like roads and homes, community needs that support the healthy development of our youth, educational and training needs of both youth and our workforce, environmental priorities involving river and salmon habitat restoration, and finally economic development with the construction of our hotel, and community development by restoring the history of Č̓ix̓wícən Village through the public kiosks along the village site.

Shared ownership of implementing the goals is reflected across numerous Tribal departments including Childcare and Head Start, Community Development, Culture/Language, Education, Enterprise, Health and Wellness, Lower Elwha Police Department, Natural Resources, Planning, Recreation, Social Services between 2020-2022.

The Strategic Action Plan is meant to reflect priorities of the Tribal community that support both economic and community development. With growth and development, and community feedback, we anticipate these goals to evolve as we improve our ability to build capacity.

PERFORMANCE BENCHMARKS

The Strategic Action Plan identifies the top 11 goals of the Lower Elwha Klallam Tribe from 2018-2022, each with performance measure for each goal.

Through annual reporting, we will be able to see which goals are being realized and which goals may require more support or resources. The goals are a multi-faceted reflection of the work at

the Tribe and demonstrate our investments in community, environment, and economy.

When analyzing our 5-year measure of performance, LEKT will use the following benchmarks to determine whether we are growing or receding and where.

Performance Benchmark	Value
Total Employees	341
Total Jobs	341
Average Wage	\$42,149.41
Total Property Base (Acres)	1,012.6
Total Enterprises	4*
Type of Revenue	(See Table Below)
Tribal Unemployment Rate	36.1%

**Lower Elwha Food & Fuel, Cedar Box, the Heritage Center, Carnegie Museum*

Type of Revenue	Percentage
Federal Grants, IHS & BIA Compacts	34.56%
Enterprise Revenue	23.18%
Third-Party Billing	13.42%
Indirect Cost	9.94%
General Fund/Tribal Revenues	7.01%
State Grants	4.26%
Cigarette Tax	4.12%
Fuel Tax	3.26%
Private Contributions	0.25%
	100.00%

The average LEKT revenue from 2017-2019 provides an important benchmark for analyzing exactly where the Tribe is gaining or losing revenue streams and helps to inform areas that can be improved.



Lower Elwha Klallam Tribe Strategic Action Plan 2018-2022

STRATEGIC ACTION PLAN						
No.	Goal	Objective	Outcome	Year to be Completed	Performance Measures	Activity Ownership
1	Develop youth programs that are healthy and culturally-related.	Keep youth involved and active utilizing youth programs involving culture, sports, and outdoor activities	Promote a healthy lifestyle for the future generations	2020	Number of programs created, number of youth served per program, types of activities participated in	Education, Social Services, Health & Wellness, Lower Elwha Police Department, Language/Culture, Recreation
2	Provide early childhood education	Educate our youth	Early Learning Center	2020	Construction of the Early Learning Center, number of pre-school students enrolled	Childcare & Head Start
3	Provide job training and work readiness	Employed Tribal members	Job Training Center	2020	Number and types of programs and services for Tribal and community members, number of Tribal and community members employed per year	Social Services
4	Enhance and protect the Elwha River ecosystem by maintaining healthy habitats for fish, wildlife, and people.	Revegetate with native plants, within the Elwha watershed and within the LEKT U&A.	A healthy and thriving native plant ecosystem resilient to climate changes.	2022	Number of plantings on the lower stem of the river and in the Aldwell reservoir, number of acres planted.	Natural Resources
5	Salmon Habitat Restoration	Improve spawning habitat for salmon and steelhead	Increased salmon returns	2022	Number of engineered logjams, number of outmigrating smolt, number of adult returning salmon to U&A rivers.	Natural Resources
6	Expand our economic diversity within our Usual and Accustomed territory.	Help improve the local economy by creating new businesses within our traditional homelands	Construction of a 4-star hotel on the Port Angeles Waterfront, with restaurants, and other amenities	2021	Number of trainings that will be held at new facilities, Number of activities per year locally that will require overnight stay & location is	Enterprise
7	Pre-school through grade 12 teachers, who are also Klallam Language Certified, will	Develop educational plans to certify our Language teachers	State certified pre-school through grade 12 teachers, who are also Klallam Language Certified	2022	Number of Tribal members enrolled in programs, types of programs, graduation dates, pride of students learning their language	Education, Language/Culture
8	Bring current houses up to better livability standards.	Make homes livable.	Basic safe standard homes	2022	Funding sources, number of homes renovated, type of work completed	Housing
9	Reconstruct Dry Creek Road between Edgewood Drive and US Highway 101	To make road safer between highway 101 and Edgewood Drive	Widen road for safety of all traveling to enterprise cluster at the end of Dry Creek Road and Hwy 101	2022	Complete goal working with the County agency to complete work needed	Community Development
10	Provide a vibrant, welcoming destination celebrating people, history, and natural environments on the Port Angeles Waterfront Campus	Provide a community gathering place	Lower Elwha Klallam Longhouse on the Port Angeles Waterfront	2022	Number and types of cultural education offered, number of exhibits displayed, number of collaborations with waterfront partners	Enterprise
11	Exhibit the cultural history of Tse-whit-zen and educate the general public	Restore the history of village site	Acknowledgement of the history, the village, and the people whose home was Tse-whit-zen	2022	Provide Tse-whit-zen educational history and timeline through public kiosks	Enterprise, Planning, Culture/Language, Community Development



LEKT Labor Force Data from U.S. Census

Civilian labor force	296
Employed	189
Unemployed	107
Unemployment Rate	36.1%

Source: 2013-2017 American Community Survey 5-year

The above 2013-2017 U.S. Census Bureau estimates calculate LEKT's unemployment rate. Our Job Training Center, in collaboration with our Vocational Rehabilitation and Social Service Programs, are designed to train and prepare Tribal members for the work force. As our Enterprise entities grow and develop, we want to see Tribal members employed and representing the Tribe.

The Community Survey indicated that Tribal members need a Job Training Center. The top 3 professions that interest Tribal and community members are Health and Wellness, Business and Administration, and Culinary Arts professions. They also noted that achieving a Trade School Certification or Bachelor's Degree was important.

All of this data is valuable for the Tribe in our efforts to revitalize our Tribal economy. We are excited to see our Tribal people begin to take on more and more employment roles at the Tribe.



Lower Elwha Klallam Tribe

Community Economic Development Strategy (CEDS)

Average Wages

Clallam County	\$38,862 (Vleming, 2019)
LEKT	\$42,149 (LEKT, 2019)
Washington	\$62,077 (Vleming, 2019)

Analyzing LEKT's average wage to Clallam County and Washington state also helps to reflect how much the Tribe contributes to our region in terms of economic resilience.

LEKT is one of the single largest employers in Clallam County, and it is no surprise that our average wage also surpasses the average in the county by 8.45%. These wage benchmarks will be used to analyze our performance and role as a top employer in our region.

As LEKT's business ventures continue to grow providing training opportunities and new jobs, we anticipate our average wage to also improve over the next five years. LEKT is very proud that we are leading Clallam County in average wages.





Conclusion

LEKT's CEDS plan is meant to remain a working document, reflecting the changing needs and growth potential of the Tribe. As original Tribal residents and stewards, we take pride in leading the way of restoring the health of LEKT Territory. We have relied on our homelands and waters for sustenance and health since Time Immemorial. We understand the value of reciprocal relationships and the attention required to maintain healthy communities and homelands.

Economic development to the Lower Elwha Klallam Tribe means that we carefully manage our available resources – cultural, environmental, treaty, personnel, business, financial, and community. LEKT understands that for us to continue thriving and growing, we must be both stewards and advocates for the natural world and our Tribal community.

Areas where we shine as a Tribe include the River Restoration work on the Elwha River and our other U&A tributaries, staying true to cultural values by exercising Inherent and Treaty Rights, and applying Tribal Sovereignty and Self-Determination in our daily governance and cultural way of living.

The LEKT community understands that for the Tribe to flourish we must invest attention and resources in the areas identified as important by the community survey — Klallam Counseling Services, and Transitional Housing for those in recovery; a Job Training Center that meets the needs of our workforce who want Trade or Bachelor degrees in Health and Wellness, Business and Administration, and Culinary Arts professions; and very importantly, meeting the needs of both our elders and youth by exploring an Assisted Living Facility for our elders, and

creating programs that support our youth as they develop into community members.

The LEKT community supports investment in Casino Growth, development of the Tribal Hotel and Waterfront Campus in Port Angeles, and continued expansion of the Lower Elwha Food and Fuel. The Elwha River Casino and Lower Elwha Food and Fuel are excellent economic entities that still have room for growth.

LEKT understands that we must continue our capacity-raising initiatives, positive stewardship of Tribal resources, development of career and workforce training, and strategic planning for infrastructure and program development.

Inherently woven into who we are as Lower Elwha Klallam Tribal People is a strong sense of community, giving back, helping others, and pride in culture and sense of place. We are rooted in our homeland and are investing in economic development that will sustain the health of our future generations. Our ancestors prepared the way for us to thrive, and we in return are preparing to do the same for our children, grandchildren, and future generations.





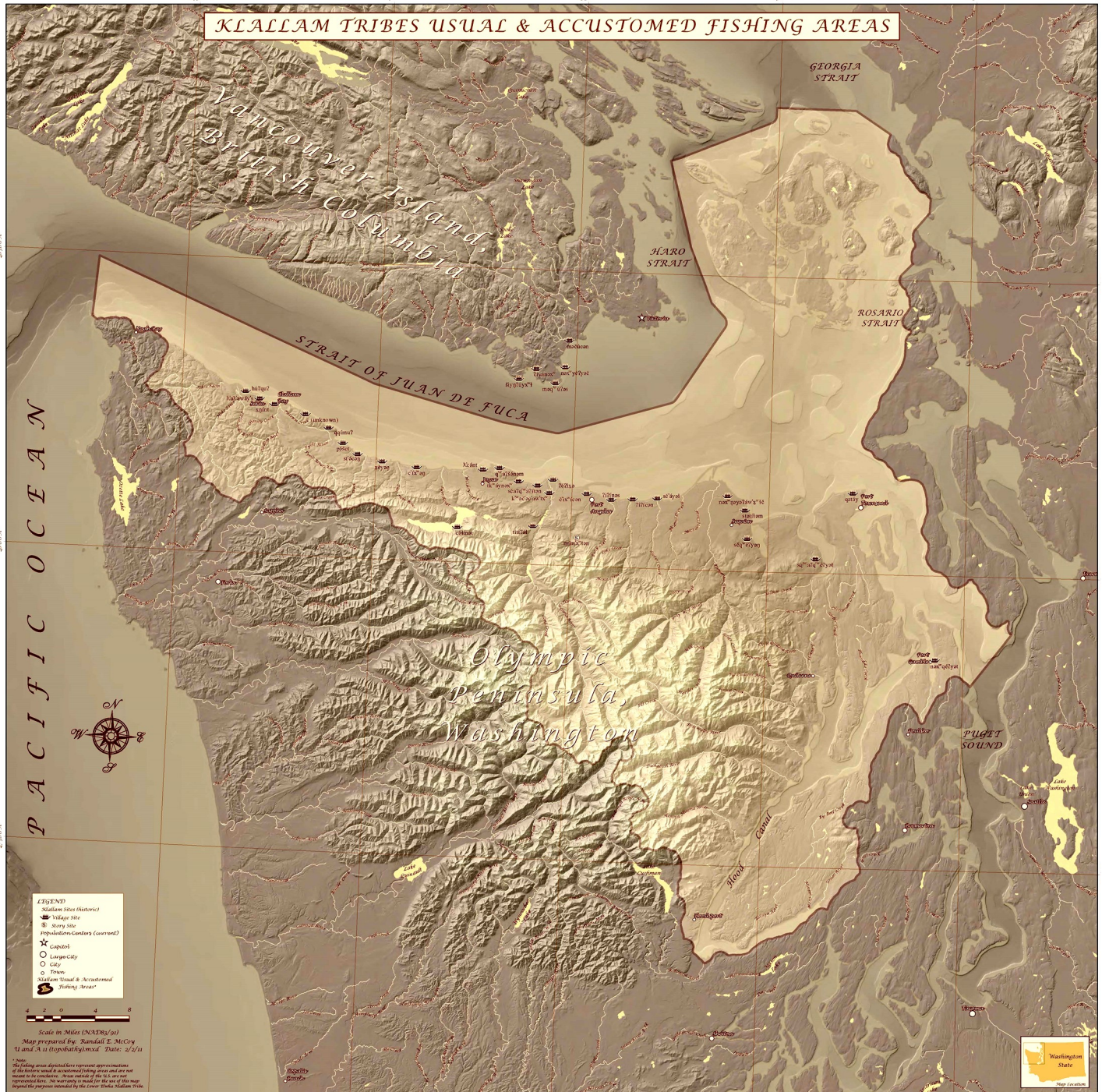
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Appendix

MAP 1. LEKT Usual and Accustomed Areas





Q4 Are there two additional services that you would like to see provided in our community?

- 1 Internships for college graduates, supportive services for full-time college students
- 2 Housing and childcare for employees
- 3 Per capita.
- 4 Recovery Housing
- 5 Clothing closet.
- 6 1. Any support for people with disabilities 2. Emergency shelter for any community members that may need it.
- 7 Activity for our kids to do together outside.
- 8 Yard beautification project incentives. Teaching carvers/artist.
- 9 Handicap assistance
- 10 Sweat lodge, hiking trails.
- 11 Child care for KCS clients. Sweat lodge for KCS clients.
- 12 An actual wellness center that has a swimming pool, library, basketball, gym together. Where everyone can go instead of traveling to different location for each. More apartments for descendants and for enrolled Elwha members.
- 13 Elders nursing, Elwha school K-12.
- 14 Give tribal members housing over descendants! Tribal property clean up!
- 15 I like to see a building that offers a chance to buy, sell or trade local art or skill.
- 16 Gift shop
- 17 Drug and alcohol resources
- 18 More stores and community pool.
- 19 Two hotels and two convenient stores "extra convenient" 20 recreation - sports teams for all standard age brackets, with scheduled practices where attendance is tracked and tournament trips are based on attendance. beach patrol/monitoring/ with a sanitation station(outhouses and garbage pick up along beach) with possible elwha beach restoration education duties (tour guide for hire for groups asking for presentations)
- 21 Legal Services
- 22 More elder help
- 23 More elder help
- 24 Legal Services
- 25 More elder help 26 Some type of internship for college students. Like an unpaid summer internship in their area of



Q4 Are there two additional services that you would like to see provided in our community?

26 Some type of internship for college students. Like an unpaid summer internship in their area of study in exchange for financial help in college. Getting them education and practical experience.

27 More activities for kids

28 more gym! longer hours, more exercise equipment. Tribal store with more healthy options

29 Reliable daily transportation (for the upper ranger road residents) to and from town with regular stops at Safeway hospital and Walmart. Reliable resource person to help mentally disabled with setting and making appointments as well as with getting and keeping track of prescriptions needed.

30 Training & Development

31 Incentives for Education; Prevention/Education on Drug Issues; More Sports related incentives working with prevention part of keeping our kids busy and out of trouble

32 1) Advocate to help mentally disabled and elderly- set up appointments with reminders and transportation, getting them to/from appointments and any services that you think that they may need. 3) More upper elwha youth activities- the upper elwha is especially lacking in services for our youth- need to bring back the after school snack/activity building to keep the kids busy and out of trouble.

33 Training

34 more on traditional plants, harvesting more elders assistance , railing repairs,safe steps etc

35 Wellness Center with Youth and Elders sections More Elders transportation 10/15/2019 11:01 AM

36 Environmental projects/programs. We need to take a better stand on climate change and renewable resources.

37 More activities for the youth 10/15/2019 10:54 AM

38 more culture classes that teach the community about harvesting and preparing foods and medicines.

39 Enterprise Board A bigger library

40 Laundry room for tribal members

41 Maintenance crew needs a new building with an office, and a break room and bathroom. We need a recovery house for our people in treatment.

42 MORE THAN \$50 GIFT CARDS FOR HOLIDAYS MORE TRAINING FOR COMMUNITY (FIRST AID, FOOD CARD, FLAGGERS CARD ECT)

43 Youth center for the children Horses for Equine therapy

44 Home repair assistance



Q4 Are there two additional services that you would like to see provided in our community?

45 An additional service I would like to see the Tribe provide is worker training(college or trades) specifically with job shadowing. Community garden where the food grown is used for elders lunch program and deliver extra food to elders.

46 1) Technical Career Training (specifically Culinary Arts) 2) Healing Court

47 Middle income housing Tribal school

48 Transitional housing for people graduating drug treatment Assisted living for elders

49 Elder care housing. Tribal school

50 Elder housing - Assisted living Youth building

51 treatment facility, our own mental health facility, and a pool

52 Elders Program Elders Nursing/Rehab Home

53 Training for substitute Head Start bus drivers

54 Housing for those above low income

55 More prevention programs, and youth development programs

56 are there two additional services that you would like to see provided I our community?

Q6 If you selected "other" in the above question, please describe "other".

1 Rent to own for houses and faster response to getting problems that need to be fixed in your house by housing maintenance

2 sanitation services

3 Assisted Living Home/CTR Homes for Homeless Members

4 help in training to get a job

5 Transitional housing for people trying to achieve recovery from Substance Use

6 MORE INCENTIVE FOR COMMUNITY MEMBERS

7 Traditional longhouse to teach/learn traditional ways



Q12 If you selected "other" in the above question, please describe "other".

- 1 Tribal dispensary
- 2 Tribe dispensary
- 3 Counselor
- 4 Marketing
- 5 Marketing
- 6 cultural resource management
- 7 I have been working in Tribal Gaming for 10 years.
- 8 Commercial Fishing
- 9 Solar and wind. Fishing and boat loan training/program
- 10 Enterprise Development

Q14 If you selected "other" in the above question, please describe "other".

- 1 Master's degree
- 2 masters in education
- 3 Arts and Crafts
- 4 Higher Education - Masters and PhD
- 5 Master's degree

Q15 Do you have additional feedback or comments?

- 1 Need recovery/transitional housing,
- 2 Thumbs up Five stars.
- 3 A lot of these idea are very good if I could have chosen more I would have.
- 4 Programs to teach home care aid for our elders. Nursing/medical assistance program. Programs to help clean our elders yards. People to do physical work to give pride back to elders and not ashamed of things they do not have control/ability of.
- 5 I'am LEKT descendant enrolled with another tribe.
- 6 High turnover of doctors is a concern.
- 7 Sweat lodge for KCS clients.
- 8 I think there needs to be a change in housing rules. If a non-native mother works and helps pay for the housing home until it's paid off, she should be able to claim the house with her children, so they have a reasonable place to live. What I'm saying is, a young white girl marries a native guy, works her butt off to put a roof over her babies heads, while the husband stays home and does nothing. When they decide to divorce, she and the children have to leave because she's not tribal, and the children are. The children should be able to redeem the house.



Q15 Do you have additional feedback or comments?

- 9 I like to see the opportunities for job skills training extended out to Lower Elwha Food and Fuel staff and new hotel staff.
- 10 Need a class for young people for growing up. Learn how to turn on a stove and cook, wash clothes, tell them to pay bills like rent and electricity.
- 11 Job training services for tribal member to get jobs, not non tribal.
- 12 Elders that don't have generators. I have asthma/COPD when lights go out, I'm out of luck. My nebulizer or CPAT don't work.
- 13 I would like to see tribal departments become accountable to the community and administration by formalizing Goals that are pro-active (will provide such and such services, so many hours, will host X number of classes, will provide X numbers of Specific services to X # of people, will createteams to serve X # of tribal youth in each age bracket, will have offer X # hours of sports instruction, community classes, and reach X number of people, etc) and do annual presentations/ reports at council meetings.
- 14 All this is good only if the community is interested in their lives or kids or grand kids lives.
- 15 All this is good, only if the community is interested in their lives or kids + grand kid lives.
- 16 I am a natural resources employee. I think that the downtown hotel has great potential to be a fabulous income-generator! I think it should have a small casino and bar and a restaurant that is locally-sourced and seasonal, traditional food heavy with lots of seafood caught by tribal fishermen. Perhaps it should be a little nicer of a place to eat. I ALSO THINK ITS VERY IMPORTANT FOR THE HOTEL TO BE BUILT WITH GREEN BUILDING IN MIND! The city of Port Angeles aims to be 100% renewable energy by 2030, if solar isn't put in now its going to have to be in a few years. Dual-flush toilets, LED lightbulbs, permeable pavement.. I think a lot of outdoorsy-environmentally-minded types come to PA in the summer and their looking for places that they can feel good about staying at. Economically green building techniques will pay off in the long run as well.
- 17 No
- 18 I feel the community would benefit most by offering drug addiction recovery resources including basic needs of housing and food.
- 19 2) Better more reliable daily transportation services. bus routes to safeway, hospital , walmart and back so they can get everyday needs



Q15 Do you have additional feedback or comments?

20 don't want college. What job training is there?

21 We need more tribal in home care aides.

22 Question #9 didn't really seem to be asked correctly. Who would choose the village site as an Economic Development? It's a sacred site. And others are a necessity to our community.

23 I wanted to mark all answers on #7

24 I would love to see the Tribe acquire land outside of the reservation. I also would like to see the Tribe encourage staff, even non-tribal pursue higher education. The Makah Tribe has a program (I don't know the specifics) that when an employee finishes a degree they pay off student loans in exchange for that employee guaranteeing to work for the Tribe for a specific time like 2 years or so.

25 We need to have more options for middle income housing.

26 We need training and education for current businesses we employees who need to know what lateral / horizontal violence is and prejudice employees who get away with harassment (tribal)

27 send this survey to our elders who are home bound!



Copy of Comprehensive Economic Development Strategy (CEDS) Survey for the Lower Elwha Klallam Tribe

WELCOME!

The Tribe was awarded funding through the Department of Commerce to examine areas of potential growth, including employment and educational/training interests. Your input and feedback highlight areas the community is most interested in supporting.

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1. Select your affiliation to the Lower Elwha Klallam Tribe

- ☐ I am an enrolled LEKT member
- ☐ I am a LEKT descendant, not enrolled
- ☐ I am enrolled with another Tribe
- ☐ I am not a Tribal member



2. Please identify your age category

- ☐ 18 or younger
- ☐ 19-29
- ☐ 30-40
- ☐ 41-55
- ☐ 55-65
- ☐ 65 and older



Copy of Comprehensive Economic Development Strategy (CEDS) Survey for the Lower Elwha Klallam Tribe

3. Please identify the top 3 Tribal Services or Programs that you use (with 1 being the most used).

<input type="checkbox"/>	<input type="checkbox"/>	Childcare and Head Start
<input type="checkbox"/>	<input type="checkbox"/>	Community Development (transportation, utilities, roads, enrollment, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Culture and Language
<input type="checkbox"/>	<input type="checkbox"/>	Education (library, recreation, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Employee Services (human services, TERO)
<input type="checkbox"/>	<input type="checkbox"/>	Enterprise (casino, convenience store, cedarbox, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Health and Wellness (medical, dental, counseling, contract health, community health, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Housing
<input type="checkbox"/>	<input type="checkbox"/>	Justice (law & order, court, emergency preparedness, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Natural Resources (river restoration, revegetation, wildlife, shellfish mgnt, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Planning (strategic planning, grants, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Social Services (TANF, food bank, GA, family advocacy, ICW, elders, etc.)



4. Are there two additional services that you would like to see provided in our community?

5. Please prioritize the top 5 areas of **Community Development** according to your needs (with 1 being most needed).

<input type="checkbox"/>	<input type="checkbox"/>	After School, Summer, and Recreational Youth Services
<input type="checkbox"/>	<input type="checkbox"/>	Children and Family Services
<input type="checkbox"/>	<input type="checkbox"/>	Culture and Language Services
<input type="checkbox"/>	<input type="checkbox"/>	Elder Services
<input type="checkbox"/>	<input type="checkbox"/>	Health and Wellness Services
<input type="checkbox"/>	<input type="checkbox"/>	Higher Education
<input type="checkbox"/>	<input type="checkbox"/>	Home Ownership Options
<input type="checkbox"/>	<input type="checkbox"/>	Justice and Law Enforcement Services
<input type="checkbox"/>	<input type="checkbox"/>	Public or Tribal Transportation Services
<input type="checkbox"/>	<input type="checkbox"/>	Recovery Services
<input type="checkbox"/>	<input type="checkbox"/>	Rental Housing or Apartment Services
<input type="checkbox"/>	<input type="checkbox"/>	Workforce Development Services
<input type="checkbox"/>	<input type="checkbox"/>	Veteran's Services
<input type="checkbox"/>	<input type="checkbox"/>	Other (please list in 6. below)

6. If you selected "other" in the above question, please describe "other".



7. Please identify the top 3 areas of potential **NEW Community Development** that you would like to see.

☰	Assisted Living Facility for Elders
☰	Broadband (high-speed internet) Services
☰	Home Energy Savings Programs
☰	Home Repair or Renovation Options
☰	Job Training Services
☰	Small Business Development Assistance
☰	Transitional Drug and Alcohol-Free Housing
☰	Other (please list other in 8. below)

8. If you selected "other" in the above question, please describe "other".

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9. Please identify the top 3 areas of **Economic Development** that would benefit our community.

☰	Casino Growth
☰	Habitat Restoration of the Lower Elwha River
☰	Health and Wellness Campus
☰	Hotel
☰	House of Salmon (the fish hatchery)
☰	Lower Elwha Food and Fuel
☰	Tse-whit-zen Cultural Center
☰	Tse-whit-zen Village Restoration Site
☰	Other (please note in number 10.)



10. If you selected "other" in the above question, please describe "other".

11. Please identify your top 3 Employment Interests

<input type="checkbox"/>	<input type="checkbox"/>	Accounting
<input type="checkbox"/>	<input type="checkbox"/>	Automotive Technology
<input type="checkbox"/>	<input type="checkbox"/>	Business and Administration Services
<input type="checkbox"/>	<input type="checkbox"/>	Commercial Driver's License (CDL) Professions
<input type="checkbox"/>	<input type="checkbox"/>	Computer and Information Technology Professions
<input type="checkbox"/>	<input type="checkbox"/>	Construction and Labor Trades
<input type="checkbox"/>	<input type="checkbox"/>	Culinary Arts
<input type="checkbox"/>	<input type="checkbox"/>	Diving Certification
<input type="checkbox"/>	<input type="checkbox"/>	Early Childhood Education Professions
<input type="checkbox"/>	<input type="checkbox"/>	Education Professions (not including Early Childhood)
<input type="checkbox"/>	<input type="checkbox"/>	Electrical Trades
<input type="checkbox"/>	<input type="checkbox"/>	Engineering
<input type="checkbox"/>	<input type="checkbox"/>	Facilities Maintenance Professions
<input type="checkbox"/>	<input type="checkbox"/>	Flagger Certification
<input type="checkbox"/>	<input type="checkbox"/>	Fisheries and Aquaculture Sciences
<input type="checkbox"/>	<input type="checkbox"/>	Health and Wellness Professions (medical, dental, nursing, behavioral health, etc.)
<input type="checkbox"/>	<input type="checkbox"/>	Heating, Ventilation, and Air Conditioning (HVAC) Trades
<input type="checkbox"/>	<input type="checkbox"/>	Hospitality Professions
<input type="checkbox"/>	<input type="checkbox"/>	Industrial Maintenance and Mechanics

6



		4-year Bachelor's Degree or higher
		2-year Associate's Degree
		1-2 year Vocational or Trade School
		Certificate Program
		General Education Diploma (GED)
		First Time Home-Buying Seminar
		Personal Financial Improvement Seminar
		Other (please identify in 14. below)



15. Do you have additional feedback or comments?



**Copy of Comprehensive Economic Development Strategy (CEDS)
Survey for the Lower Elwha Klallam Tribe**

Thank you for taking time to provide feedback and input!

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