

2
0
2
0

Port Gamble S'Klallam
ANNUAL REPORT



MISSION

To exercise sovereignty and ensure self-determination and self-sufficiency through visionary leadership. We will ensure the health, welfare, and economic success of a vibrant community through education, economic development, preservation, and protection of the rich culture, traditions, language, homelands, and natural resources of our Tribe.

VISION

To achieve the full potential of the Port Gamble S'Klallam Tribal sovereign nation to be self-sufficient, proud, strong, healthy, educated, and respected.

PORT GAMBLE S'KLALLAM TRIBE

ORGANIZATIONAL LEADERSHIP

TRIBAL COUNCIL

CHAIRMAN

Jeromy Sullivan

VICE CHAIRMAN

Chris Tom

COUNCIL PERSON I

Renee Veregge

COUNCIL PERSON II

Donovan Ashworth

COUNCIL PERSON III

Matthew Ives

COUNCIL PERSON IV

Amber Caldera

ENTITY DIRECTORS

(for 2020)

EXECUTIVE DIRECTOR

Kelly Sullivan

CEO, Noo-Kayet

Chris Placentia

EXECUTIVE DIRECTOR

PGS Foundation

Joan Garrow

CFO

Betty Decoteau

GENERAL MANAGER

The Point Casino

Sam Cocharo

EXECUTIVE DIRECTOR

PGS Housing Authority

Craig Dougall

ADMIN. DIR. OF TRIBAL GOVERNMENT

Audrey Gugel

EXECUTIVE DIRECTOR

Tribal Gaming Agency

Nic'cola Armstrong

ADMIN. DIR. OF TRIBAL SERVICES

Kara Wright



Cover photo credit: Joe Price

TABLE OF CONTENTS

Message from the Tribal Chairman	4
Employment Stats	5
Employee Tenure Recognition	6
Port Gamble S’Klallam Lands	7
Department Reports	8
Accounting	8
Career & Education	9
Child & Family Services	10
CFS: Child Support	12
CFS: Child Welfare	12
CFS: Elders Services	13
CFS: Financial	13
CFS: Foster Care	14
CFS: Together for Children	14
CFS: Tribal Family Assistance	15
CFS: Vulnerable Adult Program	15
CFS: Youth Service	16
Chief Financial Officer	17
Court Services	17
Cultural Arts & History	18
Early Childhood Education	19
Grants	20
Health Services	21
Housing	23
Human Resources	24
Information Technology	25
Legal	25
Maintenance	27
Natural Resources	27
Noo-Kayet: Gliding Eagle & Kountry Korner	28
Noo-Kayet: High Point	28
Noo-Kayet: Point Casino & Hotel	29
Port Gamble S’Klallam Foundation	30
Planning	32
Public Safety	32
Special Projects	33
Tribal Gaming Authority	34
Utilities	34
In Memoriam	35

MESSAGE FROM THE TRIBAL CHAIRMAN



A still from one of the COVID update videos Chairman Sullivan recorded from his home

In early 2020, we celebrated.

On a Saturday in late January, after years of frustration and careful negotiations, we were finally able to come together for a historic day, celebrating the purchase of 937 acres of forest land and the conservation of 18.4 acres of shoreline and tidelands.

At the event, we were joined by our partners and cohorts, the people who had helped us come far and accomplish much. We recognized our core team for their hard work and dedication: Kara Horton, Roma Call, Steven Moe, and our outside attorney, John Sledd. There's a photo of the five of us holding the bentwood boxes we were gifted. We all look as happy as I know I felt.

It was a beautiful day, full of songs, good friends, and the joy that comes at the end of a very long and satisfying journey. Little did we know though that, very soon, all of our worlds would change in ways no one could have predicted...and a new journey would begin.

In early March, PGST's Health Services Director, Jolene Sullivan, and Medical Director Dr. Luke McDaniel gave an update to Tribal Council on coronavirus, the virus responsible for COVID-19. We had all heard of it, of course; the news was starting to buzz about cruise ships full of sick people and cities in other countries on lock down. That was far away though; something that needed to be taken seriously, but likely wouldn't impact us much at all.

That briefing by Jolene and Dr. McDaniel changed everything. It became clear that everyone—our Tribe, the state, and the country as a whole—needed to take immediate action. Soon after that meeting, we issued restrictions for gatherings and travel. Telling people that they had to limit the number of people they gathered with was difficult; a decision we knew would not be popular. Our Tribe values coming together for every reason imaginable—in sadness, in celebration, or, simply, because there's a game on TV!

Less than a week later, Governor Jay Inslee issued the "Stay Home, Stay Safe" order, effectively shutting down schools, non-essential businesses, and life as we all knew it. We closed the Tribal Center, minimized operations, and made some difficult decisions about staffing. For the first time in its history, The Point Casino & Hotel shut down. Gliding Eagle and High Point quickly made adjustments to stay open while keeping staff and customers safe. Again, more tough choices, but we all assumed that it would be just a few weeks before we could begin to go back to "normal."

Of course, we all know now how wishful that thinking was!

As the understanding of COVID-19 evolved, so did how we battled it. We began the monumental task of testing employees every two weeks—a first among any government or organization locally. A contact tracing system was developed so we could quarantine those infected or exposed. Work-from-home plans were assembled and the Tribal Center was reconfigured to allow for social distancing.

All the while, we were trying our best to respond to the needs of our community members. Many of our elders were sheltered at home alone. We worked to get them meals, other necessities, and support so they wouldn't leave their houses and risk exposure. Many of our Tribal families were struggling with unemployment, kids suddenly at home all the time, and diminished resources. We set up programs to provide financial assistance, PPE, and technology tools for students learning virtually. When I say 'we', I want to make very clear who I mean. Yes, Tribal Council and department managers helped make all this happen, but at the center of the operation

were three very dedicated people: Jolene Sullivan, Executive Director Kelly Sullivan, and Misty Ives, Safety & Emergency Manager. These three ladies jumped into the deep end right from the start, making decisions and doing the work to ensure the health and safety of staff and our community. They coordinated with every department and listened to the concerns of Tribal members. Early on during the closures, they established and staffed the Emergency Operations Center, which was there to answer questions, respond to immediate issues, and provide support. The EOC stayed open throughout 2020, only closing after vaccines were rolled out and we were able to open the Tribal Center again.

We owe a tremendous debt of gratitude to Jolene, Kelly, and Misty. They were our guides through completely uncharted territory. They worked every day—through exhaustion and their own struggles—to make sure we all stayed safe.

While 2020 was a very long and scary year, we managed to come out of it strong and sure. Because of early action, continued diligence, and, let's face it, a good bit of luck, we minimized our exposure and infections. As of this writing, we have not lost a single Tribal or staff member to COVID. That is something to be proud of.

Throughout this report, you will find examples of how our departments and staff adapted and persevered throughout 2020. All of our lives went from “normal” to chaotic and uncertain overnight. I'm incredibly proud of how everyone pulled together to do their very best for our community in the most challenging of times.

I raise my hands and thank everyone who did their part—from our EOC team, department heads, and Noo-Kayet leadership to our Elders, community members, and kids. Staying home kept us safe.



Jeromy Sullivan
Chairman, Port Gamble S’Klallam Tribe

Port Gamble S’Klallam EMPLOYMENT STATS

.....

TOTAL EMPLOYEES:
299

- Male: **112** (37%)
- Female: **187** (63%)
- PGS Tribal Members: **139** (46%)
- PGS descendant: **1** (.003%)
- Other Tribal: **30** (10%)
- Non-Tribal: **129** (43%)
- Non-Tribal Parents of Enrolled PGST Members: **27** (9%)
- Non-Tribal PGST Community Member: **16** (5%)

EMPLOYEE TENURE RECOGNITION

.....

The Port Gamble S’Klallam Tribe is grateful to have such dedicated employees. The following individuals were recognized in 2020 for their service to the Tribe.

35 YEARS

Jaclyn Haight

.....

25 YEARS

Robert Carpenter, Mandi S. Moon, Kerstin M. Powell,
James Price, Theodore Seachord, Marie L. Sowle

.....

20 YEARS

Tamara Eisenhart, Elizabeth A. Kelton

.....

15 YEARS

Raymond Bessette, Vicki Sue Brown, Robin Kaye Houtz,
Dorie Salem-Soule, *William G. Swift*

.....

10 YEARS

Judy DeCoteau, Stacy Mills, Delbert Smith,
Adele Stokes, *Natashe J. Streun*, Abigail Welch

.....

5 YEARS

Christina Barone, *Dayna Benefield*, Melissa Dieckmann,
Bernadine Folz, Joylina Gonzalez, *Summer Hager*,
Jessica Hankin, Cherie Jacobs, Amanda Purser, Jacob Sawyer,
Sarah Shaw, Elizabeth (Annie) Strandberg, *Donald Sullivan*

Names in *LAVENDER* identify tribal members.

PORT GAMBLE S'KLALLAM LANDS

RESERVATION

Land Area	Acreage	Acquired by Tribe	Converted to Trust	Proclaimed as Reservation
Uplands (1938 boundary)	1,229.75	March 12, 1936	June 16, 1938	June 16, 1938
Tidelands (1938 boundary)	67.20	March 12, 1936	June 6, 1938	June 6, 1938
Warrior Ridge	390.28	January 6, 2005	February 29, 2012	June 22, 2016
Pope 20-trust	20.24	Sept. 26, 1989	July 31, 2014	June 22, 2016

TOTAL RESERVATION: 1,707.47

OFF RESERVATION TRUST LANDS

Land Area	Acreage	Acquired by Tribe	Converted to Trust	Proclaimed as Reservation
Heronswood	14.97	July 12, 2012	July 15, 2014	n/a
Blue House	35.63	May 7, 2003	October 12, 2016	n/a
Foxglove	9.20	Nov. 21, 2016	January 3, 2018	n/a

TOTAL OFF RESERVATION TRUST: 59.80

OFF RESERVATION FEE LANDS

Land Area	Acreage	Acquired by Tribe	Converted to Trust	Proclaimed as Reservation
Pope 20-fee	20.08	Sept. 26, 1989	n/a	n/a
Simonsen Property	1.07	Dec. 21, 2011	n/a	n/a
Kountry Korner	1.04	July 31, 2017	n/a	n/a
South Kountry Korner	1.34	March 6, 2020	n/a	n/a
Hansville Block	924.91	Dec. 16, 2019	n/a	n/a

TOTAL OFF RESERVATION FEE: 948.51

TOTAL ACREAGE TRIBAL LANDS: 2,715.78

DEPARTMENT REPORT:

Accounting

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- A new ATM machine was installed in the entrance of the Tribal Center for use by employees and Tribal members.
- The Paymentus system was put into place to process credit card payments online and in person for child support, water, daycare, and internet.
- All employees now receive their paychecks through direct deposit. This saves significant time and resources compared to handling paper checks.
- Various new companies related to Tribal entities were set up to ensure the same account segmentation as the Government, which will automate the consolidation process for accurate financial reporting.
- Indirect Cost Proposal for 2021 was submitted to Internal Business Center, Indirect Cost Service in early February 2020. The proposed rate—68.59%—was approved on May 15, 2020.

How did your department adapt during the pandemic?

- Through three government shutdowns and staff limitations, our department adapted and continued to operate at the same level as pre-pandemic.
- Essential accounting staff are now set up to telework as needed. Critical frontline employees are the heart and soul of this department because they keep everything going!
- The 2019 Audit was rescheduled to August 2020 due to Tribal campus closures.

What special projects or new programs did your department develop during the pandemic?

- Handled a doubling of transactions, which were a direct result of the \$16 million in grant funding PGST received related to the pandemic.
- Implementation of Mekorma processing software (live as January 2021) for digital checks. This eliminates the need to search for an authorized signer when we print checks.

What impacts were there to your funding or staff due to the pandemic?

- Department expenditures for 2020 were \$70,000 below budget, which was mostly due to lower costs related to business travel, payroll fees, and computer consulting.
- With the implementation of the REDW Compensation Plan, there was an increase in salary costs during the last quarter of the year.

What projects is your department working on in 2021?

- Streamlining processes such as capital purchases using Fixed Assets module and the automation of travel advances for easy retrieval of balances.
- Consulting with Arctic IT to streamline financial reporting, which will reduce the amount of time running financial reports.
- Synchronizing current software tools to work well with recently acquired grant management system, eCivis.
- Hiring of an Asset Technician, who will be responsible for the tracking, safeguarding, and disposition of assets.

One last thing...

In 2021, the Finance/Accounting offices are being remodeled. This will dramatically change how we provide services and, during construction, employees will work on-site and remotely. We are working with the Executive Team to ensure this all happens as seamlessly as possible.

DEPARTMENT REPORT:

Career & Education

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- For the 2019-2020 school year, our high school students had a 98% graduation rate!
- Through grants from the North Kitsap School District, we've received funds—along with Suquamish—to hire a part-time language teacher to go into elementary schools to teach the S'Klallam and Lushootseed languages.
- In early 2020, pre-pandemic, our Academic Coaching Teams worked with K-12 students to sort out behavioral issues, learning challenges, and academic issues.
- Reading River is a Friday morning reading program from 8-8:40 am. The program was created to improve reading skills and encouraged kids to get excited about reading. Before COVID, there were 59 students participating. After pandemic restrictions, the program was modified for online participation.
- Hosted 17 students from 6th to 12th grade for Winter Science Camp, where the kids learned how to scale a full-size canoe in a drawing.
- In early 2020, pre-pandemic, our Academic Coaching Teams worked with K-12 students to sort out behavioral issues, learning challenges, and academic issues.

How did your department adapt during the pandemic?

- Our employment assistance program went to contactless visits through phone or computer interviews. During the pandemic, we facilitated the hiring of 60 clients at the Point Casino & Hotel as well as many other local businesses.
- Academic coaches assembled binders with contact information for students and teachers so they could continue their work over Zoom. They reached out to students and their families at least twice a week.
- Toward the end of the 2019-2020 school year, many students stopped attending online school and families wouldn't pick up assignment packets. Staff and coaches worked hard to reach out to try and offer options, including online tutoring.
- Our Summer School program offered safe, in-person

learning options as well as kits that could be sent to families that wished their students to learn remotely.

What special projects or new programs did your department develop during the pandemic?

- Managed the School Supplies Distribution, which was modified this year to help students succeed with remote learned. Equipment provided included one laptop (Macbook Air) per family and an iPad for families with three or more students K-12. Options for desks, lighting, headphones, and traditional school supplies were also offered.
- Worked with North Kitsap School District staff to give students the option of completing packets of assignments in lieu of online instruction.
- Modified the annual Graduation celebrations to include a car parade and an outdoor, masked event. We honored 25 high school and 11 college graduates.
- Managed and coordinated "school zones" of no more than 10 students at a time. This was offered to kids whose parents were working full-time or were enrolled in an Individualized Educational Plan.

What changes were there to your funding or staffing?

- We welcomed three new staff members: Cecillia Tom (Elementary Academic Coach), Richard Ogle (Middle School Academic Coach), and Morgan Veregge (Receptionist).
- Contract positions filled included: Brooke Wellman (S'Klallam Language Teacher), Eddie and Rachel Flores (lead teachers, Elementary Summer Enrichment), and Chris Seidel (lead teacher, Middle School Summer School).
- While consultations with the North Kitsap school district continued throughout the pandemic, because of school closures, communications with principals were sparser than in past years.
- We received two grants: one we call "Successful S'Klallam Futures", which allowed us to fill a temporary position that is focused on gathering additional data tools to better help those served by our department; the other grant funded a Spring and Winter Break Science Camp.

DEPARTMENT REPORT:

Career & Education (cont.)

What projects is your department working on in 2021?

- Our Academic coaches are continuing to find new ways to reach students and their families and help them work through part-time in-person and online school. We use all the tools we have available to us—text, call, email, video chat, and even Facebook as needed!

What unique educational challenges occurred related to the pandemic?

- Despite the best efforts of our coaches, academic performance suffered. For example, pre-pandemic, the number of middle school students with a D or F was at 31%. During COVID, this number went up to 71%. For high school students, 58% had a D or F before COVID restrictions; this went up to 81%.
- Attendance was also an issue during the pandemic with 89% of high school students missing 2-36 days. Some of our middle school students did not participate in online or packet schooling at all.

How many PGST Tribal Scholarships were awarded?

- Winter Term (2019/2020): All 14 applicants were awarded scholarships. Total funding: \$38,548.01
- Spring Term (2020): Seven applicants, of which five were awarded scholarships. Two were denied for not meeting qualifications. Total funding: \$11,320.01
- Summer Term (2020): All three applicants were awarded scholarships. Total funding: \$4,036.60
- Fall Term (2020): 18 applicants, of which 14 were awarded scholarships. Four were denied for not meeting the qualifications. Total funding: \$30,993.34

DEPARTMENT REPORT:

Child & Family Services

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- PGST Youth presented for Project Venture at Kingston Middle School.
- The Child Support Department collected \$192,282 and passed through \$3828 to families receiving TANF.
- Worked with Tribal employees to develop programs for individuals with special needs and developmental disabilities, including those related to employment and independent living.
- Finalized a contract with the Aging and Long-Term Support Administration through DSHS to support caregivers in our Kinship families.

How did your department adapt during the pandemic?

- All of our CFS programs continued to operate with modifications to how we would normally provide services to families and the community. Zoom was used often for staff and partner communication.
- Child welfare visits were performed virtually, and a visitation room was created to ensure safety during COVID.
- Walk-up windows were created to ensure program services could continue safely.
- Elder lunches were delivered, as were groceries and meals to other community members in need.
- The Vulnerable Adult Program increased their caseload and services to clients. Social distancing protocols were very difficult for the clients in this program.

What special projects or new programs did your department develop during the pandemic?

- Our focus was on enhancing the health and wellness of the Tribal community. This included helping our families be prepared for emergencies.



What changes were there to your funding, staffing, or programs?

- We were forced to cancel Youth Center and related activities.
- In-person Senior Lunches were paused during pandemic restrictions.
- Our Kinship Respite grant was extended as we were unable to hold the required trainings due to COVID.
- IVE reimbursement was down due to the pandemic and related restrictions.
- Grants were not significantly impacted and hard dollar spending was down, in part due to the cancellation of the Elders Trip.

What pandemic-required changes to your department will likely continue?

- Made changes to offices to allow for more social distancing. This includes an outdoor meeting area.
- The Child Welfare visitation room, located in the Food Bank, will continue to be used.
- We will continue various forms of communication that are safe and ensure no lapse in services.

:
 :
 : **One last thing...**
 : *Although 2020 was a tough year, it*
 : *showed us how resilient we are as a*
 : *department and as a Tribe. I am grateful*
 : *and very impressed at how everyone in*
 : *every department came together for the*
 : *community, the Elders, and Tribal mem-*
 : *bers. Thank you for all your hard work!*
 :
 :

DEPARTMENT REPORT:

CFS: Child Support

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- For the fiscal year 2020, we collected \$196,282 and passed through \$3,828 to families receiving Tribal TANF.
- For the first time, we received a match waiver of \$133,328 for our program budget.

How did your department adapt during the pandemic?

- We adjusted quickly so we could continue to offer full services and support to families and process payments weekly.
- Court was closed for one month, early in the pandemic, but resumed over Zoom.
- A concrete sidewalk was added under an office window providing walk-up opportunities to meet with clients.

What unique challenges did your department face because of the pandemic?

- With the closure of Accounting, many of our clients were confused about how to make payments. When they did make payments online, they had to pay an additional fee for this service.
- We lost the ability to share important information with some clients who had no access to email or any technology.

What projects is your department working on in 2021?

- Complete the creation of an access database and integrate its use by all staff. Scan all case files so they're available electronically and remotely.

One last thing...

We have several goals for improving services in 2021, including having client pay more regularly and consistently, partner with other Tribal departments (e.g. Education, Reentry, etc.) to help clients find employment, and provide staff with training and technology tools to help them do their jobs more efficiently.

DEPARTMENT REPORT:

CFS: Child Welfare

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- We held two Independent Living Classes, focusing on housing and budgeting, for youth over the age of 14.

How did your department adapt during the pandemic?

- Our department met weekly Zoom calls to make sure we were all updated on the children in our care, investigations, and the needs of our community's families. As possible we also met in-person in an outdoor location, social distanced and masked.
- Daily services continued for children and family in our care. We saw children monthly, in person or via video chat, and we maintained fairly continuous contact with families to offer support.
- There was disruption in case plans established for our families. In-home support services were still available where possible; Zoom or other communication where it wasn't.

What special projects or new programs did your department develop during the pandemic?

- We offered supplies to our families, including PPE, family activities, and household items as needed.
- A visitation room that was established allowing parents, kids, and siblings to visit one another in a safe environment when meeting in person was permitted.

What changes were there to your funding, staffing, or programs?

- Due to office closures, in-person family visits were unable to continue on a regular basis. Video conferencing was offered to maintain family/parent involvement.

One last thing...

2020 was a very difficult year for our children and families. We maintained contact on a consistent basis, checking in on a weekly or bi-weekly basis to ensure their needs and concerns were addressed.

DEPARTMENT REPORT: *CFS: Financial*

How did your department adapt during the pandemic?

- The materials and tools provided for work for home allowed our team to meet deadlines for required federal reporting.
- We moved some of our processes to paperless due to remote work. This allowed us to develop processes to receive Child Support monies and distribute without having to be on-site.

What special projects or new programs did your department develop during the pandemic?

- Our team was all-hands-on-deck when the pandemic hit, helping out wherever we could, including delivering meals to Elders and distributing assistance issued by Tribal Council to community members.
- We set up a program to allow our K-3rd grade students to be able to attend class in-person while in daycare.

What changes were there to your funding, staffing, or programs?

- Because of the pandemic, we had to push back some reporting data, but we received deadline extensions.
- Hard dollars were underspent, which may be helpful to withstand possible financial shortfalls related to COVID. The carry-overs will have to be balanced.

What pandemic-required changes to your department will likely continue?

- Continued utilization of Zoom meetings, which allows more flexibility.
- Looking for ways to make more processes paperless.

One last thing...

Our CFS team showed its strength in how we take care of our community. Everyone was always willing to help and be on the frontlines when our people needed it.



DEPARTMENT REPORT: *CFS: Elders Services*

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- In partnership with Suquamish, we hosted a Valentine's Day celebration at the Elders Center.

How did your department adapt during the pandemic?

- We shifted Elder meals from in-person to deliveries, especially to those Elders who rely on the meals. The Point Casino provided our elders with frozen meals during the first 8-week closure, as well as during the short closure in December. In total, throughout the pandemic, 12,151 meals were provided to Elders from the Casino, our department, or other establishments.

What special projects or new programs did your department develop during the pandemic?

- Calling and connecting with Elders as possible to help ease isolation.
- Purchased tools to help connect Elders via the Internet and video software.

One last thing...

I want to say how much I admire my cooks: they arrived every day and prepared 70 meals for several weeks at a time to serve an increased number of Elders needing meals. Several volunteers made the delivery of all these meals possible. Even the Chairman and his wife delivered meals and gifts to all Elder households in the pouring rain.

DEPARTMENT REPORT: *CFS: Foster Care*

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- The Fostering Together support group launched with a licensed mental health counselor.

How did your department adapt during the pandemic?

- We continued to support our families with food cards, frozen meals, home supplies, basic necessities, and educational activities to our foster, relative, and Kinship families.

What special projects or new programs did your department develop during the pandemic?

- Through a partnership with FPAWS, Alliance and Coordinated Care Health, we provided virtual training to help families cope with COVID stresses.
- Bi-weekly Zoom meetings with a mental health counselor were made available to support our foster, relative, and Kinship parents.
- Developed a partnership to provide foster children technology for virtual learning. We also provided tutors to assist in the ECE for school age children.

What pandemic-required changes to your department will likely continue?

- The partnerships our department forged with outside agencies to support our families will continue to provide additional opportunities.

One last thing...

Even during the pandemic, the Foster Care Program was able to provide support to our families, including in aspects that were out of the norm. A top priority was ensuring our families had their food needs met and children were meeting their education goals. Also, being able to partner with a mental health therapist and other outside agencies was very beneficial to our families.

DEPARTMENT REPORT: *CFS: Together for Children*

How did your department adapt during the pandemic?

- COVID restrictions forced TFC staff to think outside the box and identify new ways to support families. We were challenged to be creative in the way we engage with families virtually and the methods we use to provide families with curriculum content and incentives. We have essentially redesigned the way our program functions.

What special projects or new programs did your department develop during the pandemic?

- Throughout the pandemic, various departments were provided TFC intake packets and encouraged to share when a referral is made so the paperwork can be completed with a phone call with staff. Visits become virtual and items are dropped off. In this way, we're able to safely streamline the referral and intake process.
- Instead of just pausing cancelling WIC services, we were able to move these virtually via phone, Face-time, or Zoom.

What projects is your department working on in 2021?

- We will continue to work towards enhancing the health and wellness of the Tribal community by empowering parents to give their children the best possible start in life, providing early detection of developmental problems, preventing child abuse, developing strong home-school-community partnerships, and more.
- The TFC program provides support and referrals to caregivers who identify the desire to focus on their own education.

One last thing...

In our annual Program Assessment of Improvement Measures, we excelled in all areas, which includes immunizations, breastfeeding, developmental screening, child injury prevention, substance use screening, and screening for basic needs, domestic violence, caregiver-child interaction, and depression.

DEPARTMENT REPORT: *CFS: Tribal Family Assistance*

How did your department adapt during the pandemic?

- We continued family assistance, including TANF checks, Food Bank services (porch pickup & on-Rez deliveries), Tribal utilities assistance, LIHEAP, and COVID assistance.

What changes were there to your funding, staffing, or programs?

- During the pandemic, we were not able to offer WA State Basic Food Assistance because, due to contractual obligations, we were not able to access the state systems while off the Tribal government network. In addition, two people are required to issue EBT cards/financial benefits and this was not possible as two workers were not on site during the COVID shutdown. Staff did assist clients by referring them to appropriate online access.
- Because of COVID-based grants and funding, regular grants were underspent. Some of these grants allow carry over to the next fiscal year, some only allow a small fraction of funds to carry over. We will work to spend these funds on time so this does not impact future allocations.

What pandemic-required changes to your department will likely continue?

- We will continue delivering food to clients as needed.

One last thing...

At the beginning of the pandemic, as non-essential staff were automatically put on COVID leave, this left the Program Manager working alone for months with increased responsibilities from grants to program administration to case work. While it worked out in the end, we learned to really take a closer look at programs and their needs before making broad-based department decisions.

DEPARTMENT REPORT: *CFS: Vulnerable Adult Program*

How did your department adapt during the pandemic?

- At the beginning of the pandemic, we saw Tribal Elders struggling with isolation and depression. As the year progressed, with increased access to PPE and better understanding of how the virus spread, we were better able to visit clients and keep vital services in place.

What special projects or new programs did your department develop during the pandemic?

- In November, Tribal Council passed a policy allowing our program to contract with personal in-home care providers to assist with medication management, chore services, and shopping. This is paid for with Care Act funding.
- Developed program to contract with an in-home care agency for nighttime care. This made it possible for one elder to remain in his home for two weeks before needing hospitalization (and then passing on) due to multiple chronic illnesses.

What changes were there to your funding, staffing, or programs?

- During the pandemic, minimal transportation was being provided, preventative care was put on the back burner, and medical case management was almost non-existent unless someone tested positive or was exposed to COVID.
- Because of concerns over the virus, nurses limited home visits to clients who had been hospitalized or having very serious medical problems. In addition, many Elders were scared to reach out because of fears of contracting the virus. Our health providers did their best under the circumstances, but there was simply not enough staff to provide services while managing the complexities of a pandemic.

One last thing...

This past year has been incredibly challenging, but because of the hard work of our Tribal leaders, administrative staff, the emergency management team, and our Health Department, PGST fared better than other tribes and communities.

DEPARTMENT REPORT:

Office of CFO

Please note: this report was prepared by Betty DeCoteau, prior to the hiring of Greg Trueb to take over for Betty as she prepares for retirement.

How did your department adapt during the pandemic?

- We were able to successfully transition to work from home, substituting daily interactions with Zoom meetings.
- Adaptions were necessary as quick authorizations and immediate signatures were not possible.
- Worked more closely with the external auditor and legal advisors to ensure proper processes.
- To continue the high standards of financial reporting, we provided finance packets and collaborated over Zoom with Finance and Tribal Council.
- Although it was a hectic year, we got through the 2021 Budget approval process just fine!

What special projects or new programs did your department develop during the pandemic?

- Helped apply for federal Cares Relief Act (CRA) grant funding.
- Worked with CRA team to manage \$11.5 million in grant funds awarded to PGST and make spending decisions based on grant requirements. Initially, these funds had to be spent by 12/30/2020, but this was extended.

What pandemic-required changes to your department will likely continue?

- Zoom meetings. They allow schedule flexibility and for multiple people/departments to meet safely and comfortably.
- Visitors by appointment only.

One last thing...

Tribal Council is in the process of hiring a new CFO due to my retirement in 2022. As we wind down to the date, I am working to update processes to ensure as smooth a transition as possible.

DEPARTMENT REPORT:

Court Services

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- Introduced the Tribal Liaison for the Department of Corrections to Tribal Council
- Successfully completed the enhanced desk review for our Second Chance Act grant
- Successfully sat a jury for a trial that was ultimately resolved by a plea agreement
- In October, we won a CTAS PA#3—TCAP grant, which funds a 1.5 FTE for the next five years.
- In April, we facilitated a county-wide virtual training in conjunction with Kitsap Strong on trauma-informed care.
- In August, we partnered with the Dept. of Justice to facilitate a training opportunity to all tribal law enforcement in Washington specific to Special Domestic Violence Criminal Jurisdiction.

How did your department adapt during the pandemic?

- We were able to provide service on all programs through technology and virtual platforms during shutdowns

What special projects or new programs did your department develop during the pandemic?

- We provided additional Strengthening Family activities to all of our program participants to help with the isolation many families were facing.

What changes were there to your funding, staffing, or programs?

- Due to the pandemic, we could not conduct criminal jury trials as we would not have been able to ensure the safety of all involved.

What pandemic-required changes to your department will likely continue?

- We will continue to provide virtual hearing as an option. This cuts costs and ensures greater participation from litigation who sometimes are not able to travel to the court.

DEPARTMENT REPORT:

Cultural Arts & History



What non-pandemic-related events or accomplishments was your department involved with during 2020?

We were able to host/facilitate several events before pandemic restrictions:

- January 6: Tribal representatives attended the swearing in ceremony of Raquel Montoya-Lewis as WA State Supreme Court Justice.
- January 9: About 50 people attended a Song & Dance event in the Longhouse. This was a collaboration with the Youth Department. There was an additional event on February 8 with about 40 people in attendance.
- January 11: S'Klallam Royalty helped at General Council.
- January 17: In collaboration with Natural Resources, we facilitated a Bentwood funerary box making class.
- January 25: Helped with the Land Acquisition Celebration event in the Longhouse.
- January 28: Hosted international visitors on a tour of the Tribal campus and programs.
- February 21: We hosted the Coastal Jam in conjunction with the Stan Purser Memorial Pow-wow. About 300 people attended what would end up being our last official public gathering before pandemic restrictions.

At the end of November, a Totem Pole was rescued from the Hood Canal. It is stored at Heronswood until the

owners can be found and/or a plan can be developed for its future.

How did your department adapt during the pandemic?

- Weekly Culture Builds Community seminars continued virtually. This is supported by a grant from Tribal Archives Libraries and Museums for accessing resources and expertise from Tribal professionals to help plan and develop a future Cultural Center for our community.
- In-house director, staff, and Healing of the Canoe Training Center meetings continued virtually.

What special projects or new programs did your department develop during the pandemic?

- We were able to host Zoom meetings for Klallam Language classes, Cultural Committee, and Grants Committee meetings.

What changes were there to your funding, staffing, or programs?

- Due to the pandemic and the banning of social gatherings, we were forced to cancel several community events.
- Our ATALM grant was reorganized to increase seminar sessions in place of travel to museum/cultural center sites. Once the pandemic is over, we hope to resume in-person travel.
- Hard dollars were underspent by 60%. Adjustments were made at mid-year and end-year.

What pandemic-required changes to your department will likely continue?

- Klallam Language Advanced Placement classes will continue virtually to provide easy access to all.

One last thing...

I am hopeful for in person cultural classes and gathering to resume, health restrictions pending. These activities promote and provide spiritual, emotional, mental and physical well-being!

DEPARTMENT REPORT:

Early Childhood Education

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- After six months of planning, on February 12, we hosted a potlatch in the Longhouse. Over 150 community members and staff participated with lots of positive feedback.
- Developmental learning assessment data for the school year 2019-2020 enrolled students experience gains in several development/education abilities, including social emotional, physical, language, cognitive, literacy, and math.

How did your department adapt during the pandemic?

- Throughout the shutdowns, teaching and management staff met weekly via Zoom to discuss current issues and review family and child connections. All ECE staff continued training virtually to continue professional development.
- We offered distance learning to families, but then limited in-person slots as we were able to safely. Approximately, 55% of preschool families and 51% of infant/toddler opted to continue distance learning.
- Able to offer up to 16 school-age children a full day of services during the summer.

What special projects or new programs did your department develop during the pandemic?

- Beginning in April, we were able to offer a weekly Parent Support Group over Zoom with a mental health consultant and a toddler teacher.
- Distributed items to help families during the pandemic, including activity bags, food bags, PPE, and diapers/wipes/formula when a family expressed a need.
- During Fall 2020, we coordinated with the Health Center on a two-day health screening event for all children enrolled in the coming school year. Twenty (out of 25 enrolled) families participated.
- Purchased and distributed IGNITE tablets to enrolled preschool children to assure connection to learning ability growth.
- Implemented the Ready4K system, which delivers a text message to enrolled families up to three times a

week sharing information on their child's development and skills. 91% of enrolled families opted to receive the message and 100% of responding families stated that the messages strengthened their relationship with their child and made them more likely to help with at-home learning and other educational activities.

What changes were there to your funding, staffing, or programs?

- Through the end of 2020, we had significantly reduced staffing because of COVID restrictions. We also had a 14% staff turnover.
- We hired Tribal members to fill position as a ECE Family Health Advocate and Family Services Worker.
- Cares Act funding allowed for office renovations to ensure the health and safety of staff and children.
- Several programs had to be cancelled due to the pandemic. These included in-person classroom activities, transportation service, field trips, family meals, on-site training, in-person family activities, and staff travel to national conferences.
- Klallam Child Care income was 47.9% lower than projected due to pandemic shutdowns.
- Expenses and salary budgets were underspent by 38% due to closure of center and related cost reductions.

What pandemic-required changes to your department will likely continue?

We will continue several of the programs/services introduced during the pandemic, including:

- Health screening for all enrolled children and staff
- Ready4K texting program
- Virtual learning options
- Virtual Zoom meetings for staff and partners
- Participation of Tribal mental health consultant in weekly teaching staff dialogues via Zoom

One last thing...

We managed to develop a true partnership with the Tribal Health Clinic through the use of a shared Family Health Advocate. We also worked together to ensure the health and safety of ECE staff working in an essential capacity to provide services to enrolled families.

DEPARTMENT REPORT:

Health Services



What non-pandemic-related events or accomplishments was your department involved with during 2020?

- Completed several contracts to provide better services to our community. This included securing government rates for hearing aids through Phonak and working with eMedApps for NextGen IT support.
- Focused on programs that addressed mental health, including communicating crisis support resources for the community and facilitating monthly events that focus on activities to support positive habits to aid in mental health.

How did your department adapt during the pandemic?

- All regular services continued, although some services shifted to virtual sessions. This enabled us to connect with Tribal members and patients using a variety of platforms safely.
- A remote patient check-in system was implemented.

- Opened a satellite clinic to provide patients with easier access to healthcare. This also kept our health team distanced in case they were exposed to COVID at one of the clinics.
- Implemented several new procedures to protect patients and staff: rapid COVID testing, use of HEPA air filters to decrease aerosols, routine temperature taking of patients, revisions to how we turn over and disinfect treatment rooms per CDC guidelines.
- Routine dental treatment, with certain limitations to protect patients and staff, have continued. Some services—like dentures, crowns, and bridge work—had to be delayed. As of late 2020, all patients received COVID rapid testing.
- Mental health staff met with Salish Mental Health Team, crisis first responders, and the PGST police Chief Domingo Almirol to streamline our ability to help Tribal members in crisis and better support police and mental health staff.
- In late 2020, purchased two robots that utilize ul-

DEPARTMENT REPORT:

Health Services (cont.)

traviolet light to sanitize treatment rooms between patients and common areas after hours.

What special projects or new programs did your department develop during the pandemic?

- Set up a drive thru testing site for weekly staff testing.
- Designated one medical assistant to lead COVID-19 testing.
- Enrolled as a Medicaid Federally Qualified Health Center with the WA Health Care Authority.
- Set up billing for telehealth and telemedicine services, as well as those for COVID-19 testing.
- Assigned a mental health counselor to provide support services to children, parents, and teachers, as well as to help create a positive classroom emotional environment.
- Facilitated community education campaign around COVID vaccines. This included a series of videos to help ease concerns and other materials to communicate vaccine eligibility and phases.
- Coordinated with many other Tribal departments. Inter-departmental cooperation throughout the pandemic has been at an all-time high with many staff members supporting our department in such a way so medical personnel can focus on providing healthcare to our patients.

What changes were there to your funding, staffing, or programs?

- Because of the inability to meet in person during the pandemic, health coverage outreach and enrollment was hampered.
- Our Equine Therapy Program was not able to occur this year.
- Training for the newly hired dental assistant was put on hold due to the pandemic. They received in-house, on-the-job training instead.
- Our department received significant grant funding related to COVID-19. There have been some difficulties related to the limited guidance on how funds can be used and the required reporting.
- Existing grants were underspent, but offer a 25% carryover so no funds have been lost.

- Construction on the new Health Center was delayed. Will be completed late summer 2021.

What pandemic-required changes to your department will likely continue?

- Telehealth and telemedicine services (along with appropriate billing) will continue in some fashion for all services.
- Will continue to follow COVID protocols and procedures to keep patients and staff safe.
- Our counselors are now more comfortable calling and reaching out to clients. They will continue this practice.

What projects is your department working on in 2021?

Our new Health Clinic is scheduled to open in late summer! We're all very excited and are working on Grand Opening plans!

One last thing...

Throughout 2020, we developed strong working relationships with other departments to meet the needs of staff and the community. We implemented a variety of telehealth options for patients while upgrading systems and putting new procedures in place for everyone's health and safety. Add to this: during the pandemic, our department completed over 12,000 COVID-19 tests on patients and staff.



DEPARTMENT REPORT:

Housing

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- Completed the lengthy and complex application process for the Warrior Ridge Tax Credit Project. We were ultimately successful and were awarded \$6.5 million. Much of our work this year was focused on tasks to fulfill funding requirements.
- Through Kitsap Bank, our department applied for and won \$1 million in funding, which will supplement the Tax Credit funding for the construction of Warrior Ridge.
- We applied for a second Tax Credit Housing Project for an apartment complex at Warrior Ridge. While results have not been announced, our project was rated very highly. The award is expected to result in \$6.4 million in funds.
- Applied for IHBG Competitive funding for the development of a apartment complex at Warrior Ridge. The application—not yet awarded—was for \$5.5 million.
- Applied for funding to create a regional sports park to be located at Warrior Ridge.
- Applied for \$300,000 through ROSS Grant funding.
- Won a \$100,000 grant through the state to replace roofing on Tribal members' homes.
- Through our construction projects, we have created construction and property management jobs for Tribal members.

What special projects or new programs did your department develop or implement during the pandemic?

- We won \$400,000 in pandemic-related funding from HUD. This money was used on the construction of two homes for Elders in our community.
- Our department applied for and was awarded \$1,065,000 in funds through the Tribe's COVID funding to build homes for overcrowded families, as well as additions to five existing Tribal members' homes.
- Through Kitsap County, we were awarded \$25,000 in Emergency Rental Assistance funds to help Tribe members with rental payments during COVID.



Above: A few of the Housing projects started and/or completed during 2020.

DEPARTMENT REPORT:

Housing (cont.)

- We have applied to HUD for additional COVID Emergency Rental Assistance. If successful, funding could be as much as an additional \$200,000.

What changes were there to your funding, staffing, or programs?

- Due to the pandemic, we were not able to offer regular maintenance or management services—such as inspections—on Tribal member homes. Only emergencies were attended to for most of 2020.
- We have seen a significant increase in new funds, while successfully retaining existing funding levels. This has diversified our funding sources. For example, HUD’s contribution to our budget was almost 90%; it is down to 30% as more non-HUD funds entered the budget.
- With additional funding, Housing’s annual budget increased from \$2 million to over \$8 million. This will continue for at least the next three years.

What pandemic-required changes to your department will likely continue?

- Housing staff has stayed very productive despite not being able to be on-site. With this in mind, we are looking at opportunities for more flexible or modified work hours for staff.

One last thing...

We have had a VERY productive year in terms of applying for funding and receiving awards. The year 2020 could result in over \$15 million in new funding, which will be used for new projects, operating costs, and the construction or repair of Tribal member homes.

While 2020 was Housing’s most successful year in terms of new funds, these awards create challenges as many of these applications and/or projects require “seed capital,” which is hindered by available cash on hand. This places cash flow challenges on our department.

DEPARTMENT REPORT:

Human Resources

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- Coordinated the hiring of 32 new employees in 2020, including 18 PGST members, three members from other tribes, a PGST descendant, and a PGST community member. The remaining are not tribally affiliated.

How did your department adapt during the pandemic?

- The implementation of a new payroll system in 2019 meant that much of the Tribe’s employee and payroll documentation was already electronic. This allowed us to continue employee status and payroll functions with relative ease throughout the closures.

What special projects or new programs did your department develop or implement during the pandemic?

- Developed programs to encourage Tribal staff to make healthy lifestyle choices, including general self-care, drinking more water, and connecting with others virtually as able. We also created socially distanced activities such as walking challenges.
- We stayed in close contact with staff and the Emergency Response Team in order to communicate closure, health recommendations, and more. We also provided PPE and sanitizing supplies for employees.
- Created an employee Facebook group as another avenue to communicate important information to staff.

What pandemic-required changes to your department will likely continue?

- Our department will continue to utilize remote functions to accommodate any future closures and to improve efficiency.
- We are developing and launching materials in our new Learning Management system to increase training opportunities for our employees.

DEPARTMENT REPORT:

Information Technology

How did your department adapt during the pandemic?

- We continued full operations throughout the pandemic. This was essential to support staff working remotely and on-site, while maintaining current network infrastructure.
- We began training staff through on-line classes and webinars. This is a beginning of a new effort to keep the IT staff up-to-date on new and necessary technology and software.

What special projects or new programs did your department develop or implement during the pandemic?

- Created solutions to allow staff to work easily both on and off site. This included the incorporation of remote desktop, VPN, remote file sharing, and ordering/distribution of necessary technology, such as laptops, tablets, and software.
- We coordinated with the Education department to get over 200 laptops to Tribal community students to the purposes of remote learning.

What changes were there to your funding, staffing, or programs?

- PGST IT employee, Jesse Henley, was transitioned to oversee Health IT as the NextGen Admin. It is important to have someone, like Jesse, who is trustworthy and knowledgeable in this position.
- Darius Cole was hired as a new IT trainee.
- With social distancing mandates, we were unable to complete any community internet installs.

What pandemic-required changes to your department will likely continue?

- We will continue, in some capacity, the new procedures set up for staff around remote work. We have found these useful even for normal work time needs.

One last thing...

An IT assessment by an outside consultant looked at our staff, policies, and procedures. Their recommendations will help to improve our department to better serve the Tribe and staff.

DEPARTMENT REPORT:

Legal

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- The Tribe celebrated the settlement agreement with Pope Resources acquiring over 900 acres of land and ending years of disagreement. The Legal team was instrumental in working alongside Natural Resources and Tribal Council to reach this agreement.
- Coordinated with Housing to access tax credits for the development of senior housing in Warrior Ridge, including revising the Tribe's Forest Management Plan and reviewing bids and contracts.
- Worked closely with Noo-Kayet Development Corporation on several issues, including assessing potential litigation against insurance for lost gaming revenue, analyzing the Marijuana Tribal discount concept, and reviewing Gliding Eagle Marketplace vendor agreements.
- Participated in attorney work groups to help tribes intervene in the federal government's action to sell the Sand Point Archives in Seattle, which houses original, historical records. Ultimately, the state and Tribe were successful in a lawsuit in 2021 to seek an injunction against the sale.
- Ongoing coordination with Natural Resources on a number of issues, including water rights protection, development of the Point No Point boat launch, and monitoring the Mill site conservation easement, among other work.

How did your department adapt during the pandemic?

- We were able to complete all regular services remotely, as well as substantial additional services related to COVID-19.

What special projects or new programs did your department develop or implement during the pandemic?

- We focused on becoming familiar with the terms and requirements of the CARES Act and supporting all of the activities of the Tribe.
- Headed up the review of contracts related to COVID-19 for the clinic, construction of the new

DEPARTMENT REPORT:

Legal (cont.)



Above: Steve Moe (left), from the Legal department, and Kara Horton-Wright were a part of the group that helped finalize the Pope land deal

clinic, and the delivery of benefits and services that became available to individuals and families under the CARES Act.

- Worked with Education to draft contracts for teachers to work on-site with students to increase access to education during school closures.
- Drafted or reviewed at least 10 policies to ensure emergency services complied with federal law, analyzed federal law to determine eligibility for appropriations, and coordinated with the Executive Team to create and define emergency services to support the community and employees during the pandemic.
- Drafted and implemented a communicable disease code to regulate the slow of COVID or future pandemics to the extent feasible.

What changes were there to your funding, staffing, or programs?

- During pandemic restrictions, it became difficult to prepare Wills, Power of Attorneys, and Durable Pow-

er of Attorneys for individuals because of the inability to meet in-person, especially for those who were placed in out-of-home care.

- Work on the SORNA (Sex Offender Registration and Notification Act) grant was delayed during the first few months of the pandemic. The Legal team is tasked with learning new federal laws and helping the Tribe design services.
- Our code writer, Annie Writer, left the department. Her replacement will begin September 2021.

What pandemic-required changes to your department will likely continue?

- Likely none, but we did learn that a majority of our Legal team can work from home and fully function to provide legal advice and services.

DEPARTMENT REPORT: *Maintenance*

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- We undertook a landscaping project, which beautified areas in front of the Tribal Center, Career & Education building, and Elder's Center.

What special projects or new programs did your department develop or implement during the pandemic?

- Once offices and public spaces began to open up, we increased the amount of disinfecting sanitation throughout the day to keep the community and staff safe.
- Installed hands-free restroom fixtures, including faucets, toilets, urinals, and soap dispensers.
- Replaced light switches with hands-free automatic sensors.
- Installed card swipe sensors for automatic door entries.
- Coordinated the installation of sidewalks on Child & Family Services building perimeter to allow access to staff windows for their clients.
- Ordered and managed inventory of PPE for staff use.
- Managed the ordering, delivery, and electricity hook-up of a 24' x 12' wood shed to store PPE supplies.

What changes were there to your funding, staffing, or programs?

- Because of special COVID-19 projects, we went over budget. We were able to make up some of this money through the use of 2019 over-recovery money.



DEPARTMENT REPORT: *Natural Resources*

How did your department adapt during the pandemic?

- We continued all of our critical functions, mostly remotely. Staff did a great job keeping efficient while working from home.
- Fisheries experienced some interruptions.

What special projects or new programs did your department develop or implement during the pandemic?

- CARES Act money allowed us to fund additional work to support our fishers.
- We implemented new protocols to help continue to provide good customer service options for the community.

What changes were there to your funding, staffing, or programs?

- Due to pandemic restrictions, we were not able to provide the same level of customer service we are able to typically. The community was understanding though and great at dealing with fixed schedules, calling ahead, picking up items outside, etc.
- Most of our grants were open to extensions in applications and reporting as needed due to COVID.
- Hard dollars were underspent due to lowered costs relating to restrictions to travel and other activities.

What pandemic-required changes to your department will likely continue?

- Our staff was extremely productive working from home. This proves that this is efficient enough for other emergencies in the future, such as weather closures.

One last thing...

We hugely appreciate PGST's support during the extremely challenging time. The ability to work from home, minimal furloughs, raises for many, and the amazing general support allowed us to keep healthy. Jolene and the Emergency Response Team are so amazing. We also thank all the volunteers and helpers for the testing every week!

DEPARTMENT REPORT:

NKDC: Gliding Eagle & Kountry Korner

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- With the snowstorm on January 13, we took precautions to protect customers and staff. This included closing the administrative office and limited customer traffic for a few days. We also made sure lot and entry ways were plowed to improve access and ensure safety.

How did your department adapt during the pandemic?

Early on, we closed the stores to complete safety renovations and for deep cleaning. During this time, we offered call-in and drive-up ordering, which staff delivered curbside. When we did open our store, we did several things to ensure the safety of our employees:

- Installation of plexiglass wherever needed, including in any area where staff is expected to directly interface with customers.
- Ramped up cleaning and sanitization by 500%.
- Implemented the use of an electrostatic sprayer to more easily and quickly disinfect surfaces.
- Supplied employees with ample PPE.
- Provided employees the option to not return to work.

What changes were there to your funding, staffing, or programs?

- We managed to get approval to raise every employees' hourly rate.
- The pandemic hit both stores hard financially. At GEM, gas and convenience store sales fell. Kountry Korner continued to have steady gas sales, but the closure of the store for 75 days had a profound impact on sales.

One last thing...

Getting the support from the surrounding communities who shopped here, instead of down the street at the big box store, was the real highlight.

DEPARTMENT REPORT:

NKDC: High Point

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- We exceeded our budgeted goals for sales in every aspect. We rewarded the entire team with a bonus.

How did your department adapt during the pandemic?

Several protocols were enacted to protect staff and customers, including hourly sanitization of the store, COVID testing for staff, required masks or face shields; reduced hours during the first few months of the pandemic, and social distance markers. Throughout 2020, we kept High Point open and operational, while managing to keep all customers and teammates safe.

What special challenges did your business face because of COVID?

- COVID significantly added to our workload due to the need for consistent and ongoing sanitization.
- Masks and the Plexiglas barriers added a new level of anxiety in an industry that requires ID and where someone wearing a mask used to warrant calling the police.
- The reduced hours—closing at 7 pm versus 10 pm—early on affected our sales.

What special projects or new programs did your department develop or implement during the pandemic?

- For about two weeks early in the pandemic, we offered curbside pick-up. This kept sales strong, but was really difficult on the team.
- On April 4 & 5, 2020, we had to shut down for a deep clean of the store due to an outbreak.

One last thing...

My team was amazing. Yes, we had our stressful times and, yes, we were all exhausted. As a team, we kept each other strong and continued to make High Point a very successful business. I appreciate knowing that when times are tough that so is my team. I look forward to the day we get to go back to “normal,” serving our customers without masks and our counters surrounded in Plexiglas. The communication is very difficult in a retail setting where customer service is everything to us.

DEPARTMENT REPORT:

NKDC: *The Point Casino & Hotel*

How did your department adapt during the pandemic?

The Point Casino ceased operations to the public in mid-March 2020 over COVID-19 concerns. A comprehensive reopening plan was developed to ensure the safety of our staff and guests, including:

- Thermal cameras and procedures to perform secondary screening, if required.
- Eliminated entrance except via doors manned with a thermal camera.
- Mandatory use of proper face covering for employees and customers.
- Creation of a Safety Ambassador team of 20+ staff whose full-time job it was to disinfect slot machines, chairs, door handles, and other surfaces.
- Reduced the number of slot machines and reconfigured the Casino floor for maximum distance and space between banks.
- Reduced the allowable capacity of guests. The current guest count is tracked by the Safety Ambassadors manning the thermal cameras at entrances.
- Replaced the carpet in the Casino for sanitary and cosmetic reasons.
- Eliminated live entertainment and concerts due to gathering restrictions.
- Closed the bar and removed the chairs to eliminate gatherings. Cocktail service was allowed to be delivered directly to a customer.
- Closed off soda dispenser temporarily. Bottled water and soda were available from bar staff.
- Seated dining options were suspended. Take-out was offered.
- Table games were closed due to the inability to mitigate closeness of customers and staff.
- All housekeeping cleaning was increased and generous use of strong disinfectants were applied daily.
- All team members were tested for COVID every two weeks.
- All team members were strongly encouraged to receive the COVID vaccination once it became available.
- Dedicated weekly meetings with management to discuss current COVID protocols and any related issues.

What special challenges did your business face because of COVID?

The pandemic reduced the number of guests that we have entertained and changed the way we market and the services we offer. As a company, we have altered our way of introducing new things and have a “safety first” mindset.

What special projects or new programs did your department develop or implement during the pandemic?

- During the closure, we began to completely remodel the Events Center and create a brand-new non-smoking casino with wonderful lighting, sound, and a great variety of slot machines and table games. The customer response and feedback has been spectacular.



The new non-smoking Casino

One last thing...

Considering the breadth of the pandemic and the state of the world around us, the property has been very successful. As we returned to an operational status, we were glad to see some of our regular guests that came back. We noticed quickly that the players were real players from a quality standpoint. We have also noticed an increase in unknown and new players that appear to be coming mainly from our local competitor. We have had many comments from customer stating that we are the safest and cleanest facility. We attribute much of our success to that fact.

DEPARTMENT REPORT:

Port Gamble S'Klallam Foundation

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- We started 2020 with a full slate of Heronswood programming to unveil but soon had to cancel or modify most of what was planned with pandemic restrictions. Many people were registered for one or more of our 20 in-garden classes being offered.
- In mid-March, we held a successful Hellebore plant sale at Heronswood.

How did your department adapt during the pandemic?

- The Foundation continued to raise funds through targeted online and mailed appeals to individuals. Grant writing continued as well with successful results.
- Heronswood shifted from offering in-person classes and lectures to online broadcasts, using Zoom as its digital platform.
- By mid-July, we were able to reopen Heronswood to the general public and resume small group tours, with masks and social distancing strictly enforced. We followed the tribe's advisories related to public gatherings, closing the garden when required to do so.

What special projects or new programs did your department develop or implement during the pandemic?

- Heronswood staff continued seasonal maintenance work and also developed exciting new garden spaces: septic upgrades were made in two areas at Heronswood; a new visitor center/garden administration building was installed; a hardscape of cement tiles was laid around the Garden Shed and its downspouts and drainage systems were upgraded; more planting and pathways work was done in the Renaissance Garden; and the creation of a new rock garden with patio space got underway.
- An extensive re-working of the Foundation's accounting system was accomplished, to have it align with the structures and protocols of the tribe's system, which will provide for reporting consistency across programs and simplify consolidated reporting at the

tribal level.

- Heronswood set up a one-way trail system through the garden to keep visitors more socially distanced. Hand sanitizer was put out for public use. Signage was installed that highlighted Heronswood's public health requirements.

Through our PGST COVID Relief grant we were able to:

- Create outdoor gathering spaces that allow for social distancing.
- Install a manufactured building for use as larger office space that allows garden staff to be socially distanced and provides a ticketing window that separates staff from the ticket-buying public. An upgrade to the existing septic system was part of this building project. And, in cooperation with PG Housing Authority, an old mobile home was removed to make room for the new office building with asbestos abatement taking place before the mobile home was demolished and removed.
- Create a digital studio to be able to produce and broadcast higher quality webinars (classes and lectures).
- Purchase a subscription to Odoo--a robust suite of online business management software tools that includes Customer Relationship Management (CRM), e-commerce, ticketing, billing, project management, and inventory management—that has allowed us to consolidate many data storage and management systems that were spread across multiple online systems.
- Laptop computers were purchased to facilitate employees working remotely.

The Foundation utilized the time it would normally be running garden events to produce more fundraising appeals and to assist in management of the construction projects in the Garden and support for the webinars. The Foundation's accountant reworked the accounting system to align it with tribal accounting upgrades



The new paved gathering area just outside the new administration facility, which replaced an aging mobile building that had been on site for decades

What changes were there to your funding, staffing, or programs?

- Heronswood started 2020 with a full slate of planned events, many of which had to be cancelled, including in-garden classes, “Place of Potlatch” art exhibit, seasonal Plant Sales, the International Plant Symposium, volunteer events, PGST family events, and seasonal offerings, like Haunted Heronswood, S’Klallam Stories, and holiday wreath making for PGST community and staff.
- The Foundation saw a shift in funder priorities by early spring, with many of them wanting to fund pandemic-related urgent needs such as food banks, renter support, technology for remote learning and work, PPE’s and other emergency supplies, etc. Many current funders contacted us to communicate that they were releasing restrictions on grant agreements and encouraging us to use funding for current greatest needs.
- Foundation expenses were 10% less than projected.
- Heronswood’s revenue was negatively impacted due to COVID restrictions, which forced us to cancel much of the garden’s in-person programming and rentals. However, Garden memberships were \$18,000 higher than projected, reflecting the generous nature of the Garden’s supporters. Over \$87,000 was transferred to support garden operations.
- Heronswood garden expenses were 90% of anticipated.

- A PGST COVID Relief grant funded Heronswood’s new administrative building, digital studio equipment, outdoor meeting spaces, PPE/supplies, and payroll protection.
- Ross Bayton, PhD was hired as Heronswood’s Assistant Garden Director. He was previously contracted as the garden’s taxonomist.
- Ryoko Mosley was hired as Heronswood’s Guest Relations Coordinator.

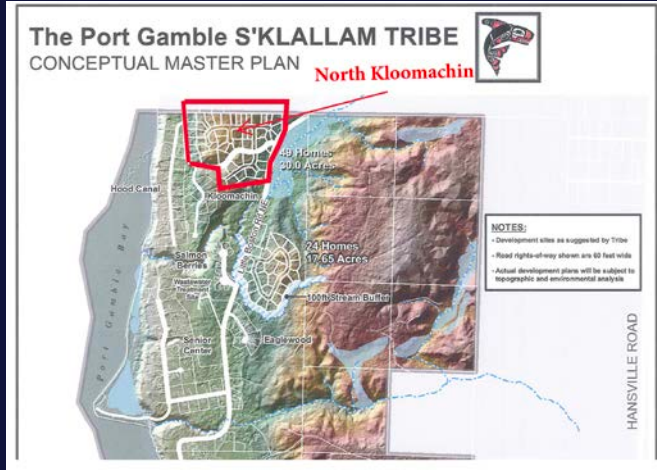
What pandemic-required changes to your department will likely continue?

- We will continue the use of online classes and lectures, which allows a greater number of people to attend.
- Outdoor gathering spaces at Heronswood will continue to be used for meetings, classes, and events.
- Upgrades to the Foundation’s accounting structure, software tools, and technology will serve us into the future.

One last thing...

After spending several years leading the revitalization of the garden, Dan Hinkley stepped down as Heronswood’s Garden Director in late 2020. We welcomed Patrick McMillan, PhD, as his replacement.

DEPARTMENT REPORT: *Planning*



What non-pandemic-related events or accomplishments was your department involved with during 2020?

- Construction of the Red Cedar Lane subdivision. This included the construction of a major sewer life station, as well as a water pump station that will provide capacity for Red Cedar Lane and the future neighborhood north of Kloomachin. Work also included clearing and grading of the overall site and 29 lots; installation of sewer, water, and storm drainage systems; and construction of the roadway and sidewalks.
- Construction of the new Health and Wellness Center. After a site shutdown during the early part of the pandemic, construction work moved along rapidly.
- Permitting of the new South Boat Ramp. We expect the Army Corps of Engineers to release the permit in 2021.
- Environmental approval and engineering for the Transitional Housing project. An engineer has been hired and design work is underway.
- Master planning of the Old Sewer Plant site and Blue House property. The plans lay out the long-term vision and development strategy for the sites and address the goals of providing additional services, housing, and gathering spaces for Tribal members.

How did your department adapt during the pandemic?

While COVID caused some delays early on with job site shutdowns, the department's project management work continued unabated.

DEPARTMENT REPORT: *NKDC: Public Safety*

How did your department adapt during the pandemic?

- During the pandemic, officers continued to work their usual shifts and very little changed in their daily routines, other than their limited contact with the public.
- Due to concerns of cross-contamination, the Chief Almirol and Deputy Chief Houtz could not operate in the same work area. As such, Chief Almirol was provided an office at Heronswood.
- An external window next to the Police Department entrance was created for public interaction.

What special projects or new programs did your department develop or implement during the pandemic?

- As the pandemic became more of a reality, the Police, Emergency Management, and the PGST Health Clinic opened lines of communication to formulate plans to activate if COVID came to the reservation.
- Activated the Emergency Operation Center (EOC) once the shutdown went into effect. It was decided that the most convenient place to move members for the EOC was to the police department. This provided a single, controllable area that could interface with the public as needed. Office Eyre was assigned to assist the EOC.
- The Day Shift Officer, Deputy Chief Houtz, Officer Eyre, and Chief Almirol assisted with COVID-19 test sites.

What changes were there to your funding, staffing, or programs?

- Support Officer Bessette was placed on COVID Admin leave initially, but returned to work in May.
- Officer Crippen and his K9 partner, Cooper, were certified as a team in August 2020 after Tribal Council approved the department's K9 policy.
- We were not able to complete the training courses awards in the 2017 CTAS Purpose Area 1 grant because of cancellations and shutdowns. An 18-month extension on this grant was requested.

DEPARTMENT REPORT: *NKDC: Public Safety (cont.)*



- Two PGST officers attended the BIA Police Academy and graduated in January 2021.

What pandemic-required changes to your department will likely continue?

- We will likely continue protocols related to social distancing as this safeguards our officers.

DEPARTMENT REPORT: *Special Projects*

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- Managed the installation of streetlights along Hood Canal Lane and on Little Boston Rd. NE.

How did your department adapt during the pandemic?

- The Community Garden was fully functional during the shutdowns. While it was not open for volunteers, the community was invited to harvest from the Garden whenever they wanted.
- The Safety Coordinator remained on-site throughout the pandemic as a part of the Emergency Operations Team and kept functions going, including testing site purchasing and distribution of PPE to community members and staff.

What special projects or new programs did your department develop or implement during the pandemic?

- We offered funeral assistance and other support services to other departments for the COVID-19 benefits distributed to Tribal members.
- The Safety and Emergency Coordinator researched option for and then purchased a new 40' trailer to serve as a Mobile Command Center. Emergency communications equipment was installed to the trailer on-site.
- Purchased large event tent and heaters for funerals and drive-thru staff events.
- A grant allowed the purchase of a large freezer to store COVID-19 vaccines.

What changes were there to your funding, staffing, or programs?

- A new Events Coordinator was hired at the end of February.
- All in-person events had to be cancelled.
- Our department received \$718,933 in CARES Act Funds under the BIA AFA.

DEPARTMENT REPORT:

Tribal Gaming Authority

What non-pandemic-related events or accomplishments was your department involved with during 2020?

- Initiated a new software—Merydyan Pryme—to digitize our NIGA, WSGC, and PGST TGA Audits and Checklists.
- Adoption of the Flir Surveillance System used in the Hotel. This allows TGA's Surveillance Technician to reset and repair cameras in house.

How did your department adapt during the pandemic?

- For the first time in its history, The Point Casino closed its doors starting at 2 am on March 18, 2020. It reopened on June 1, 2020.
- While the Casino was shut down, we maintained 24/7 surveillance observing a 3-day/12-hour schedule to minimize risk of exposure by staff.
- When the Casino reopened, it maintained limited hours of operation. It also cut down machines from 700 to 275, and eliminated table games to allow for social distancing.
- TGA staff have operated on a hybrid schedule with administrative staff working remotely as possible. After the opening of the Casino, agents and observers shifted to a 4-day/10-hour schedule.

What special projects or new programs did your department develop or implement during the pandemic?

- Remodeling of the Casino's Event Center, which has allowed an increase in the number of player machines and an increase in the limited hours of table games.
- Ensured compliance of surveillance coverage during the remodel of the entire gaming floor.

What changes were there to your funding, staffing, or programs?

- Utilizing CARES Act funds, we were able to purchase additional packages of the Pryme Software Suite to allow for digitized, touchless, paperless report writing, and non-compliance reports for communicating with the Operations Compliance Manager and Security Department.

- Because of several unexpected resignations, other staff were promoted or given internal transfers. This has all, overall, been positive for our department.

What pandemic-required changes to your department will likely continue?

- Remote work plans for staff with school-aged children.
- Trainings and meetings via Zoom will continue as needed.

One last thing...

In 2020, all Tribal Gaming Agents were able to complete National Indian Gaming Commission's Level I training online. The Agent Supervisor and the Regulatory Systems Agent completed higher level training. In 2021, all agents will complete the higher level training.

DEPARTMENT REPORT:

Utilities

How did your department adapt during the pandemic?

- We were able to provide the same services performed before COVID.
- Routine wastewater checks were limited until the department acquired appropriate PPE.

What changes were there to your funding, staffing, or programs?

- There were some unexpected expenses and some areas were overspent, but these were mostly centered around R&M of equipment, vehicles, and tools.

What pandemic-required changes to your department will likely continue?

- We expect to continue protocols around higher levels of protective work wear utilized and the sanitization of equipment after exposure to public wastewater.

One last thing...

During the summer of 2020, we were able to attend online certification prep. This helps employees pass upcoming certification exams.

In Memoriam

Take a moment to remember the Tribal and Community member we lost in 2020.

They are missed.

Lori Fisher

Shawnene Simmons

Ted Moran

Becky Charles

Gary Lawrence Jr.

Luella Abrahamson

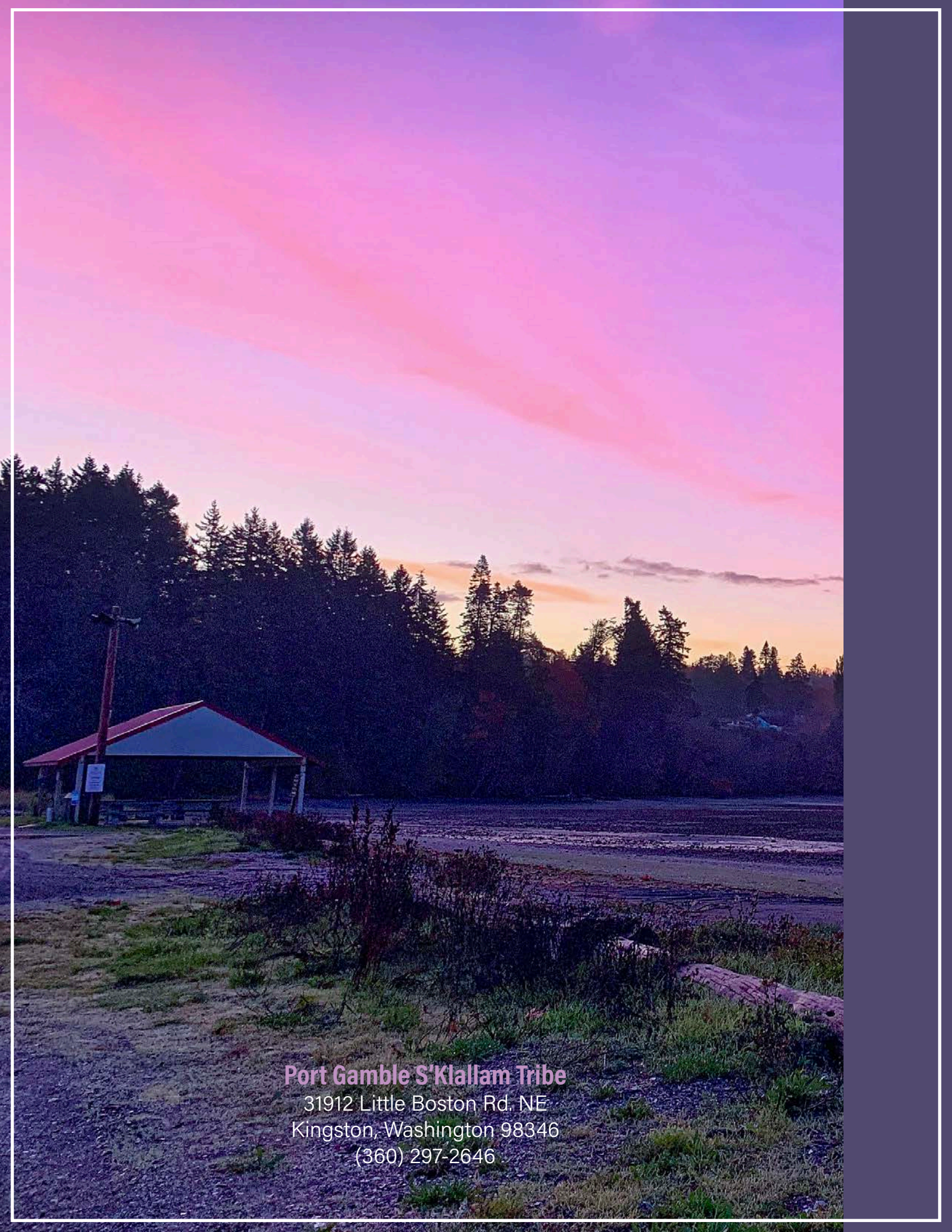
Eleanor Corless

Sharon Charles

Raymond Wan

Ed Charles

Dawn Jones



Port Gamble S'Klallam Tribe

31912 Little Boston Rd. NE
Kingston, Washington 98346
(360) 297-2646