

2022



Jamestown S'Klallam Tribe

**REPORT TO
TRIBAL CITIZENS**



VISION STATEMENT

To preserve and enhance the Jamestown S'Klallam Tribe's historical and cultural identity as a strong, proud and self-reliant community, while protecting and sustaining Tribal sovereignty, self-governing authority, homelands and treaty rights.

MISSION STATEMENT

The Jamestown S'Klallam Tribe seeks to be self-sufficient and to provide quality governmental programs and service to address the unique social, cultural, natural resource and economic needs of our people. These programs and services must be managed while preserving, restoring, and sustaining our Indian heritage and ensuring community continuity.

The Jamestown S'Klallam Tribal Government operates with four goals in mind. The Report to Tribal Citizens is organized in a way that connects all the Tribe's activities and accomplishments from FY2022 back to the overarching goals to:

1. Protect and advance sovereignty and governmental authority
2. Secure Tribal self-sufficiency and self-reliance
3. Improve programs and services
4. Expand land base and infrastructure to support Tribal needs

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MESSAGE FROM TRIBAL COUNCIL

Dear Tribal Citizens, Descendants, and Friends of the Tribe:

We are pleased to present our 2022 Report to Tribal Citizens, a recap of our collective accomplishments for the fiscal year 2022, which ran from Oct. 1, 2021 through Sept. 30, 2022.

Although we began the year still working through the complexities of the COVID-19 pandemic, as the year progressed, a return to normalcy began, allowing us to forge ahead with the many and varied projects that characterize our Tribe. As always, we work from our stated vision, mission, and goals to prioritize our work.



Jamestown Tribal Council and Port Townsend school board representatives at the signing of the MOU.



Opening ceremony of Jamestown Healing Clinic with Tribal Council Members W. Ron Allen, Loni Greninger, Dana Ward and Tribal Elder Elaine Grinnell



Left: Tribal Councilmembers Theresa Lehman, Rochelle Blankenship, Loni Greninger and Ron Allen congratulated Cindy Lowe, Deputy Director of Health Services, for her 30 years of service to the Tribe. Also recognized for 30 years of service were Facilities Worker Matthew C. Adams, former Chief Operations Officer/Transportation Program Manager Annette Nesse, and Tribal Governance Policy Advisor Leo P. Gaten.



W. Ron Allen
Tribal Council Chairman
Allen Family



Loni Greninger
Tribal Council Vice-Chairwoman
Prince Family



Theresa Lehman
Tribal Council Treasurer
Cook/Kardonsky Family

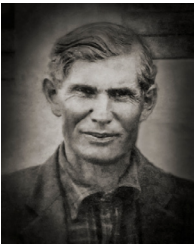


Rochelle Blankenship
Tribal Council Secretary
Cook/Kardonsky Family

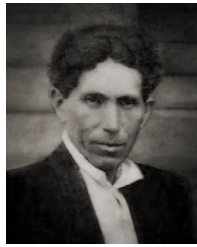


Dana Ward
Tribal Council Member
Chubby Family

TRIBAL COUNCIL MEMBERS OVER THE YEARS



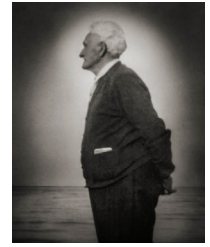
Joe Allen



Wilson Johnson



Lowell Hall



William Hall



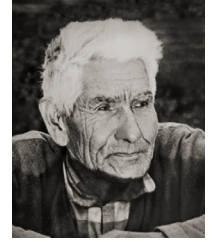
Leonard Wood



Lydia Dick



David Prince



Jacob Hall



Lyle Prince



Elaine Grinnell



Les Prince



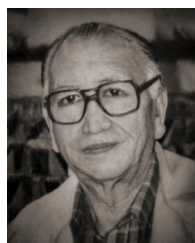
Marlin Holden



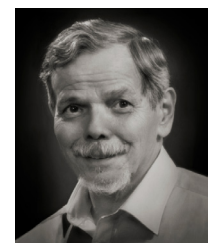
Edith Cusack



Pete Holden



*Harris "Brick"
Johnson*



Walt Reyes



Jerry Allen



Maria Lawrence



Ed Becker

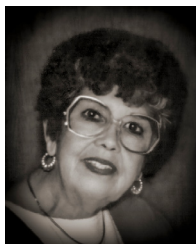


Ann Balch

Photos of Tribal Council members are on display in the Red Cedar Hall at the Blyn Community Center. The five multi-portrait panels feature Council members since the 1910's. Portraits of more recent Council members hang in the Community Center's entryway and pictures of current Council members hang in the Alderwood Room, come see them!



Charles Fitzgerald



Helen Shaw



Marlene Shaw



Clifford Prince



Matthew C. Adams



Jeff Allen



Ann Adams



Sandra Johnson



Carl Lawrence



Jack Grinnell



Harriette Adams



Steve Johnson



Heather Johnson



Liz Muller



Vickie Carroll



Elsie Tuttle



Hannah Johnson



Dan Wood



Lisa Barrell



Kurt Grinnell

BOARDS AND COMMITTEES

CORPORATE BOARDS

JKT Economic Development Authority Board (EDA)

Jack Grinnell, Chair
Rochelle Blankenship, Vice-Chair
Matthew C. Adams, Sec./Treas.
LaTrisha Suggs
Lana Kerr

JKT Development, Inc.

Jack Grinnell, Chair
W. Joe Allen, Vice-Chair
Matthew C. Adams, Sec./Treas.
Jim Bartee

JKT Gaming Board, Inc.

W. Ron Allen, Chair
Josh Chapman, Vice-Chair
Cliff Prince, Secretary
Paul Moore
Jim Haguewood

Cedar Greens, Inc.

Lana Kerr, Chair
LaTrisha Suggs, Vice-Chair
Mack Grinnell, Secretary

JST Capital - NCDFI

W. Joe Allen, Chair
Jeff Allen, Vice-Chair
Laurie Stewart, Sec./Treas.

JKT/JEX Board

Jack Grinnell, Chair
Joe Allen, Vice-Chair
Matt Adams, Secretary
Jim Bartee

COMMITTEES AND NON-CORPORATE BOARDS

Cemetery Committee

Dana Ward, Chair
Elaine Grinnell, Co-Chair
Jessica Johnson, Sec./Treas
Michael Lowe
Cathy MacGregor
Merle Holden
Rusty Buckmaster

Culture Committee

Alisha Adams, Vice-Chair
Sheila Strong, Secretary
Janet Duncan
Elaine Grinnell
Liz Mueller

Elders Committee

Liz Mueller, Chair
Kathy Duncan, Vice-Chair
Steve Johnson, Secretary
Charlene Dick
Janet Duncan
Charlotte Fitzgerald
Les Prince
Sandy Kardonsky

Election Board

Cathy MacGregor, Chair
Michael Lowe, Vice-Chair
Mary Norton, Secretary

Enrollment Committee

Vickie Carroll, Chair
Candy Burkhardt, Secretary
Kathy Duncan
Dean Holden
Michael Lowe

Health Committee

Lisa Barrell, Chair
Beth Anders, Vice-Chair
Robin Didrickson, Secretary
Theresa Lehman
Candy Burkhardt
Merle Holden
Julie Powers
LaTrisha Suggs
Rosie Zwanziger
Julie Powers

Higher Education Committee

Beth Anders, Chair
Theresa Lehman, Vice-Chair
Ann Tiemsland, Secretary
Rochelle Blankenship
Vickie Carroll

Housing Improvement Committee

Theresa Lehman, Chair
Lana Kerr, Vice-Chair
Cody Buckmaster, Secretary
Albert Fletcher
Elaine Grinnell

Natural Resources Committee

Josh Chapman, Chair
Matthew C. Adams, Vice-Chair
Cody Holden
Lisa Barrell
Lori Delorm
Steve Johnson
Gary Peterson

Tribal Gaming Commission

Jeff Allen, Chair
Jorene Dick, Secretary
Gideon Cauffman



Attendees of the 2022 Leadership Retreat:

Back row, from left: Brent Simcosky, Jim Parsons, W. Joe Allen, Robert Knapp. Middle rows: Luke Strong-Cvetich, Jerry Allen, Rochelle Blankenship, Jennifer McLaughlin, Dana Ward, Cindy Lowe, Jessica Payne, Hawk Grinnell, W. Ron Allen. Front row: Adam Barrell, Johanna Bartee, Allie Plute, Loni Greninger, Kim Kettel, Diane Gange, Theresa R. Lehman.

Jamestown S’Klallam Tribe 2022 Executive Committee

- W. Ron Allen, Chief Executive Officer
- Jessica Payne, Chief Operations Officer
- Diane Gange, Chief Financial Officer
- Jerry Allen, Chief Executive Officer, 7 Cedars
- Coleen Berry, Chief Financial Officer, 7 Cedars
- Rochelle Blankenship, Executive Director, TGA
- W. Joe Allen, Executive Director, EDA
- Johanna Bartee, Executive Director, Jamestown Capital
- Jennifer McLaughlin, Self-Governance Legislative Assoc.
- Loni Greninger, Director, Social and Community Services
- Brent Simcosky, Director, Health Services
- Cindy Lowe, Deputy Director, Health Services
- Allie Plute, Director, Human Resources
- Adam Barrell, Director, Information Services
- Hansi Hals, Director, Natural Resources
- Luke Strong-Cvetich, Director of Planning
- Ann Sargent, Executive Assistant to the CEO
- Kim Kettel, Executive Assistant to the COO

Grandfather and Grandson: The Story of Changing the Course of the River

This story is the basis for the Jamestown Healing Clinic message and artwork: *If you make one small positive change to your life, you can change the entire course of your life or another person's life.*

As told by Jamestown S'Klallam Storyteller Elaine Grinnell (Prince Family)

Adapted in summary by Loni Greninger (Prince Family)

Grandfather knew his time was coming close where he would pass on to the next life, what we call, *walking the Spirit Trail*. The role of an elder is to pass on all of your teachings to the young ones so that your wisdom does not end in death. Likewise, the role of the young ones are to listen and soak in all the wisdom they can from their elders. It is a beautiful exchange of giving and receiving. One should never interrupt this process by blurting out while an elder is speaking. To interrupt is to disrespect the sacred process.

As Grandfather looked around the village and saw his grandchildren, he looked at each one and thought to himself, "I've taught life lessons to that one, and that one there..." and so on until he became distracted by a small figure standing close and looking up at him. "This one," he thought, "I have not taught a life lesson to this grandson yet." This grandson was the youngest of all his grandchildren. He looked down with such love and said to the boy, "Grandson, I want to take you fishing tomorrow. Be sure to be ready for the day when the sun peaks over the mountains just there," he gestured toward the mountain range. The boy agreed. The next morning the boy was ready on time, and Grandfather was knocking at the door just as the sun peeked over the mountains. They set off down the trail toward the river with their fishing nets and lunches.

Once they came to the bank of the river, they got their nets ready and cast into the water. Every time they would cast out and bring a fish in, Grandfather had a life lesson to teach the boy. After they caught five fish Grandfather said, "Let's stop our fishing; never take more than you need. That way there will always be enough for others, and for when we come back next time." Then Grandfather said, "Grandson, I want to teach you one more lesson," and he grabbed the boy by the shoulder with his old and worn hand. "Do you want to see me change the course of this river?" Grandfather asked. Astonished, the boy could only reply with a nod. "How will he do that?" the boy thought to himself.

While standing on the bank, Grandfather reached out his worn hand and grabbed a rock the size of his fist. He said to the boy, "Watch that hole that was left behind where I took the rock." The boy stared intently. Pretty soon a small stream from the river broke away and filled the hole where the rock had once been. The boy looked at his grandfather with confusion on his face. "You see, grandson, there may be things that happen in your life that are not what you had hoped.

But realize if you make one small positive change to your life, you can change the entire course of your life or another person's life. Will you remember this lesson?" The boy understood, and he kept that teaching. He grew up to be a good and strong leader amongst his people. And he never forgot the teachings of his grandfather.

Grandfather mural, designed by Bud Turner, is painted on the entry wall of the Jamestown Healing Clinic.



GOAL: PROTECT AND ADVANCE SOVEREIGNTY AND GOVERNMENTAL AUTHORITY

Tribal Government

Tribal Enrollment

Enrollment in the Jamestown S’Klallam Tribe is a function of the Tribe’s Constitution and is outlined in Title 4 of Tribal Code. All persons whose names appear on the list of citizens, Base Roll of 1926, submitted by the Tribe in its petition for Federal acknowledgment as an Indian Tribe, who met the citizenship criteria specified in that petition, qualify to apply for citizenship in the Tribe. The following tables provide a snapshot of the citizenry’s demographics including recent births and deaths.

| Total Enrollment: 521 | | | | | |
|-----------------------|------|---------------------|----------|---------------------|---------|
| | Male | Female | Age 0-17 | Age 18-54 | Age 55+ |
| Total | 239 | 282 | 16 | 245 | 260 |
| In Service Area | | Out of Service Area | | In Washington State | |
| 212 | | 309 | | 396 | |

New Tribal Citizens

| Citizen | Tribal Family | Date of Birth | Date of Enrollment |
|------------------|------------------|---------------|--------------------|
| Raven Tangedahl | Hunter, Purser | 8/4/2017 | 3/1/2022 |
| Timothy Gill | Sullivan, Broten | 6/7/1962 | 6/16/2022 |
| Christopher Gill | Sullivan, Broten | 3/17/1987 | 9/22/2022 |
| Sylvia Perry | Sullivan, Broten | 5/5/1988 | 9/22/2022 |
| Cheyanna Gill | Sullivan, Broten | 8/2/1995 | 9/22/2022 |
| Colin Gill | Sullivan, Broten | 4/29/1997 | 9/22/2022 |

Tribal Citizen Deaths

| Citizen | Tribal Family | Date of Birth | Date of Death |
|----------------|------------------|---------------|---------------|
| Walter Kemp | Irwin | 11/11/1946 | 8/26/2022 |
| Dorothy Smith | Anderson, Newton | 8/5/1922 | 3/7/2022 |
| Whe Whe Olitza | Reyes, Wooten | 12/19/1949 | 2/6/2022 |
| Elen Flores | Newman, Twiggs | 5/4/1954 | 12/29/2021 |
| Nichole RedElk | Hall | 5/10/1972 | 10/24/2022 |

Tribal Court

The Tribe contracts with Northwest Indian Court System, which provides the judge and prosecutor who oversee and conduct trials and review hearings. For FY2022 a total of 47 active cases, 14 Criminal cases, 28 Civil actions were recorded. There was a total of \$2,628 collected in fines and fees through Tribal Court.

Law Enforcement

Jamestown Public Safety & Natural Resources Enforcement and Clallam County Sheriff's Deputies (performing as Tribal Police) enforce all Jamestown Tribal laws. For FY2022 there was a total of 493 calls for service and 44 arrests were made. 16 Criminal cases, 15 Civil Cases and 5 search warrants were recorded.

Partnerships

Dive Recovery

The Jamestown Dive Rescue Team was called upon for the first time to conduct a search and recovery mission of a drowning fatality. In collaboration with the National Park Service, the Jamestown team successfully located and recovered the victim.



Jamestown Enforcement assisting a Port Gamble Tribal fisherman.

Active Shooter

The Tribal Enforcement team participated in a live-fire interagency law enforcement response training to Active Shooter scenarios. Participating agencies included the Clallam County Sheriff's Office, Sequim Police Department, Port Angeles Police Department and Jamestown Tribal Officers.

Search & Rescue

Sgt. Robbins and Officer Carter stepped in when the Coast Guard was delayed and conducted a successful search and recovery mission of a kayaker that had been blown into the Strait of Juan De Fuca. As a result of the Jamestown team's swift response, the kayaker was located and recovered just as night fell, likely saving the kayaker's life.



Successful rescue of kayaker.

Tribal Environmental Policy Act

In FY2022, the Tribe administered the full Tribal Environmental Policy Act (TEPA) process to extend the Olympic Discovery Trail Bridge on the east side of the Dungeness River at the Dungeness River Nature Center. The project included removing the existing dike and restoring the floodplain east of the Dungeness River on Reservation lands. This important endeavor was funded through Floodplains By Design and removed harmful infrastructure from the floodplain and channel migration zone while increasing resilience of infrastructure and the nearby Dungeness River Nature Center. The project also replaced the eastern approach for the Dungeness River Bridge, which carries the Olympic Discovery Trail over the Dungeness River.

One of the ways the Tribe exercises its right to self-govern is through Title 27 of the Tribal Code, TEPA. TEPA is a process that attempts to minimize potential impacts to Tribal resources from development activities. Vulnerable locations may include prairies, wetlands, shoreline, and rivers with impacts to the flora and fauna such as camas root, cedar, elk and wildlife, shellfish and finfish (treaty resources). TEPA includes additional considerations of historic and cultural resources, pollution, housing, building aesthetics, recreation, public services, transportation and utilities. TEPA works to ensure that any potential impacts are identified and mitigated during the development process, beginning first with a project review. Project reviews determine what further evaluations, such as TEPA or other jurisdictional/permitting requirements, might be necessary before a project can break ground.



Above, left to right: Emilio Santiago (National Park Service archeologist), Mack Grinnell (Prince Family), Loni Greninger (Prince Family), Allie Taylor and Luke Strong-Cvetich on a tour of an old S'Klallam fishing site in the San Juan Island National Historic Park.



A test pit dug by Allie Taylor, Tribal Historic Preservation Officer and Archeologist

Tribal Historic Preservation Office

Allie Taylor officially assumed the Tribal Historic Preservation Officer (THPO) duties at the beginning of FY2022. The funding from the National Park Service allows the THPO to pursue government-to-government consultations with Federal and State agencies to ensure compliance with various cultural resource regulations. In FY2022 the THPO reviewed 379 Federal and State projects in the Tribe's ancestral territory and 15 Tribally-led projects. In addition to these project reviews the THPO conducted three cultural resource surveys for Tribal projects totaling 10.79 acres of Tribal land surveyed. Also, a cultural resource survey was conducted by an outside contractor for the Dungeness River Restoration project this year, adding 8.4 acres of Tribal property surveyed. The THPO conducted cultural resource monitoring of ground disturbance for four Tribal projects. The cultural resource monitoring and surveys resulted in the recording of two historic archaeology sites on Tribal property.

The THPO conducted public outreach in FY2022 including three cultural resource identification and inadvertent discovery trainings, two tours of Tamanowas Rock, and participated in a 3-day Youth Heritage Project held by the Washington Trust for Historic Preservation. This event is an annual immersive overnight summer program for high school students, focused on the history, culture, and nature of Washington's special places. This year's Youth Heritage Project focused on the new Maritime Washington National Heritage Area and was based in the historical Fort Worden State Park in Port Townsend.

Government-to-Government Consultation

Government-to-government consultations reflect a commitment by the United States of America and the State of Washington in their acknowledgement of Tribal sovereignty. Through implementation of government-to-government consultations, a relationship between sovereign entities is reaffirmed as it is reflected in federal laws and state policies.

Local Issues

Clallam County Indian Child Welfare Court (ICWA Court)

In January 2021, Jamestown and other Olympic Peninsula Tribes partnered with Clallam County to develop and implement a court that is specific to hearing Indian Child Welfare cases. This court would also focus on including cultural values of prayer and increased Tribal representation so that Tribal families feel more at ease. The County, with lead representative Commissioner Brandon Mack, was interested in this project and partnered with the tribes in researching other ICWA courts across the U.S. The National Council of Juvenile and Family Court Judges became an excellent resource in the implementation. The inaugural ICWA court docket was established on August 24th, 2022. Liz Mueller (Chubby), Jessica Humphries (Collier), Loni Greninger (Prince), and Dustin Brenske represented Jamestown in this project.

Sequim School District Memorandum of Understanding (MOU) and Activities

The relationship between Jamestown and the Sequim School District has seen an increase in collaboration in the last year due to Tribal staff being able to take on these duties. The Tribe has a MOU that lists all partnered services between the Tribe and School District to support American Indian/Alaska Native(AI/AN) in their education. The agreement was signed June 2019, and collaborative activities continue today:

- Identify AI/AN students within the District for culturally-appropriate and supportive services.
- Train school district staff in local Tribal culture and history.
- Provide staff to be tutors to our Tribal students during and after school.
- Provide federal funding to the Tribe to support tutoring services.
- Invite Tribal staff to meetings that support our students.

To learn more about the Native Education Program, visit: http://www.sequimschools.org/ADE/native_education_program. Jamestown is currently represented by Jessica Humphries (Collier), Dustin Brenske, and Robin Hall in tribal-district relations and student support.

Port Townsend School District Memorandum of Understanding (MOU) and Activities

Jamestown and the Port Townsend School District have been working to finalize a formal relationship and submission of a Title VI Indian Education grant to establish more culturally appropriate services to students. A memorandum of understanding was signed during a special meeting in March 2022. The Tribe and district partnered together to submit the Title VI grant application but were unfortunately not awarded due to low student count. In an effort to build momentum and partnership, the District assisted the Tribe in providing funding to increase support to American Indian/Alaska Native students in the district. The Tribe and District will apply again when the Title VI grant opens for submissions. Current partnered duties are the same as what we provide within the Sequim School District:

- Identify American Indian/Alaska Native students within the district for culturally-appropriate and supportive services.
- Train school district staff in local Tribal culture and history.
- Provide staff to be tutors to our Tribal students during and after school.
- Provide federal funding to the Tribe to support tutoring services.
- Invite Tribal staff to meetings that support our students.

Jamestown is currently represented by Loni Greninger (Prince), Jessica Humphries (Collier) and Dustin Brenske in Tribal-district relations and student support.

Providing Cultural Competency Trainings, October 2021 to September 2022

The Tribe provides educational trainings to community members, organizations, local governments, and state governments. Jamestown is known for reaching out our hands in partnership and provides these trainings at no charge as a symbol of good will and ongoing friendship. Trainings provided in this FY 22 include:

- Welcome to Klallam/S'Klallam Territory, a presentation on the history of the S'Klallam/Klallam People and Lands; facilitated at Peninsula College.
- Tribal Relations, a presentation on the history of the S'Klallam/Klallam People, and cultural nuances amongst American Indian families; facilitated at the Sequim School District.
- Allyship with Tribal Governments, a presentation on federal/state Indian history, how to partner with Tribal Governments, and cultural nuances amongst American Indian families; facilitated at the University of Washington Immunology Seminar.
- Connecting through the Water, a presentation on the history of the S'Klallam/Klallam People, and our connection as a people to the water; facilitated at the Fiero Annual Dinner.
- S'Klallam/Klallam People and Lands, a presentation of our history; facilitated at the National Indian Child Welfare Association/Center for Children and Youth Justice Tribal Relationship Building Project (hosted at Jamestown).

Consultations

Washington State Parks

Washington State Parks is in the process of planning expanded visitor facilities at Miller Peninsula State Park. While no final development plans have been decided upon, the Tribe has remained engaged in the planning process to ensure whatever Washington State Parks decides to do is complementary to the Tribe's natural resource priorities and economic development goals.

Department of Energy's Pacific Northwest National Laboratory

The Jamestown S'Klallam Tribe has continued consultation with the Department of Energy's Pacific Northwest National Laboratory (PNNL) maintaining our Programmatic Agreement and Memorandum of Agreement to mitigate for impacts to the historic S'Klallam village site of *sx^wčk^wíyən̓*. The Tribal Historic Preservation Officer (THPO) continues to work with PNNL staff to help arrange for Tribal visits to the property and to oversee ground disturbing work that may have adverse impacts on Tribal cultural resources.

Maritime Washington National Heritage Area

In FY2022, the Jamestown S'Klallam Tribe, along with other Tribes from our region were consulted on the Management Plan for the Maritime Washington National Heritage Area. The new Maritime Washington National Heritage Area recognizes our region's unique and diverse maritime cultures and pays tribute to the first people of the Salish Sea. This heritage area builds partnerships and increases collaboration to support our coastal communities in celebrating, maintaining, and sharing their water-based stories. The Tribal Working Group included representatives from 11 of the heritage area's 18 federally recognized Tribes and met monthly to advise on all aspects of the Management Plan, which outlines the visions, goals, strategies, and policies for Maritime Washington. The dedication of a National Heritage Area can become a vehicle for funding opportunities or directing area visitors to support Tribal businesses and experience pieces of Tribal culture (DRNC, library exhibits, etc.) they might not have otherwise been aware of. Visit <https://preservewa.org/programs/maritime-national-heritage-area/> to learn more.

San Juan Island National Historic Park

The Jamestown S’Klallam Tribe consulted with the National Park Service (NPS) along with other Coast Salish Tribes on the development of park facilities and interpretive elements of the San Juan Island National Historic Park to ensure Tribal history is accurately depicted. NPS recognizes San Juan Island remains an important place to many Coast Salish Tribes and park activities should be coordinated with the Tribes that have longstanding cultural, historical, religious, or spiritual connections to parklands. American Camp Visitor Center opened to the public in June 2022 and features a paddle on display carved by Tribal Citizen Jeremy Monson (Hall/Adams).



State Issues

Department of Children, Youth, & Families (DCYF)

- **Governor’s Oversight Board**

Jamestown continued its representation as the Western Washington Tribal Representative on the DCYF Governor’s Oversight Board. This board is responsible for providing guidance and accountability to the Department as it achieves the goals and vision of providing prevention services, protective intervention, and transition services to children and families once services are no longer needed. The Oversight Board meets monthly to discuss service goals and how they should be achieved. The meetings include speaking with the Agency Director on a quarterly basis, helping the Agency navigate any barriers to meeting those goals. To learn more about this Board, visit: <https://dcyfoversight.wa.gov/>. Loni Greninger (Prince) represented Jamestown on this Board; her board term ended in December 2022 and she has assisted with recruitment of her replacement.

- **Tribal Policy Advisory Committee (TPAC)**

The DCYF TPAC consists of tribal and DCYF representatives, as well as subject matter experts. This advisory body meets quarterly to discuss issues and successes in the realm of child welfare, child care, and early learning. The main topics usually include federal/state laws and policies that affect Tribal programs, Tribal eligibility for state funded programs, and reducing barriers to access services. To learn more about the DCYF’s Tribal Relations, visit: <https://www.dcyf.wa.gov/tribal-relations>. Liz Mueller (Chubby) and Loni Greninger (Prince) currently represent Jamestown on the DCYF TPAC.

- **Indian Child Welfare Subcommittee**

Within the DCYF TPAC, a subgroup of representatives meets monthly to delve into improving the child welfare system. The main topics usually include partnered efforts to increase the number of Tribal foster families, increase financial support to foster families, training DCYF staff on new laws and policies due to Supreme Court decisions, decreasing the number of Tribal children in the child protection system, and increasing services to Tribal families to prevent children being removed from their families. Liz Mueller (Chubby) and Jessica Humphries (Collier) currently represent Jamestown on the DCYF TPAC.

- **Indian Child Welfare Manual Update**

A small group of Tribal, state, and subject matter experts have gathered to review the State’s Indian Child Welfare Manual. The work has continued since April 2021; the group reviews each chapter line by line. The manual helps train state social workers in working with Tribal Governments and American Indian/Alaska Native families when children enter the Child Protective System. New language and chapters have recently been added to account for missing information, and recent Washington Supreme Court decisions. As state social workers are trained by the manual, they will better understand tribal sovereignty and the significance of a tribal family’s identity. While the updates have not been published yet, the public can view the current version of the manual at: <https://www.dcyf.wa.gov/indian-child-welfare-policies-and-procedures>. Liz Mueller (Chubby), Jessica Humphries (Collier), and Dustin Brenske represent Jamestown in this special project group.

Department of Corrections (DOC) Indian Policy Advisory Committee (CIPAC)

The DOC CIPAC completed its first year of meetings between Washington State Tribal leaders, and DOC agency leaders. One major success for CIPAC was the establishment of the first Tribal Consultation Policy for DOC. The document describes the process of how the Department will communicate and collaborate with Tribes when program and funding decisions affect Tribal Governments and American Indian/Alaska Native individuals who are incarcerated. To learn more about DOC's Tribal Relations, visit: <https://www.doc.wa.gov/about/agency/tribal.htm>. Loni Greninger (Prince) currently represents Jamestown on CIPAC.

Department of Social & Health Services Indian Policy Advisory Committee (DSHS IPAC)

The DSHS IPAC meets twice per year, bringing together Tribal leaders and DSHS agency leaders to discuss successes and gaps in DSHS services for Tribal communities. In the last two years, IPAC has shifted its meeting structure to become a work session for issues that could not be resolved in the IPAC Subcommittees. Topics of discussion have included: expanding eligibility for services, increasing self-governance and funding of state services on Tribal lands, and solidifying relationships between Tribal and state representatives, from leadership to front-line staff. To learn more about DSHS's Tribal Relations, visit: <https://www.dshs.wa.gov/office-of-the-secretary/indian-policy>. Loni Greninger (Prince) currently represents Jamestown on IPAC.



Governor Jay Inslee visited Clallam County at the beginning of October 2021 to learn more about the Lower Dungeness River Floodplain Restoration Project. Welcoming the governor and other Washington State Agency staff was Tribal Council Vice-Chair Loni Greninger (Prince), as they were guided to the land where the North Olympic Land Trust and Clallam County work together to reconnect the river with about 175 acres of its floodplain.

Governor's Tribal Leaders Social Services Council (GTLSSC)

The GTLSSC completed its first year of meetings in 2022. Washington State Tribal Leaders and State Agency Leaders came together for discussions around goals to de-silo state agency services for Tribal Governments and individual American Indian/Alaska Native. Many of the state social and health agencies have complementing services, but historically have not met together to plan how service delivery should occur between them. The effort to create the GTLSSC was occurred while the State was creating its own Health and Human Services Cabinet, consisting of regular meetings between the leaders of the Department of Social & Health Services, Department of Children, Youth & Families, Health Care Authority, and the Department of Health. The State also had the same goals to foster greater coordination between agencies. With these coordinated efforts in 2022, the GTLSSC was able to complete an official Council Charter and issue tracking mechanism. Jamestown is currently represented by Loni Greninger (Prince).

Federal Issues

Infrastructure Investment and Jobs Act H.R.3684 – AKA Bipartisan Infrastructure Law

Congress enacted the Infrastructure Investment and Jobs Act on November 6, 2021, and it was signed into law on November 15, 2021. The purpose of the Bipartisan Infrastructure Law is to rebuild the Nation's (including Indian Country's) roads, bridges, and rails, expand access to clean drinking water, ensure all Americans have access to broadband/high speed internet, address the climate crisis, advance environmental justice and invest in communities that have been left behind. The purpose of this law is also to ease inflation, strengthen supply chains, create good paying jobs and grow the economy.

Indian Country can expect to receive more than \$15 billion in Tribal direct funding (this is on top of the \$31 billion for Tribes in the American Rescue Plan from FY21). It also provides \$146.3 billion in competitive grant and cooperative agreement funding that Tribes are eligible to apply for.

The BIA will receive a boost in funding for infrastructure and climate projects which includes \$2.5 billion for DOI to address pre-existing Indian Water Rights Settlements. Tribes are also eligible for \$216 million for climate resilience programs or \$43.2 million per year over the course of five years dedicated to addressing Tribal climate resilience, adaptation, community relocation planning design and implementation. Tribal Transportation Programs will also benefit from the \$229.1 million for Tribal transit projects/public transportation on Indian Reservations/Tribal Transit Programs, \$270 million for road maintenance \$1.025 billion for bridges on Tribal lands. The Department of the Interior also established the Office of Tribal Government Affairs.

The Environmental Protection Agency is investing more than \$60 billion in health equity and resilience of American and Tribal communities: \$50 billion to improve drinking water, wastewater and storm water infrastructure and protect regional waterways, \$5 billion to address long standing pollution and support solid waste infrastructure and recycling, \$5 billion for clean energy school bus fleet, and \$100 million for pollution prevention and environmental justice programs. The Department of Commerce has dedicated \$65 billion for reliable high-speed internet with \$2 billion specifically for Tribal Set Aside (on top of \$1 billion appropriated in January 2021 for this purpose).

Administration for Children, Youth & Families Tribal Advisory Committee (ACF TAC)

The goal of the ACF TAC is to give guidance to the federal agency so that programs and funding are culturally appropriate. The advisory body meets every other month to discuss how the following programs can serve tribal communities: Upholding Government-to-Government relationship within all interactions; Child Care; Temporary Assistance for Needy Families (TANF); Substance Abuse Prevention; Mental Health Promotion; Prevention, Intervention, and Recovery for Trafficked Persons; Prevention of Missing and Murdered Indigenous Persons; Economic Development; Culturally Relevant Services; Data Tracking and Data Sovereignty; Tribal Language Preservation; and Indian Child Welfare.

The latest work of this body was to formalize a Strategic Plan around six priority categories that encompass the programs listed above. The next steps for the ACF TAC will be:

- Increase connection with the larger umbrella Tribal advisory body, called the Health & Human Services Secretary's Tribal Advisory Committee (STAC).
- Increase connection with other Tribal Advisory Committees from other federal agencies.
- Learn more about ACF legislative process.
- Synchronize multi-agency efforts around behavioral health and the MMIP crisis.
- Continue efforts to add ACF programs to Self-Gov.
- Operationalize steps within the ACF TAC Strategic Plan.

Jamestown is currently represented by Loni Greninger (Prince), who serves as the Portland Area Alternate Delegate on this Committee.

Department of Justice, Office on Violence Against Women, Annual Government-to-Government Violence Against Women Tribal Consultation

The Department held its annual Tribal consultation in September 2022 in Anchorage, Alaska. Tribal Leaders attended from all regions of the U.S., sharing their struggles to prevent, respond, and heal their communities from violence against women. Tribes universally stated that they need to see increases in the following: law enforcement response from local counties, funding to hire tribal officers, federal and state authorities taking on more investigations of missing and murdered indigenous people, and grant funds with flexibilities for Tribal communities to prevent and respond to violence within their cultural values. Jamestown was represented by Loni Greninger (Prince) during this consultation.

Legislative Accomplishments

Inflation Reduction Act of 2022

President Biden delivered on his promise to address the climate crisis and create an economy that works for blue collar / working class families that includes American Indians and Alaska Natives by signing the Inflation Reduction Act into law on August 16, 2022. The Inflation Reduction Act provided \$750 billion in funding to grow the economy from the bottom up and middle out, including \$6.6 billion in funding for the Bureau of Indian Affairs to assist in the transition to a clean energy economy, advance habitat restoration and land resilience projects, and secure environmental justice for historically disadvantaged communities. The total investment includes \$385 million for climate resilience and adaptation, fish hatcheries and a new Tribal electrification program.

In addition, the Inflation Reduction Act provides \$200 million for the National Fish Passage Program over five years with \$38 million in funding available in FY2022 to address outdated, unsafe or obsolete dams, culverts, levees and other barriers in rivers and streams to help restore fish passage and aquatic connectivity. The program supports aquatic ecosystem restoration projects and restores free flowing waters allowing for enhanced fish migration and helps protect communities from flooding.

The Inflation Reduction Act includes funding for a Tribal electrification program for Tribes and Tribal organizations to provide electricity to Tribal homes with zero emission energy systems. It also increases the Tribal Energy Loan Guarantee Program from \$2 billion to \$20 billion.

National Day of Remembrance for Indian Boarding School Children

The Senate passed a concurrent resolution that recognizes September 30 as a National Day of Remembrance for Indian Boarding School Children. This resolution aims to give a voice to the thousands of Native children who died in Indian Boarding Schools across the US and Canada and to acknowledge the thousands who survived and who may be dealing with intergenerational trauma and to recognize, honor and support survivors of Indian Boarding Schools and their families. A companion House Concurrent Resolution was also introduced.

Safeguard Tribal Objects of Patrimony Act

This law enacted on July 29, 2022, prohibits the exportation of Native American cultural items and archaeological resources that were illegally obtained and provides for the return of cultural items and archaeological resources including voluntary returns. The act also increases penalties for violation of this law.

Respect Act “Repealing Existing Substandard Provisions Encouraging Conciliation with Tribes Act”

This law enacted on December 27, 2021 repeals certain provisions related to the treatment of Indians, including provisions on “hostile Tribes”, alcohol, work requirements, penalties for truancy, and placement of youth in reform school without the consent of a parent or guardian.

Reauthorization of the Violence Against Women Act (VAWA)

The reauthorization of VAWA codifies Tribal provisions that strengthen for Tribal sovereignty and safety in Indian country. VAWA empowers Tribes to exercise restored jurisdiction to prosecute non-Indian perpetrators of child violence, sexual violence, sex trafficking, stalking, crimes against law enforcement and correctional officers, and obstruction of justice. VAWA provides a powerful tool for Tribes to use to address the Missing and Murdered Indigenous Persons (MMIP) crisis. The law also created an Alaska Pilot Project which allows a limited number of Alaska Native Villages to exercise Special Tribal Criminal Jurisdiction and civil jurisdiction over non-Indian perpetrators.

White House Accomplishments and Executive Order Updates:

President Biden’s 2021 Tribal Nations Summit and announced new Tribal Initiatives:

- Tribal Treaty Rights Memorandum of Understanding: A number of Federal agencies entered into an MOU to best protect Tribal Treaty Rights in policy making and regulatory processes. Agencies had 180 days to report back to the WHCNA on their progress.

- Tribal Homelands Joint Secretarial Order: Department of Agriculture and the Department of the Interior Joint Secretarial Order to increase opportunities for Tribal participation in Federal lands management as well as co-stewardship agreements and other Tribal stewardship opportunities.
- Protection of Chaco Canyon: 20 year withdrawal of Federal lands within a 10-mile radius around the Chaco Culture National Historical Park protecting the area that is of cultural, spiritual and historical significance to many Tribes from new Federal oil and gas lease development.

Indigenous Knowledge and Establishment of an Inter-agency Working Group on Indigenous Traditional Ecological Knowledge

Administration issued a MEMO recognizing Indigenous Traditional Ecological Knowledge (TEK) as one of the important bodies of knowledge that contributes to the scientific, technical, social and economic advancements of our Nation. With input from Tribes and traditional knowledge holders and practitioners, the Administration will create an Inter-agency working group on TEK to develop a guidance document for Federal agencies on how the collection and application of TEK is mutually beneficial and can strengthen evidence based analysis and inform decision-making across the Federal government.

Improving Public Safety and Criminal Justice for American Indian/Alaska Native (AI/AN) and Addressing the Crisis of Missing and Murdered Indigenous People (MMIP)

Executive Order signed on November 15, 2021, directing the Departments of Justice, Interior, Homeland Security, and Health and Human Services (HHS) to create a strategy to improve public safety and justice for AI/AN people and the missing and murdered indigenous people crisis. The agencies were instructed to not only address specific law enforcement issues but to support Tribally centered responses. HHS was also directed to develop a plan for prevention and survivor support.



Eva and Amara Osmer, Phin Sylvester, Kailena Hedin, and Odin Parker (shown in this photo), along with Child Advocate Marisa Withey Byrne and Cultural Programs Supervisor Lisa Barrell participated in Sequim's Silent Walk for MMIP.

Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government

This Executive Order (#13985) aims to advance equality and racial justice throughout all Federal policies and institutions. More than 90 Federal agencies, including every Cabinet Department, are releasing more than 300 Action Plans to address systematic barriers to prosperity, equality, opportunity and dignity. The Executive Order also addresses entrenched disparities in our laws, public policies and institutions that too often deny equal opportunities to individuals and communities. This long overdue approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized and adversely affected by persistent poverty and inequality, has significant implications for Indian Country.

Executive Order on Improving Public Safety and Criminal Justice for Native Americans and Addressing the Crisis of Missing or Murdered Indigenous People

This Executive Order (#14053) signed on November 15, 2021, directs the Department of Justice, Interior, Homeland Security, and HHS to create a strategy to improve public safety and justice for AI/AN and address the missing and murdered indigenous people crisis. The agencies were instructed to not only address specific law enforcement issues but to support Tribally centered responses. HHS was also directed to develop a plan for prevention and survivor support.

GOAL: SECURE TRIBAL SELF-SUFFICIENCY AND SELF-RELIANCE

Treaty Resources

The Treaty of Point No Point (1855) transferred large amounts of land and resources from the S'Klallams to the United States government in exchange for the right to continue to hunt and fish in the ceded areas. The United States Constitution declares treaties to be the supreme law of the land and are protected still today. United States v. Washington (Boldt Decision - 1974) upheld treaty-reserved fishing rights for Washington Tribes at a time when Tribal treaty rights were being threatened. Jamestown recognizes the responsibility to protect and advance treaty reserved fishing, hunting, and gathering as these resources are essential for the social, cultural, and economic self-sufficiency and well-being of the Tribal community.

| Commercial | Harvest (lbs) |
|-----------------|---------------|
| Coho | 4,785 |
| Pacific Halibut | 3,176 |
| Pacific Cod | 3 |
| Skate | 5,336 |
| Geoduck | 189,313 |
| Sablefish | 2 |
| Clams | 492 |
| Spot Shrimp | 25,521 |
| Non-spot Shrimp | 24,682 |
| Copper Rockfish | 47 |
| Oyster (dozen) | 0 |

| Subsistence | No. of citizen participants |
|---------------------------|-----------------------------|
| Chinook | 7 |
| Coho | 7 |
| Lingcod | 1 |
| Steelhead | 1 |
| Pacific Halibut | 3 |
| Mussels | 2 |
| Oysters | 13 |
| Dungeness Crab | 12 |
| Red Rock Crab | 1 |
| Butter Clams | 1 |
| Manila Clams | 11 |
| Cockles | 3 |
| Gooseneck Barnacles | 2 |
| Limpets | 2 |
| Littleneck Clams | 6 |
| Coon Stripe Shrimp | 1 |
| Spot Sprimp | 3 |
| Macroalgae (below) | |
| Bladder Wrack | 3 |
| Ulva | 1 |
| Nori | 1 |
| Winged Kelp | 1 |
| Bull Kelp | 2 |
| Other Kelps | 4 |

Hunting:

Tags were issued during 2021-2022 hunting season for bear, cougar, elk and deer, of which 8 deer tags were filled, three of those filled deer tags were Elder tags.

Tribal Business Enterprises



Jamestown Seafood

Shellfish Seed Operations - Production and Sales Volume to Date

Combined sales of both Pacific oyster and geoduck clam seed now total over \$1 million for 2022, without adding in seed provided to our own beach operations and seed for Port

Gamble. Early problems in oyster

larval production and setting at Kona seems to have been related to the prevailing currents off the coast of west Hawaii, as finfish, shrimp, and shellfish growers throughout the complex were experiencing heavy losses of early production life stages. We continue to work with other growers within NELHA and several research groups outside of these operations to better understand this issue.

Current inventories of Pacific oyster seed at all facilities are strong going into 2023. This will ensure a great start for this Spring 2023 planting period for both our own operations and those of our seed customers.

Point Whitney

The major upgrades to the Point Whitney site involve security of water supply and expanding grow-out area. The first project tackled was the replacement of aging, non-working pumps that supply water to the facility from the “deep-water” line. The water intakes to the Point Whitney facility are two 18-inch lines that were installed by Washington Department of Fish and Wildlife in the 1950’s and extend underwater well into Quilcene Bay to depths of approximately 30 and 90 feet, respectively. Work by staff this late summer was able to extend two new 4-inch intake pipes into the 90-foot intake piping and extend them into the hatchery. The project included construction of a large float system, as “creativity” in the deployment of these pipelines was foremost in completing the project. Once the float was deployed, the tidal lagoon had to be drained over several tidal series, giving us only a few hours during a low tide series to insert the pipelines.

We also worked with a pump supplier, Northwest Pump, to identify appropriate pump design and manufacturer to meet the extreme pumping conditions experienced at low tide at this facility. These new pumps were commissioned in November and now provide water to our operations even during low tides of -4 feet or lower. This is truly a game-changer for our seed operation!

Market Oysters and Geoduck

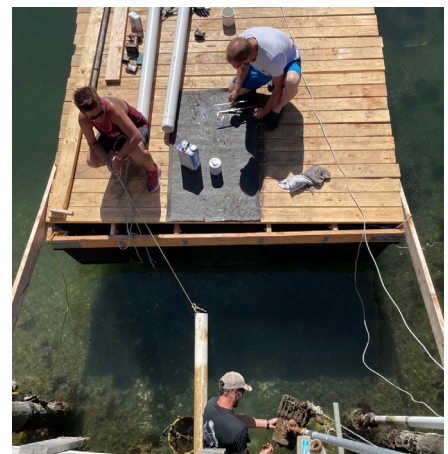
Our beach operations planted both oyster and geoduck seed as forecasted this year, with all seed coming from our hatcheries. Totals planted for 2022: Oysters: 2.5 million seed; Geoduck: 250,000 seed.

The market oyster harvesting, processing, and shipping teams shifted from one day per week to two. This has enabled us to significantly increase the number of oysters that we can effectively process and ship per week to over 2,500 dozen, often approaching 3,000 dozen.

| Facility | Seed in Inventory (Millions) |
|-----------------------------|------------------------------|
| FLUPSY at John Wayne Marina | 25.8 |
| Point Whitney | 10.5 |
| Kona | 2.3 |
| Total | 38.6 |



Above: New pumps at Point Whitney.
Below: Intake piping installation at Point Whitney.





Kona, Hawaii - Oyster Larvae Production: Construction to replace the shade cloth structure lost in hurricane-force winds this past year is underway. We are now getting a second bid on the electrical upgrades necessary to make this site better able to continue our expansion efforts.



Sablefish (black cod) being weighed at the NOAA Manchester Science Facility.

Preparation for future work at Point Whitney for installation of a new border fence and upgrades to the shellfish processing area were also completed this summer by Jamestown Excavating. The site is fully prepped and ready for whatever upgrades we decide to move forward with, dependent upon future negotiations with WDFW over ownership and/or lease terms.

Sablefish Grow-Out Project

Jamestown Seafood has been continuing its second grow-out project of sablefish (black cod, *Anoplopoma fimbria*) at the small cage systems located at the NOAA Manchester Science Facility. This grow-out is designed to compare the performance of mixed-sex and all-female monosex cohorts of sablefish being grown under a more aggressive growth model than previously used by the NOAA researchers.

Results to date show growth of all fish to be conforming to projections. The anticipated harvest plan calls for in-cage grading of the fish to supply small quantities of fresh sablefish to high-end sushi and white tablecloth restaurants. We have a few leads that are very interested, and we will continue to firm up sales ahead of the anticipated start date of harvests, likely mid-January.

Sales and Marketing

Because we needed consistently available sales people, we engaged the services of Aquaculture Talent, a world-wide search agency that specializes in aquaculture personnel. They provided us with a “short list” of three highly qualified candidates, and we eventually hired Jaime Wright. Jaime is local (Port Orchard), has a great history of marketing seafood products along with work in other sectors, and has hit the ground running. She has engaged directly with all managers and is actively engaging new potential buyers for both seed and market products, proposing new pricing strategies, and even looking at a variety of branding strategies for our products. Welcome Jaime!!



Jaime Wright, Sales and Marketing Manager

Grant Funding

Jamestown Seafood was successful in receiving new grant funds from Washington Department of Fish and Wildlife proviso funds. The \$350,000 award is for continued expansion and upgrade of facilities at both Kona and Point Whitney. Additionally, approximately \$220,000 in Sea Grant funds remain to charge against the sablefish grow-out at NOAA.

Questions or comments? Email Jim Parsons, Jamestown Seafood CEO, at jparsons@jamestowntribe.org.

Economic Development Authority (EDA)

In 2022, with the pandemic in the rearview mirror, the EDA explored growth in all areas. We continued our persistent push of expansion in the business entities we oversee. Our persistence and strength, along with the guidance of our board, Tribal Council and Tribal Leadership led to another successful year at Jamestown's EDA.



- Jamestown Networks and Jamestown Towers completed the Spokane Tower project allowing for the Spokane Tribe to access a fixed wireless network using 9 towers. Before this project they had little or no access to the internet.
- Carlsborg Self-Storage expanded into new offices on Business Park Loop that also house more storage capabilities. This will become the area for future storage development as well.
- Jamestown Property Management (JPM) grew to open its first vacation rental on the Cedars at Dungeness Golf Course with a few more to come. Sequim Trading Plaza's offices are now 100% occupied under JPM and that area will see development with a new building and a renovated parking/common area for the community. JPM is also looking into housing rentals in the near future.
- The EDA has explored new business opportunities in renewable energy such as carbon sequestration, solar, hydro and wind. The Natural Resources department has acquired a grant to get solar panels on a few of our buildings that will allow us to better understand the technology and industry. We have also researched and studied the RV/Luxury Camping Park industry for the new development on Miller Peninsula along with a Travel Center/Gas Station that will accommodate larger vehicles, and consumer sized and electric vehicles.
- The EDA continues to carry out strategies to further advance economic self-sufficiency, encourage entrepreneurship, and enhance resiliency of the Tribe's overall economic foundation. The primary focus of the EDA continues to be the pursuit of for-profit ventures and the strengthening existing Tribal businesses, while at the same time providing employment opportunities for Tribal citizens. The EDA is seeking to diversify and expand its portfolio of sustainable revenue streams to increase support for essential governmental services.

The EDA uses the following criteria to measure success when accomplishing its goals:

1. Workforce Availability
2. Diversification
3. Access to capital
4. Management capacity
5. Impact to the bottom line
6. Job creation

The Board of Directors ensures that the EDA and its enterprises take up initiatives that align with Tribal goals and that the success criteria accurately measure progress.

Business Support Services:

- Provided direct business support services to Cedar Greens, Jamestown Seafood, JST Capital, JKT Development, Jamestown Excavating, Jamestown Land Survey, Jamestown Concrete, Jamestown Heavy Haul and other Tribal businesses and entrepreneurs as needed.



Jamestown Networks

- Expansion of Internet Services to government & commercial institutions
- JST Tower, LLC - Spokane project completed



Carlsborg Self-Storage

- General upgrades to buildings & equipment
- Expansion of offices & storage capacity
- Development on new lots



Jamestown Property Management

- Sequim Trading Plaza office rentals
- Vacation rentals
- Housing rentals to come

JKT Development

The name “JKT Development” has not seen a lot of use over the past few years. But that is all changing very quickly. The rollout of Jamestown Land Survey in March of 2022 added a completely new business model under the JKT Development corporate umbrella, an umbrella that for several years was the home only to Jamestown Excavating. By the end of 2022 a third business will be added to the list of JKT Development Tribal Businesses- Jamestown Concrete will fill a huge need here in the North Olympic Peninsula for concrete work, ranging from curbs and gutters to driveways, sidewalks and beyond.

What is the reason for this expansion? JKT Development has simply expanded the company’s scope of business to include those services with un-fulfilled demand in the earthwork area of the construction business.



Jamestown Excavating (JEX)

- Total employees have grown from 16 in December of 2021 to 23 in December 2022.
- Completion of two of the largest jobs in our history - Jamestown Healing Clinic and the Dungeness River Nature Center.
- Equipment additions for 2022 include: 2 dump trucks, 1 boom truck, 4 tool trucks, 3 excavators and a skid steer



Jamestown Land Survey

- Jamestown Land Survey became active in March 2022, currently has two employees, and is projected to beat all volume estimates for its first year in business.
- Jamestown Concrete is just getting underway, and is looking to finish out 2022 with more business than they can handle.

JKT Development contributes to the Tribal Community in several ways:

- JEX as an employer looks at Tribal citizens first. We interview every Tribal applicant and search for a way to employ them in any of our business operations.



Jamestown Excavating is currently engaged in a large contract for the City of Sequim replacing the Water Main on 7th Street.

- JEX consistently receives accolades from general contractors for job performance. The quality of our work at the Healing Clinic was a huge contributor to our being awarded the contract by the City of Sequim for the 7th Ave Water Main project.
- Tribal citizens receive our full attention on a variety of special projects, and we are happy to help.

The forecast for our business in 2023 looks equally bright! JEX has been awarded its largest contract to date, at the Heart of the Hills Campground in Port Angeles and is due to start in the first quarter of 2023.

The distribution of our work has never been more diverse. The combination of Tribal work, Civil work, and Government work ensures that the Tribe is getting a great return on the huge investment it has made and will keep all the Tribal Businesses under the brand “JKT Development” growing all through 2023 and beyond.



JKT Gaming, Inc., doing business as 7 Cedars Casino & Resort Properties

This year to date has seen success by achieving customer’s expectations, creating improvements to supply chain issues, and remaining vigilant in monitoring costs. The general fund contribution was increased this year and will contribute \$4.4 million dollars to the Tribe for the year. These 7 Cedars Resort property revenues help support the essential governmental functions and programs that are so important to the Tribal citizenry.

Tax revenues include cigarette, fuel, sales tax, and hotel tax. These taxes totaled \$3 million dollars for this year through September. It is estimated that the total taxes for calendar year 2022 will be approximately \$4 million dollars. As Casino and Resort senior staff navigate through these uncertain economic times, the goal is to continue to provide great customer service and beautiful, well-appointed properties to guarantee continued success.

7 Cedars Casino & Hotel

Gaming revenue has returned to a level that is anticipated to be our new baseline for the year, based on business continuing to grow with new property wide improvements and the opening of Sports Betting in December. Food & Beverage revenue has seen quite an uptick in business now that all Covid restrictions allow full capacity in all venues. Bingo has been going strong with four weekly sessions plus special bingo events.



7 Cedars Hotel celebrated its two-year anniversary in August. Capacity is full on weekends and holidays, and near capacity weekdays throughout the year. Future hotel bookings for Winter and Spring have been brisk, with more conferences and catered events that have nearly filled the schedule through the first few months of 2023! Jamestown Java, the coffee, sandwich, snack and gift shop located in the Hotel lobby, is planning to offer limited in-room dining to our guests as staffing allows.

The Cedars at Dungeness Golf Course

The Cedars at Dungeness Golf Course is in great shape and is playing better than ever. The course saw an uptick in rounds, and increased tournaments and memberships this year. The weather was perfect to bring out the golfers to play a round and enjoy beverages and snacks at the Crab Shack, Stymies, and Double Eagle. Our non-golf patrons also enjoy a full-service dining menu highlighted by a live crab tank in the clubhouse lobby! Catering and special dinner events have returned to the delight of our customers and staff. The Legends room has a full schedule for the holidays and beyond.

We continue to operate the pro shop at Peninsula Golf Course. This arrangement has been very successful and is especially popular with our Hotel guests who are interested in a golf package that includes two courses over 2 days.

The Longhouse Market and Deli

The Longhouse Market and Deli resumed the 24-hour scheduled opening for inside sales as we moved into the travel season. The fuel pumps are and remain open 24/7. The Market will continue to service the need of the community and travelers by providing necessities and a variety of food, beverages, and locally sourced items. The Market saw an uptick in casual travelers throughout 2022 and continues to be busy. The Market has become a favorite first-stop for visitors enjoying an Olympic Peninsula adventure.

FY2022 Community Contributions by 7 Cedars Casino Resort
Tribes with gaming compacts give a part of their profits back to their local communities. Jamestown has a long history of contributing more than the compact requires.



| | |
|---------------------|-----------|
| Community donations | \$303,711 |
| Public donations | \$73,021 |
| Problem gambling | \$41,389 |
| Smoking cessation | \$39,805 |
| Salmon defense fund | \$13,788 |
| WIGA | \$25,000 |
| Total | \$496,714 |

Healthcare

The world started the year thinking COVID was over, only to find out it had evolved into a more contagious but less dangerous variant. The health staff continued with masking and providing the new booster vaccinations. Burnout among health staff has been high in the country and Jamestown experienced more turnover than in previous years. However, by the end of the year, and with a solid recruitment program, the Clinic is at full staffing capacity with no openings in the provider or nursing staffs.



Despite the constraints due to COVID, the Jamestown Family Health Clinic continued to see an increase in both patients and revenue in 2022. With approximately 200 staff, the clinics have performed over 75,000 patient contacts with over 23,000 active patients across all clinics.

Jamestown Healing Clinic

Construction of the Jamestown Healing Clinic (JHC) was completed, and the new facility opened for patients on July 6th. The licensing and permitting process took much longer than anticipated, but the leadership team successfully navigated the myriad of applications, permits, and policy development. A Grand Opening Celebration was held on August 18th with the Tribal Council and Jamestown S'Klallam drummers and singers welcoming more than 300 attendees.

During the first six months of operation, JHC conducted over 150 patient intakes with over 100 active patients at the end of 2022. All the patients reside within Clallam or Jefferson Counties, with the majority living within 20 miles of JHC. The average patient age is 42 with slightly more male patients than female.

In addition to Medication Assisted Treatment, patients are receiving services for primary care, dental, behavioral and substance use disorder (SUD) counseling and telepsychiatry. Over 30 patients a day utilize the JHC transportation services and usually 2-6 children are in child watch daily.

The City of Sequim Navigator Program (which operates within the police department) began this year with annual funding of \$100,000 provided by the Jamestown Tribe. The Navigator records and tracks referrals to community-based organizations that have agreed to help those in need. The goal of the program is to allow police personnel to focus on public safety and for Navigators to focus on social needs and behavioral health issues of contacts made during police patrols.

In addition, a Community Advisory Committee was formed. The role of this multi-disciplinary committee is to develop systems for monitoring and evaluation. It also creates contingency plans to assure that JHC is meeting expectations and standards with no negative impact on the city. At the end of 2022, it was found that services such as police, fire, and transportation have not been negatively impacted from the center and its services. At the end of the year, it was determined that there have been no impacts to City of Sequim services of police, fire and transportation.

The JHC website includes information for any new patients along with the quarterly reports to the City of Sequim: <https://jamestownhealingclinic.org/>

Jamestown Family Health Clinic

While COVID was again one of our focuses this year, there were many other achievements:

- Scaled back COVID testing and vaccination efforts to focus on boosters.
- EPIC 8 years – Top 10% Financial Heartbeat.
- Increased Medicaid reimbursements to \$640 per encounter; Medicare Federally Qualified Health Center (FQHC) to \$180 per encounter.
- Added a Dermatology provider and additional Behavioral Health providers including tele-psychologist.
- Behavioral Health program voted Best in Peninsula.
- Became Providence/EPIC test site for population-based health care management program called Compass Rose.
- Received \$3.25 million grant from state legislature to plan and design a 16-bed Evaluation & Treatment Psychiatric Hospital that would be located on the Healing Campus. Jamestown would own the facility and contract out with Olympic Medical Center to provide medical services.



Nick Grinnell (Prince) became the first Tribal Citizen to be hired as a Physician's Assistant at the Jamestown Family Health Clinic. This followed his two-year training at George Washington University in Washington, DC. As a Physician's Assistant, Nick will see a wide range of patients and assist them with their health care.



Jamestown Family Health center staff who won Clallam County's Best Mental Health Facility Award.

Jamestown Family Dental Clinic

The Jamestown Dental Clinic has been back in full swing this year and is at full capacity. The Tribe closed on property next to the Jamestown Family Health Clinic with the intent to design and build a new and larger dental clinic completed in 2024. Current operations in Blyn would move to the new Sequim location.

More achievements:

- Increased volume and revenue over previous year.
- Purchased property for new Dental Clinic.
- Added additional per diem dentists and added new hygienists.

Tribal Employment

2022 was an exciting year full of growth and accomplishments, particularly within the Tribe's healthcare and hospitality divisions. Human Resource's goal is to steward employee resources, which are the Tribe's most valuable asset, by providing a top tier workforce supporting our mission to provide employment opportunities for Jamestown Tribal citizens and other Native Americans.

Human Resources (HR) plays a fundamental role in all aspects of the employment lifecycle, recruiting and onboarding, performance management, benefits and compensation administration, employee relations, employment law and compliance. In collaboration with Tribal leadership teams, HR organizes and assesses the organization's health while executing systems, processes, and tasks customized to each of our Tribal enterprises.

2022 Highlights

HR was honored to be a part of the Jamestown Healing Clinic (JHC) staffing, supporting and facilitating the placement of 46 employees at the new treatment clinic. HR was involved in the full-cycle recruitment for these team members which included application building, advertising, recruiting, and onboarding.

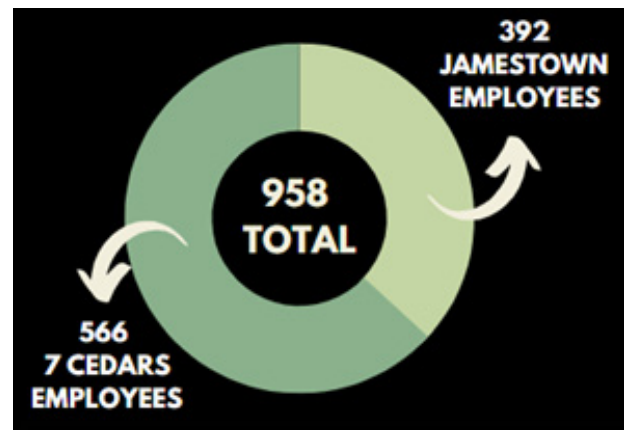
7 Cedars continues to grow at a consistent and steady pace with nearly 300 new hires in fiscal year 2022. Jamestown Tribal government mirrored this trend while bringing on 129 hires during this same time frame.

This past year HR was proud to attend several local events and job fairs, representing Jamestown as one of the top employers in the community. Our team continues to share and promote the excitement and enthusiasm reflected in being a Jamestown team member.

Jamestown Healing Clinic Staff

With the Healing Clinic opening, a variety of new positions were created and filled, this included:

- Medical (Nurses, Nurse Practitioners, Physicians, Medical Assistants)
- Counselors (Substance Use Disorder Counselors, Mental Health Counselors)
- Support staff (Patient Care Coordinators, Transportation, Security, Child Watch, Maintenance)



Hiring Statistics

Jamestown S'Klallam Tribal Government employs 392 individuals, 7 Cedars employs 566 individuals, totaling 958 employees.

The recruitment and retention efforts for the fiscal year 2022 yielded a workforce increase of 8.9%, continuing the trend of growth. Staffing increased by more than 100 employees over 2021.

Age Demographics

There are currently 519 enrolled Jamestown Tribal citizens. Of those 519 citizens, 211 citizens live in our local area. Of the 211 in area, 132 are between the ages of 18 and 64 and are more likely to seek employment opportunities locally.

Jamestown and 7 Cedars proudly employed 55

132
MOST LIKELY
AVAILABLE TO
LOCAL WORKFORCE

| AGE | 0-17 | 18-23 | 24-44 | 45-64 | 65+ | TOTAL | ENROLLED JAMESTOWN CITIZENS |
|-----------|------|-------|-------|-------|-----|-------|-----------------------------------|
| LOCAL | 10 | 6 | 66 | 50 | 79 | 211 | |
| NON-LOCAL | 7 | 9 | 92 | 96 | 104 | 308 | |
| TOTAL | 17 | 15 | 158 | 146 | 183 | 519 | |

Jamestown S'Klallam Tribal citizens in the 2022 fiscal year equating to 42% of our estimated working age population within the local area. Of these employees, 6 Jamestown Tribal citizens were selected for promotion. In measuring years of service, 36% of Tribal citizen employees have 10+ years of seniority. The combined total number of years from these 20 employees totals a whopping 432 years of experience!

Hiring Ratios

Throughout the Tribe and Resort properties, 17 Tribal citizens applied for positions and 9 were hired, equating to a 53% hiring ratio.

- 21 Jamestown Tribal descendants applied for positions and 15 were hired, equating to a 71% hiring ratio.
- 73 Self-Identified Native Americans applied and 32 were hired, equating a 44% hiring ratio.
- 1,249 Non-Native Americans applied and 357 were hired, equating to a 29% hiring ratio.
- 9 Tribal citizens applied for jobs and were not hired due to qualifications not being met, positions closing due to department needs changing, and withdrawing applications.

53%

JAMESTOWN
CITIZENS



71%

JAMESTOWN
DESCENDANTS



44%

OTHER NATIVE
AMERICANS



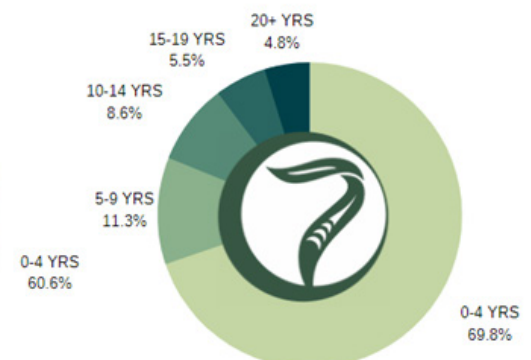
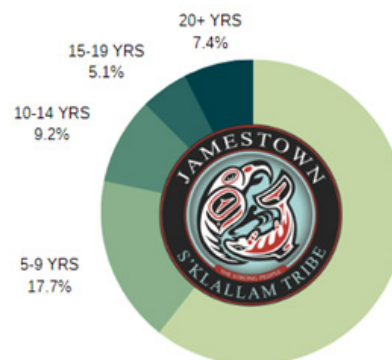
29%

NON-NATIVE
AMERICAN



Workforce Retention

The below graphs details overall workforce retention and years of service. We are proud to highlight that 30% of our Resort workforce has been with us over 5 years, with an impressive number of employees who have been employed over ten years. The Tribe has 39% of our employee base with over five years of service and an impressive retention rate in the ten plus years of service and above.



JST Enterprises

Healing Clinic: The Jamestown Healing Clinic (JHC) is a new integrated care clinic that provides comprehensive patient care including an opioid treatment program, primary care, dental, substance abuse disorder counseling, and behavioral health.

Tribal Government: The Tribal Government of JST provides social, health and educational programs to our Tribal Citizens, and cultural preservation and natural resource sustainability to our community

Economic Development Authority: The Economic Development Authority (EDA) oversees the business divisions of JKT Development, Inc. and the enterprises of the EDA: Jamestown Excavating, Jamestown Networks, and Carlsborg Self-Storage.

Cedar Greens: Providing quality customer service, and natural Northwest selections on the Peninsula. Cedar Greens collaborates with health professionals to provide education and guidance for people exploring options for self-directed care.

Health & Dental Clinics (JST): Our clinics are organized to offer a team-based approach; providing comprehensive, high-quality health and dental care to our community and Tribal families.

7 Cedars: Resort Properties include 7 Cedars Casino, Longhouse Market & Deli, Cedars at Dungeness, Peninsula Golf Club Pro Shop, and the 7 Cedars Hotel. We are the number one purveyor of entertainment on the Peninsula!

Employment Opportunities

Future Job Opportunities: We are here to assist our tribal community with employment opportunities. If you are interested in a career with Jamestown and would like to be considered as part of our general pool of applicants, please apply to our "Future Job Opportunities" listing.

For general questions or assistance, we are happy to assist you!

To apply online at 7 Cedars: www.7cedars.com/careers/

To apply online at Jamestown S’Klallam Tribe: www.jamestowntribe.org/careers

Jamestown S’Klallam Tribal Education for Employees

We are pleased to provide all new hires with the opportunity to learn more about the Jamestown S’Klallam Tribe’s history. Employees attend a class led by Teresa Smithlin (Jamestown descendant, Chubby/Fizgerald) where they watch a presentation about the history of Jamestown and its role on the Olympic Peninsula, which includes a video interview with Tribal Chairman Ron Allen. The class tour includes Tribal and Resort properties and participants hear stories of the totem poles throughout Jamestown. The class often enlists the help of Elders, when available, to add additional insight and give a broader understanding of the Jamestown culture.

HUMAN RESOURCES
193 ZACCARDO ROAD, SEQUIM, WA 98382

DIRECTIONS:
(Traveling East from Sequim)

- Turn Right from HWY 101 onto Chicken Coop Road
- Turn Right onto Zaccardo Rd
- Turn Left at the Stop Sign to continue on Zaccardo Rd
- Take the first Left and arrive at Human Resources where we are ready to help you!

HR@JAMESTOWNTRIBE.ORG 360-681-5782
HR@7CEDARS.COM 360-582-2492

The sign features a scenic background of snow-capped mountains and evergreen trees. It includes the logos for the Jamestown S'Klallam Tribe and 7 Cedars. A circular inset map shows the route from Highway 101 to Zaccardo Road, with a red pin marking the location of Human Resources at 193 Zaccardo Rd. The bottom of the sign displays contact information for both organizations.

Tribal Education and Enrichment

Youth & Teen, Title VI Indian Education Programs

- 51 children served throughout the year
- 35 individual youth ages 5-16 participated in various Healthy Relationships presentations
- 117 individuals (youth and families) attended the Holiday Winter Wonderland
- 80 students served by Title VI Indian Education services

Higher Education Program

- 31 assisted with Higher Education needs: 27 Tribal Citizens; 4 descendants
- 18 students were awarded JST Higher Education scholarship funding
- 2 students were funded through the Biella Foundation

Number of graduates:

- 1 graduate with a Certificate
- 1 graduate with an Associate's degree
- 2 graduates with Bachelor's degrees
- 2 graduates with Master's degrees

Klallam Language:

- 9 students funded for Klallam Language classes at Peninsula College; 10 students funded for 1st year and 1 student funded for 2nd year

\$85,714.05 in total was expended for the Higher Education Program

Career & Professional Development Program

- 9 teens participated in the summer Teen Career Exploration Program
- 7 teens participated in the summer Teen Work Readiness Program
- 13 adults received Career Assistance funding
- 21 adults received Career Assistance funding through the Enrichment Program
- 8 adults received job placements after training/financial assistance
- 15 adults maintained their job placements with financial assistance

Enrichment Program

- 135 Tribal citizens served, using funds toward cultural supplies, career supplies, and elder enrichment



Vickie Carroll, Beth Anders and Tribal Council member, Theresa Lehman, members of the Tribe's Higher Education Committee, delivered congratulatory signs to local 2022 graduates.

Masters Degree

- Nick Grinnell
- Julia Holden
- Monea Kerr

Bachelors Degree

- Emma Brownell
- April Davis

Certificate

- Marisol Canales

High School Diploma

- Amaya Brown
- Daniel Cable
- Clayton Davidson
- Jocelyn Elofson
- Chava Haller
- Tavia Heller
- Josiah Puderbaugh
- Kayla Ward

GOAL: IMPROVE PROGRAMS AND SERVICES

Social and Community Services

Behavioral Health Program

Approximately 200 individuals were served through behavioral health services, case management, elders, and youth/families.

- Mental Health Fun Run
- “Raising Children Together”, Mother’s Recovery Bi-monthly Group

Activities included:

- Women’s Retreats and Men’s Retreats, Women’s Group and Men’s Group, Strong Cedar Support Group



Women’s Retreat participants harvesting clams.

Children’s Advocacy Center

Activities Included:

- Families served with services within the Child Advocacy Center and Family Advocacy Services Team.
- Pinwheels were planted on the Tribal Campus in April 2022 to bring Awareness to Child Abuse Prevention Month.
- Held Resource Fair in June 2022 with 8 tables of information on:
 - Gaming addiction
 - Elder abuse prevention
 - Behavioral health
 - Indian Child Welfare, child advocacy
 - Domestic violence prevention
 - Children’s Center activities
 - Women’s groups
 - Rape Aggression Defense (RAD) training
 - Child abuse prevention

Client Navigator

- 41 individuals served, providing concrete funding advocacy and referral services

Activities included:

- Women’s Retreats
- Intake Services and connection to resources
- Healing with Culture
- Community investment and outreach
- Collaboration with other Tribal entities that serve our community members
- Enhancing transitional housing

Elders Program

- 1960 supportive services contacts
- 35 outreach activities
- 42 receiving in-person transportation services
- 29 receiving homemaker services
- 55 elders received soup twice per month
- 221 elders contacted about their needs
- 1860 contacts of telephoning
- 3 new tribal locations established for elder events: Dungeness River Nature Center, Cedars at Dungeness, and Jamestown Beach.
- 3 Elder BBQ events were held
- 5 Elder Day Trips were held: Dungeness River Center, Shipwreck Beads, Hurricane Ridge, Makah Days, and Makah Museum.
- 1 Elder Luncheon was held (first since COVID shutdown)
- 2 Poke Bowl Events were held to fundraise elder programs
- 270 contacts of visiting
- 10 elders assisted with completing will documents
- 2 elders moved from unstable to stable housing
- 108 elders responded to a survey on preferred method of contact: 26 prefer texts; 56 prefer phone calls; 16 prefer emails; 10 prefer mailings.
- 58 elders participated in traditional food pickup events. 120 lbs of halibut and 350 lbs of crab were distributed.
- 7 Elder Congregate Meals were held
- 3 Elder Committee Meetings were held
- 10 partnered events with other SCS Programs: Clam Dig, Mini Canoe Journey, Sweetgrass Gathering, Garden Gathering, Singing and Drumming, Culture Fun Run, Mental Health Fun Run, Youth/Family BBQ Registration Event, Strong Cedar Groups, and Murdered/Missing Indigenous Persons Event.
- 8 partnered events with other tribal or community partners: Dungeness River Nature Center Blessing, San Juan National Park and Visitor Center Blessing, Jamestown Annual Tribal Picnic, Healing Clinic Blessing, Sequim High School Stadium Blessing, Drop-In Health Resources Fair, Totem Tours, and Statewide and Veterans Meeting.

Other Accomplishments:

- Utilized “CallMultiplier” to increase engagement and communication with elders in and out of the service area;
- Began a monthly calendar that includes all SCS events to promote connection with all SCS Programs.

Challenges:

- Low participation rates with paper surveys; we will brainstorm alternative ways to survey for elder needs. We want to increase participation from 40% to 95% to get a true representation of needs amongst our elders.
- Low application rates for state services; we will brainstorm with local tribal liaisons on how to make the process easier.

Elders Meal Program

- 82 in-area elders received frozen meals twice per month
- 61 in-area elders received both meals and fruit upon delivery days
- 21 in-area elders only received fruit upon delivery days
- Total meal delivery: 12,625



Children's Program Halloween trick-or-treating.

Culture Program

- 4 students in 2nd Year Klallam Language, Peninsula College
- 4 students in 1st Year Klallam Language, Peninsula College
- 1 certified Klallam Language teacher: Loni Greninger
- 2 volunteer Klallam Language teachers: Mary Norton and Timothy O'Connell III
- 15 S'Klallam song leaders established

Events included:

- 15 participants in Cedar Bark Gathering
- 32 participants in Elders Dancing
- 55 Participants in the Weavers Weekend
- 15 participants in Waking of the Canoe Ceremony
- 30 Participants in Putting the Canoe to Rest Ceremony '22
- 40 participants in Wool Weaving Workshops
- 66 participants in Canoe Journey
- 64 participants in First Food Ceremony
- 'Learning to Lead with Loni' evolved to weekly singing practices
- Virtual and in-person options for singing and language to foster out of area participation
- Full canoes for most practices and 4 new skippers began training
- Virtual participation on language streams – ranging 52-68 per week



A "Healing with Culture" event was enjoyed by baby Taylor Holden (Prince), her mother, Hailey Holden, Kayla Holden (Prince), a friend Staci, and Tribal Elder, Janet Duncan (Ellis-Becker)



After-school youth program outside of Hummingbird Hall.

Personnel Changes in our Social and Community Services Department

New Staff:

- Ricky Johnson, Elders Program Supervisor
- Justin Hill, Elder Case Manager Trainee
- Sarah McCullem, Elder Case Manager
- Kayla Holden, Client Services Navigator
- Lesly DeAngelo, Housing Program Assistant
- Tom Sheldon, Case Manager
- Tommy Hall, Youth Program Assistant
- Renee Erlandsen, SCS Administrative Coordinator

We thank the following staff for their devotion to employment within SCS!

Departures:

- Rob Welch, Director
- Michael Hartley, Elders Outreach Partner
- Maya Dizack, Client Services Navigator
- Tanya Pankowski, ICW Case Worker
- Marisa Withey Byrne, Family Advocate
- Teresa Muzzy, ICW Case Worker

Promotions:

- Loni Greninger, Director
- Dustin Brenske, Deputy Director
- Jessica Humphries, Youth, Indian Child Welfare, and Title VI Indian Education Programs Supervisor



Lisa Barrell, pictured with Rachel Sullivan, Mackenzie Grinnell, and Emma Brownell, was recognized for her 20 years of service with a gifted blanket. Barrell, a past Tribal Council member, serves as the Foods and Cultural Programs Supervisor.



As a service to his fellow Tribals Elders, Mike Lowe (Lowe) has been cooking up soup and delivering the savory creation. He took over for passed Tribal Elder Florence Monson (Hall/Adams), who was handed the reins from her sister Margaret Adams (Hall/Adams). With his training in culinary arts by the US Army and his 24 years in managing two restaurants over 34 years made his service, Mike was the ideal cook to continue the work to feed Tribal Elders.

Other Tribal Programs and Services

Jamestown Tribal Wellness Programs

- Vaccinated/Boosted all Tribal citizens (and their families) who requested one.
- Tribal citizens were reviewed for best insurance options.
- Helped Tribal citizens with Affordable Care Act rules and tax exemption forms.
- Out-of-Area health reimbursement increased to \$2,000 annually.
- Created Population Management Registry for Tribal Citizens in EPIC Compass Rose.
- Assigned dedicated health nurse for Tribal citizens.
- Over 5,000 Tribal Wellness Tribal citizen contacts were made in 2022.

Published Tribal Citizen Books



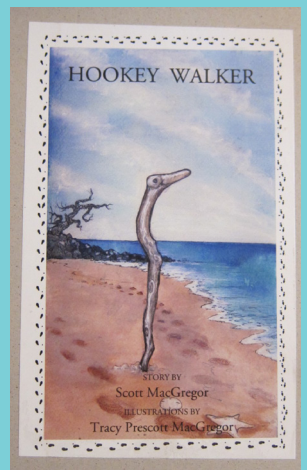
Willow Whoops! Published – Accepted into “In the Spirit” exhibit (June 2022), Awarded JCHS Merit (Oct 2022)

On the tails of the čičməhán Trail opening in Port Townsend in 2019, Tribal citizen and author Alexis Younglove Erickson (Cook/Kardonsky) published “Willow Whoops! A S’Klallam Girl Follows the čičməhán Trail in qatáy” with high regards. In mid-2022, the book was accepted into the Spirit Contemporary Native Arts Show along with a quilt created by Alexis’ mother, Celeste Dybeck (Cook/Kardonsky). “Willow Whoops!” also received a Certificate of Merit from the Jefferson County Historical Society for its cause of historic preservation in Jefferson County.



Hookey Walker Published

Written by Tribal Elder Scott MacGregor (ha-que-nilth) of the Reyes family, and illustrated by his wife Tracy Prescott, a hand-bound book titled “Hookey Walker” was published in early 2022. The book tells the story of the titular alder stick who left his tree and sets out to find out how to become a cloud. Through his journey, Hookey Walker meets other beings, animals, and inanimate objects, all of which can communicate with him.



Natural Resources

Fisheries Management:

A Federal Mediation team negotiated a Resource Management Plan (RMP) between the co-managers (Tribes and WA State) for all chinook stock harvest management goals, relative to the chinook recovery strategy under the Endangered Species Act (ESA). The RMP was submitted to National Oceanic and Atmospheric Administration (NOAA) and if approved, it will provide 10-year harvest management coverage and reduce burden of annual planning and review.

The North of Falcon in 2022 was one of the least contentious salmon management processes for many years. Forecasts for both coho and chinook were increased this year compared to the last several years. The coho forecast, in particular, was quite a bit higher and it helped provide opportunity for both Tribes and WA State. Also, the 10-year RMP (mentioned above) meant that management objectives for the listed Chinook stocks had already been settled between co-managers. Stillaguamish was the main Chinook driver stock, as it has been the last several years.



Caldero - At River Mile 9.5 of the Dungeness River, a side channel was recreated to provide improved habitat, especially for juveniles. Several logjams were installed and legacy riprap from earlier shoreline armoring was removed.

For two years now, habitat has been incorporated into the salmon co-management planning process, with higher and more focused attention on habitat issues in 2022. Fisheries harvest is severely reduced by low numbers of salmon returning to Washington's waters, and the loss of critical habitat is limiting salmon productivity. Also noteworthy in 2022, Washington State increased its priority of monitoring and enforcement, with a substantial increase in dedicated funding for these purposes to Washington Department of Fish and Wildlife (WDFW).

The 2022 Dungeness Chinook forecast was 906 adult returns; preliminary spawning count estimate (by WDFW) is 737 adult returns. The Dungeness escapement goal is 925. We are encouraged by the chinook returns and expect that recently completed habitat improvement projects will stabilize productivity, while recognizing that climate change factors bring uncertainty for all salmon stocks of the Dungeness.

This year it was difficult to find agreement on how to structure the 2022 shrimp fishery, especially in Region 3 and 1 (Straits and Islands) catch areas, because of overharvest concerns related to growing fishing effort. Discussing possible solutions required a large commitment of time at the management and policy level. This remains a continued priority discussion for 2023. Overharvest is not sustainable for the shrimp resource and challenges future management with 'payback' requirements, reducing the available catch quota for the next season.

Co-managers utilized a recovery-based model for geoduck fisheries in Hood Canal and Eastern Straits. Application of this planning tool allows projection (under various harvest scenarios) of available commercial geoduck harvest over the next 30 years based on recovery rate data. The outcome indicated that the long-relied upon geoduck harvest rate of 2.7% (of total geoduck biomass – in pounds.) is not sustainable based on observed rates of recruitment in these regions. To begin addressing this sustainability concern, co-managers have agreed to start to step-down the harvest rate in these regions by adopting a rate of 2.5% for the 2022 season.

Hunting: Early in 2022, Quinault Indian Nation proposed options for consideration related to intertribal hunting considerations if/when there are disputed boundaries; however, the discussion did not continue throughout 2022 and no resolution was adopted among WA Treaty Tribes this year. Jamestown hunter packets provide up-to-date information.



Casey Allen surveying marcoalgae (seaweed).

Seaweed Gathering: In response to harvest interests by S’Klallam citizens, seaweed was included into the Point No Point Treaty Council regulations for various intertidal species. Daily harvest limits were set at 15 lbs. per harvester for all species of seaweed combined and harvests are reported on existing JST subsistence cards. Kelps and other macroalgae were harvested per this regulation in 2022.

Environmental Planning: In January 2022, the Navy submitted permit documents to WA State Department of Ecology and US Army Corps of Engineers for construction of the Transit Protection Pier at Naval Base Kitsap. The Jamestown and Port Gamble S’Klallam Tribes objected because of treaty impacts due to water quality, habitat impacts and access for harvest at Devil’s Hole beach area. Further materials were requested and submitted in October 2022. As of today, US Army Corps has not issued a decision, or indicated a preliminary position. The Jamestown Tribe also disputed the Treaty Right Impact determination procedures by US Army Corps of Engineers. Staff and counsel are working with US Army Corps of Engineers to develop a mutually acceptable process (other Tribes also engaged in this effort).

Climate: Jamestown completed its second Greenhouse Gas Inventory for Tribal government operations this year. The inventory compiles a wide range of energy data for government facilities and can serve as a benchmark for future energy goals. The first inventory was completed in 2013.

Tribal leaders, Loni Greninger, Rochelle Blankenship and Joe Allen participated in the Affiliated Tribes Northwest Indian Climate Camp – May 8-14, 2022

Jamestown formed a Carbon Neutral advisory committee to develop and prioritize actions, with a carbon neutral action plan, the draft plan of November 2022 is under review.

Jamestown is participating in regional North Olympic Peninsula climate and energy planning efforts and staying abreast of emerging priorities by attending conferences and related working groups.

This year the Tribe applied for and was awarded funding for solar installation on Tribal buildings (\$200,000); staff time for climate planning and alternative energy solutions (for three years); and for electric vehicles, chargers and climate emergency preparedness (\$1,100,000).

Monitoring and Research: The Tribe's shellfish staff co-authored a scientific article: "Assessment of the impacts of an unprecedented heatwave on intertidal shellfish of the Salish Sea" published in The Scientific Naturalist section of Ecology (June 2022). We are continuing to work with regional partners to quantify heat event impacts on different species of intertidal shellfish and assess how such events might influence management of these species.

Jamestown created two index sites in the Straits for shrimp. Jamestown shellfish staff conducted pre- and post-season spot shrimp tests at both sites. The long-term goal is to use fishery-independent data to assess spot shrimp abundance, population health and set harvest quotas. Staff track catch per unit effort (pounds per pot), average size, and size at sex transition over time to determine if the fishery is having any impact on the health of the shrimp beds. Pandalid shrimp change sex over their life span, starting off as small males and transitioning to larger females. Change in size structure at transition has been identified as a good way to track population health and sustainability of a fishery. Staff compiled pre- and post-season test results for 2022, but will likely need at least two more years of data to make any assessment about the state of the fishery.

Jamestown maintained a significant effort to trap and remove invasive European Green Crab providing leadership for Sequim Bay and Discovery Bay efforts. In 2022, two green crabs were caught in Sequim Bay and 78 green crabs were caught and removed from Discovery Bay in an effort with WDFW and volunteers.

Other areas of monitoring and research:

- **Water quality:** Provided significant ongoing support for Dungeness Clean Water Work Group and the Clallam County Pollution Identification and Correction program, including efforts to repair failing septic systems.
- **Biotoxins:** Environmental program staff continued to coordinate with shellfish staff to monitor phytoplankton for harmful species and shellfish for biotoxins. The phytoplankton monitoring program was able to give an early warning of several biotoxin events, protecting Tribal citizen health and preventing recalls of harvested shellfish.
- **Toxins (other than biotoxins) in seafood:** A mussel cage was deployed and retrieved in the winter of 2021-22 on Tribal tidelands to monitor for ambient concentrations of man-made toxins.
- **Plankton:** Completed marine water column study focused on nutrients and phytoplankton to better understand the food sources that support salmon and other marine life in Puget Sound.
- Conducted Olympia oyster, clam and eelgrass surveys on the Blyn tidelands

Dungeness Bay Oyster Farm: Tribal Chairman Ron Allen met with Assistant Secretary/Indian Affairs Bryan Newland and United States Fish and Wildlife Service (USFWS) Director Martha Williams to discuss Jamestown's DNR lease within Dungeness Bay. As of October 2022, the USFWS agrees with Jamestown Tribe that no further permits are required for the oyster farm operation. The Tribe is fully permitted for its Phase 1 operations until July 2031. Jamestown also initiated discussion with USFWS regarding Tribal participation in management of Dungeness and Protection Island National Wildlife Refuges.



Staff member Annie Raymond and Tribal Citizen Matthew Chapman (Johnson) sampling spot shrimp for population assessment.

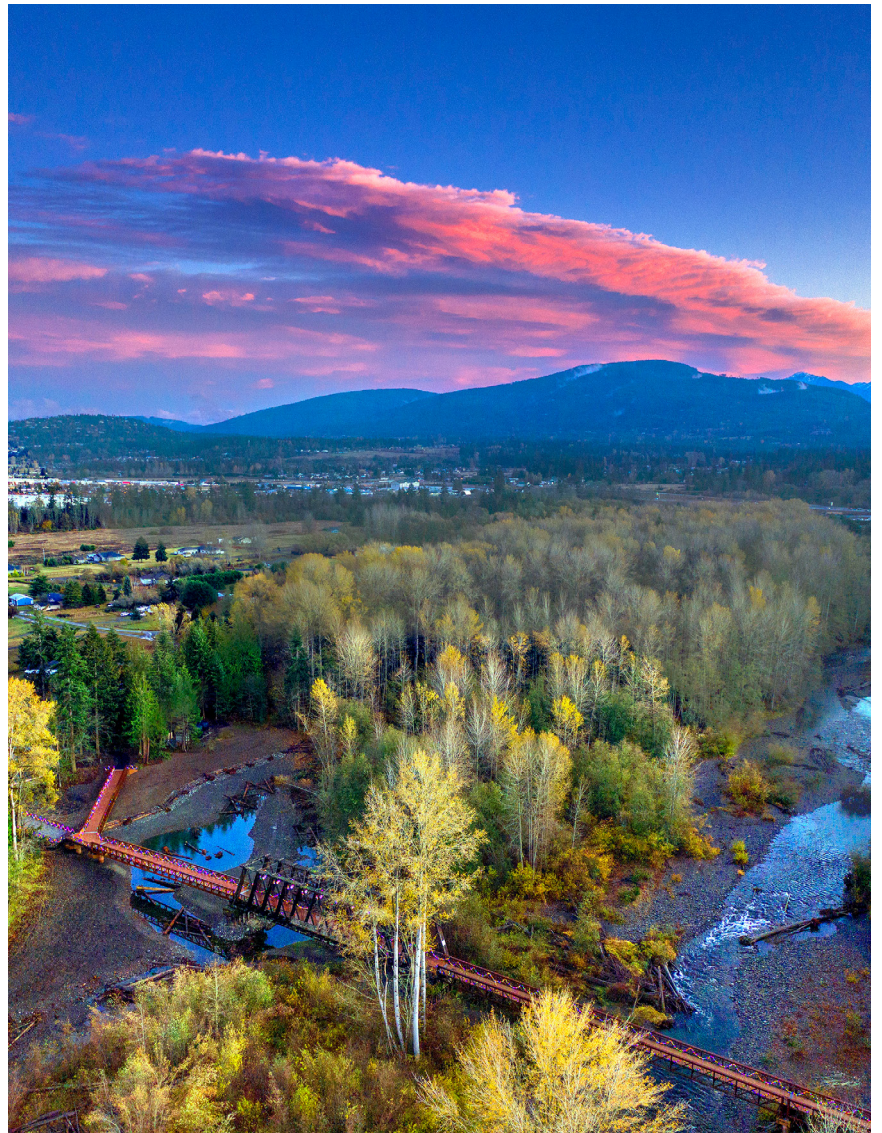


February 2022



November 2022

Railroad Trestle: This year Jamestown completed design, permitting and full construction of the Railroad Bridge floodplain restoration project. The east bank was restored to natural floodplain by removing the old railroad levee, relocating infrastructure, and decommissioning the old access road and parking. New trestle spans provide pedestrian and bicycle across the restored floodplain. A Cedar Hat pavilion which will serve as an outdoor classroom. The Nature Center's educational facility and high traffic Olympic Discovery Trail are a wonderful place to showcase the Tribe's goal to restore river process and provide enough space for the river itself.



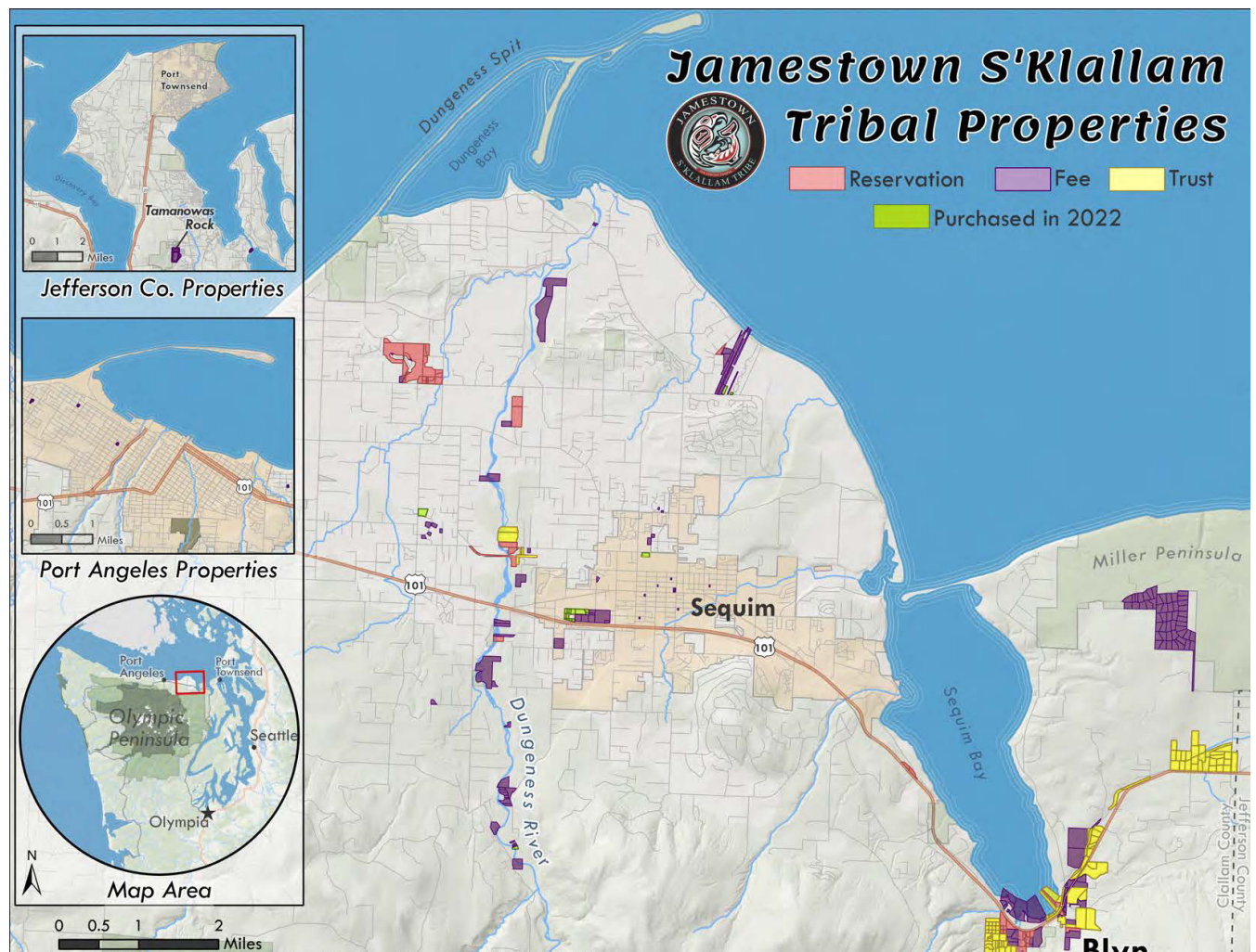


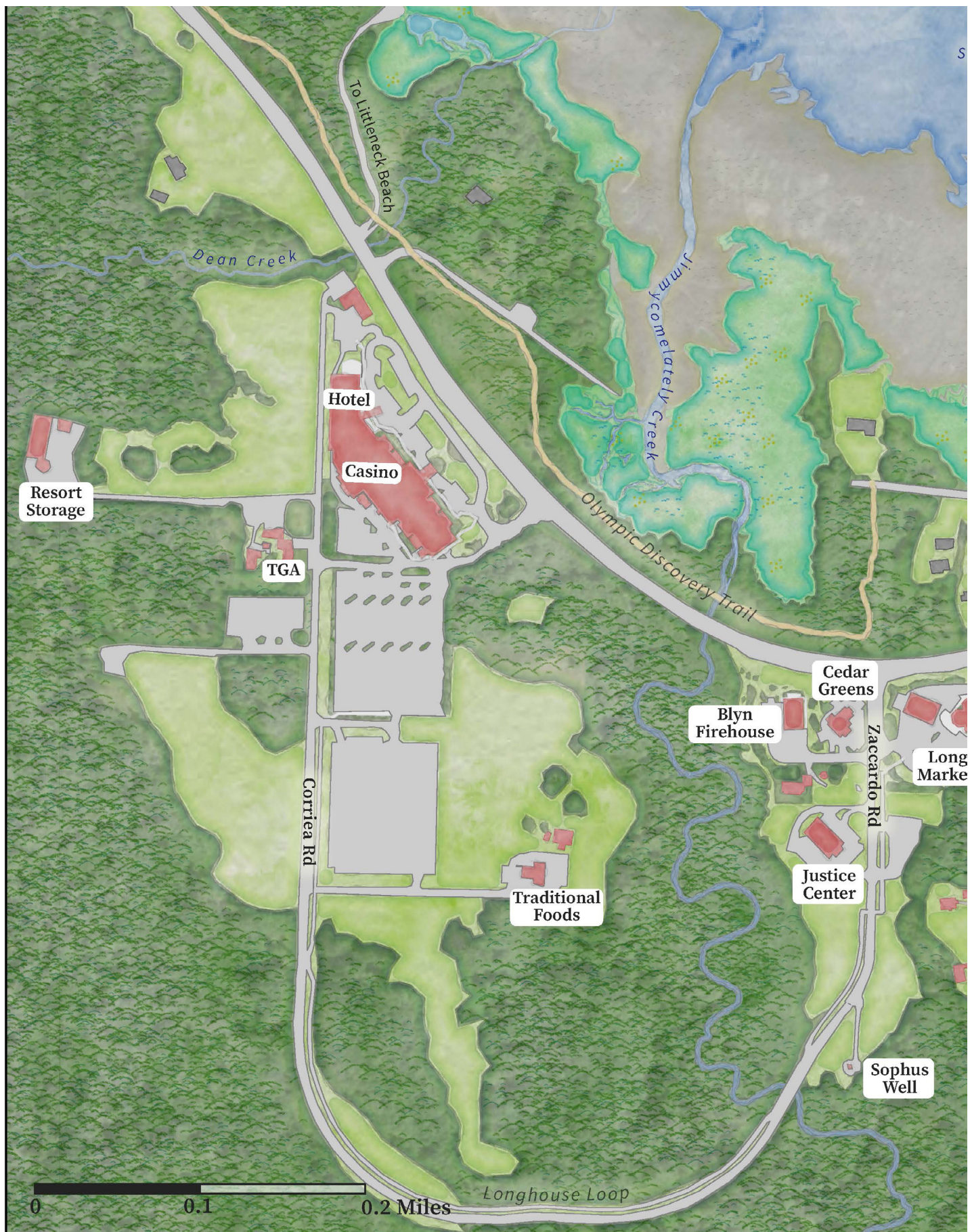
Nearly a decade ago, the Tribe formally worked with US Army Corps of Engineers through a federal forum related to Treaty Rights at Risk. Jamestown was seeking support to address habitat impacts resulting from US Army Corps of Engineers permitted facilities on the Dungeness River. In the last two years, Jamestown Tribe, working with Clallam County and funding partners, has successfully implemented a reach-scale, priority habitat project by setting back two miles of levee. Last year Jamestown designed, permitted and constructed a new levee set several hundred feet away from the river. This year Jamestown supported Clallam County's successful setback construction. Jamestown also removed the old levee and installed five logjams within a side channel; as well as six additional logjams on the old levee footprint. Jamestown also partnered with Clallam Conservation District to plant native vegetation in the newly restored floodplain. Project funding came from a combination of grants through WA State Recreation and Conservation Office, including salmon grants and monies provided by NOAA as part of the Pacific Salmon Treaty, and the State Department of Ecology's Floodplains by Design program.

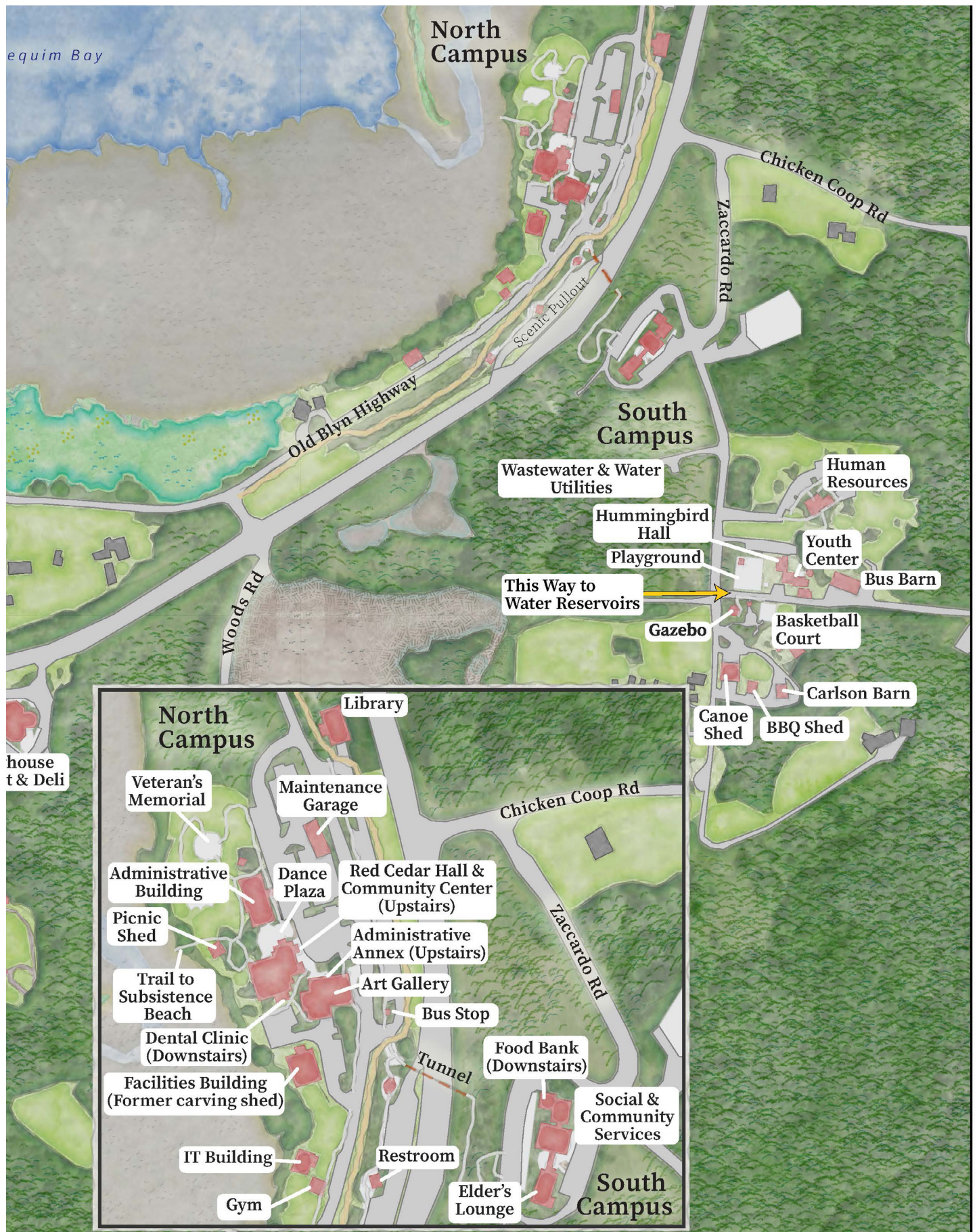
GOAL: EXPAND LAND BASE AND INFRASTRUCTURE TO SUPPORT TRIBAL NEEDS

Land Acquisition and Status

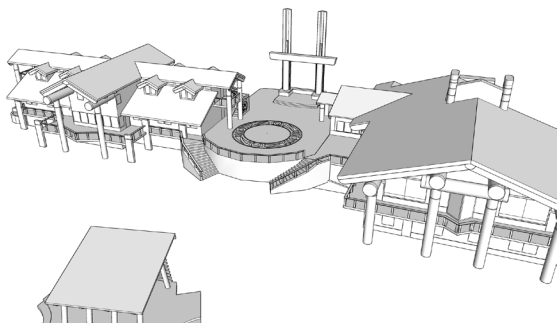
It is important for the Tribe to have a sufficient land base in order to exercise sovereignty. One of the Jamestown S’Klallam Tribe’s goals is to reacquire the ancestral homelands. When appropriate, the Tribe places land into trust under the United States federal government which gives the Tribe jurisdictional authority and the ability to practice self-governance and promote self-determination. Any effort to restore the Tribe’s ancestral homelands requires willing sellers, sufficient financial resources and leadership to facilitate acquisition. The resulting land base has been a constantly evolving checkerboard of ownership and jurisdictional authority. Nonetheless, the Jamestown Tribe has continued to reacquire the ancestral homelands. In FY2022 the Tribe acquired approximately 35 acres of land and moved 117 acres of land into trust. Our total land base as of the end of FY 2022 is 1,714 acres (846 Trust/Reservation Land and 868 Fee). Maps of the Jamestown S’Klallam Tribal Properties and Facilities are below and in the next two pages.







Construction Projects



Above: Rendered image of north campus.

Administration Building Remodel

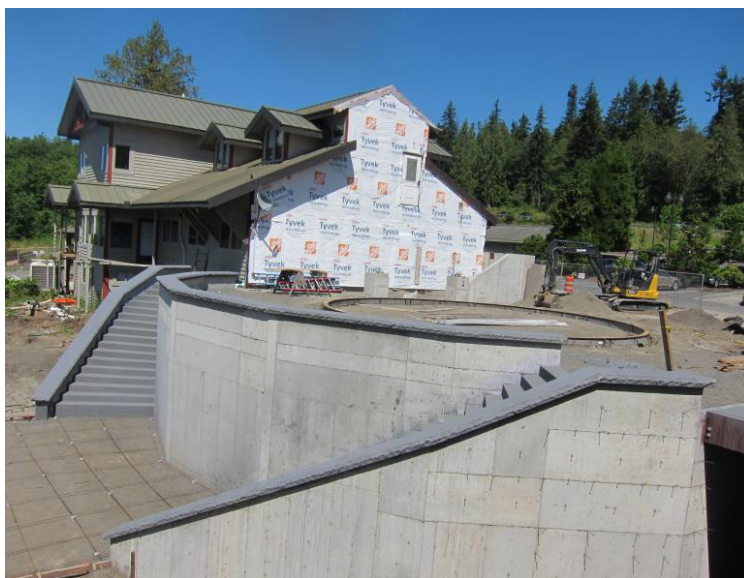
The Tribal Administration and Natural Resources Building underwent an interior remodel in 2021 to allow for better social distancing and other protective measures intended to keep employees safe during the COVID-19 pandemic. Now the exterior is being updated to improve the structural integrity of the building and allow for better accessibility. These improvements include a wrap-around deck for additional exterior access. A dedicated mailroom with direct access from outside the building was added for mail pick-up and delivery.

Dance Plaza Renovation

Repairs to the Dance Plaza were necessary as the ground has been settling beneath the concrete plaza and stairways. The new design has a rounded plaza with room for dancing and two curved staircases leading down to the lawn. There will be more lawn than before, and lower landscaping to allow optimal viewing of the bay. This project will also improve access to the picnic and playground areas below the dance plaza. Everyone is excited to see the totems go back up and to be able to again use the plaza to its full potential.

Healing Clinic

After over three years of planning and construction, the Jamestown Healing Clinic (JHC) opened its doors in August of 2022. JHC is a new integrated care clinic that provides comprehensive patient care including an opioid treatment program, primary care, dental, substance abuse disorder counseling, and behavioral health. We believe a holistic service delivery approach is most effective at providing sustained recovery for those struggling with addiction. The clinic is thoughtfully designed to promote a sense of calm and healing for all who enter. JHC offers a variety of evidence-based treatment options tailored to meet each patient's unique need and support their recovery in the community.



Above and below: Administration building and dance plaza being repaired and remodeled.



Jamestown Healing Clinic.

Dungeness River Nature Center Expansion

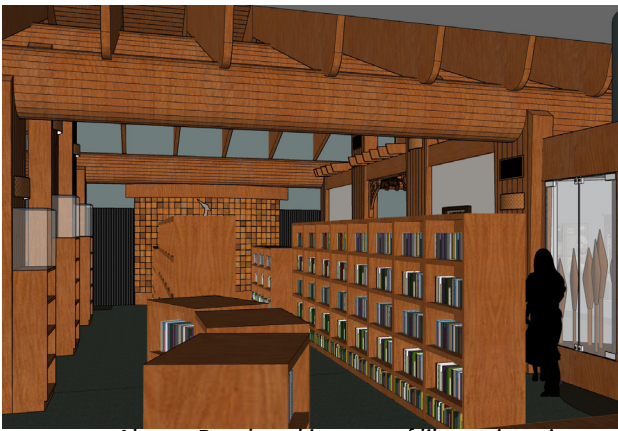
In June of 2022, the newly expanded Dungeness River Nature Center at Railroad Bridge opened its doors to welcome visitors back. The new expansion brings the building right to the banks of the ancestral watershed of the Jamestown S’Klallam Tribe. The building expansion includes new additions and renovations to existing structures. The project also includes developing adjacent parcels to create a paved parking lot of 58,000 square feet with lighting, irrigation, stormwater treatment/drainage and sidewalks. The center has a new entrance on Hendrickson Road as well as three park-host RV sites to support the security and maintenance needs of the park and facility. The Dungeness River Nature Center is the only U.S. Audubon Center with a Tribal partner. In addition to the building itself, we extended the Olympic Discovery Trail Bridge on the east side of the Dungeness River, removed the old dike, and performed floodplain restoration east of the Dungeness River on Reservation lands. This project removed harmful infrastructure from the floodplain and channel migration zone while also increasing resiliency of infrastructure and the nearby Dungeness River Nature Center.



Above: Newly expanded Dungeness River Nature Center.

Below: New entrance sign on Hendrickson Rd. and Olympic Discovery Trail bridge extension.





Above: Rendered images of library interior and exterior. Below: Jamestown Tribal Library construction in Blyn.

Tribal Library

The Jamestown Tribal Library is under construction now with estimated completion in Summer/Fall 2023. The newly expanded library will feature dedicated exhibit space, a small theatre, public workstations, a recording room for oral histories, a children's area, more bookshelves, additional storage, restrooms for the public and some outdoor reading areas. It is expected that the library will reopen in the Fall of 2023 to offer expanded programs and services to our Tribal citizens.

The library continues to serve the Tribal community as much as possible while closed during construction, including curbside pickup, bookmobile, and virtual presentations in coordination with the North Olympic History Center. Many of the videos are available on the library's YouTube page (<https://www.youtube.com/user/jstlibrary>). While the Library is closed, the Library Team and THPO have been working on Institute of Museum and Library Service grant that includes the final review and edits of the exhibit graphics and gallery designs for the exhibit room and the inventory and cataloging of the Tribe's archaeological and ethnographic collections. A total of 32 collections have been accessioned and 8,870 physical objects have been cataloged in FY2022. Once this process is complete, the Tribe will have complete knowledge of what is in storage and an efficient way of finding it.

Tribal Cemetery Fence and Gates

A beautiful new fence with a gate now surrounds the columbarium and extends to the old cemetery entrance. The new fence is an elegant addition that provides the practical benefit of keeping deer, neighborhood dogs, or other animals out of the landscaped area and the columbarium itself. The fence also conveys a sense of respect for the sacredness of the cemetery. An improved entrance to the old cemetery is also underway with a double gate for service vehicle access as well as a new pedestrian access gate.



Above: New beautiful gate at Tribal cemetery.
Below: Fence and landscaping around the columbarium.



Transportation

Olympic Discovery Trail - Pierce Road to Old Blyn Highway

Clallam County and Jamestown have partnered to secure the funding necessary to construct approximately 0.64-mile segment of trail from Pierce Road to Old Blyn Highway at Michigan Schoolhouse. A full bid package, plans, specification and engineer's estimate (PS&E) has been completed and the project received its permit from the US Army Corps of Engineers. A new wetland enhancement area will co-locate with the Knapp Road wetland system. This segment of trail is expected to be complete this summer.



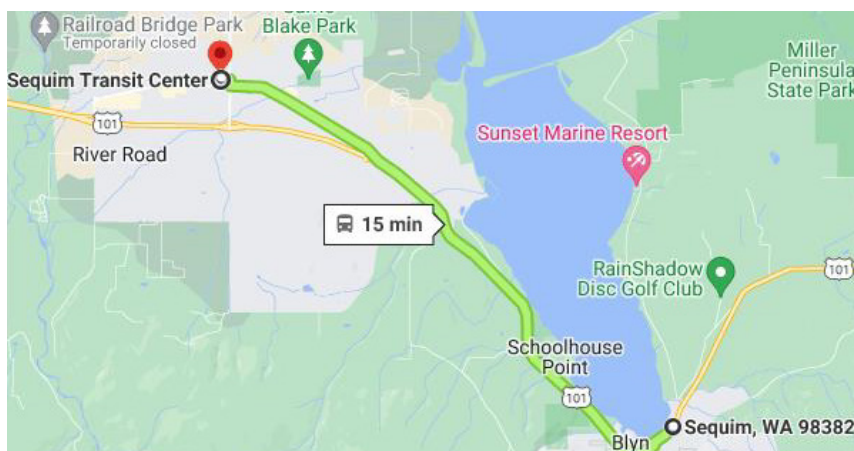
Left to right: Jerry Allen (Allen), Marianne Fowler, Kaitlin Alderson (Cook-Kardonsky) and Kevin Belle. Railes-to-Trails staff visit Olympic Peninsula to highlight the ODT rails and the Tribe's contributions. Watch the video at <https://www.youtube.com/watch?v=bkidTDOOrCKU&feature=youtu.be>

Olympic Discovery Trail - Railroad Bridge Extension at the Dungeness River Nature Center

This project extended the old Railroad Bridge all the way to the new Dungeness River Nature Center and restored the floodplain at Railroad Bridge Park in the process. The new bridge sections provide improved access and removed the failing viewing deck. The bridge also conforms better to modern accessibility standards. The Floodplain restoration activities included removing the old levee to the south of the bridge and removing the parking lot and access road to the north. This project had multiple benefits including the restoration of important and productive salmon habitat; long-term reduction of flood hazards for Dungeness River and bridge; ODT now provides a world-class learning opportunity on the importance of floodplain restoration; and improved accessibility for this popular stretch of the ODT.

Transit

At the end of FY2022, the Jamestown Tribal Transportation program established a new contract with Clallam Transit that now allows employees or Tribal citizens (with badge/ID) to ride the Route 50 bus between Sequim Transit Center and the Blyn Campus for free. Route 50 "Jamestown Campus" makes four round trips on weekdays and stops at the Casino, Longhouse and Art Gallery bus shelters. Free all-day parking is easy at the Sequim Transit Center. Present your ID badge to the driver and hop onboard to a brand new 29-foot bus. Cost savings are to the environment and direct to owners' car maintenance. The short 15-minute ride on the Route 50 bus will save approximately \$2.75 per day and help the Tribe reach its Climate Resiliency Goals. Contact Tribal Transportation Program for more information.



Utilities

Generators

It gets windy enough in Blyn to lose power from time to time. During power outages or other potential emergency situations, it is important that the Tribal government can continue working. This year backup power generators were installed to support the Youth Center, Annex, Administration, Social and Community Services (SCS), Information Systems, Human Resources, and Red Cedar Hall.



Water Systems

The Tribe owns and maintains 5 group A water systems (water system with more than 14 connections or that serves 25 or more individuals is considered a Group A public water system). Two of the Tribe's wells were further developed in FY2022.

The Jamestown Beach Well was moved farther back from the shoreline to increase the resiliency of the area's water supply and better protect the wellhead from increasing threats from salt water and storm surge. The new well will be tied into the existing water lines at the southern end of Many Feathers Way. In FY2023, the system will be upgraded to an eight inch water main that will allow for fire suppression at Jamestown Beach and providing water for any future developments in the area.

The Mitsubishi Well was developed near Knapp Rd on the Miller Peninsula. The water this well provides will serve future Tribal development projects on the Miller Peninsula and may one day connect all the way back to the Blyn water system, ensuring the Tribe has water for generations to come.



Wastewater

The Tribe continues to send its wastewater from Blyn to the City of Sequim's wastewater treatment facility located near Washington Harbor. The Sequim facility treats wastewater to the highest standard which allows for the reclaimed water to be used for irrigation or agricultural purposes. In FY2022, the Tribe sent over 10 million gallons of wastewater from Blyn to Sequim, in turn protecting Sequim Bay from the challenges individual septic systems sometimes create.

Information Systems

The Jamestown S’Klallam Information Systems Department serves all Tribal departments and enterprises. COVID-19 created many challenges for delivering services to staff and managing connectivity to Tribal resources. Even with most employees returning to the office, maintaining the ability to work remotely and host remote Tribal events has become part of the Information Systems day-to-day operations. Jamestown Information Systems staff have a physical or digital presence in the following locations:

JST Government Facilities located in Blyn North & South Campuses and beyond include:



- Administration
- Accounting
- Bus Barn & Transportation
- Children’s Center
- Facilities & Maintenance
- Human Resources
- Natural Resources
- Social and Community Services
- Dungeness River Audubon Center
- Contractors for HPMA Billing in Bellingham as well as out of state staff
- Jamestown Family Health Clinic (JFHC) | West Sequim
- Jamestown Healing Center (JHC) | Central Sequim
- Jamestown Economic Development (EDA) | Carlsborg business loop
- Jamestown Excavating (JEX) | Carlsborg business loop
- Jamestown Family Dental Clinic (JFDC) | Blyn
- Northwest Native Expressions | Blyn
- Carving Shed “House Of Myths” | Woodcock Road
- Jamestown S’Klallam Tribe Justice Center | Blyn behind Cedar Greens
- Jamestown Traditional Foods and Culture | Blyn; next to Casino
- Jamestown Historic Preservation & Library | Blyn
- Tribal Gaming Agency (TGA) | Blyn; both in casino and above casino

Information Systems maintains all the digital and internet security for the Tribe. Cybercrimes have become increasingly prevalent with Tribal governments becoming more frequent targets. Information Systems also have a strong physical presence in securing and monitoring Tribal facilities. Everything from the fiberoptic connections, to the security cameras and key fob door locks requires the involvement of Information Systems staff. Information Systems also supports the safe and secure storage of Tribal information which includes Jamestown Family Health Clinic medical records, historic Tribal documents in the digital archives, electronic employee records in Jamestown’s Human Resources Department, Administration documents as well as all the Tribe’s business payment systems. We have become truly dependent on technology and our staff continues to expand to meet our growing needs.

FINANCIAL OVERVIEW

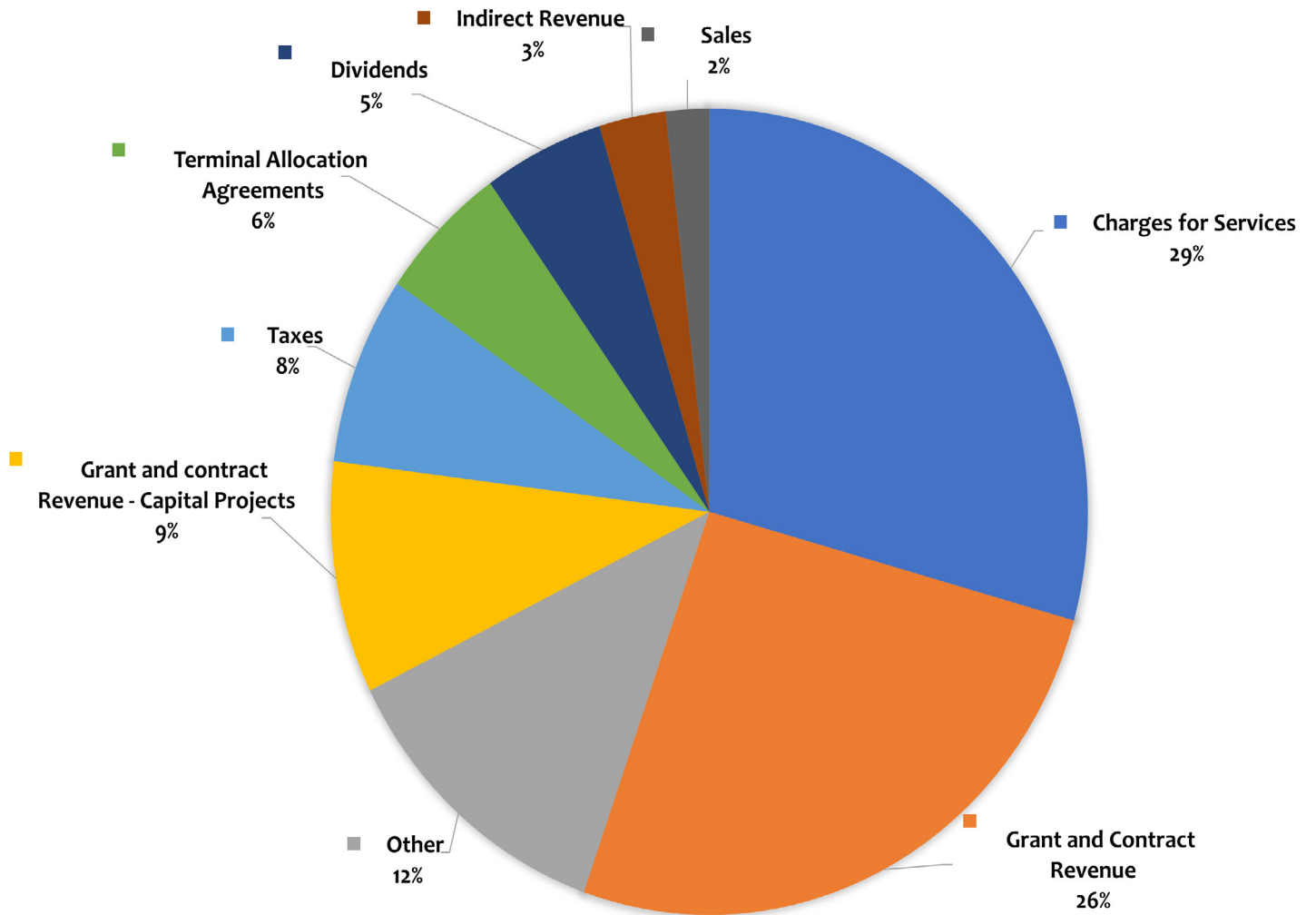
The Tribe saw stable and consistent financial results in fiscal year 2022. Revenue levels were consistent with prior fiscal year, with no major changes to revenue streams. Taxes and terminal allocation revenues continue to be the largest contributor of tribal funds. The Tribe was successful during the fiscal year in securing multiple grant and contract opportunities which funded growth in programs and services to tribal citizens, as well as completion of major natural resource projects. Clinic revenues saw increases due to continued increase in patient visits as well as the opening of the Jamestown Healing Center. Expenditures also remained very consistent with prior year levels. Salaries and benefits remain the largest expenditure of funds.

Tribal Staff are working with Department of Revenue to find a resolution to off reservation sales by tribal citizens in the service area. We continue to push that these sales should not be taxable in situations where the Tribe does not have housing on the reservation. We will continue to update tribal citizens as we go forward with this project.

Financial statements are included in this report as well as revenue/expenditure charts. Expenditure chart has been revised, per questions from prior reports, to show tribal citizen assistance and services which not only include direct services to Tribal Citizens (elder gifts, LIHEAP payments, etc.) but also costs of programs that provide a direct benefit to Tribal Citizens.

| Revenues | Business Activities | Government Activities | Total |
|---|---------------------|-----------------------|---------------|
| Grant and Contract Revenue | 100,000.00 | 17,155,276.71 | 17,255,276.71 |
| Grant and contract Revenue - Capital Projects | 0.00 | 6,179,230.71 | 6,179,230.71 |
| Indirect Revenue | 0.00 | 1,881,566.58 | 1,881,566.58 |
| Dividends | 0.00 | 3,410,000.00 | 3,410,000.00 |
| Terminal Allocation Agreements | 0.00 | 3,705,355.15 | 3,705,355.15 |
| Taxes | 0.00 | 5,019,413.53 | 5,019,413.53 |
| Charges for Services | 19,396,671.34 | 55,754.29 | 19,452,425.63 |
| Sales | 0.00 | 1,222,685.80 | 1,222,685.80 |
| Other | 4,824,304.01 | 3,334,417.42 | 8,158,721.43 |
| Total Revenues | 24,320,975.35 | 41,963,700.19 | 66,284,675.54 |

FY22 REVENUES



| Expenditures | Business Activities | Government Activities | Total |
|--|---------------------|-----------------------|-----------------|
| Salaries and Fringe | 13,984,305.29 | 13,557,997.38 | 27,542,302.67 |
| Travel and Training | 113,148.63 | 167,995.51 | 281,144.14 |
| Supplies and Other Office Expenses | 604,086.95 | 1,179,416.20 | 1,783,503.15 |
| Rent | 17,242.06 | 53,898.75 | 71,140.81 |
| Utilities and Telephone | 194,705.66 | 598,518.96 | 793,224.62 |
| Consultants | 2,292,953.17 | 4,620,946.66 | 6,913,899.83 |
| Equipment | 1,153,594.90 | 1,506,173.95 | 2,659,768.85 |
| Equipment Leases and Maintenance | 35,725.88 | 148,552.19 | 184,278.07 |
| Insurance | 141,706.18 | 400,548.58 | 542,254.76 |
| Contributions | 11,680.00 | 338,775.00 | 350,455.00 |
| Principle and Interest Payments | 375,703.49 | 515,218.20 | 890,921.69 |
| Bank Fees | 48,841.91 | (46,040.86) | 2,801.05 |
| Pass-Through Funds | 0.00 | 555,956.39 | 555,956.39 |
| Housing | 0.00 | 256,906.87 | 256,906.87 |
| Land Acquisition, Options, and Development | 0.00 | 0.00 | 0.00 |
| Infrastructure | 0.00 | (446.08) | (446.08) |
| Real Estate Taxes | 0.00 | 125,787.38 | 125,787.38 |
| Construction | 0.00 | 6,179,230.71 | 6,179,230.71 |
| Building and Grounds Maintenance | 239,776.14 | 126,368.33 | 366,144.47 |
| Vehicle Maintenance | 20,892.90 | 273,064.83 | 293,957.73 |
| Tribal Citizen Services | 237,189.64 | 2,171,378.90 | 2,408,568.54 |
| Stipends | 0.00 | 198,117.24 | 198,117.24 |
| Purchases | 0.00 | 3,040.60 | 3,040.60 |
| Medical Supplies and Pharmaceuticals | 1,256,118.67 | 7,776.10 | 1,263,894.77 |
| Miscellaneous | 179,009.21 | 409,451.87 | 588,461.08 |
| Indirect Costs | 0.00 | 1,913,872.24 | 1,913,872.24 |
| Total Expenditures | 20,906,680.68 | 35,262,505.90 | 56,169,186.58 |
| Excess Operating Revenues Over Expenditures | 3,414,294.67 | 6,701,194.29 | 10,115,488.96 |
| Other Sources and (Uses) of Funds | | | |
| Loan Proceeds | 0.00 | 8,470,889.71 | 8,470,889.71 |
| Capital projects | | (18,027,021.32) | (18,027,021.32) |
| Net Change | 3,414,294.67 | (2,854,937.32) | 559,357.35 |

FY22 EXPENDITURES

