



MCDONALD LAKE - Photo taken by Stephanie Gillin - NRD Wildlife

2015-16

ANNUAL REPORT



VISION & MISSION

Our Vision: Maintain Traditional Principles and Values

The traditional values that served our people in the past are embedded in the many ways we serve and invest in our people and communities. In the ways we have built a self-sufficient society and economy. In the ways we govern our reservation and represent ourselves to the rest of the world and in the ways we continue to persevere our right to determine our own destiny.

Our Mission: Be Guided by Traditional Principles and Values

Our mission is to adopt traditional principles and values into all facets of tribal operations and services. We will invest in our people in a manner that ensures our ability to become a completely self-sufficient society and economy. And we will provide sound environmental stewardship to preserve, perpetuate, protect and enhance natural resources and ecosystems.

TOTAL ENROLLED MEMBERS

As of April 18, 2016

8,023

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LETTER FROM THE CHAIR

Hello and greetings to the Salish, Pend d'Oreille, and Kootenai People,

The Annual Report provides a once-a-year snapshot of the Confederated Salish, Kootenai, and Pend d'Oreille People. Electronic copies of this report can also be found posted on CSKT.ORG for download.

In the past 12 months, some long-awaited developments have finally come to pass. After decades of work, the CSKT Water Compact bill, which had passed through the Montana State Legislature and was signed by the Governor, was introduced into Congress. This came soon after CSKT took ownership and control over the Séliš Ksanka Qlispé Dam. Then early in 2016, CSKT was offered an opportunity to pursue a transfer of the National Bison Range. While these are major events, there were many other happenings.

For the first time, Council chambers hosted the Montana Land Board Meeting with the Governor and Attorney General. The US Secretary of Transportation also paid a historic first visit to Pablo where he held a roundtable discussion about transportation issues.

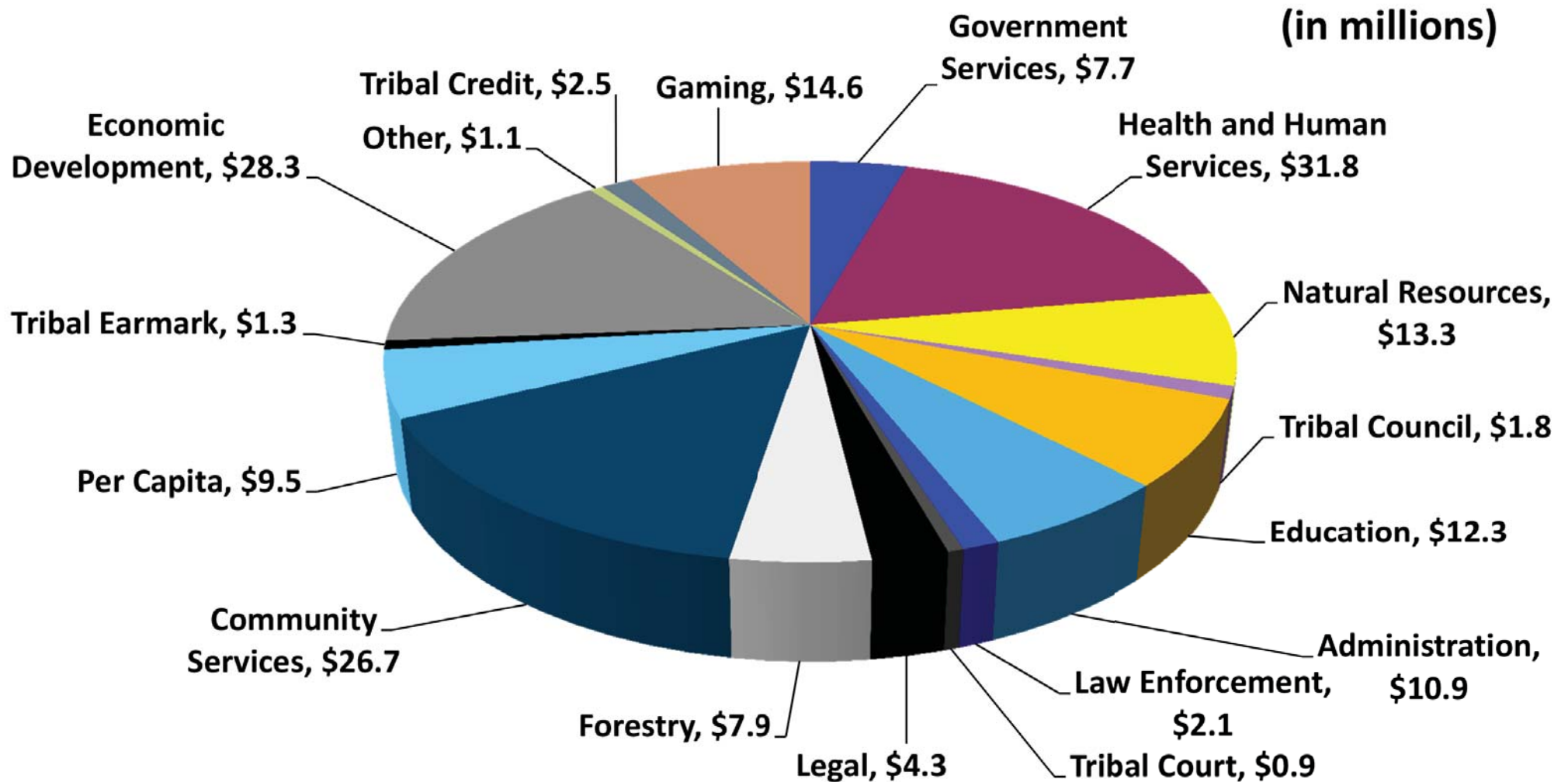
New leadership was put into place at the tribal gaming operations, Eagle Bank and at Salish Kootenai College. And for the first time, Tribal members received the option to buy special CSKT license plates for their vehicles. For each plate, \$20 goes to a CSKT Education scholarship fund.

Hopefully after going through these pages, tribal members and newcomers alike will better appreciate all the hard work that's done in the name of CSKT. While employees work to create more opportunities for future generations, we always remember how our lands and resources are the basis of our spiritual life and identity. As is our way, we look ahead to prepare for coming challenges and apply the values taught by our ancestors.

-Chairman Vernon Finley

FY15 EXPENDITURES

2015 Primary Government Expenses \$177.0 Million



ECONOMIC DEVELOPMENT PROGRAM

In 2015, the Tribal Economic Development Office (EDO) completed a five-year Sustainable, Comprehensive Economic Development Strategy/Plan. Adopted by the Tribal Council in early 2016, the Strategic Plan establishes economic development priorities for CSKT, drawing from the Sustainable Economic Development Study and Job and Training Needs Survey that the EDO completed in 2014, with assistance from the University of Montana-Bureau of Business and Economic Research and an interagency steering committee.

In cooperation with committee partners, EDO is offering free job and entrepreneur training classes that began in January of 2016. Job and Training Needs Survey responses from more than 770 Tribal members indicated a need for training that addresses barriers to employment and business owner training needs.

Also in 2015, the EDO worked with the Tribes' corporations to facilitate more frequent reporting to the Shareholder, including continued EDO sponsorship of the annual mid-year meeting with all Tribal corporations and the Shareholder representatives, assistance with development of a strategic plan for S&K Electronics, and assistance to S&K Business Services/Sovereign Leasing and Financing, Inc., on a loan request for their lease program.

In addition to managing the annual small grant program for Tribal entrepreneurs and providing free training resources, the EDO sponsored an energy workshop for business owners and agricultural producers in March of 2016, and a Tribal Business Owners Meeting in April of 2016.

EDO is also working on an upgrade of the Hot Springs bathhouse property. Three community meetings were held in 2015 to discuss potential development options. In early 2016, the Planning Director applied for and received a grant from the Montana Department of Commerce to assist with architectural fees. A preferred development

option will be selected, with cost estimates and concept drawings completed in 2016.

The EDO continues to manage the Gray Wolf Mobile Home Park at a profit, and is exploring potential development of other Tribal properties.

The EDO also continues to assist with infrastructure development needed to support future land development, including transportation planning for Reservation roads and bicycle/pedestrian paths. And EDO has been working with Lake County to retain the density map and regulations that protect Reservation natural and cultural resources and promote efficient use of utility infrastructure, emergency services and school busing.

TRIBAL CREDIT

Tribal Credit offers loans up to \$325,000 for purchase of property and homes. The loan rate has been changed to a 5 percent rate for up to 25-year loan.

The first time homebuyer loan is now offered at 5 percent for up to a 30-year term. Tribal Credit also offers educational loans at 7 percent and the short term loan program offers loans up to \$5,000 at a 12 percent rate.

"Tribal Credit has changed their Long Term Loan Rates to 5% for up to 25-yr loan"

TRIBAL EDUCATION DEPARTMENT

The Tribal Education Department underwent numerous changes in 2015, with personnel changes, a successful proposal application for funding to the U. S. Department of Education for a new initiative and two new staff. In addition, the Tribal Council entrusted us with management of The People's Center.

The Department continued its monetary incentives to students for GPA, attendance, and high school graduation. Incentives for grades and graduation totaled about \$13,500 for the 2015 academic year.

The Department hired new Community Development Specialists during the year as Miranda Burland was promoted to Scholarship Officer after Penny Kipp resigned, and Dana Hewankorn was transferred to the People's Center as the Education Director.



Lucinda Michel and Josephine Lefthand became the new Community Development Specialists, working with individual student advocacies as well as with the Indian Education Committees at each school. They assist with student counts for Impact Aid and the Johnson-O'Malley count also, with significant funding implications for each school based on the number of students counted.

Tribal Education continued its participation in other efforts, including the Bitterroot Cultural Camp, River Honoring, SciNation (partnership with the University of Montana's spectrUM science education project) and numerous other education events with schools and the public. We coordinated the visit of the Executive Director of the Council of Chief School Officers and hosted State Superintendent of Public Instruction Denise Juneau on several occasions.

Miranda Burland is now the Scholarship Officer, and administers funding to approximately 190 students. Included in that total were 11 graduate students (8 Master's Degrees, 2 Juris Doctorates, and one PhD). In the undergraduate program 162 students were seeking Associate's or Bachelor's Degrees, and 17 were seeking a Certificate. In all, students attended 44 different schools across the country, with 85 attending Salish Kootenai College, 47 attending the University of Montana, and the remainder of the schools were from Washington and California to the East Coast and Florida.

Tribal PIR day in 2015 was the largest gathering ever, with more than 530 registered participants, including Salish Kootenai College instructors, CSKT Early Childhood Services, and most reservation schools. A number of off-reservation schools sent



for our Early Head Start, ages 0-3, increases services to 90 families, up from 40 families served previously. We have established school readiness goals and provided training to parents about their child's strengths and the next benchmarks to be met.

We secured funding from the Administration for Native Americans to host a Language Nest, furthering the teaching of Salish to children in our program. First-year funding covered curriculum planning and development.

During November, our administrative offices moved from Ronan to the Neil Charlo building in St. Ignatius, which provides much more room for training, resources and a future computer lab.

Our program received a \$750,000 Montana



Preschool Development Grant from the state Office of Public Instruction. A certified teacher will work with the four-year-old children to expand our school readiness efforts and increase the core capacity of our teaching staff.

If you wish any additional information contact Jeanne Christopher, Director at 406-745-4509.

TWO EAGLE RIVER SCHOOL

VISION STATEMENT: On wings of eagles, Two Eagle River School students soar to their highest potential ... bringing learning, growing, and succeeding to new heights.

MISSION STATEMENT: Two Eagle River School is an alternative school for Native American students, provides Native languages and a culturally relevant curriculum in a safe, healthy environment.

The school community creates a foundation

for each student to become a lifelong learner, to promote development of the whole individual, and to become a responsible, productive citizen of the community, state, nation, and world.

BELIEFS: We hold four beliefs to guide our work and decisions at Two Eagle River School.

- ❖ *Everything on Earth is connected and related, not separate, and disconnected*
- ❖ *Each child is a unique creation of the Spirit from which we come*
- ❖ *Values such as respect and responsibility are integral to a holistic life*
- ❖ *Learning is challenging, meaningful, exhilarating, and rewarding.*

During the 2014-15 year 138 students were



On February 17, 2016 the Salish Kootenai College Board of Directors named Dr. Sandra Boham as President of Salish Kootenai College. Sandra will continue many of the initiatives begun under President Robert De Poe III who passed away in December, 2015. These initiatives include, opening a student health center, creating a student union space and the Capturing the Vision Capitol Campaign. Dr. Boham has initiated efforts to strengthen culture and language, increase career technical education programs, increase dual enrollment opportunities, develop a strategic enrollment management plan, and increase opportunities for professional development for our reservation community. The college will strengthen existing partnerships and develop new relationships to create a vibrant, sustainable institution that is student centered and is grounded in the traditions of the Sselix, Ksanka and Kalispe people.

Highlights for Academic Year 2015-2016 included the following:



Salish Kootenai College gained national recognition for building a small satellite named BisonSat. The satellite launched into Earth Orbit from Vandenberg Air Force Base, California, on October 6, 2015. SKC's BisonSat was selected for flight by NASA in a national competition, ranking third out of 33 selected "CubeSats," which included satellites built by large universities, and NASA and military laboratories. Cubesats are small satellites in the shape of a 4-inch cube that universities, government agencies, and private businesses utilize for low-cost access to Earth orbit. SKC's BisonSat was solar-powered and carried an SKC-designed camera and a radio for receiving commands sent from the SKC satellite communications station and transmitting data back to SKC.

SKC implemented a short-term certification in Indigenous Research Methods. The certification consists of 15 academic credits in indigenous research methodologies, implementation of the indigenous paradigm,

and protection of human subjects in indigenous research. The certification is designed for researchers who wish to conduct research in indigenous communities and focus on the cultural aspect of research methods. Included are current theories of indigenous research, and roles and responsibilities of a research in indigenous communities.

The College received approval from NWCCU to offer three new degree programs: Medical Assisting as well as Associate and Bachelor Degrees in Tribal Governance and Administration. SKC also received a grant to start an Emergency Medical Technician training program beginning Fall Quarter 2016.

SKC Faculty Members served on a National Academy of Sciences panel on Service Learning. Outcomes from this work will include several papers on Service or Community-Based Learning and Diversity.



Kicking Horse is a job training center that provides young adults between 16-24 years of age with training in one of seven credential areas. Kicking Horse, operated through a contract with the National Job Corps Program under the U.S. Department of Labor, is the longest-running federally-contracted program operated by the Confederated Salish Kootenai Tribes. The center has served as an all-Indian vocational training center since 1970 that serves up to 400 students annually. When admissions began to decline in 2007, the center opened to non-Natives to help keep student numbers high. The result was a more diverse population that better reflects the global workplace.

The current contract allows Kicking Horse to train 177 disadvantaged young adults. In their residential setting they develop vocational, social, and educational skills to become productive citizens with long-term employment skills. Kicking Horse offers seven Career Technical Training areas: Heavy Equipment Operators, Equipment Repair, Facility Maintenance, Culinary Arts, Certified Nursing Assistant, Pharmacy Technician, and Dental Assisting.

Kicking Horse deploys a Medicine Wheel philosophy that focuses on emotional, intellectual, physical, and spiritual wellbeing. Job Corps emphasizes and instructs students using the Four Core Values of Employability: Accountability, integrity, respect, and safety. Kicking Horse Job Corps is the third highest testing location for HiSET's completions in the state of Montana by means of Salish Kootenai College as our proctor.

Kicking Horse students and staff are active members of the community and regularly participate in the Adopt A Highway program. Our Nursing Assistant students complete hands on clinical training assisting in Ronan at Mission Mountain Nursing Home and Kicking Horse's Health and Wellness facility. This past year our Facility Maintenance Students have helped with the CSKT Tribal Health staff to move their furniture into the new offices. Our Heavy Equipment Operator and Equipment Repair Students

continue to participate in the Salish Kootenai College Commercial Driver's License Program. Our Pharmacy Technician Program had its first student take and pass the Certified Electronic Health Records Specialist certification. Our Culinary Arts students help local Community Development Corps by preparing and packaging products like sauces and sausage.

Some highlights of recent graduates from our program include seven students advancing to college, six students went into the military, one student joined AmeriCorps, and two Certified Nursing Assistants took advanced training in New York for L.P.N. Training. One student took advanced training to become an underground lineman. Three students have gone to United Auto Workers advanced training and two graduated from Diesel Mechanic programs. Three students attended Treasure Island Advanced Culinary Arts Training.





SALISH-PEND D'OREILLE CULTURE COMMITTEE

In the mid-1970s, the Confederated Salish and Kootenai Tribes established Salish-Pend d'Oreille and Kootenai Culture Committees in recognition of the importance of cultural survival to the overall well-being of the tribes. The Culture Committees, guided by Elders Advisory Councils, serve as direct cultural advisors to the Chairperson and Tribal Council – thereby continuing the traditional role of culturally knowledgeable elders as advisors to the chiefs.

The SPCC has seven full-time employees, two temporary full-time employees, one contract employee, and a Longhouse caretaker. The staff is guided by the Salish-Pend d'Oreille Elders Advisory Council, comprised of 10 to 15 elder cultural consultants. The SPCC's work is centered on meetings and consultations with them. We also host traditional tribal cultural events and activities throughout the year, including the bi-annual

Medicine Tree trip and the Bitterroot Dig and Feast.

Special events: SPCC 40th anniversary community gathering; field trips with elders to Three Forks region-Madison Buffalo Jump and upper Clark Fork River.

New publications and web-based material:

Published Séliš-Q̓lispé history card game; poster versions of SPCC historical / place-name signs; 2016 illustrated calendar; expanded SPCC website, www.salishaudio.org, with added content in language, history, and culture.

Salish language: Created dozens of bilingual transcripts of SPCC recordings; implemented Montana Indian Language Program Grant, SPCC Intensive Salish Language Program, and other language teaching efforts, including preparation of Salish Language App, to be finished in April 2016; hosted community-wide Salish language meetings at the Longhouse; recorded over 120 new hours of Salish language; continued working with Nk̓ʷusm and Early Childhood Services; held annual week-long Language & Culture Camp; responded to many requests and inquiries.

Historical Collections Management:

Continued digitization of SPCC's collection of 16,000+ photographs, 500+ videotapes, and 1000+ audio tapes; refined organization of digitized material and redundant backup; processed major donations of material collections and photographs; updated Longhouse photo displays; recorded



elders' information on hundreds of photos; continued working with WSU/Sustainable Heritage Network; continued responding to many inquiries and requests.

Tribal History and Ethnogeography

Projects: Submitted 1,200 pages of reports on Salish place-names to Legal Department in support of CSKT water rights effort; conducted 100 recorded and written interviews with tribal elders; finalized 20 cultural-historical signs to be installed in 2016 at Flathead Lake, lower Clark Fork near Noxon, Drummond, and Rock Creek; conducted extensive archival research in collections from Philadelphia to Seattle; held extensive meetings with elders on place-names from Jesuit maps from 1840s and articles published in 1922; provided content for Glacier Park's ice patch website; completed reports on place-names and tribal territories, genealogy, material culture, traditional subsistence; received grant to support logging of SPCC ethnogeographic



people.

HISTORIC PRESERVATION

The Tribal Historic Preservation Department was established in 1996 with support from the National Park Service. Our Tribes' cultural resources are managed through the CSKT Cultural Resource Protection Ordinance. This document was designed to meet the federal requirements necessary for the assumption of State Historic Preservation Office functions while providing additional considerations for cultural and historical resources important to the Salish, Pend d'Oreille, and Kootenai people. The Preservation Department was designed to address concerns held by the Tribes about the impacts to, and loss of, cultural resources on our reservation and throughout aboriginal territory. Our Tribe has stated:

"The spirit and direction of the Confederated Salish and Kootenai Tribes of the Flathead Reservation is founded upon and reflected in

its cultural heritage." – CSKT Tribal Council, Cultural Resource Protection Ordinance, 1995

A primary element of the Preservation Office's mission involves working closely with the Salish-Pend d'Oreille Culture Committee (SPCC) and the Kootenai Culture Committee (KCC). The traditional knowledge provided by our Elders informs and guides our actions as they pertain to the management of our cultural resources. A key difference between the Preservation Office and the Cultural Committees lies in the federally delegated authority vested in the Preservation Office to regulate undertakings subject to compliance with the National Historic Preservation Act, CSKT's Cultural Resource Protection Ordinance and other applicable Federal and Tribal laws associated with cultural resources.

The Cultural Committees' dedication to the perpetuation of the living culture through language revitalization and as the keepers of the culture is an invaluable asset that our entire Tribe is grateful to have as a resource. Tribal Place Names, oral histories and cultural site and artifact interpretation are key pieces of knowledge that provide understanding to our office and the many other Federal, State, Tribal, local and private agencies that our office consults with regularly.

The Preservation Office is comprised of two

divisions that work seamlessly together to complete the directives located within the Cultural Resource Protection Ordinance. These divisions are Compliance and Contracting.

Compliance Division

The Compliance Division is responsible for the implementation of the Tribe's Cultural Resource Protection Ordinance. This consists of a Tribal Historic Preservation Officer and four staff members who execute compliance reviews and monitor cultural sites throughout the reservation and our larger aboriginal territory.

Contracting Division

Tribal concerns about the management of cultural resources often result in the development of contracts that agencies fund the Tribes to perform. The Contracting Division is responsible for executing contracts including archaeological surveys, ethnographic reports, and Traditional Cultural Property designations. Contracting executes these contracts to help bridge the gap between consultation and on-the-ground resource management. Several of these ongoing contracts include work in National Parks, large reservoirs, and power line corridors. The staff in this division includes the Preservation Offices' Contract Manager and four staff members

DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT (DHRD)

The Department of Human Resource Development strives to help Tribal families and individuals achieve self-sufficiency by providing support, compassion, hope, and guidance. Support is given through sustenance income, childcare, parenting, food, employment, training, counseling, life planning, and transportation as they transition to a more stable environment.

In 2015, DHRD administered several contracts and grants from the State and Federal government as well as tribally-funded programs. Our total budgets exceeded \$14 million. In spring of 2016, Council ordered DHRD and Social Services to merge. The level of service provided by both departments is staggering. A detailed explanation would require its own booklet. Here is a brief overview of programs offered.

CSKT's Vocational Rehabilitation Project provides services to enrolled CSKT members who have disabilities and are unable to obtain or maintain employment due to

these disabilities. This fall, the program was refunded for another five years, a testament to staff skill and dedication. The program collaborates with Montana Vocational Rehabilitation to offer services closer to clients. Clients are also assisted with applying for Social Security Disability and independent living resources and counseling. This year, VR has provided services to approximately 64 clients and have successfully closed 13 clients as they were able to secure full time permanent employment or created small businesses for individuals with disabilities. Due to the WIOA Act, the program will now assist high school students who qualify.

DHRD Elderly Services provides support to eligible tribal elders through minor home improvement projects, appliance repair or replacement, emergency energy assistance, snowplowing services, and other needs that cannot be met through any other means. The Elderly Maintenance crew has three fulltime employees and a Supervisor.

DHRD Home Caregiver Services hires caregivers for elderly clients in their homes. Trainings are provided throughout the year and various medical expenses are covered

like wheel chairs, lift chairs, as well as dental and optical expenses.

DHRD also provides meals for seniors at six senior centers located in Arlee, St. Ignatius, Ronan, Polson, Hot Springs, and Elmo.

Tribal Child Support Enforcement began full operations in 2013 with a non-adversarial approach whereby our team works for both parties on an equal basis. Since Tribal Codes have been revised and modified to fit program objectives and IV-D criteria; TCSEP has been processing Foreign Judgment Orders from different states, jurisdictions, and Tribal Courts. The program collects \$10,000 in child support payments monthly and receives \$40,000 on a quarterly basis in lieu of per capita garnishments.

Quick Silver continues to serve as a work placement site for WIA, TANF, and Voc. Rehab workers. The lunch menu was expanded and now offers a salad bar every Tuesday and Thursday. The latest addition is the coffee shop located by the laundry facilities.



substantiate the immediate danger of harm to the child due to parental, or guardian abuse resulting from or connected with abuse of alcohol, drugs, physical assault or sexual assault, and if necessary take action to remove the child from immediate harm. The target population served: CSKT enrolled Tribal members, and CSKT first generation descendent children, and enrolled Tribal members from other federally recognized tribes.

Foster Care serves the children in foster care, the biological parents, extended family members, and foster parents. The primary goal is to work with families on a reunification plan and when that is not possible, develop an alternative permanency plan which can be guardianship/adoptions and CSKT Guardianships.

A worker also looks out for neglect and abuse of adults, elders and people with disabilities. Other services provided include Trust Management Services and supporting pregnant and parenting teens.

PERSONNEL

The Confederated Salish and Kootenai Tribes established a Personnel Department to develop and administer a comprehensive personnel management program. The Personnel Department, under the direction of Tribal Council, is responsible for employment services, benefits administration, and employment relations within the Tribal organization.

The Personnel Department consists of eight employees: Department Head, Lead Personnel Management Specialist/Employee Benefits Supervisor, Personnel Management Specialist, Personnel Management Specialist/Employee Benefits, Personnel Management Specialist/Background Investigation Adjudicator, Personnel/Contract and Grants Technician, Indian Preference Coordinator and the Indian Preference Assistant. The department maintains official personnel files for all employees on the Tribal payroll system. The Department also administers employee benefits, classifies positions to fit within the Tribal Pay Plans policy approved

by Council, and assists departments in the hiring process for advertised positions.

2015 showed an increase in the number of positions advertised.

- ❖ *280 positions advertised, 224 the year before*
- ❖ *1,784 applications for advertised positions, 1,438 the year before*
- ❖ *838 interviews scheduled, 578 previous year*
- ❖ *1,083 CSKT members applied, 873 previous year*
- ❖ *374 members of other tribes applied, 299 previous year*
- ❖ *327 Non-tribal members applied, 266 previous year*
- ❖ *867 female applicants (49 percent), 884 previous year (61 percent)*
- ❖ *917 male applicants (51 percent), 554 previous year (39 percent)*



TRIBAL HEALTH DEPARTMENT

The Tribal Health Department (THD) is charged with providing comprehensive healthcare services for eligible beneficiaries at facilities across the Flathead Nation. A large array of health care services are provided in the THD facilities located in Hot Springs, Elmo, Polson, Ronan, St. Ignatius, and Arlee. Services include primary medical care, dental, pharmacy, physical therapy, audiology, optometry, mental health, substance abuse, and community health nurses working in tribal communities providing immunizations and home health services. THD oversees fitness centers in Arlee, St. Ignatius and Elmo. In October 2015, THD Administration moved into the St. Ignatius Healthcare facility as the renovation began in 2014 was completed. The Elmo Medical Clinic is now staffed five-days a week. The THD joined with the Salish

Kootenai College to open the Student Health Center, pioneering a new service for the students furthering their education.

THD administers a number of grant funded programs. Through a contract from the State of Montana, the Women, Infants and Children (WIC) program provided nutrition services to more than 400 families. THD received a large grant to provide comprehensive services to beneficiaries either diagnosed with or are at risk of having diabetes. Three grants were received to focus community based services on suicide, substance abuse, and domestic violence/sexual assault. THD continued work on tobacco prevention while providing awareness on the importance of safe driving.

In November 2014, the CSKT Tribal Council declared the health and wellness of the people as the number one priority. To fulfill

their direction, Tribal Health formed the THD Health and Wellness Committee. This Committee meets weekly to ensure all activities are coordinated to meet the set of principles set forth in the CSKT Community Strong effort. An excellent example of THD working together to improve the health of the people was the Go Red for Women event to increase the awareness of heart disease in Indian women.

THD continues building the business model with a focus on increasing the number of THD beneficiaries with healthcare coverage including Montana Medicaid. Tribal Health hired a licensed insurance agent to assist beneficiaries with enrollment in healthcare insurance and teaching them how to use it.

"The THD joined with the Salish Kootenai College to open the Student Health Center..."



NATURAL RESOURCES DEPARTMENT

The Natural Resources Department is home to three divisions: The Division of Environmental Protection, the Division of Fish, Wildlife, Recreation, and Conservation; and the Division of Water.

NRD did not expand services beyond 2010 levels due to budget constraints. Below is a brief description of some accomplishments from this past year. Rich Janssen Jr. is the Department Head of Natural Resources and continued activities with Elk River Mining Complex in British Columbia, Columbia River Treaty, Flathead Basin Commission, Water Rights, as well as the Lake County Solid Waste Board of Directors, Aquatic Invasive Species check stations, Crown Managers Partnership, and Crown of the Continent. The Department occupies five buildings in Ronan and Polson. Efforts began this year to develop a facility that will house the entire department in an area near Ronan that better serves the membership and resources by becoming more efficient and accessible.

DIVISION OF ENVIRONMENTAL PROTECTION

The Division of Environmental Protection continued its success despite budget cuts from the US Environmental Protection Agency. Division Manager, Mike Durglo, is Region 8 representative on the National Tribal Science Council and the Chair of the EPA Regional Tribal Operations Committee, and leads the Tribal effort on Climate Change. The Brownfield/Solid and Hazardous Waste Program recently completed a community-wide environmental assessment at a total of eight Brownfield sites and currently working on writing competitive cleanup grant funding requests for two of the eight sites. Inspections & Clean-up continues at several illegal dump sites. Recycling efforts have continued with increased efforts involving local reservation and school districts. The Air Quality Program continues to monitor

Reservation air quality for Particulate Matter in Ronan, Polson and on top of Jette and the Pesticides Program continues inspections of sites on the Flathead, Blackfeet, Crow and Northern Cheyenne Reservations in Montana. The Division has four federally credentialed inspectors. The Underground Storage Tank Program (UST) continues to do enforcement inspections and monitor 18 active and 5 temporary closed sites on the Reservation. The Shoreline Protection Program provides technical assistance and project review for Ordinance 64A, 87A and 109A. The Non-Point Source Program works with reservation residents to reduce pollution inputs to rivers and streams. The Water Pollution Control Program inventories and evaluates point source discharges of pollutants; issues 401 certification, and requires Storm Water Pollution Prevention Plans. Oversights include the major commercial development in the town of Polson and also by providing technical assistance to Waste water treatment facilities. The Water Quality Program conducts ambient water quality monitoring on sites across the Reservation.



TRIBAL FORESTRY

The Forestry staff has been looking at other avenues to enhance the use of the Tribes' timber resource. We have been very active in establishing new relationships with other agencies, as well as maintaining and nurturing current partnerships.

We are working with Salish Kootenai College on a number of projects including studies on dendrochronology, biomass calculations, and a whitebark pine restoration research project.

We have also been working in collaboration with a PhD candidate student from the University of Washington to develop what we are calling 'The History of Our Forest' Project, which explores how federal and tribal policy, reservation demographic change, disturbance from wind, insect, and wildfire, and cultural/traditional interactions have influenced vegetation change through time. They are also working with the Forest Service Rocky Mountain Research Station, University of Montana photo archives, and satellite imagery to research changes in our forest through time.



The Forestry Department has been active with the Tribes' Climate Change Oversight Committee through contributions to a Climate Change Strategic Adaptation Plan. Forestry has also partnered with the Rocky Mountain Research Station and is using social science to determine how public views changed from the past to current, and what they would like to see in the future. Forestry has been diligent in including Traditional Ecological Knowledge (TEK) in forest activities and decision-making.

We completed contract obligations for our stewardship project, authorized under the Tribal Forest Protection Act on the Lolo National Forest, Plains-Thompson Falls Ranger District, located west of Hot Springs. The Tribal Forest Protection Act allows tribes to propose projects on adjacent Forest Service or BLM lands in order to reduce the effects of wildfire crossing the boundary. We continue to discuss future opportunities for fuel treatments on adjacent forest service lands.



Our Forest Development Program, now under the leadership of Tony Incashola Jr., continues to be very active by:

- ❖ *Thinned approximately 1,843 acres*
- ❖ *Piled slash on about 1,490 acres*
- ❖ *Grew more than 200,000 native plant seedlings in our high-tech greenhouses*
- ❖ *Planted 284 acres*
- ❖ *And, completing regeneration studies on more than 2,900 acres*

The Forest Development Program employs about 60 Tribal members in a number of different functions, like operating heavy equipment, and working in the greenhouses, thinning, or planting seedlings.

We also maintain an active timber sales program. We are fortunate seven mills still operate in the region. Forestry has harvested one million board feet of timber that generated approximately \$2.6 million dollars in Tribal revenue. Approximately 65 wood jobs are created by maintaining an active timber program.

Annually, approximately 30 paid permits are issued. Collectively, they harvest about 1.5 million board feet per year.





TRIBAL LANDS DEPARTMENT

While the Tribal Lands Department has new staff, the department still performs many diverse realty functions. These efforts include: Preparation and approval of Tribal member mortgages, commercial leasing, homesite leasing, agriculture leasing, fee to trust transactions for the Tribes and for individuals, land acquisition, gift deeds, exchanges, ILCA Recoup purchases, easement approval and negotiation, recording and maintenance of all Tribal trust land records, mineral permits, environmental documents and general land review and planning. Probate cases are worked on daily and submitted on behalf of the BIA Flathead Agency Superintendent and Tribal families. Probate hearings are held with the Administrative Law Judge on site and by telephone. Agricultural leases are inspected and many producers have done marvelous work with improved fence standards as a condition of lease contract compliance.

The Tribal Lands Department has made an effort to provide quality Customer Service to the membership. Producing Title Status Reports for CSKT and for individual Tribal members, estate planning, including but not limited to executing Wills for Tribal members, assisting with probate inquiries and assisting Tribal members with property ownership and buy/sell options are just some of the ways daily customer service is provided.

CSKT successfully participated in the Cobell Land Buy Back Program. The Land Buy Back program purchased \$10.2 million worth of fractionated interests from willing sellers and consolidated seven parcels to 100 percent Tribal ownership. The Tribal Lands Department fencing crew continues with the clean-up of Tribal Lands, trailer removal, painting, removal of asbestos material, etc. The crew has accomplished miles of fence construction and repair.

The Tribal Lands Department thrives in the area of noxious weed management. Projects for controlling medusahead and rush skeletonweed, and for targeted grazing leafy spurge on the Flathead Reservation remains one of the highest cooperative projects in the state. We were among the few that received a full funding award.

APPELLATE COURT

The Appellate Court was established by Ordinance in 1995 to hear and decide appeals on the law taken from judgments, orders, or rulings of the Tribal Court. Eldena Bear Don't Walk is the Chief Justice. The Associate Justices are currently, Thor Hoyte, Joshua Morigeau, Greg Dupuis, and Robert McDonald. Abby Dupuis is the Administrator. The Court convenes for regular sessions the second week of February, April, June, and October to hear appeals and may convene for special sessions when necessary. In 2015, there were seven appeals filed, three were dismissed, and one Writ of Mandamus was issued.

TRIBAL COURT

Tribal Law places the judicial power of CSKT in the Tribal Court and Tribal Appellate Court.

Guided by the CSKT Laws Codified, the Tribal Court decides a wide range of cases including both criminal and civil suits, traffic, fish and game, small claims and Family and Youth Court cases. All of the Court's final decisions may be appealed and reviewed by the Appellate Court. In 2015, there were 4,503 new cases filed (3,684 Criminal and Traffic cases, 643 Civil suits, 130 Youth Court cases, and 46 Small Claims actions), an increase of 469 cases from the previous year's total. The Court held approximately 209 hearings each week for new and previously filed cases.

The Tribes have jurisdiction over all enrolled members of federally recognized tribes accused of criminal offenses occurring on the Flathead Reservation.

The Tribal Court consists of Chief Judge Winona Tanner, two Associate Judges David Morigeau and Bradley Pluff, Clerk of Court Cara Croft, and three Deputy Clerks, Chelsi Camel, Genevieve Morigeau, and Malia Hamel.

Criminal/Traffic	3,684
Civil Total	643
<i>Child Protection</i>	60
<i>Child Custody</i>	92
<i>Dissolution</i>	38
<i>Civil Complaints</i>	187
<i>Probate</i>	97
<i>Guardianship</i>	40
<i>Adoption</i>	4
<i>Commitment</i>	7
<i>Marriage</i>	9
<i>Fish and Game</i>	34
<i>Temp Protection Order</i>	63
<i>Emancipation</i>	2
<i>Name Change</i>	10
<i>Small Claims</i>	46
<i>Juvenile Cases</i>	130
<i>Youth Court I</i>	46
<i>Youth Court II</i>	84
Total	4,503

TRIBAL DEFENDERS OFFICE

In 2015, the Tribal Defenders Office continued their commitment to holistic, client-centered public defense by addressing the issues that bring their clients into the criminal justice system and the collateral consequences to criminal charges. To that end, the Defenders look for alternatives to the criminal justice system that contribute to better outcomes for their clients and positive change in the community. This year the Defenders office accomplished:

Community Outreach

Tribal Defenders educated the community on the activity of the CSKT Court of Appeals, the Montana Innocence Project, collateral consequences to criminal charges, how to be a good tenant, and presentations on readiness for behavior change.

The Defenders organized a community service day and, working alongside clients, the Defenders staff painted picnic tables at Blue Bay. The Tribal Defenders also had informational tables at three powwows, and conducted a survey on the community's perception of reentry needs.

Driver's License Restoration

The Defenders continue to find success in assisting clients to restore their driving privileges. Since 2011, 138 people have restored their driver's licenses.

TRIBAL PROBATION & PAROLE

The Tribal Probation and Parole Department staffs eight fulltime employees, three Juvenile Probation Officers, three Adult Probation Officers, an administrative assistant/youth court clerk, and a secretary/receptionist/youth court clerk.

The probation department helps clients become productive citizens by providing rehabilitative measures including offering community service opportunities, treatment opportunities, and assistance with seeking job and/or educational opportunities. Adult Probation/Parole workers supervise court-ordered offenders in the community. This allows offenders to maintain employment and/or seek employment to continue supporting their families. Often probationers have obligations like pay fines, restitution and/or Court ordered fees to satisfy their debt to society. Probation Officers can assist clients in locating treatment and/or counseling services to complete court ordered obligations.

The Pre-trial supervision program monitors clients while they wait for their case to be resolved in Court. Without this service, clients would either have to post a higher bond or possibly stay in jail until their case is resolved.

PROSECUTOR'S OFFICE

The Prosecutor's Office has eight full-time employees, consisting of three attorneys and two lay advocates and three support staff members. More than half of the staff is comprised of enrolled members or first generation descendants from CSKT. These eight dedicated individuals are responsible for prosecuting all misdemeanor offenses committed by an enrolled member of any federal recognized Indian tribes, juvenile delinquency actions, filing all child protection petitions, mental health commitments, adult protection actions, and fish and game enforcement actions.

The Tribal Prosecutor prosecutes fish and game violations by both members and non-members. Protection of Tribal natural

resources and sovereignty rights are important principles guiding these efforts. Illegal taking of Tribal resources such as wood and stone are prosecuted as well as the unlawful taking of berries, mushrooms and other natural resources. The Tribes remain committed to protection of their off-Reservation hunting rights, including Yellowstone bison, and the Prosecutor's Office enforces those regulations.

Protection of the public is the most important duty of any government including the Tribal government and the Prosecutor's Office plays an integral role. Close cooperation with the Tribal Police Department is essential to success. In addition, maintaining good working relationships with other law enforcement agencies operating on the Flathead Reservation is important to the safety of the public. The Prosecutor's Office provide a just and timely disposition of criminal cases and other legal actions essential to the public good in a manner consistent with due process and equal protection of the law.



EAGLE BANK

Eagle Bank opened for business July 25, 2006. While most banks no longer provide small dollar loans, cash checks for non-customers or cash checks not drawn on their institution, Eagle Bank continues to provide these services for all residents of the Flathead Reservation in accordance with the original business plan.

Eagle Bank is a state chartered bank and is regulated by the State of Montana, Division of Financial Institutions, and the Federal Deposit Insurance Corporation. The bank is owned by Salish and Kootenai Bancorporation, a bank holding company, which is regulated by the Board of Governors, Federal Reserve System.

Eagle Bank continues to receive good ratings from the State of Montana and the FDIC on bank exams, annual IT Security audits, annual financial statement audits, and quarterly internal control and compliance audits.

The sale of Community Bank to Glacier Bank, the sale of Lake County Bank to Valley Bank and the continuing difficulties of First Citizens Bank has had a significant impact on local competition as well as provided opportunities for Eagle Bank. Our Board of Directors continuously evaluates opportunities for expansion into southern areas of the Flathead Reservation.

We currently have ATM's located in the bank drive in and KwaTaqNuk Resort in Polson, Quick Silver Express, S&K College Bookstore, and Joe McDonald Events Center in Pablo, and Gray Wolf Casino at Evaro.

As of December 31, 2015 our current customer base included:

- ❖ *902 checking accounts with a total balance of \$21 million*
- ❖ *353 savings accounts with a total balance of \$0.977 million*
- ❖ *146 certificates of deposit with a total balance of \$10.9 million*
- ❖ *728 loans with a total balance of \$26.3 million*

Our bank continues to grow on a conservative basis. Average assets for the past five years have increased from:

- ❖ *\$26.3 million for 2011*
- ❖ *\$36.2 million for 2012*
- ❖ *\$38.4 million for 2013*
- ❖ *\$40.8 million for 2014*
- ❖ *\$53.1 million for 2015*

Opening our doors on the cusp of an economic downturn presented a variety of challenges. While many community banks struggled during this time, Eagle Bank thrived and managed consistently to show a positive Net Income as follows:

- ❖ *\$48,036 in 2011*
- ❖ *\$53,568 in 2012*
- ❖ *\$93,479 in 2013*
- ❖ *\$79,853 in 2014*
- ❖ *\$179,413 in 2015*

The lack of deposit fee income and low yields on investments and overnight funds leaves loan interest income as the primary source of revenue. Loan portfolio growth has come from improved commercial and real estate demand as well as selective purchased participations. Average loan balances have improved from:

- ❖ *\$11.6 million in 2011*
- ❖ *\$12.7 million in 2012*
- ❖ *\$14.4 million in 2013*
- ❖ *\$17.0 million in 2014*
- ❖ *\$21.5 million in 2015*

Eagle Bank serves Flathead Reservation residents in a meaningful way. A strong community bank is essential to the vibrancy of the local economy. Eagle Bank is proud to fulfill this role on behalf of the Shareholder.

S&K GAMING, LLC

The Confederated Salish and Kootenai Tribes formed S&K Gaming LLC on August 3, 2006, pursuant to Ordinance 104A, to provide general gaming management oversight to the Confederated Salish and Kootenai Tribes. In 2013, a five-member board was appointed to oversee gaming operations. The managing board members are Kermit Clary, Jami Hamel, Charles Tellier, Allen Sloan, Gene Sorrell, and Tribal Council ex officio Troy Felsman.

S&K Gaming's Mission Statement is: We, the Salish, Kootenai and Pend d' Oreille People, are committed to provide our guests an unsurpassed experience, our team rewarding opportunities and our shareholders superior value.

In November of 2015, Gray Wolf Peak had a ground breaking for a new casino. This casino will house a restaurant, deli, and lounge and 300 Class II gaming machines. Currently we are estimating a December grand opening for the new facility. In 2015, Gray Wolf Peak Casino paid out \$2,097,034.42 in Jackpot Payouts over \$1,200.00. In April 2015 KwaTaqNuk finished the remodel of 45 rooms, and are currently renovating the south wing. We have completed a new parking structure at KwaTaqNuk which added 50 additional parking places. Our new Patio Bar has proven to be a success. We held our Summer Concert Series on Thursday nights with 13 bands on Thursday nights. KwaTaqNuk hosted 18 weddings, and 1,029 functions in our conference space that attracted 29,750 attendees/guests. KwaTaqNuk Casino paid out \$3,854,321.33 in jackpots over \$1,200.00.

2015 was S&K Gaming's first year in leasing the Big Arm Marina and Grill. The restaurant and marina were the only amenities that were open our first season. Docks are currently being rebuilt, and are in the process of adding a casino once the property is put into trust. We are looking at installing gas for boats at this location and will be upgrading our RV slips.

S&K Gaming's revenue was \$742,843.00. A dividend of \$1.3 million went to CSKT, which uses the funds for several programs that deal with education along with other resources that are available for the Tribal membership.

This year our \$5,000 scholarship recipient was Jody Perez, a CSKT tribal member. S&K Gaming provides financial donations and support to a variety of our community partners including Salish Kootenai College Foundation, Women for Wellness, Safe Harbor, Warrior Society, and the Boys and Girls Club of the Flathead Indian Reservation.

S&K Gaming believes in training our employees for our future. We encourage employees to consistently seek and obtain position-related training. We average 165 fulltime employees with the majority of employees being CSKT Tribal Members.

The Flathead River INFR Tour Rodeo had more than 7,200 spectators and 610 entries from cowboys across the United States and Canada. The event was voted Tour Rodeo of the Year by the cowboys for the fourth consecutive year. This year's rodeo dates will be August 25, 26, and 27.



S&K ELECTRONICS, INC.

S&K Electronics, Inc. (SKE) is a wholly-owned business of the Confederated Salish and Kootenai Tribes, with offices and facilities on the Flathead Reservation. SKE is a contract manufacturer in the Electronic and Electro-Mechanical Assembly business. We build other business' designed products on a contract basis.

S&K Electronics, Inc. has been in business since 1984 and was incorporated under Tribal corporation laws in January of 1985. SKE has grown from a single 6,400 sq. ft. building to over 45,000 sq. ft. in three buildings. It has gone from an initial \$100,000 of capitalization for the first building to over \$5.9 million in current assets and \$6.2 million in our plant and equipment.

S&K Electronics, Inc. has employed up to 120 benefit-eligible employees in previous fiscal periods. Currently, SKE had 63 employees with an average time in service of 11 years at the end of the year. Profitable for 21 out of 31 years, or 68 percent of the time, SKE has paid \$3,199,064 in dividends to the shareholder, the Confederated Salish and Kootenai Tribes (CSKT).

S&K Electronics, Inc. has roughly an 80/20 mix of business of federal Department of Defense (DoD) funded products (80 percent) to commercial business to business (B2B) products (20 percent). This sales mix has varied over the years depending on the strength of the B2B market and size of the federal DoD budget.

S&K Electronics, Inc. has rebounded from two negative profit years to the current profitable year. This was due to SKE undertaking major changes to reduce fixed and variable expenses by more than 30 percent.

S&K TECHNOLOGIES, INC.

Headquartered in St. Ignatius, S&K Technologies, Inc., is a family of six subsidiary companies that employ more than 400 people at locations across the world. They offer professional services that include aerospace, engineering, logistics, and information technology.

Like all tribally owned businesses, SKT's mission is to benefit the lives of their shareholders through dividends, employment opportunities, and community investment. In 2015, SKT delivered a record \$3.1 million dollar dividend to the CSKT.

Here are featured accomplishments for each subsidiary in 2015:

[ADELOS, INC. \(WWW.ADELOSINC.COM\)](http://WWW.ADELOSINC.COM)

The company has pushed for increased development funding and new partnerships this year. Adelos is in negotiations for a \$2.5 million dollar Rapid Innovation Fund contract through the U.S. Air Force and continues to pursue technology improvements to their fiber-optic sensor system.

[S&K TECHNOLOGIES, LLC \(WWW.SKT-LLC.COM\)](http://WWW.SKT-LLC.COM)

S&K Technologies continues to benchmark itself as leader in aircraft maintenance, structural engineering, and aging aircraft research and development. In 2015, SKT was commended by the Israeli Air Force for their fine work supporting F-15 Task Orders, an accomplishment that may spur work for other air services like Singapore.

[S&K AEROSPACE, LLC \(WWW.SKA-LLC.COM\)](http://WWW.SKA-LLC.COM)

With their graduation from the SBA 8(a) program, S&K Aerospace tackled several initiatives to remain competitive with their customer base. S&K Aerospace remains the leading supply and repair contractor for U.S. and allied forces around the world with emphasis in Saudi Arabia, where the business development team has nurtured strong ties and relationships with Saudi air force personnel.



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