



2021



ANNUAL REPORT

The Strong People



Annual Report for the year 2021

VISION

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

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.

LEADERSHIP

TRIBAL COUNCIL



Jeromy Sullivan
Chairman



Chris Tom
Vice Chairman



Renee Veregge
Council Person I



Donovan Ashworth
Council Person II



Matthew Ives
Council Person III



Amber Caldera
Council Person IV

ENTITY DIRECTORS

Kelly Sullivan
Executive Director
Port Gamble S'Klallam Tribe

Destiny Oliver
Administrative Director of
Tribal Services

Nic'cola Armstrong
Executive Director
Tribal Gaming Agency

Greg Trueb
CFO

Troy Clay
CEO, Noo-Kayet

Joan Garrow *(retired 2022)*
Executive Director
Port Gamble S'Klallam Foundation

Tamara Gage
Administrative Director of
Tribal Government

Sam Cocharo
General Manager
The Point Casino

Kara Horton-Wright
Executive Director
Port Gamble S'Klallam
Housing Authority

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TRIBAL COUNCIL COMMUNITY GOALS

To help guide decisions and activities of all leadership and departments serving the Port Gamble S’Klallam community, Tribal Council has set forth these goals. They are reviewed annually to ensure that they still represent the values of the Port Gamble S’Klallam Tribe and the needs of community.

- 1** Increase educational opportunities for Tribal members of all ages.
- 2** Manage growth in a manner that ensures the future generations have adequate land and housing; that needed infrastructure and Tribal facilities are well planned, coordinated, and developed; and that the costs of growth are considered.
- 3** Diversify the Port Gamble S’Klallam Tribal economy in order to be less dependent on governmental funds and gaming revenues.
- 4** Preserve and restore S’Klallam Tribal history, language, and culture within the Port Gamble S’Klallam community, our partners, and surrounding communities.
- 5** Enhance the health and wellness of the Tribal community.
- 6** Assure public safety on the reservation and in treaty rights areas.
- 7** Protect and enhance treaty rights in all of our usual and accustomed areas and all traditional hunting and gathering grounds for Tribal members of all ages.
- 8** Create more job opportunities for Tribal members.
- 9** Maintain high standards in the administration of Tribal government and the conduct of Tribal business enterprise.
- 10** Maintain and develop financial systems for the Tribe to ensure financial security, stability, and growth into the future.
- 11** Create an environment that supports and encourages staff engagement with the Port Gamble S’Klallam community outside of the office.
- 12** Assure the reservation public spaces are clean, safe, and well maintained.

Letter from the Chairman



*Chairman Jeromy Sullivan and PGST Executive Director Kelly Sullivan
at the Grand Opening of the Community Health Center*

2021 was a year of ups and downs.

As we entered the second year of the pandemic, there was a lot to feel hopeful about: a highly effective COVID vaccine was introduced, and, by the end of March 2021, we were able to make it available to every adult community member who wanted to take it. This was two months ahead of the timeline set by the state. By late spring, the vaccine became available to youth aged 12 and above. We celebrated by partnering with Suquamish on a series of Youth Vaccination Clinics here on our Tribal campus.

In early summer, we cautiously emerged from mask mandates and shutdowns. Unfortunately, COVID wasn't quite done with any of us. With the emergence of the Delta variant, many restrictions, lifted just weeks before, went back into effect.

At the end of 2021, Omicron brought a surge of cases all over the world, including to our community. All throughout the holidays, our Health Center staff set up special testing clinics, sometimes coming in on their days off, to keep our community safe. The good news is that while Omicron has been more

infectious, it has been less severe, especially for the vaccinated. From the start of the pandemic, decisions regarding COVID have been directed by our Emergency Response Team, which has been led consistently by Jolene Sullivan, Kelly Sullivan, Misty Ives, Dr. Luke McDaniel, and Dr. Scott Lindquist. We thank them and everyone else involved for their good and tireless work.

The severity of Delta and the uncertainty of the ongoing pandemic pushed us into issuing a vaccine mandate for all staff, which went into effect on November 1. We know that there was disagreement on this decision, and we did lose a few talented individuals because of it. Tribal Council continues to stand by the mandate, which was a decision that didn't come easily, but was necessary to further the continuing goal of minimizing illnesses and death among our community members and staff.

Our Health Center staff has been on the front lines of COVID from the beginning, taking care of our community and answering questions and concerns. In 2021, they finally moved into their new home. After a construction delay due to

the start of the pandemic, the new Health Center opened in August. The new facilities bring together all health services—including dental and wellness—under one roof to better support every community member at all stages of life.

During our celebrations for the Health Center grand opening, Governor Jay Inslee visited to tour the facility and recognize Jolene Sullivan as ‘Washingtonian of the Day’ for her work as our Health Director. While there are a lot of people to thank, over the course of many decades, for the expansion of health services on the reservation, Jolene and her team worked hard to create a Center that will keep us healthy for many, many years to come!

Throughout the past year, our Tribe has had access to federal COVID relief funds, which we have used to improve services and, in as much as possible, alleviate the financial strain on our Tribal families. This has included covering household utilities, costs associated with missed work due to illness or quarantining, and a one-time payment of \$5,000 to every PGST member over the age of 18.

This assistance came at a time when many started feeling the pinch of rising costs. Inflation is at its highest rate in more than 40 years, raising the price of many goods and services by an average of 7% from 2020 through 2021.

Inflation is having an impact everywhere, including in Tribal government. Our money isn’t going as far as it did even just a few years ago. Costs of materials and supplies are rising, and project bids have skyrocketed. For example, the remodel of the old Wellness Center (which will eventually house the Courts department) is now estimated to cost twice its original budget. We’re seeing these price increases across the board, which is eating away at any revenue gains we’ve made and then some. This is affecting decisions about which projects move forward and shifting timelines for completion. We’re having to be even more strategic and thoughtful about what we take on and how we spend money.

What this means is that some projects—even those that are a part of our Master Plan—will take longer to complete. It might even mean start delays or cancellations. We are working to ensure little to no impact to services and programs, while continuing to make the best decisions we can for the community.

One Master Plan project that has gotten underway is the Warrior Ridge housing complex. Warrior Ridge represents our commitment to increasing housing on the reservation, which is sorely needed.

Initial infrastructure on Warrior Ridge began in 2021 and Phase One will include 30 units, all of which are specifically designated for a mix of Elders, low-income families, or those in need of transitional housing. A case manager will work on-site with families and individuals to facilitate other services as needed. Additional phases of the project will include more housing and a community center. The first units at Warrior Ridge are expected to be move in ready by fall 2023. More details should be available soon.

2021 also saw a new chapter in the life of Noo-Kayet Point, also known as the former mill site at Port Gamble. In August, we closed on the sale of a conservation easement for 18.4 acres at the site. For a long time we worried about housing, tourism, and boat traffic removing us further from this piece of ancestral land. Those days are over. Development at Noo-Kayet Point is now restricted.

As a part of this agreement, some soft development that focuses on cultural and public access is allowed. Our Natural Resources department is working with an environmental consulting firm on concepts that prioritize land restoration, while making room for amenities like trails, gathering spaces, native plant gardens, and a canoe landing. The process of choosing a final design will take years and there will be several opportunities to provide feedback. I encourage you to take part in these gatherings and make your thoughts known as we shape a positive future for Noo-Kayet Point.

Throughout this report, you will find information from each of our departments, including their successes in 2021. The last two years have been the most trying of my lifetime and I am constantly impressed by our staff and what they have been able to accomplish under constantly shifting circumstances.

I am also impressed by all of you. This community has shown up, even in the darkest moments, with resilience and kindness. We may not always agree, but that doesn’t stop us from taking care of one another.

As we come into 2022, there are a lot of reasons to be cautiously optimistic about the future. What we do know is that whatever comes our way, we will handle it together.



Jeromy Sullivan
Chairman, Port Gamble S’Klallam Tribe

Financial Report

FROM THE OFFICE OF THE CFO



Greg Trueb is PGST's Chief Financial Officer. He joined PGST in 2021 from the Suquamish Tribe where he most recently served as their Finance Director.

Greg took over for Betty DeCoteau, who retired recently.

I'm happy to report that Fiscal Year 2021 was a very successful one for the Port Gamble S'Klallam Tribe. You can review details on the opposite page, but, in general, Tribal hard dollar revenues exceeded budget, while expenditures were on track or under budget.

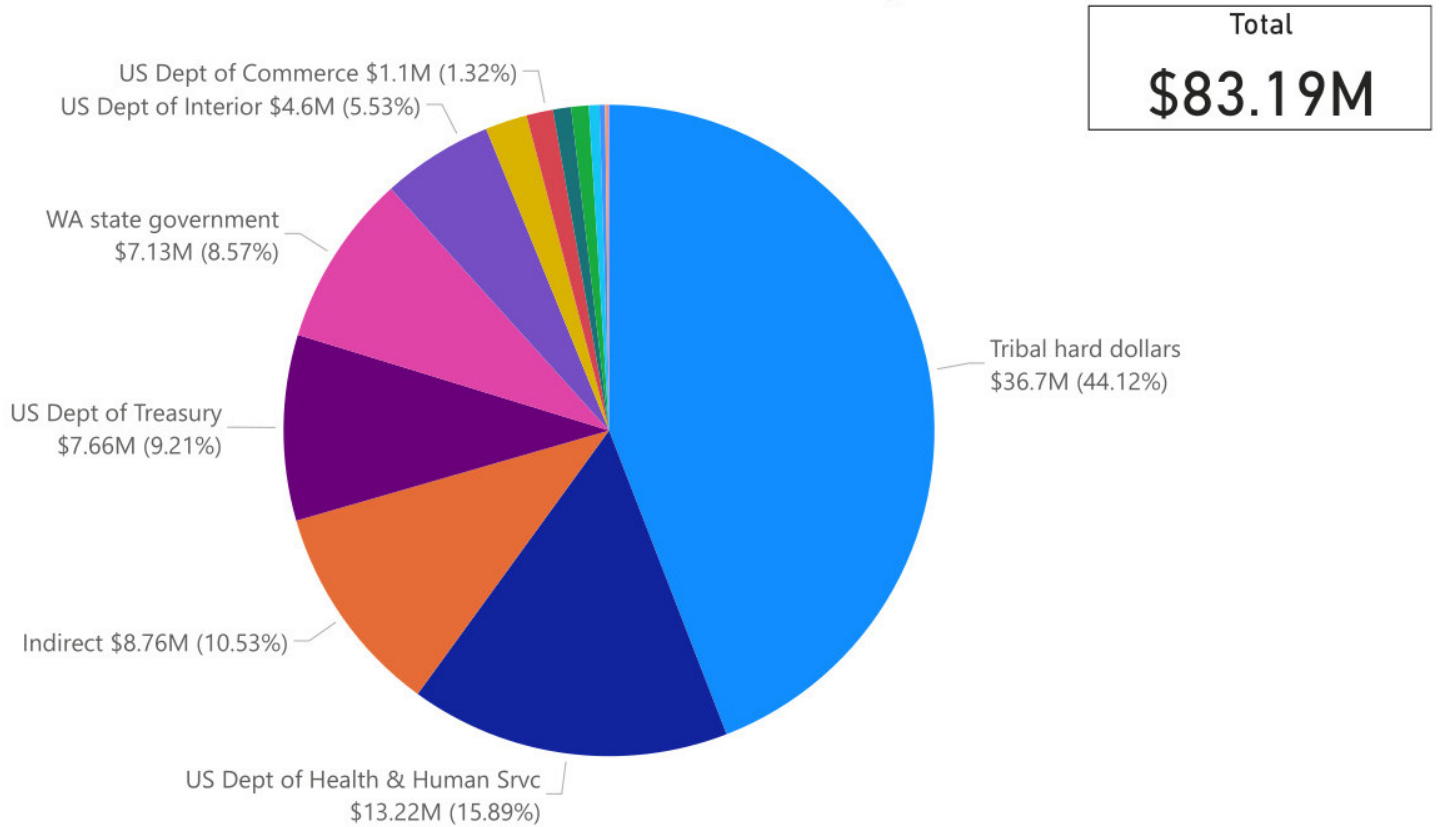
The Tribe received \$17,734,404 in Fiscal Recovery Funds. This money was used, in part, to help fund the Warrior Ridge housing project as well as a first-of-its-kind financial assistance payment of \$5,000 to all adult Tribal members.

At the end of 2021, Tribal Council approved a Fiscal Year 2022 budget with a surplus of \$4,228,354 compared to a budgeted deficit in Fiscal Year 2021 of \$813,165.

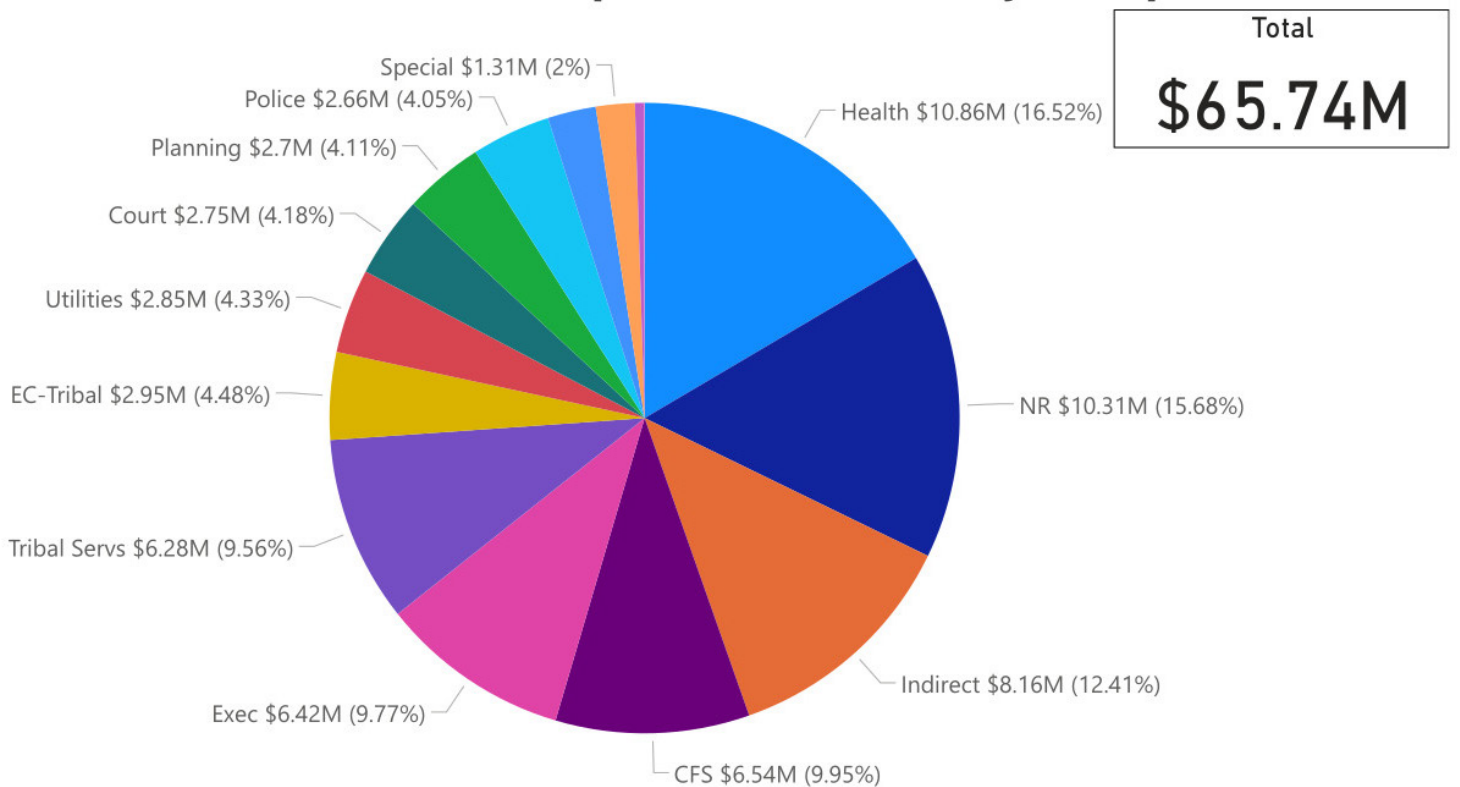
The circumstances of Fiscal Year 2021 were extraordinary and do not necessarily predict future performance. For example, we cannot depend on or anticipate additional Fiscal Recovery Funds.

We need to work hard to preserve the resources we have while funding growth in a sustainable way. To do that, we will need to work collaboratively within Tribal government as well as with Noo-Kayet Investments to ensure that the Tribe's resources are utilized in a way that maximizes the short and long-term benefits to the membership. We have already started to do this through strategic planning and ongoing assessment of our financial policies and systems. You can read a bit more about this in the Accounting department report later in this document.

2021 Annual Revenues by Fund



2021 Annual Expenditures by Dept



Employee Stats

379

Total employed during 2021

325

Employees at end of 2021

139

Port Gamble S'Klallam Tribal Members

147

Non-tribal Employees

32

Member of tribe other than PGST

28

Non-Tribal Parent of Enrolled PGST Member

15

Non-Tribal PGST Community Member

124
Male

199
Female

2
No gender identified

EMPLOYEE ANNIVERSARIES

5
years

Misty Bowechop
Brandon Halsey
Miranda Halsey
Donna Jones
Dominic Pierce

Charin Roberts
Keith Smith
Carilla Trevathan
Diana Tyree-Eddy
James Wion

10
years

Roma Call
Mickey Fulton, Jr.
Alena George
Melissa Hill

Eric Nelson
Debrah Purser
Ralph Purser
Bruce Youngberg

15
years

Richard Adams
Kimberly Freewolf
Joseph Sparr
Hans Daubenberger

20
years

Jimmie Bidtah
Jackie Kucharski
Jolene Sullivan
Traci Ives
Leanne Tom

25
years

Melody Bidtah
Robert Jones, Jr.
Karen McBride
Scott E. Moon
Jeromy Sullivan

30
years

Kathleen Jones

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 16, 1938	June 16, 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. 23, 2011	n/a	n/a
Kountry Korner	1.11	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

Accounting

Director: Alice Bundalian

Mission: *Provide accurate and meaningful financial statement that accommodate the needs of the Tribe, ensure compliance with requirements set by state and federal funding agencies, and establish adequate controls to safeguard and manage the Tribe's financial assets and liabilities*

Budget Considerations: As of November 30, 2021, department expenditures were \$83,000 below budget. This favorable variance was mostly due to lower costs connected to salaries, business travel, payroll fees, and IT consulting.

Staff Changes

- Hired Andrea Boyd as the rover Accountant. Her primary role is in assisting with month-end and financial statement preparation for separate entities, such as the Foundation, TGA, and Early Childhood Education.
- Hired an Asset Management Technician, starting in early 2022. This role will track the purchase of all assets, inventory, and depreciation. They will also collaborate with directors on the current status of the assets in the departments.

2021 Major Accomplishments

- Separate entities (TGA, ECE, HWC, Foundation) are now using the same account segmentation as PGST for easier consolidation of financial statements.
- Indirect Cost Proposal for 2022 was submitted to Internal Business Center, The Negotiated Indirect Cost Rate Agreement for 2022 is 62.28%.
- Automatic check approval process and digital check signatures went into effect on January 27, 2021. This was a major improvement and eliminated the need to search for authorize signers when checks were printed.
- 2020 A-133 Audit is in final review with the CLA partners. Will be submitted to Clearing House before the due date of March 31, 2022.
- Made accommodations for credit cards fees reimbursements for customers using CRF funds.
- Requesting and coordinating tribal wide debts notices during the FRF community support assistance disbursements.

2021 Major Struggles

- During the remodel of the Finance/Accounting offices, we were in 3 different satellite offices making communication between staff very challenging.
- Shortages in staff due to absenteeism is challenging for staff, since those remaining must absorb the workload.
- Accounting software is complicated and really requires dedicated IT staff to ensure optimum functionality.
- Stoppage of draft paperless solution to transition to a broader ERP solution. Many hours were invested on this project but it was cancelled due to cost and viability.

2021 Capital Projects or Major Purchases

- The Accounting & Finance offices were remodeled to include better walk-up options.

Looking to the Future

- Streamlining processes such as capital purchases using the Fixed Assets module, automate Travel Advances for easy retrieval of balances.
- Consulting with Arctic IT streamline financial reporting with the use of Financial Reporting Tree, same as in FRX. This will reduce the amount of time running financial reports.
- Working on semi-automation of SEFA.
- Leverage PowerBI visual financial and managerial reporting.
- Assess, plan, and implement a new ERP software system to replace GP.
- Streamline internal credit cards processing and reconciliation.

Career & Education

Director: Kari DeCoteau

2021 Staff Changes

- There have been several new appointments, including John Perkins, Education Clinic Teacher; Morgan Veregge, Elementary Academic Coach; and Sharee Vebber, Receptionist.
- Brooke Wellman has been hired as a S'Klallam Language Intern/Teacher. This is a temporary, part-time position made possible through a joint grant with the North Kitsap School District (NKSD).
- We have several contract positions, including Isniati Ishak, Distant Learning Support Center Teacher; Rachel Flores, Summer School Teacher; Eddie Flores, Summer School Teacher; Suzanne Hermanson, Summer School Teacher/Special Needs Teacher; and Suzanne Schippers, Summer School 1-to-1 Special Needs Teacher.

2021 Major Accomplishments

- Modified all services so every Career and Education program could continue during COVID closures and restrictions. This included providing technology and supplies for remote work and school.
- Maintained consultation with NKSD and Central Kitsap School District (CKSD) as a part of our government-to-government MOU.
- Completed Phase 1 towards our goal of establishing Klallam Language as a World Language course offered at Kingston High School. Brooke Wellman taught a Language Class at David Wolffe Elementary while obtaining her Tribal Certification. She is prepar-

ing Phase 2, which is being pursued through a joint grant with the NKSD. We are planning the course description with the NKSD curriculum team and will be bringing Klallam Language classes to Wolffe, Kingston Middle School, and Kingston High School.

- Celebrated the graduations of six Tribal members from college and 22 from high school.

Specific Program Accomplishments

Higher Education

- Awarded 58 college scholarships totaling over \$142,880 worth of assistance with application, testing, and other fees that could interfere with graduation. Scholarship award amounts were reviewed and adjusted to accommodate increases in college costs.

Career Support Services

- Provided employment assistance to 195 clients.
- The Successful S'Klallam Futures program continues to grow as it assists with career planning and building by providing tools and guidance to set and meet career goals.
- The Summer Youth Program had 44 applicants and 36 youth complete the Summer Youth Work Readiness Program.
- Personalized the Summer School/Summer Youth Job Readiness Program to meet the special needs of one of our youth. This was very successful with training and meeting our program goals of inclusion with our special needs Tribal members.

K-12 Programs/Services

- Served a total of 312 students.
- Obtained 56.5 retrieval and original credits through the Education Clinic, plus 72 earned credits through the two high school summer school sessions.



Career & Education

Continued

- Statistics include 1639 student contacts, 244 students participating in academic planning, six GED test prep service contacts, and 948 parent contacts.
- ### Academic Coach statistics
- Served 90 Elementary students with 3,287 student contacts and 1,765 parent contacts. We had 64 students enroll in Summer School.
 - Served 74 Middle School students with 2,869 student contacts and 978 parent contacts. We had 14 students enroll in Summer School.
 - Served 103 High School students with 3,600 student contacts and 2,500 parent contacts. We held two Summer School sessions with 72 credit courses completed.
 - Academic Support Zones supported 14 students who enrolled during school closures. This space will continue to provide academic support with an additional academic coach on-site for students.
 - Summer School was a major success with 64 Elementary and 14 Middle School students enrolled.
- Our Reading Specialist works in schools and on Tribal campus, enhancing all programs with seasonal, cultural, and current event literacy activities and materials.
 - Studies show that academic success and music are connected. Our Musical Instrument Program has allowed us to provide all interested students with musical instruments, including guitars, pianos, drums, flutes, saxophones, clarinets, and violins.
- ### 2021 Major Struggles
- COVID restrictions and its impact on in-person support was our greatest challenge.
 - Meeting equipment and training needed to provide services on-line.
 - Finding ways to engage students with on-line support after a day of virtual schooling.
 - The transition to in-person learning presented the need for social/emotional supports as well as addressing academic regression.



Child & Family Services

Director: Cheryl Miller

Staff Changes

- Our department lost two of our beloved staff members: Grandma Rose Purser passed away in February 2021 and Lena Tunkara died unexpectedly in August 2021. These were extraordinary women and their loss is still being felt by staff and clients.
- Ciarra Hanna, who was an interim Foster Care Coordinator, has been moved permanently into the role.
- Sonja Redbird is the new CFS Case Aide.

2021 Major Accomplishments

Each of our programs had their own accomplishments for 2021 (please see next several pages for program reports). Department accomplishments include:

- CFS staff worked together to continue to provide community services during the pandemic.
- Continuing to develop our Family First Plan for Child Welfare, which will allow to provide additional services and get reimbursed for these and other services we're already providing.
- Substantially lowered ICW court cases through preven-

tion services provided to families.

- With the Funding Certainty Grant through Title IVE, we are finalizing policies to provide licensed foster homes with a pool of sick leave so they can care for ill children or go to scheduled appointments.

2021 Major Struggles

- The loss of Grandma Rose and Lena as well as two of our long-time parents has been difficult for staff.
- The transition to virtual meetings has continued to be difficult, but our staff and clients have found ways to make it work.

2021 Capital Projects or Major Purchases

- PPE supplies for staff and clients
- A rain cover around our building to keep clients being served at the CFS window dry during COVID restrictions.
- Two new vehicles for the department. These are being funded by the Maternal Home Visiting Program.

CFS: Child Welfare

2021 Major Accomplishments

- We currently have 13 children in care under a Dependency of the Port Gamble S'Klallam Court, 15 in court appointed guardianship, reunited one child with their parent, and placed two kids into permanent guardianship. In addition, four of our teens aged out of the Child Welfare Program, but continue to receive services through the Independent Living Program.
- We worked with the Kinship Navigator program to assemble a manual for the Kinship program, which includes process mapping, forms, needs-assessment evaluation, and a software database system.
- To help our families deal with the ongoing COVID pandemic, our department continues to offer preventative services to our families and supplies, such as beds,

clothing, iPads, laptops, and other items.

- Our team completed a two-day training with our PGST Police department and Natural Resources Enforcement, along with the Vulnerable Adult Program and the Crime Victims Coordinator. This allowed us the opportunity to learn from one another, share our policies/procedures, and discuss how to work best in conjunction with one another.

2021 Capital Projects or Major Purchases: Through a grant from the Casey Family programs, we were able to purchase winter clothing, duffle bags, food, household items, and gifts of appreciation for each of our families. The money also provided for the completion of a three-day training and an all-staff appreciation day.

CFS: Child Support

2021 Staff Changes: In August 2021, we welcomed Meredith Harris as our new CFS attorney.

2021 Major Accomplishments

- For fiscal year 2021 (10/1/2020 to 9/31/2021), we collected \$227,162, a 14% increase over 2020. We passed through \$3,454 to families receiving Tribal TANF.
- We have approximately 350 cases. We have been able to close cases and concentrate more of our efforts on collections.
- Full services continued to be offered to families during pandemic restrictions. We had to learn to be innovative in how we met with clients.
- Court proceedings continued in person or over Zoom.
- An access database system was built specifically for our program.
- A match waiver of \$137,760 for our Child Support Federal grant was received, providing additional program funds.
- Applications and court documents were emailed to clients for digital signatures.
- Clients received COVID supply bags, which includes masks, hand sanitizer, wipes, a thermometer, and gloves.

2021 Major Struggles

- The transition from Excel spreadsheets to our new database doubled the workload for a time.
- Concerns related to COVID continued around large, in-person events such as the Strong Family Fair and the Job Fair.
- The impact of last year's COVID closures continued through this year, including low court case numbers and case managers attempting to catch up with workloads.
- Communication with clients who do not have access to email, computers, or other technology continued to

be an obstacle.

- Staff training was stifled due to travel restrictions connected to COVID.

2022 Department Goals

- Get all cases entered into the Access database, which will be used for all federal reports.
- Go paperless by having all case files scanned.
- Offer more services and outreach opportunities to families.
- Offer in-person training to staff.
- Request another match waiver for budget fiscal year 2022.
- Amend Title 21, Family Code.
- Develop new policies and procedures to better serve our clients and families.



CFS: Family Assistance

2021 Major Accomplishments

Managed COVID funding sources and two new programs to help Tribal families: Low Income Water Assistance Program (LIHWAP) and Pandemic Emergency Assistance Funds (PEAF). In just one month, we were able to provide 20 low income families with \$40,000 of assistance via PEAFF.

2021 Major Struggles

- Keeping pace with fund source changes, while maintaining staff required to follow DSHS duty requirements and staying on top of training and IT needs to support and administer new programs appropriately.
- Maintaining core relationships with federal agencies, who have experienced turn over with special projects and new funding sources.

2021 Capital Projects or Major Purchases

We provided \$500 per household to assist with groceries in 2021; resulting in approximately \$350,000 worth of assistance directly to Tribal households.

CFS: Financial

2021 Major Accomplishments

- Child Support program's new software will allow for the extraction of better data.
- Working towards the possible expansion of the 477 Program and new TANF plan in 2022.
- All reporting to state and other required agencies was completed on time.
- Finished high in the reference survey completed by Blue-Stone Group in comparison to other departments.
- Successfully distributed COVID assistance and holiday gift cards for Tribal members.

2021 Major Struggles

- Loss of staff members due to COVID caused hardships to remaining staff.
- Lack of availability of mental health resources.

CFS: Elders Services

2021 Staff Changes

No changes, although we had one staff member suffer an adverse reaction to the COVID booster requiring medical leave.

2021 Major Accomplishments

Distributed 17,198 fresh and frozen meals, as well as 5-day food boxes to any Elder who was interested. The CHR department was vital to the success of this project.

2021 Major Struggles

Understaffing, which occurs when any of our full-time or part-time staff are out, especially for illness. This creates a significant challenge to our ability to operate, get meals prepared and delivered, while meeting the other needs of our Elders.

2021 Capital Projects or Major Purchases

We were able to purchase a freezer—a much-needed appliance allowing us to accommodate additional food storage.

CFS: Together for Children

2021 Major Accomplishments

- Our program was awarded a Supplement and Extension Amendment, which provided a year of funding.
- Through \$130,900 allocated by the Department of Health and Human Services' Tribal MIECHV ARPA Supplemental Funding, we were able to purchase two vehicles (@ \$40,000 each) for departmental use. This has been a program goal for some time and it is rare to be able to do this within the confines of grant rules.
- We completed our annual Program Assessment of Improvement Measures and excelled in all areas.
- During the calendar year, staff conducted 311 TFC visits with 281 completed virtually. As all clients in the program were deemed low risk, the recommendation is for one visit per month. All received at least this many, if not more. In 2021, seven clients exited the program were not expected to receive the recommended number of 12 annual visits.

CFS: Foster Care

2021 Staff Changes: After the untimely passing of Lena Tunkara, Ciarra Hanna, who served as the interim coordinator, was promoted permanently to the position.

2021 Major Accomplishments

- At the end of 2021, we have a total of 11 licensed foster homes and two families that are working on receiving their licenses.
- Throughout COVID restrictions, we continued to offer parent groups over Zoom as well as counseling upon request from mental health professionals.
- All our families received PPE equipment. We also kept safety equipment on hand for licensed providers, kinship families, and our client families. This included fire extinguishers, safety ladders, smoke detectors, carbon monoxide detectors, and more.
- We continue to offer services for families and provide beds, clothing, iPads, laptops, and food cards to families and children in need.

2021 Capital Projects or Major Purchases: We were able to purchase a fingerprinting scanner, along with the corresponding software and training, to be able to fingerprint clients, parents, and providers on site.

CFS: Vulnerable Adult

2021 Staff Changes: Katerina Kreiger has announced her resignation, effective at the end of 2021. We are recruiting for her position.

2021 Major Accomplishments

- Subcontracted with six private caregivers and served seven Elders in need of in-home support.
- Established guardianships for three young adults and one Elder.
- Working to set up a formal Protective Payee Program, which will be of great benefit as our program continues to expand.

2021 Major Struggles

- Certification of caregivers certified through the state. For example, we have two Elders who were assessed a year ago and still have not had caregivers approved and assigned.
- Approval of payees through the Social Security Administration. PGST has reopened, but many DSHS programs and officers are still working remotely. It is very difficult to speak to someone in person and, despite our offices following procedures, closures have caused significant slowdowns.

CFS: Youth Services

2021 Staff Changes

- We had to terminate the employment of two staff members due to the vaccine mandate.
- Karleigh Gomez was promoted internally to Prevention Coordinator and Casey Jones was hired in December as a Youth Services Worker.

2021 Major Accomplishments

- Held several community and staff virtual townhall trainings as well as retreat sessions related to mental health, suicide prevention, 2SLGBTQ+, Elders, conscious discipline, parents, and teens.
- Distributed weekly snack bags in collaboration with the food bank, activity kits for families, parent and teen retreat kits, prevention kits in collaboration with the prevention team, and cultural gathering kits for all K-12 families.

- Received a grant to fund six months of internet assistance to young people from 4th grade to aged 24.
- Completed several health initiatives, including youth/young adult fitness challenges, a healthy youth survey, and bike tune-up/safety classes.

2021 Major Struggles: Reopening after-school programs. Youth struggle with adhering to mask mandates, especially after wearing them all day at school. In addition, COVID has made many youth more used to being home. While youth continue to express interest in trips, limitations on stopping for food during trips have limited us to local outings only.

2021 Capital Projects or Major Purchases: A cement floor and fenced carport has been built next to the batting cages. This was funded through Appendix X and will be used to store kayaks and paddleboards.

Court Services

Director: Christina Barone



2021 Staff Changes: Two department staff positions went unfunded this year due to lack of available funding opportunities and the program's inability to maintain a suitable client load. The eliminated positions included:

- Healing to Wellness Court Coordinator: the program had minimal community participation (4 years, 3 clients) and was not viable for continuation.
- Reentry Specialist: Was not funded due to a lack of funding opportunities and declining program participants.

We continue to incorporate leadership curriculum and team building into department management. This tracks key performance indicators for staff, ensures defined programmatic benchmarks are met, meets grant goals, and addresses the needs of the community.

2021 Major Accomplishments

- Continued to evolve and adapt programs, services, and outreach efforts through the continued COVID-19 crisis. In this way, we have been able to continue to restore hope, connections, and opportunities for people directly impacted by the criminal legal system.
- Sustained program funding for reentry, transitional housing, community court, and special domestic criminal jurisdiction. These grant awards aid the department

in maintaining its Tribal hard dollar requests at the same or at minimal request levels as in prior years.

- Awarded a two-year (2021-2023) grant for the Tribe's Welcome Home Program for Reentry Services to maintain the Kitsap county-wide reentry program with Kitsap County jail.
- Finished preparation of transitional housing site for delivery of homes. This will happen in early 2022.

2021 Major Struggles: We did not face any significant barriers to department programming. Our space in the Blue House has alleviated space constraints. We continue to work collectively with law enforcement to ensure we can meet all due process requirements for those individuals who are impacted by the criminal justice system.

One area where we have experienced some struggles is adapting to the challenges related to COVID-19. While there have been challenges, this has also given us the opportunity to become more creative in how we work with and for the community. We continue to improve service delivery to PGST members by:

- Looking outward for innovative ways to improve services and provide personal accountability from staff.
- Continuing to clarify departmental values and align our actions to ensure PGST values.
- Continuing to work towards high levels of competence and skill sets by providing training opportunities to staff, as well as encouraging staff to make choices about how they do their work and serve the community.

2021 Capital Projects or Major Purchases: We purchased two transitional housing units in late 2020/early 2021, which will be placed in early 2022 on the prepared site at the Blue House property.

Cultural Resources

Director: Laura Price



2021 Staff Changes

- In July 2021, Marie Hebert retired after 30 years of service. The Tribe and various departments celebrated her work with a retirement celebration.
- A Cultural Specialist will be hired in early 2022.
- Changes were made in the organizational structure, which included the Tribal Historic Preservation Officer (THPO) position moving from under Natural Resources to Cultural Resources. Stormy Purser resigned from this position in 2021. Laura Price is managing these activities in an interim role until a new THPO can be hired in 2022.

2021 Major Accomplishments

- Continued participation in and providing TA support for the two-year Advanced Klallam Language Class. As of the end of 2021, there are seven Tribal members in this class.
- Hosted House of Tears Red Road to DC Totem Pole Tour. The semi-public portion of the event was held at the beach with a private event with PGST's Early Childhood Education Program.

- Hosted a formal ceremony at Point Julia and the Longhouse to honor the gifting of a canoe from the Stillaguamish Tribe.
- Continued reinternment of ancestral remains and THPO/NAGPRA consultations.
- Continued Cultural Committee meetings, which have provided important input on recent road sign and park naming proposals.

2021 Major Struggles

- We have been short-staffed due to unexpected delays in the hiring of new positions. This has created disruptions in organizing community engagement activity. Laura has been filling in and keeping up with ongoing demands to the best of her ability.
- The Cultural Resources building, and offices need a remodel. Plans have been drafted for the construction of walls to provide privacy to staff as the department grows.



Cultural events from 2021

Top: scenes from the House of Tears Red Road to DC

Bottom: the gifting of a canoe carved by PGST member Brian Perry from Stillaguamish Tribe

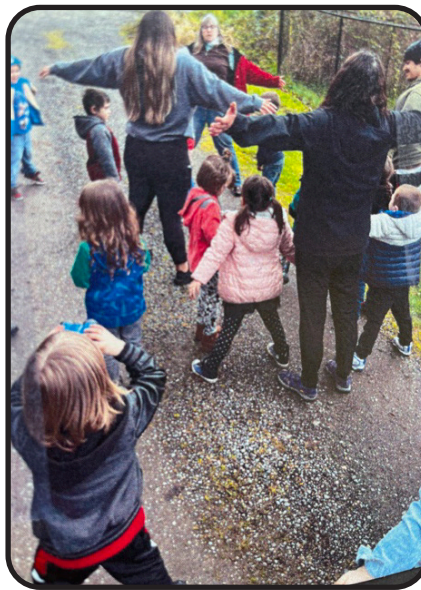


Early Childhood Education

Director: Jackie Haight

Vision: Every child and adult who is part of ECE is a caring, responsible, and important individual of this world.

Mission: We commit to provide a healthy, nurturing, and safe learning environment that promotes cultural values for children, expectant parents, families, and our community.



A Year in Pictures (from left to right): teachers demonstrate weaving, kids enjoy the outdoors, and the annual Children's Honoring in the Ball Field.
Opposite page: images from the Red Road totem pole visit to ECE.

2021 Staff Changes

- Two ECE Preschool Classroom Assistants left their positions.

2021 Major Accomplishments

- Reopening the Center on January 21, 2021 with reduced childcare services. On April 27, 2021, we restarted in-center services three days per week, four hours per day for all enrolled children. Virtual learning continued to be an option for enrolled families. We continue to strive for excellence in all areas of service.
- Staff Year 2021-2022 began on September 13, 2021 with all enrolled children offered in-center services at a level of 1020 hours for preschoolers and 1380 hours for infants/toddlers.
- 97% of ECE staff were fully vaccinated in advance of the November 1, 2021 mandate deadline.
- Worked on development of an outdoor learning curricu-

lum for preschoolers and older toddlers. This program is being supported by grant funds.

2021 Major Struggles

- The continuing global pandemic has focused all attention on health and safety issues and created trauma resulting from the stress and isolation faced by enrolled children, families, and staff.
- During the 2020-2021 school year (ending August 18, 2021), our program struggled to fill staff vacancies due to COVID restrictions. We have 37 employees with some staff members under several program funding sources.

Turnover—which is at approximately 18%—affects the supportive environment for teaching staff. Recruiting, hiring, and new staff orientation takes time and valuable resources, while adding stress to teaching and management

staff who are faced with picking up additional responsibilities. The pandemic limited opportunities to replace staff due to closures and limited HR systems in place.

In late March 2021, we hired five Tribal members, including three in permanent positions and one in a substitute role. In addition, Tribal leadership approved the hiring of two rover positions to assure the staff-to-child ratio in classroom allowed for necessary health and safety protocols, professional development activities, and on-going assessment tasks.

A requirement for background checks to include fingerprints delays on-boarding of staff for up to 21 days.

As of the start of 2022, there are five vacant positions.

- On September 13, 2021, we returned to full-time, in-center services. Of the 28 enrolled preschoolers, 25 are attending in person; of the 40 infant/toddlers enrolled, 31 are attending in person. During the first six weeks of in-center services, ECE reported four separate incidents involving COVID to the Tribal Health Authority. This resulted in 44% of children, 50% of teaching staff, and 38% of management staff being out with symptoms. These absences increase the burden on teachers for them to accomplish all their duties, including lesson plans, on-going assessment documentation, home visit preparation/completion, and professional development activities.

There have been no positive cases of COVID directly linked to the PGST ECE Center. All contact tracing has indicated outside community links. Our Family Health Advocate assists in all contact tracing in partnership with the PGST Health Center.

2021 Capital Projects or Major Purchases: In April 2021, we purchased a NuvaWave Device in partnership with the PGST Health Center. This coincides with our focus on innovative methods to disinfect the bus to ensure the health safety of the children and staff during transporting.



Grants

Director: Roxanne Hockett

2021 Major Accomplishments

- Completed internal analysis to identify needs, gaps, and possibilities, which was useful in creation of the Department's Strategic Plan and the 2022 Budget. This extended to analysis of our work with other departments and agencies and resulted in some changes in our work processes and policies.
- Worked on further developing our internal infrastructure. Several hours were spent on creation, set-up, and move into our new space, which we love and are immensely grateful for. We also improved our recordkeeping systems, so that staff and grant writers in the future have more ready access to old grant applications.
- We consider optimizing our processes to be crucial, so that we are efficient and effective, but we are also focused on providing the best possible services and outcomes to those that we serve. This remains one of our primary foci as we move into 2022.
- Increased our inter-departmental, inter-entity, and inter-agency efforts. All Grants Department staff are participating in work with outside agencies, councils, committees, task forces, et cetera, to increase our awareness of funding opportunities, collaboration opportunities, and our ability to call on partners for letters of recommendation for our grant-funded proposals when needed. This has included sitting on panels where we are providing feedback about the grant packages, access to needed funding, and the grant process. The Department of Commerce, Department of Justice, and Washington State Recreation and Conservation Office have all specifically requested our input, most on an ongoing basis noting the value of the detailed input that we gather and provide. This also has the long-term benefit of increasing our access to funding that we need for specific types of projects, without the exclusions that have prevented our access to them in the past (e.g. funding for a dock without the requirement that it be open to the general public).
- The Grants Department team started getting more deeply involved within departments and with their programs and projects, to the great benefit of each department and the grant application process. Understanding a project

or program more intimately, by being hands-on where appropriate, is proving beneficial on many levels and we intend to continue cultivating 1) relationships with PGST departments' staff and 2) better understanding of the work that they do.

- Continued researching potential training programs that we and directors might attend in order to make the grant process both more efficient and more successful, as well as more enjoyable (e.g., Project Management Certification, Decision-Matrix Training, Logic Model Training, Evidence-based Decision-Making, et cetera). We are developing what training we can provide internally, and we are identifying resources to provide those that we cannot.
- Attended NGMA's Annual Grants Training and GM-BoK training to keep current on changes in policy and guidance at the federal grant level, and to expand our knowledge of the grant field as a whole. These trainings are also a crucial resource for our grants staff as we prepare to test for certification as Grant Management Specialists (CGMS), a recognized and valued credential within the agencies that we receive funding from.
- Attended many webinars and other training as provided by the agencies from whom we seek funding, and we share this information with the relevant departments as well. When they are unable to attend, we provide the department staff with the resources and instruction provided, so that they have the benefit of that information as we build grant applications.

2021 Major Struggles

- Our office was displaced at the beginning of 2021 because of the Admin/Accounting remodel. Because of this, our staff had to work from home for a few months before being able to move into our new space in April 2021.
- Continuing to explore ways to track match obligations and assess program compliance.

Grants by the Numbers

\$8.67 million

Grant dollars won from 2021 applications as of 4/5/2022

\$12.74 million

Grant dollars applied for in 2021

\$1.48 million

Grant dollars still pending from 2021 applications

82%

Success rates with current awards*

2

Number of PGST grant writers

1

PGST Grant Director

3

Number of staff in Grants department

Departments that collaborated with Grants and amounts awarded from 2021 applications:

Children & Family Services: \$140,900

Housing Authority: \$3.91 million

Court Services: \$1.67 million

Information Technology: \$443,321

Culture: \$82,609

Natural Resources: \$1.48 million

Early Childhood Education: \$779,209

Noo-Kayet Investments: \$142,000

Health Services: \$15,000**

**additional money may be awarded from pending applications*

***Health Center applied for significantly fewer funds this year because of COVID Relief money and focus on COVID care*

Health Services

Director: Jolene Sullivan



Photos: Scenes from the Health Center Grand Opening.

Clockwise, opposite page: Joe Sparr and Jolene Sullivan share a hug; Joe Price and Donna Jones with the S'Klallam Singers; Governor Jay Inslee greets Dinae Sullivan

Below: Governor Jay Inslee addresses the community with Jolene Sullivan

2021 Staff Changes

Terminated or resigned staff positions, included:

- MH Counselor
- Continuous Quality Improvement Specialist
- Dental Assistant
- Receptionist/Scheduler (2 positions, 1 transferred to Dental)
- Massage Therapist
- RN
- BH Manager
- Dental Manager (retired)
- Lead Substance Abuse Counselor (retired)

New staff/hires included:

- Dental Assistant (transfer from Health Services front desk)
- Receptionist/Scheduler (3 total; 1 on call)
- Behavioral Health Consultant
- CMA
- Lead Dentist
- Billing Specialist
- A/P Technician
- Young Adult Ambassador
- RN/Triage Nurse
- ARNP Medical

As 2021 ended, there were several vacant positions, including:

- Continuous Quality Improvement Specialist
- Mental Health Counselor
- LPN/RN
- CMA
- ARNP Psych Provider
- CHR (2 on call)

2021 Major Accomplishments

- In August 2021, we moved into our new community Health Center, which brings all health and wellness services available to the community under one roof. To commemorate the opening, community members, staff, and health leaders were invited to tour the facility and participate in various celebrations, including a blessing. WA Governor Jay Inslee attended community celebrations and named PGST Health Services Director Jolene Sullivan “Washingtonian of the Day” in recognition of this momentous achievement.

- Along with other members of Emergency Operations, helped manage Tribal response to the COVID pandemic. This included community education, testing efforts, and medical guidance.
- Added Physical Therapy as a new service provided in-house and available to community members.

2021 Major Struggles: Significant challenges related to providing services during the COVID pandemic, including maintaining staffing, managing department growth, building staff morale, and managing staff burnout.

2021 Capital Projects or Major Purchases

- The completion of the Community Health Center. This was a multi-year project.
- The Grand Opening celebrations for the Health Center were paid for in whole by sponsorship partners.



Housing

Director: Kara Horton-Wright

2021 Staff Changes

- Hired three additional Maintenance staff and a Project Manager.
- Kara Horton-Wright was promoted to Executive Director.
- One staff member was promoted to Assistant Director.

2021 Major Accomplishments

- Awarded a Housing Trust Fund Grant from Department of Commerce for \$2.8 million to benefit Warrior Ridge.
- Awarded AHP grant for \$750,000 to benefit Warrior Ridge.
- Awarded ICDBG-ARP grant for \$1.03 million. The money will construct one unit at Warrior Ridge, and was also used to replace the roof and additional improvements/construction of a community home in need of repairs.

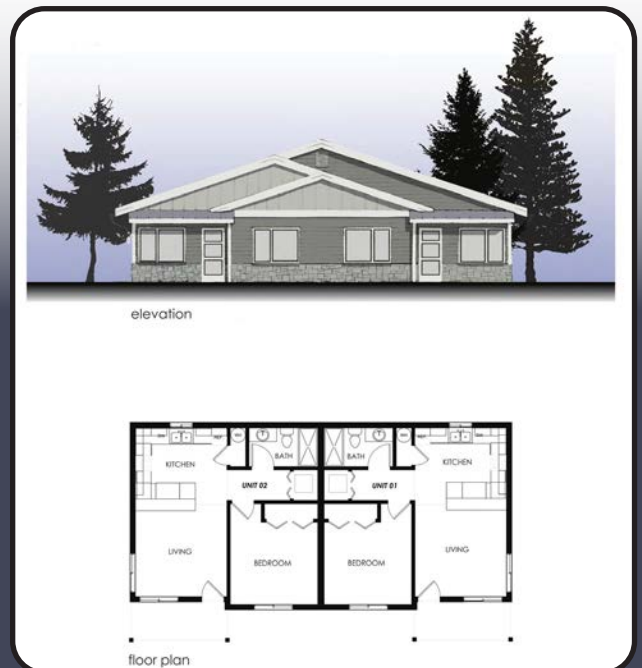
- Updated the Indian Housing Plan, which is under review.
- Submitted Housing Assistance Fund through Department of Treasury on time.

2021 Major Struggles

- Understanding the various grants and their commitments made by the former Housing Director has proven to be time consuming.
- Assigning work to the three new Maintenance hires based on their individual strengths and weaknesses.
- The resignation of the department's Project Manager soon after being hired. We are in the process of locating a replacement.

2021 Capital Projects or Major Purchases

- Construction of five new homes on the reservation using CARES Act and IHBG CARES Act funds.
- One new home is planned for construction in 2022.



Warrior Ridge Site Plan + Floor Plan of a Single Family Home

Human Resources

Director: Lisa McDonald

2021 Staff Changes

- Melody Bidtah was promoted to HR Manager, recognizing more than a decade of experience and knowledge with the department. Melody will work alongside the HR Director on high level issues.
- Malissa Purser was hired as Benefits Coordinator at the end of 2021. She brings experience that includes work on the Tribal enterprise level and at the Northwest Indian College site on the PGST campus. The Benefits Coordinator is dedicated to addressing benefits-related issues with work supervised and reviewed by the HR Manager.

The HR department continues to be fully staffed by PGST members.

2021 Major Accomplishments

- Filled 52 positions through December 8, 2021. This represents a combination of new and replacement hires. Of these hires: 35% were enrolled PGST members and 17% were either descendants, parents of Tribal children, or members of another tribe. This equals a total of 52% tribal preference hires.
- Presented to Tribal Council a signing bonus policy, which was ultimately approved. The signing bonuses offered in 2022 will make PGST more competitive than other organizations within our region.
- Began processing fingerprint background checks for Early Childhood to enhance screening procedures and meet agency requirements. A fingerprint kiosk was ordered, and electronic submittal of these prints will begin in 2022.
- Partnered with IT to create ID badges on key cards for employees. IT purchased materials and equipment and trained HR staff to create ID badges for off-campus clients and agencies.
- Conducted research on increasing the amount of dependent insurance premiums for enforcement officers. After presenting the information to Tribal Council, it was decided to increase the Tribe's portion of enforce-

Filled 52 positions through December 8, 2021. Of these hires: 35% were enrolled PGST members and 17% were either descendants, parents of Tribal children, or members of another tribe. This equals a total of 52% tribal preference hires.

ment dependent's premiums from 22% to 60%. HR staff worked with our broker to ensure we meet federal requirements when the change is implemented in 2022.

- Worked with the Executive Team to implement a merit increase range for 2022. HR then updated the performance evaluation back to a 5-point system to make room for a score-based performance merit increase in 2022.

2021 Major Struggles

- The vaccine mandate and competitive job market made recruiting more challenging.
- COVID related tasks and tracking took time away from other projects.
- Employee satisfaction across all areas of Tribal Government has been affected by the stress of the continuing pandemic.
- Efforts to bridge the Learning Management System with our network sign-on hit roadblocks and delayed the launch.

2021 Capital Projects or Major Purchases: Purchased a fingerprint kiosk.

Information Technology

Director: Jimmie Bidtah

2021 Staff Changes

The IT department has added two staff members:

- Quyen Ho is our new Windows Systems Administrator. He maintains and manages our Windows domain.
- Kyle Green was added as our Computer Network Technician. He replaced XXXXX when he was promoted to Director.

These hires bring us to five on the Tribal side and two assigned to the Health Center.

In addition, as we closed 2021, we had Darius Cole as our IT trainee, who is able to support Tribal staff with support tickets.

2021 Major Accomplishments

- Upgraded our primary Internet connection from 1GB to 10GB allowing faster speeds to all Tribal entities, including on the Tribal campus, at Noo-Kayet, and throughout the PGST community.
- Completed major software updates on all staff computers.
- Moved locally hosted email to Exchange Online to take advantage of calendaring and a host of other cloud services.
- Replaced and upgraded many of our primary servers to improve overall network stability and performance.
- Applied for a grant that, if awarded, will be used to run fiber optic to every household on the reservation to provide high-speed Internet.

2021 Major Struggles: Over the years, the mindset of the department has been to work reactively, fixing and patching the network to keep it going. There were few plans for future upgrades.

Upgraded our primary Internet connection from 1GB to 10GB allowing faster speeds to all PGST entities, including Tribal campus, at Noo-Kayet, and throughout the PGST community.

We have been working to shift this mindset and put into place a plan for future upgrades and improvements that would help PGST staff for the work faster and more efficiently.

2021 Capital Projects or Major Purchases: This past year, we did not make any major capital purchases. Rather, we spent our time working to upgrade all computers and revamp our Active directory in preparation for the move to Exchange Online.



Legal

Director: Gina Steiner



Kara Horton-Wright honors Brian Perry with a cedar hat she wove. Perry carved the canoe gifted to PGST by Stillaguamish. Legal helped to sponsor the gifting ceremony.

- PGST Community Court ruled that it has jurisdiction over Noo-Kayet Development Corporation and PGST's COVID-related insurance claims and the insurance companies, against the insurance company's efforts to dismiss the lawsuit for lack of jurisdiction.
- Quickly analyzed and applied the interim final rules for the Fiscal Recovery Funds so the Tribe could distribute funds and ensure compliance with federal law.
- Helped sponsor ceremony to receive the gift of a canoe from Stillaguamish and artist R. Brian Perry.
- Represented the Tribe on the Leadership Kitsap Board and Kitsap Regional Library Board of Trustees. Also presented about the Tribe to numerous colleges, universities, and external entities.
- Worked with Ted George family and the PGS Foundation to implement a Ted George Scholarship Award program.

2021 Staff Changes

- Meredith Harris began as a full-time Children and Family Services Attorney in July 2021.
- Julie Van Winkle was hired as our full-time Legislative Attorney in August 2021.

The addition of these two attorneys has helped us keep pace with the high-volume of work, create more accurate records, and improve efficiency.

2021 Major Accomplishments

- Helped win a preliminary injunction in federal court to stop the sale of the Sandpoint Archives.
- Provided legal analysis and guidance to implement mandatory vaccines for all PGST employees.
- Helped the Tribe acquire an 18.4-acre conservation easement at the former Port Gamble Mill site. The easement permanently protects the area from development, allows habitat restoration, and provides low-impact recreational access.

- Helped the Tribe navigate the complex statutory framework of the American Rescue Plan Act and CARES Act to determine eligible uses of the Tribe's Fiscal Recovery Funds and Coronavirus relief Funds.
- Aided in the speedy implementation of the Tribe's \$5,000 Community Support Assistance to all eligible Tribal members, including preparation of a related policy, application, and resolution.

2021 Major Struggles

- Continuing to improve department efficiency with two new attorneys. This includes learning how we distribute workload, share records, and avoid attorney shopping.
- Identified a need to implement internal controls to ensure staff comply with contract review and review consistency. Controls will be implemented as a part of our strategic plan.
- Maintaining morale through the mandatory vaccine process.

Natural Resources

Director: Paul McCollum



A new hatchery building was proposed in Spring 2021

2021 Staff Changes

- Jason Haveman is our new Shellfish Biologist. He replaces Tamara Gage who was hired internally to another position within Tribal government.
- Abby Welch has moved on to a new position. A new Finfish Manager will start in January 2022.
- Shallee Baker resigned.
- The Tribal Historic Preservation Office was moved to Cultural Resources.
- We lost two Natural Resources Enforcement officers due to the vaccine mandate. Another officer moved over to the PGST Police department.
- New hires: Megan Rohrssen as Environmental Outreach and Education Coordinator; Marla Power as Environmental Planner.

2021 Major Accomplishments

- Maintained programs throughout COVID pandemic.
- Worked with Noo-Kayet Development Corporation and Point Casino to create process for value-added fisheries product.
- Oversaw major improvements to the Hatchery program.
- Received several new grants to help support various efforts

and programs.

- Worked towards finalizing Port Gamble Bay NRDA settlement.
- Worked to optimize final land-based cleanup at mill site.
- Negotiated settlement of Western Harbor NRDA in Port Angeles.
- Continued technical and policy work on Port Angeles NRDA.
- Multiple shellfish and finfish fishery achievements through co-management and Treaty Rights.
- Early detection sampling for harmful algal blooms, like PSP

- Secured \$4 million in state funding to test measures designed to mitigate the impact of the Hood Canal Bridge on juvenile salmon. This was completed in coordination with our assessment team partners.

- Reviewed forest practice applications for 5,600 acres within PGST U&A.
- Sampled Brownfield sites on reservation for presence of contamination and hazardous materials.
- Began nutrient monitoring in streams on reservation.
- Closed on the acquisition of a conservation easement for 18.4 acres on the former mill site.
- Completed PGST Coastal Hazards Analysis for Shoreline Management Study for PGST Shoreline.
- Completed Wetland, Stream, and Fish and Wildlife Habitat Inventory Report.
- Completed 30% design draft of Port Gamble Shoreline Conceptual Restoration.

2021 Major Struggles: COVID pandemic restrictions and staff turnover has been difficult.

2021 Capital Projects or Major Purchases: We completed major improvements to the hatchery and purchased an outboard motor.

Maintenance

Director: Bruce DeCoteau

2021 Staff Changes

- Two employees were terminated, including a custodian and a maintenance worker.
- Three employees resigned: one left for another position, another for personal reasons, and a custodian left connected to the COVID-19 vaccine mandate.
- Replacement hires included a maintenance worker and a custodian.
- New hires include two new groundskeepers. These are full-time positions.

2021 Major Accomplishments

- Installed individual heating and cooling units in each office in the Human Resources building.
- Installed card reader automatic door mechanisms in the majority of the Tribal buildings on campus.

2021 Major Struggles

- Dealing with the ongoing COVID crisis. Ensuring that employees tested as needed and practiced social distancing and other protocols took a tremendous amount of time. In addition, we had a difficult time acquiring supplies and materials from vendors who were faced with shortages.
- Keeping up on all the work to ensure the complex is one we can all be proud of. The Facilities department is an important asset to the Tribe. We are responsible for keeping buildings clean and sanitary as well as maintaining the grounds and buildings themselves. Our Maintenance crew—especially during the increased responsibilities during COVID—has had difficulties keeping up with the grounds work while taking care of daily work orders.

We are looking at ways to create more training opportunities for staff, including Facilities managers. A succession plan is being drafted as the current Director is hoping to retire within the next few years. The goal is to have current managers be able to move up in leadership roles.

Planning

Director: Joe Sparr

2021 Staff Changes: Abby Welch was hired in a new position, Environmental Planner/Project Manager.

2021 Major Accomplishments

Several ongoing projects were completed or saw significant progress, including:

- The new Health Center was completed and opened in August.
- Red Cedar Lane subdivision was substantially completed.
- Administration building remodel completed.
- Transitional Housing project site work completed with housing units on schedule for delivery and installation in early 2022.
- Assisted Housing Authority with project management of Warrior Ridge's infrastructure construction.
- South boat ramp design completed and permit issued by U.S. Army Corps of Engineers. Project is going to bid soon.
- Plans are complete and bidding is underway for Courts remodel of old Wellness Center.
- Plans are complete and permitting is underway for hatchery and Point Julia improvements.
- Feasibility study underway for North Kloomachin subdivision.
- Fisheries freezers to be installed soon at The Point Casino.

2021 Major Struggles

- Keeping up with drainage issues at the Red Cedar Lane subdivision.
- While we were glad to help, working on the Warrior Ridge construction and Administration remodel projects was unanticipated and put a strain on completing scheduled work.

2021 Capital Projects or Major Purchases: We worked on/completed several capital projects, including the Health Center, Red Cedar subdivision, Administration building remodel, transitional site improvements, campus shelter site improvements, and new freezers for The Point Casino.

Port Gamble S’Klallam Foundation

Director: Joan Garrow (*retired early 2022*); report prepared by new Director Andrea Dolan-Potter

2021 Staff Changes

- Transitioned from a contracted accountant to a “roving accountant” employed by the internal PGST Accounting department.
- Foundation Executive Director Joan Garrow announced her retirement in fourth quarter of 2021. Andrea Dolan-Potter was promoted to the Executive Director position, effective January 1, 2022.

2021 Major Accomplishments

Despite the pandemic, we have been able to increase dollars raised for Heronswood and other Tribal programs through increases in Garden Memberships, grants, scholarships, Garden Entry income, garden tours, and individual donor support, as well as online and in-person class and lecture fees. Highlights include:

- \$30,500 in sponsorships for the PGST Community Health Center Grand Opening
- \$22,500 grant awarded through WA Department of Commerce/Arts Fund
- \$25,000 grant award through WA Equity Relief for Nonprofit Organizations
- \$196,694 Native American Agriculture Fund grant for S’Klallam Resiliency Expansion Project
- \$25,000 value stock gift from a major individual donor to benefit Heronswood
- \$10,000 major individual donor donation for the Raining Wall in the Renaissance Garden
- \$10,000 major individual donor donation to cover the cost of new flooring in Heronswood’s education building
- Two special fundraising events brought in over \$30,000, including the Lytton BC Fundraiser (\$17,252) and the Ted George Scholarship Fund

(\$13,840)

- Garden Membership fees brought in over \$70,000
- 20 booked weddings brought in a \$250,000 funding split between Noo-Kayet (event management, catering, hotel) and Heronswood (venue).
- 47 revenue generating classes (online and in-garden) with 1,627 attendees
- Over 30 lectures to garden clubs, horticultural societies, and other interested groups given by Patrick McMillan, Ross Bayton, and Dan Hinkley.
- More than 8,000 visitors to Heronswood in 2021
- Almost \$16,000 in public support from donations made through Kitsap County’s annual “Great Give” and Washington State’s “GiveBIG WA”
- In consultation with S’Klallam language bearers, Klallam names were given to all primary parts of Heronswood Garden. The names are included in signage and printed materials, as well through vocal pronunciations accessed through QR codes used on signage.
- Construction began on the new Travelers Garden at Heronswood. This includes the S’Klallam Connections Garden, which is interpreted and designed by Tribal staff members and features indigenous plants of cultural significance. A convening area in the Garden for outdoor activities and gatherings will host S’Klallam cultural programming in 2022.

2021 Major Struggles

- We’ve continued to deal with significant impacts as a result of the ongoing pandemic. This includes being unable to hold large revenue-generating public events and gatherings, which greatly impacts our ability to raise funds for Heronswood. For example, a high-end gala that was planned for Labor Day weekend had to be cancelled due to the rise in Delta variant cases.

- The Foundation operates with only two full-time employees and a part-time contracted accountant. In 2021, we felt an increased strain in workload due to Heronswood’s income-producing activities increasing as well as our accountant having to decrease hours for three months due to medical reasons.
- Heronswood operates with a small staff relative to the work it takes to manage and operate the Garden. Medical and family leave absences increased the strain on remaining staff.

2021 Capital Projects or Major Purchases

- Completion of the new Heronswood Visitor Center/

Administration Building in the first quarter of 2021 allowed for better and safer service delivery and programs during the ongoing pandemic. As visitor census continues to rise, having infrastructure supporting staff and guests is critical.

- Development of Heronswood’s Rock Garden, Phase I. This project began with the installation of a crevice garden and included a convening space that serves as an outdoor education pod. The Rock Garden is dedicated to those who died of COVID. Plans are to expand the Rock Garden beds in 2022 and incorporate plants from the Siskiyous, Olympics, Cascades, and Rocky Mountains.



Left, at top: Workers at Heronswood select and pack plants for the 2021 Christmas display at the Washington State Capitol Building. The Port Gamble S’Klallam Foundation oversees Heronswood Garden.



Left, at bottom: Gift bags for attendees of the PGST Health Center Grand Opening in August 2021. The Foundation raised over \$30,000 in sponsorships for this event. Extra funds were allocated to Health Center and other related programs.

Public Safety

Director: Domingo Almirol

2021 Staffing Changes

- Staffing level for the Police department is at 85%. For Natural Resources Enforcement (NRE), it's 50% due to officers leaving because of vaccine mandate.
- Tribal Council approved the merger of the Police department and NRE with both departments reporting for Chief of Police Almirol.
- Moved forward with applications to fill three vacant NRE positions. The candidates will be tested in early 2022.
- Jeff Crippen was promoted to the rank of Sergeant, providing a second supervisor to patrol shifts and eases the pressure on Sergeant Hultberg to cover immediate questions on his off time.
- Ray Bessette retired. His salary and benefits have been converted to cover a full-time officer position.
- Chris Jensen retired. His salary and benefits have been converted to cover a part-time clerk position.

2021 Major Accomplishments

- Hired a PGS Tribal member to the department.
- Responded to a significant increase in calls to the Kitsap 9-1-1 Center. For example, in 2020, the PGST Police department responded to 3412 calls. In 2021, that number increased to 4608, a 35.1% increase. NRE responded to 430 calls in 2020 with a jump of 88.1% in 2021 to 809 calls responded to.
- PGST Police department and NRE officers were able to complete an aver-

age of 50 hours of continuous training.

- Put into practice a new training program with Family Services, Victim Advocate, and the Tribal Prosecutor to provide annual training and updates to the Police department and NRE.

2021 Major Struggles

- Retention of officers. It has been difficult to remain competitive when other agencies offer more pay and better benefits for families.
- Competing with benefits offered by other agencies. Some departments have openly advertised signing bonuses to any officer willing to transfer. For example, Seattle Police department offers \$25,000 and Everett's department has an incentive of \$15,000. While we cannot match these numbers, we are exploring offering a signing bonus and locking the officer into a contract to ensure a certain number of years of service.

2021 Capital Projects or Major Purchases: We purchased two vehicles with CTAS grant funds.



Special Projects

Director: Renee Veregge



2021 Staff Changes: In September, Jodi Fulton was hired as the new Event Coordinator. She transitioned internally from Accounting where she was working as the Purchasing Clerk.

2021 Major Accomplishments

- Managed Elders' Generator & Extension Cord program.
- Distributed air Purifiers and fire extinguishers to community members
- Offered CPR classes to staff throughout the year.
- Coordinated 13 funerals between January and October 2021.
- Created a strategic plan.
- Managed most productive year ever for the Community Garde. This included the distribution of produce to Elders who were unable to gather on their own.
- Awarded Appendix X funds for construction and appliance upgrades, as well as needed infield supplies, at the Baseball Field.
- Offered weekly COVID testing to PGST Government and Noo-Kayet Enterprises.

- Coordinated and managed many drive-thru and in-person events, including Elders Honoring, Easter Egg Hunt, S'Klallam Days, General Council, Halloween, Veterans Day, Christmas, New Years Eve, Community PPE distributions, Elders Christmas Party, and All-Staff Christmas Party.

2021 Major Struggles

- Lack of participation and support from other departments for the different events we held. In 2022, we are requesting additional funding to resolve this problem.
- Planning events around COVID restrictions, which requires directions from EOC team before we were able to proceed with hosting events.
- Lack of cross training due to limited staff. We work together to make every program and event a success, but understand the need for everyone to understand each other's areas of expertise. We are working on training as a department in 2022 to resolve this problem.
- Lack of storage space. As event planners, we are in charge of storing decorations and other materials that require quite a bit of space. Keeping these items and using them year-after-year is far cheaper and less wasteful than buying new. We are looking at getting a trailer or storage container to hold these supplies.

Tribal Gaming Authority

Director: Nic Armstrong

2021 Staff Changes

- Three staff members left the department, including Justyn Purser (Tribal Gaming Agent), Jacob Ewing (Tribal Gaming Agent), and Julie Weaver (Surveillance Observer).
- New hires include: Cody Schwitzer (Surveillance Observer), Matt Litzel (Surveillance Observer), Lawrence Miguel (Surveillance Observer), and CJ Bucsit (TGA Agent). Eric Kelly transferred from Surveillance to become a TGA Agent.
- At the end of 2021, there are three vacant positions, including two as Observer and for a Surveillance Supervisor. In 2022, we plan to fill the open Surveillance Supervisor position with someone with a leadership style that compliments our existing PGST/TGA culture, and who has gaming experience in addition to a forward-looking attitude.

2021 Major Accomplishments

- Throughout the pandemic, the Casino maintained functionality. This represents TGA's commitment to minimizing outbreaks and absences due to illness.
- Conducted Surveillance Training via Zoom for the entire department in February 2020.
- Bingo in the Boom Room went live over Memorial Day weekend.
- All TGA Agents have completed at least Level I Commissioner Training through the National Indian Gam-

ing Commission.

- Added three additional full-time employees in the Surveillance department to ensure that we have double coverage during peak times of Casino operation.

2021 Major Struggles

- Unable to conduct continuing NIGC Commissioner Training without impacting the day-to-day operations at TGA. Moving forward, training will be planned for Agents in pairs. We will use the same protocol for Game Protection Training for Observers.
- Unable to fill the Surveillance Supervisor position on three separate occasions. The issue was finding candidates with the right balance of cultural fit, knowledge, and experience.
- Morale of team related to COVID. By luck, we were able to stagger positive COVID cases to minimize impact on Casino operations, but fear of an outbreak caused much additional stress.

2021 Capital Projects or Major Purchases

- Rolled out the Merydian Pryme Software Suite.
- Expanded Surveillance System for the Bingo Operation throughout the Boom Room.
- Updated all work stations in Surveillance to allow for software updates in Avigilon.

Utilities

Director: Ashley Brown

2021 Staff Changes

Mikole Hendricks joined the department to cover public works, maintaining parks and roads. He has been a tremendous addition to this department.

2021 Major Accomplishments

This past year, we have been able to start and complete a few major projects, including:

- The third well has been drilled, cased, screened, developed, disinfected, and quality tested. In 2022, the final design aspects will be completed and the project will be underway.
- Wastewater infiltration repairs were completed, however there are a few outstanding due to accessibility issues, such as areas that need manholes installed to replace cleanouts in the system. We are working with IHS to accomplish this.
- The Lift station projects have been started and may be completed as soon as the end of 2021.
- More progress has been made with the digital meter change out project. As of the end of 2021, we are around 50% complete and should be finished in 2022.
- Two employees earned their water operator certification.

2021 Major Struggles

Equipment failure was a major obstacle. This hindered our ability to complete certain projects effectively. We also had issues with previously installed field infrastructure.

2021 Capital Projects or Major Purchases

The Lift station project has been started and should be completed by the end of 2021 or soon after.

Port Gamble S'Klallam Members Lost in 2021

Ellen Price

Brandon Nystrom

Luella Scheibner

Stan Purser Sr.

Rose Purser

Joshua Purser

Ted George

Mike Fulton

Stonechild Moran

Lena Tunkara

Don Jones

Louis Moran

Mike Sullivan

Port Gamble S'Klallam Entities



Port Gamble S'Klallam Tribe

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