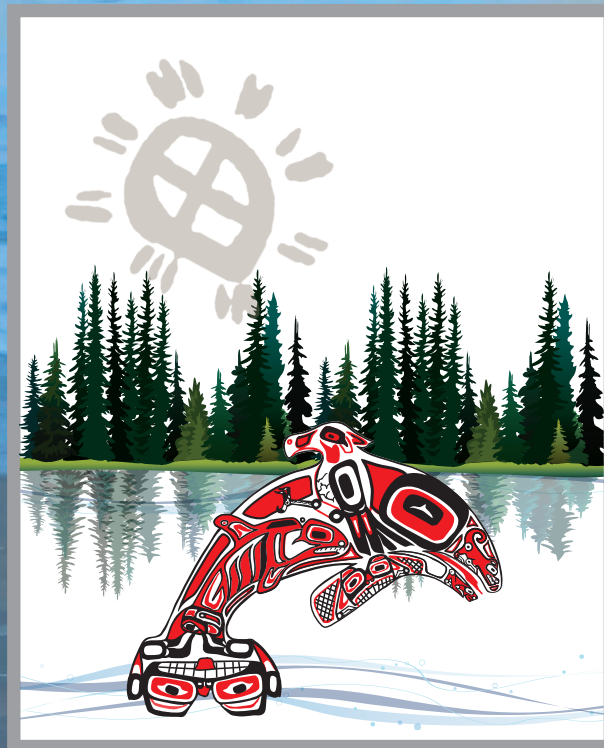


SQUAXIN ISLAND TRIBE



FISCAL YEAR 2024



We Envision

A culturally and economically
strong community of
self-governing,
resilient people united
by shared values and traditions



Kris Peters
Tribal Chairman



Dear Squaxin Family,

The past year has not been easy. We've faced challenges that tested our community, culture, traditions, and our unity. However, whenever we, as Squaxins, have faced difficulties throughout our history, we always come out of it stronger and even more committed to our healing and strength; we always remember to honor our sacred ways for future generations. And that - more than anything - is what gives me hope. Squaxins are strong, determined, and proud people.

Difficult times often reveal the true heart of a community. What we need now, more than anything, is compassion, resilience, and a deep commitment to caring for one another. We need to lift each other up in ways big and small.

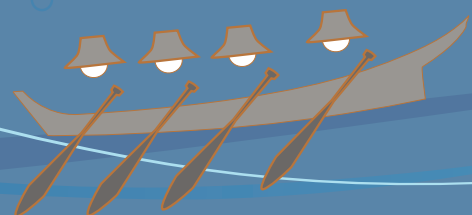
Now, as we turn toward the future, I believe we have an incredible opportunity - to grow, and to move forward stronger than before.

Our future is bright. Whether it's new initiatives, expanding our housing, strengthening our programs, engaging in community and cultural events, or simply the promise of coming together in meaningful ways, I believe we are on the cusp of something truly special. Our future is that of a vibrant, healthy community enriched with culture and the Squaxin values that everyone is proud of.

Let's keep dreaming big, supporting one another, and building a future we're proud of - not just for ourselves, but for generations to come.

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Much love to you all,
- Kristopher Klabsch Peters





Our Mission

The people now known as the Squaxin Island Tribe are committed to the honoring of Mother Earth, the resurgence of our traditional ways, and the respect and protection of all people, not only those who are living, but also those who have gone before and who are yet to be born.

We are a diverse and proud people. Our unity as a tribe goes beyond geography. Once we were many communities with a similar language. Following our confinement on the island, we once again dispersed. We are a returning people, returning to our land, returning to our culture. Our long memories, our ingenious adaptiveness, and our confidence in knowing who we are have led to our continuing existence.

Our tribal family seeks to maintain the pride, honor, and dignity that is our traditional way. Through art, singing, ceremonies, fishing, vocations, and traditional medicine, we celebrate the individual abilities and talents which have made us the people we are today.

It is our intent that our lives and our work be meaningful and contribute to the well-being of the entire tribe. We believe this will bring about a resurgence of our culture.

Our greatest natural resource is our elders. They are our history.

Another valued resource is our children; they are our future.

It is the privilege and the responsibility of the young adults to see to it that the Elders and children are honored and nurtured.

We believe the Great Spirit is with us in everything we do, and to maintain our relationship to Mother Earth and to achieve physical, mental, and spiritual health, we will always need to remember who we are and why we are here.



Erika Thale

Executive Director



Dear Squaxin Island Tribal Community,

It has been an honor to serve in this role over the past year. I am the daughter of Charlene Krise, granddaughter of Harvey Krise, and descendant of Jennie “Swiss-ah-loo” Sesal and William Krise. I was nearly born on my parents’ fishing boat - my mother, a determined Krise woman, stayed out on the water until the very last minute. Her relentlessness always reminds me that our connection to place isn’t just cultural - it’s lived and passed down in moments both big and small. This past year, we’ve taken meaningful steps - many of them challenging, all of them important. And while we reflect on what we’ve done, we also look ahead with purpose. There’s more to build, more to heal, and more to envision together.

In 2024, we took steps together to shape our shared future. Our Master Planning process brought together the voices of many through surveys, forums, and cultural workshops - resulting in a strategic plan focused on housing, wellness, open space, and long-term sustainability. With over 200 homes planned and a focus on preserving what matters most, we are reclaiming and Indigenizing our space for the next generations.

Our connection to land and water guided everything we did. We received a federal grant to remove the 5th Avenue dam, restoring salmon habitat and unlocking access to ancestral *stəčəs* lands. Our Natural Resources team reared and released over two million Coho - and our fishermen saw a larger-than-average harvest. These achievements are a reflection of our role as stewards, made possible by inter-generational commitment and regional collaboration.

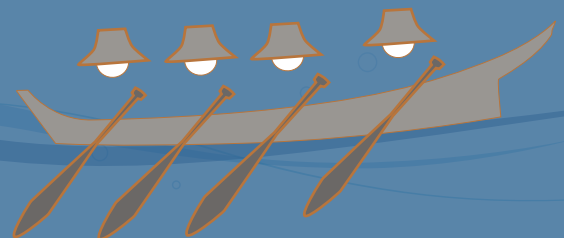
Cultural strength was visible across our community. Our canoe families joined the Youth Journey to Puyallup, one of the most well-attended in recent memory. Tribal Council helped raise the Squaxin flag across Olympia schools.

At T-Mobile Park, our youth honored our language and sovereignty. In our community garden, we gathered again - planting, harvesting, and deepening our food sovereignty through shared meals and ceremony.

Every department played a role in moving us forward. Health Services expanded access, advanced a collaborative mental health response plan, and continued preparing for the launch of pediatric care to serve more of our youth locally. Family Services supported Elders, vulnerable adults, and over 300 youth and adult clients. Planning drove capital improvements and secured new grants, while HR continued prioritizing Tribal hires and youth job training. Other government-wide efforts included energy upgrades, expanded recovery services, and continued interdepartmental collaboration. Across the government, we focused on community stability and care.

I want to thank each of you - those who shared your voice, your concerns, your dreams, and even your disagreements. Every perspective has shaped this work and pushed us to think more deeply about who we are and where we’re headed. This path isn’t always easy, but it’s real, it’s ours, and it’s guided by the strength of our community. It’s a reflection of what self-governance looks like in practice - determined, responsive, and rooted in community voice.

With deep respect,
Erika Thale, Executive Director



Cultural Resources

DIRECTOR: Rhonda Foster

MISSION

To preserve, protect and promote tribal culture and heritage which are invaluable, irreplaceable and endangered tribal resources;

To manage ancient and contemporary cultural use sites and resources that are fundamental in the recognition of traditional life ways, values and histories of the Tribe;

To protect, preserve and manage these resources through the use of policy, traditional practices, statutory requirements and prohibitions, regulations, and training

During 2024, the Cultural Resources Department (CRD) provided careful protection and management of valued cultural resources.

CRD responded to projects on and off reservation with numerous agencies in our traditional area. In addition, we provided the Tribe's cultural resources protection on tribal lands.

As more local, state, and federal agencies understand the importance of notifying and consulting with our department about their projects, it is rewarding, but, at the same time, our workload increases.

The recurring National Park Service THPO grant did not cover the cost of a full time archaeologist or the cultural reviews that require more comprehensive management than science alone.

We worked through tough issues and projects off reservation, such as human remain discoveries and inadvertent site discoveries.

Our focus was to protect and preserve the places and sites where our ancestors once stood, our traditional homelands.

It is an honor for our department to work for Squaxin Island families to manage our cultural resources and help maintain our culture from the past through the present to the future; we are just a link.

We are dedicated to the preservation and protection of places important to our people.

Please come by and visit, we'd love to see and talk with you. Huy'



Survey field work

Highlights

- Monitored tribal development projects
- Three on- and two off-reservation surveys completed
- Coordinated with the Natural Resources, Planning and Community Development (PCD), emergency services, the casino, and Island Enterprises, Inc. to ensure tribal projects included cultural resources review and comment
- Assisted PCD with management of the Sacred Grounds
- Assisted WA State Department of Natural Resources on a land survey
- Assisted Washington State Parks with a land survey on Hope Island
- Administered National Parks Service THPO grant
- Provided a two-day training with WA DNR archaeologists and two tribes on specific fiber usage
- Worked with MLRC to manage artifacts

Reviewed and consulted with agencies under Section 106, federal, county, state, and city:

Federal	313
County	230
State	265
City	202
DAHP & NAGPRA	15
TOTAL:	1,048

Celebration of Life Services:

8 services of cedar rose corsages



Historic scatter located at project



Monitoring dam removal

Family Services

DIRECTOR: Jennifer Cookston

MISSION

To strengthen families
through services
promoting family safety,
wellness and self-sufficiency
with respect for tribal culture
and tradition



Fiscal Year 2024 brought many changes to Family Services. In her first year as Director of Family Services, Jennifer Cookston gained knowledge about programs and services offered. She attended Department of Justice (DOJ) and Indian Child Welfare (ICW) conferences and researched grants to improve outreach and services.

Family Services managed and maintained 25 federal and state grants, along with tribal accounts.

Jolene Peters served as the Office Manager, and Marcella Cooper managed the Family Justice grant and supervised one staff member. We assisted with domestic violence referrals, but did not have a current DV grant. Marcella covered and coordinated services through the VOCA grant with assistance from Melissa Grant, the Community Outreach Coordinator for the Community Healing Program, as well as the Community Advocate, Lettie Machado, who was previously the Services Coordinator and Community Advocate.

Indian Child Welfare (ICW)

Indian Child Welfare (ICW) built up the team and improved efficiencies in FY24. Karen Pursey and Winter White served as ICW Social Workers and Shaelynn Clark served as the ICW Case Aide/Prevention & Wellness Advocate. We were able to get assistance from a Wex employee who has been assisting the team and learning about ICW. Melanie Dorland joined the team and has been a great asset. She helped in making our holiday transition much smoother than last year. ICW worked diligently to meet the demanding needs of the community and clients. The team worked on outreach and networking which improved connectivity to services.





Workforce Development (WFD)

Susan “Wicket” LaClair served as the Workforce Development (WFD) Site Manager, Tiffany Henderson served as the Lead WFD Case Manager, and Michael Henderson served as the Lead Employment & Training Specialist. Terri Capoeman and Naomi Reyes served as WFD Case Managers and Misti Saenz Garcia served as the WFD Intake Specialist. Lettie Machado-Olivo served as the Childcare Coordinator. WFD had a total of 172 adults and 136 youth clients in FY24. This was an increase of 55 adults and 52 children over the previous year. Cash assistance was provided to 22 households, and 35 families were assisted with childcare. Fifteen college students received services, and eight students request assistance for high school completion. WFD supportive services included interview clothing, gas for work/school, clam digging gear, employment incentives, workshop fees, shellfish licenses, driver’s license fees, gaming license fees, emergency housing/mortgage assistance, emergency food, utility assistance, tuition, books & fees, move-in costs, and more!

Elders Program

The Elders program had some changes and was shortly staffed. Maria Littlesun served as the Elders Home Support Aide and stepped up to assist in the manager role. Marissa Morken served as the Care Coordinator and Lydia Trinidad served as the Elders Head Cook. Rose Davis was the Kitchen Assistant with an Elder on-call cook position available. We offered lunch deliveries four times a week and assisted

with medical needs, meal prepping, life coaching, caregiving items, and paperwork for medical, and SSI. The Thanksgiving and Christmas deliveries of turkeys with sides, averaged 225 deliveries for both holidays.

Below is what has been done throughout the year:

- 832 weekly medications delivered (an increase of 592)
- 9,212 meals supplied
- 492 transportations for the year (an increase of 212)
- Home care needs provided (including chores, cleaning, miscellaneous assistance, daily task of daily living) five days a week/36 times a month
- 57 pieces of medical equipment provided
- 108 coordinated referrals for additional services (therapy, SSI, insurance etc.)
- 872 in-person welfare checks
- 21 vulnerable adults served (an increase of 9)
- Five high needs vulnerable adults served and wellness checked daily

The Elders program worked with clients and state agencies to get services that met the needs of individuals. We partnered with EFI, DDA, VA, Social Security, DSHS, ACL, AAA, Telecare, local hospitals, APS, Home & Community Services, and Community Lifeline for those in need.



Family Services

DIRECTOR: Jennifer Cookston

MISSION

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Vocational Rehabilitation (VR)

Will Marchant served as the VR Employment Counselor and previously assisted with WFD. VR served 21 clients in FY24, two enrolled in the HS21+ education program, four enrolled in higher education (one college graduate earned a bachelor's degree in science). There were five successful closures with employment, three clients went to inpatient treatment, and there was one successful completion of individual certification. There were three Wex positions completed and one subsidized employment achieved. There were 10 outreach events, including area VR Counselors meetings, State DVR, and a community outreach event.

Holiday Gift Cards

Gift cards were handed out in November and December to help with Thanksgiving and Christmas meals – 352 gift cards were handed out for Thanksgiving and approximately 332 for Christmas.

Food Bank

The Food Bank was open on Fridays from 9:00 a.m. – 3:00 p.m. and was well utilized. We would like to improve this service and offer more for the community. We are researching grants and networking to obtain support for food donations with assistance from American Red Cross and other partners. The goal is to open more days of the week and serve more clients.

We work closely with state and federal agencies to promote a strong vision of enhanced care and consultations which stress collaborations that include cultural competency and funding to best fit needs of our Tribal community.



Highlights

- 679 Thanksgiving Christmas gift cards for meals
- 95 food vouchers issued
- 36 families assisted with childcare
- Multiple food and clothing vouchers issued
- 15 gas vouchers issued

WFD

- 140 children served
- 193 adults served
- 36 childcare families served
- 37 cash assistance clients
- 11 graduates from HS21+
- 11 WEX positions
- 106 youth received school incentives
- 25 adults received school incentives
- 34 clients enrolled in higher education
- 33 families received holiday meal incentives
- 3 clients received subsidized employment
- 36 families served with childcare assistance

VOCATIONAL REHABILITATION

- 22 clients served
- 5 enrolled in higher education
- 13 successful closures with employment
- 1 client graduated with AA degree
- 1 client graduated with Bachelor's degree
- Multiple treatment bags dispersed
- Squaxin Island and Nisqually VR outreach dinner

ELDERS PROGRAM

- Meals delivered 4 days a week
- 9,600 meals provided
- 280 transports provided
- 43 total case management cases
- Home care provided average of 24 times a month
- 50 pieces of medical equipment provided
- 13 vulnerable adult cases managed
- 10 clients on medication management
- 443 transports provided

DOJ FAMILY JUSTICE PROGRAM

- 92 clients served
- 16 families received rental assistance
- 36 food vouchers dispersed
- 11 clothing vouchers dispersed
- 91 gas vouchers dispersed
- 5 clients provided emergency shelter
- 44 hygiene kits provided
- 56 transports provided to court, etc
- 205 follow-up appointments made to check-in with clients, assist with job searches, resumes, food, clothing, employment, and home visits

VOCA

- 3 clients received emergency shelter
- 1 clothing voucher provided
- 1 emergency shelter
- 5 gas vouchers



Finance

DIRECTOR: Jennifer Ogno

MISSION

To protect and safeguard the assets of the Squaxin Island Tribe;

To provide quality financial services for the community, departments and funding agencies

As of November 2024, the Finance Department was almost fully staffed with dedicated team members. We were continually cross training and enhancing succession plans. Areas of focus for cross training were Accounts Payable, for the A/P Manager back up, and Accounts Receivable in respect to budgets.

Jenn Ogno was appointed the Interim Chief Financial Officer in February 2024.

The Microix e-requisition module was very important for automated procurement in FY24. Implementation for Microix journal vouchers and budgeting is to begin soon for those processes.

The grants management module, eCivis, was chosen for implementation in FY24; this process is still ongoing with updates to the MIP accounting system to accommodate additional program numbers.

Paylocity payroll was fully implemented in FY24 with additional implementation for Human Resources/Benefit Management coming in FY25.





The tribal government’s FY24 approved operating budget was \$150,810,453.

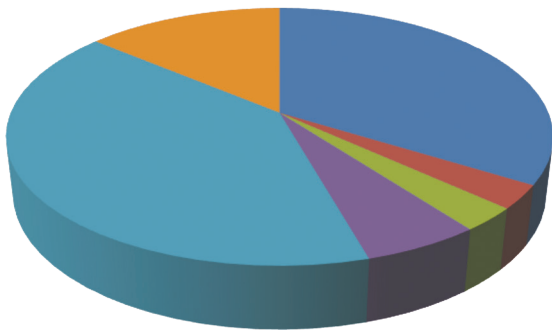
Moss Adams, PLLC, Certified Public Accountants, completed the FY23 financial audit in June 2024. The audit fieldwork for FY24 was scheduled to start in January of 2025. A request for proposals was completed, and Moss Adams was selected to be the auditing firm.

FY23 audited financial statements for tribal government are available by request.

We worked collectively with Tribal Council, Executive Services, Legal, and with the input of community members to implement a General Wellness program that began in January 2023. While the program showed signs of interest, participation in the program was less than expected. During FY24 participation increased through education with Q&A sessions and information during General Body in May. Open enrollment is from the middle of November to the middle of December every year.

Parnell and Associates assisted us in preparing and submitting our Indirect Rate Cost Proposal to the Interior Business Center (IBC) for FY25. The methodology of indirect costs calculation was changed to be based only on salary and fringe.

The FY25 budget process was interactive for a more informative and streamlined approach to program funding. Finance and Executive Services met with departments to review their budgets. This approach allowed for a more in-depth look at goals and objectives to meet the Tribe’s overall needs.



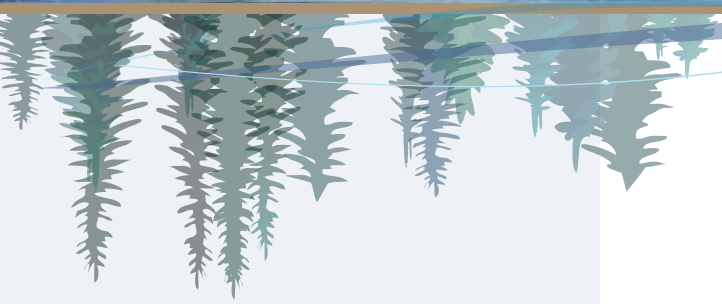
Casino Funds

Per Capita	34%
Land Acquisition	3%
Island Land Acquisition	3%
Permanent Trust	6%
Tribal Programs	40%
IEI	14%



Finance

DIRECTOR: Jennifer Ogno



The following page is an internally generated FY24 comparative report. The report shows the comparative combined revenue and expenditures by major categories for FY24, FY23, FY22, and FY21.

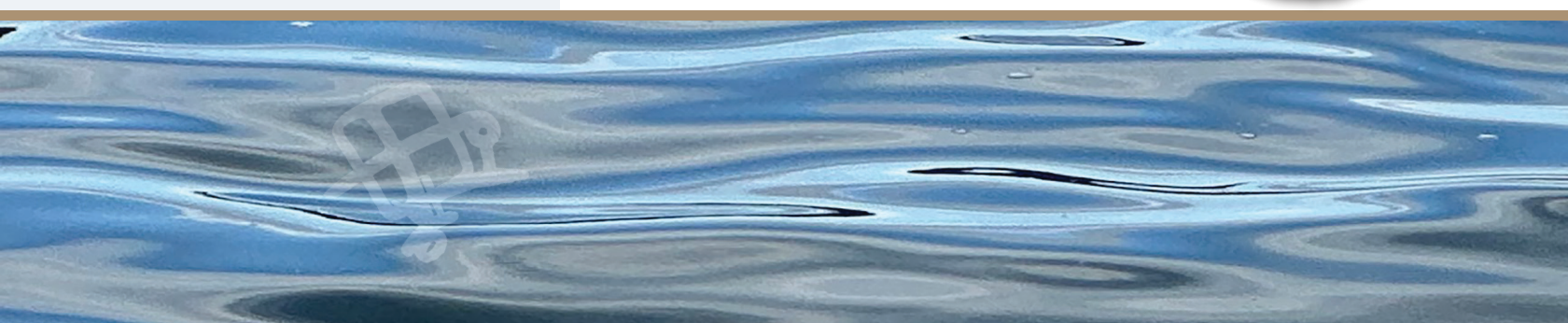
In FY23, we began expending the ARPA funds that were received in FY21. The Tribe is prepared to report to U.S. Treasury their obligations for the remaining funds by December 31, 2024.

MISSION

To protect and safeguard the assets of the Squaxin Island Tribe;

To provide quality financial services for the community, departments and funding agencies

Annie Charley Brenner was a wealthy woman as evidenced by her dentalia shells/money from the sea





Comparative Schedule of Financial Activity

Where did it come from?	2024	2023	2022	2021
Grants, Contracts & Compacts	23,564,031	19,976,517	22,044,736	20,889,876
Indirect Cost Recovery	5,897,596	6,731,893	5,065,258	4,641,006
Taxes, Licences & Fees	3,282,618	4,568,346	5,464,573	5,450,514
Rental & Use Charges	707,376	646,864	639,101	642,897
Interest, Dividends, & Value Change	14,401,827	6,487,736	(6,285,054)	4,541,697
Third Party	21,348,100	18,383,107	20,738,568	11,814,671
Other	3,789,276	2,439,760	1,293,482	3,234,709
Loans & Transfers	27,277,688 (A)	26,400,847 (A)	19,517,192 (A)	22,237,340 (A)
Total Revenues	100,268,511	85,635,070	68,477,859	73,452,710
Where did it go?				
Natural Resources	5,398,235	5,777,710	5,525,120	4,280,671
General Government	29,476,849	24,762,206	25,276,335	26,792,032
Health & Human Services	16,190,056	15,099,477	13,725,755	10,598,288
Public Safety & Justice	2,232,249	2,702,714	1,968,002	1,352,189
Education	5,210,014	4,423,063	3,200,591	2,456,626
Community Development	7,235,022	7,295,589	3,388,700	4,447,736
Cultural Resources	499,182	507,153	368,348	479,963
Long-Term Debt Payment	1,165,468	1,475,862	907,661	959,984
Capital Outlay	10,086,990	5,416,301	3,554,685	10,474,771
Pass Through & Transfers	2,385,486 (A)	2,385,486 (A)	2,385,486 (A)	2,271,109 (A)
Total Expenditures	79,879,549	69,845,561	60,300,687	64,113,369

(A) Excludes internal transfers



Health & Human Services

DIRECTOR: Rachel Armas

MISSION

To promote and enhance the physical, mental, and spiritual well-being of the Squaxin Island tribal community

Medical

Morning medical huddles occurred daily in the clinic. We extended clinic hours, including behavioral health and the pharmacy, to enhance access. We worked diligently to get Epic, the statewide electronic health record (EHR) system to enhance safety and quality.

As a medical provider herself, the director was aggressive with implementing standard of care practices that met regulatory guidelines and saw patients on a limited basis.

The Office Manager streamlined some of our processes. His immediate focus was Tribal Member Services (TMS) and ensuring bills were being paid for tribal members.





PATIENT VISITS

Program	FY24 Visits	FY23 Visits
Pharmacy	14,040	16,276
Medical Clinic	4,278	6,422
Purchased Referred Care	1,926	1,128
Dental	2,281	1,813
Mental Health	1,958	1,659
Dietician/Diabetes Program	198	201
Substance Use Disorder	841	986
Chiropractic	0	0
Podiatry	42	29
TOTAL VISITS	25,564	28,514

Total CHS visits for FY24 were 401. The pharmacy transitioned to Script Pro which provided extra safety measures for dispensing and accuracy for reporting revenue. Great staff retention in FY24 helped drastically with revenue. We gained another FNP, Heather Luther, and Dr. Ott rejoined our team as permanent staff. A pediatric NP is planned for FY25. Her initial role will be to assess clinic necessities to provide pediatric care. We will start with equipment needs and then move on to community outreach. She will collaborate with Mason General Hospital labor and delivery teams to promote our pediatric services and an over-arching goal of bringing Squaxin children back to the clinic. She will work with other pediatric clinics to advertise our services, pulling them back into the clinic.

REVENUE

Program	FY24	FY23	FY22
Pharmacy	928,055	763,481	525,829
Medical	1,218,850	1,064,153	1,577,585
Dental	547,315	913,658	594,161
Behavioral Health	1,219,345	680,519	1,555,703
TOTALS	3,913,565	3,421,812	4,253,278



Health & Human Services

DIRECTOR: Rachel Armas

MISSION

To promote and enhance the physical, mental, and spiritual well-being of the Squaxin Island tribal community

Dental

Dental services were provided five days a week. Our goal was to reduce the number of patients referred out for routine dental care and basic root canals or extractions. The dental clinic added urgent dental slots to accommodate same day urgencies.

Behavioral Health

We were fully staffed with four counselors, one substance uses counselor and two co-occurring SUD/LMHC counselors.

We contracted a PMHNP four hours a week who also consulted with primary care providers. We had monthly collaborative meetings between primary care and BHOP to discuss high risk patients and needs. We recognize the need for more community engagements, especially with some of our youth. We are working on a comprehensive mental health crisis plan.





Here is a summary of what is to come:

- The plan is collaborative and includes: the youth center, Public Safety & Justice, Emergency Operations and Family Services. BHOP will lead the project.
- Kyle Ferguson will function as the Project Manager. He will have designated time to work on the collaborative project.
- The plan is comprehensive and includes crisis management specifications for all collaborators.
- The clinic will conduct comprehensive patient screenings that identify high risk community members.
- Once identified, BHOP providers collaborate with involved departments on individualized plans.
- There will be, at minimum, monthly meetings with departments involved to discuss high risk community members, the impact on their families, as well as the community and the community members' well-being.
- During work hours, we will have available staff to respond to crises when family or other tribal members cannot manage it.
- Community members will be trained in mental health crisis management and educated on resources.
- Staff will be trained as first responders on a detailed mental health crisis management plan and educated on available resources.

Pharmacy

We had two pharmacists and two pharmacy technicians. We used Script Pro, which assisted with safer dispensing

of medications. We also developed three critical pharmacy policies that increased safety. Our chronic pain and opiate policy were extensive and met all federal and state guidelines.

We closely monitored changes to 340B program requirements, including potential shifts in medication pricing, and federal eligibility criteria. We strengthened our prescribing protocols. As part of our commitment to safe, effective care, we now require in-person visits for patients managing chronic pain, ensuring a comprehensive and integrated approach to treatment.

Integrative Care

We achieved all of our programs utilizing a shared electronic health record. We met monthly to discuss high risk patients. Diabetes educators coordinated with dental staff to ensure diabetic benchmarks for preventative dental care. BHOP and primary care were an integrative team. We added naturopathy services, but are still working on billability. We collaborated with other departments to expand and enhance services, working smarter, not harder.

Alternate Resources

We established relationships with outside entities to streamline referrals. We partnered with specialists to help patients get the care they needed and make it easier to get medical records and documentation for patients. This provided a comprehensive approach, knowing more about patients, and increasing the safety and quality of care.



Health & Human Services

DIRECTOR: Rachel Armas

MISSION

To promote and enhance the physical, mental, and spiritual well-being of the Squaxin Island tribal community

HEALTH PROMOTION/ DISEASE PREVENTION Diabetes Prevention

The registry showed a total of 69 patients, 95% with DM2, and 5% with DM 1. Podiatry clinics were held quarterly and served 42 patients in FY24, double that of FY23. Key measures for FY24 were glycemic control goal of <8% A1c. FY24 increased from 72% to 78%.

We had great outcomes for patients who used the 10-day CGM, which monitored glucose levels with diet, activity, pain, stress, and medication use. It tracked every moment of every day, so we had a better idea of glucose control and could treat it with the right medications. Using grant funds, we invested in a professional Dexcom G6 system to accomplish this. The CGM benefited both patients and clinicians by enhancing accuracy, therefore guiding better treatment.





Other current areas of focus:

Blood Pressure:

Only 49% of patients have BP <130/80, which reduces the risk of diabetes associated kidney disease.

Only 33% of patients have healthy and normal levels of cholesterol and lipids.

Kidney Function:

One hundred percent of those on the diabetes registry had their kidney function evaluated with blood tests. Twenty-one percent were diagnosed with kidney disease, which is not reversible. Sixty-six of those over age 40 on the DM registry achieved glycemic control of <8.0% A1c. One hundred percent of diabetics were educated about diet, exercise, and weight management.

Cancer Prevention

SPIPA expanded their focus to include other cancer prevention and detection. Seventy-five percent of the focus was still related to women’s health. In FY24 we had seven mammogram buses, totaling 75 mammograms. Clinic focus transitioned to cancers that affect all genders - colorectal, cervical, and lung etc. We began tracking patients to ensure that they got the necessary screening, diagnosis, and referrals.



The total number of screening in RPMS:

Mammogram (from clinic, not bus)	21
Pap smears	65
Completed colon screens (cologuard or colonoscopy)	58
Lung cancer screening	26

Events

Health and Human Services participated in numerous collaborative events as well as hosting our annual color run and colon cancer event. We had two pap-a-thons and two bingo nights.



Human Resources

DIRECTOR: Astrid Poste

MISSION

To recruit employees who will provide quality services to the Squaxin Island community;

To reduce unemployment and encourage job skill training and education;

To facilitate and implement policies as directed;

To ensure a safe and equitable working environment

In 2024, the Human Resources Department supported the government and the community of the Squaxin Island Tribe by recruiting and facilitating the hiring process. We maintained a strong emphasis on employing Squaxin Island Tribal members and adhering to the Tribal Preference Ordinance.

In FY24, 116 positions were filled; this number includes employees hired, transferred, or promoted to fill vacant and/or new positions. Thirty-seven percent of the positions were filled by Squaxin Tribal members, two percent were filled by the spouse of a tribal member, four percent were filled by a direct descendant, ten percent were filled by an enrolled member of another tribe, and forty-seven percent were filled by non-Natives. Tribal government employed a total of 313 employees in FY24.

The youth employment program offered job readiness and skill training to youth 16-21 years of age for six weeks in the summer. Forty youth participated. Three of those youth moved to regular positions in the Tribe following graduation.

Human Resources welcomed a new Benefits Coordinator who assisted staff with critical areas of benefits. We provided employee appreciation and engagement through the staff appreciation lunch, fall potluck and holiday brunch. Our Incentive Committee grew this year, bringing fun activities to our staff through smaller more frequent connection activities.



Emily Sigo, Survey Youth applications



Narcan education event

We made significant strides in collaborating with Workforce Development leading tribal members to additional career paths and skill building. We worked together to approach career development with a larger vision.

We continued to train in the areas of technology and best practices to improve our processes, response time, visibility and community connection.

It was our honor to support tribal members in career paths, and we will continue to seek high caliber applicants who understand the goal of service to our community.



Employee appreciation luncheon

Highlights

- 116 positions were filled, including six summer recreation and 40 summer youth employees
- 37% of positions were filled by tribal members
 - 2% by a spouse
 - 10% by members of other tribes
 - 4% by descendants
 - 47% by non-natives
- 313 total employees
- 7 tribal members served as directors
- 15 tribal members served in managerial positions
- 15 tribal members worked with directors in training positions
- Employees were recognized for reaching employment milestones during the annual employee appreciation dinner:

1	35 years of service
1	25 years of service
6	20 years of service
8	15 years of service
9	10 years of service
9	5 years of service
- Assisted directors with developing job descriptions and interviews, drug screening, skills testing, work history, reference checks, and evaluations
- Provided new employee orientation
- Offered quarterly Healthy Lifestyle newsletter



Information Services

DIRECTOR: Lyza Manley

MISSION

To maintain the integrity, confidentiality, and availability of the Squaxin Island Tribe's computer information systems;

To provide technical support and expertise to meet the Tribe's operational goals and objectives;

To manage the Tribe's website, Klah-Che-Min newsletter, social media channels, and other publications

During FY24, a top priority of Information Services (IS) was to increase control and development of regulatory standards that secure and protect the Squaxin Island Tribe's resources and staff members' data. A key part of this goal was to meet all requirements necessary for the purchase of cyber security insurance for tribal government.

IS documented and prioritized tribal government resources' vulnerabilities and presented recommendations for corrective action.

Information Services strove to ensure important information reached all tribal members, employees, community members, and local public, as appropriate, in a timely manner utilizing social media channels and publications.

We began live streaming and recording Tribal Council meetings and updated the tribal member portal on the website.

Website updates included a new community calendar to include pool, youth center, culture, government, elders and special events, as well as updates to the tribal member portal, including Tribal Council meetings, and updates from Tribal Council, etc.

Planning was initiated to begin a texting service.

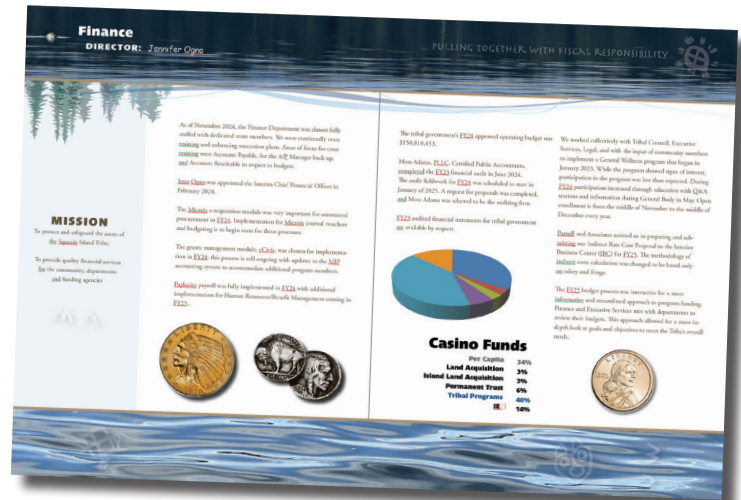
Online forms were created and solicited for General Wellness registration, recognition of graduates, a Master Planning Options vote, a cultural survey, event proposals, enrollment needs, an employee appreciation dinner sign-up, and a DRAFT Housing application, etc.





Highlights

- Live streamed and recorded Tribal Council meetings
- Deployed major security system upgrades, including implementation of a new firewall operating system and password security system
- Designed and built interconnected systems, including fiber optic, copper, ONT, and internet-based fabrics
- Developed, analyzed, and maintained datacenter core hardware and software to ensure architecture met current and future needs
- Administered tribal domain name assets
- Administered cloud-based assets, such as M365, Adobe, Smartdraw, and 1password
- Administered licensing for hardware and software platforms
- Purchased and deployed computer systems
- Closely followed and reviewed access control policies with quarterly internal audits
- Built and tested disaster response and recovery plans in accordance with the over-arching plans for tribal government's Emergency Operations Plan



- Distributed 1,250 Klah-Che-Min newsletters each month
- The Daily Scoop electronic news had an average of 335 subscribers with a 60% daily open rate
- Managed tribal websites and social media platforms
 - Facebook had an average of 3,900 followers
 - X had an average of 17 followers
 - Instagram had an average of 1,339 followers
- Initiated planning for a new texting service
- Kept community calendar, job announcements, and Natural Resources regulations, etc. current on website
- Created online forms for General Wellness registration, graduates recognition, Master Planning Options vote, a cultural survey, event proposals, enrollment needs, Youth Center registrations, employee appreciation dinner sign-up, and a DRAFT Housing application, etc.
- Designed and published annual reports for tribal

Vote Here

Which option do you think should be prioritized?*

Required field

- Option 1: Clinic Only (\$45 Million estimated)
 - Option 2A: Wellness Community (\$97 Million estimated)
 - Option 2B: Original Clinic with Housing (\$91 Million estimated)
 - Option 3: Recreation Community (\$65 Million estimated)
 - Option 4: Maximize Housing (\$66 Million estimated)
- Select only one option

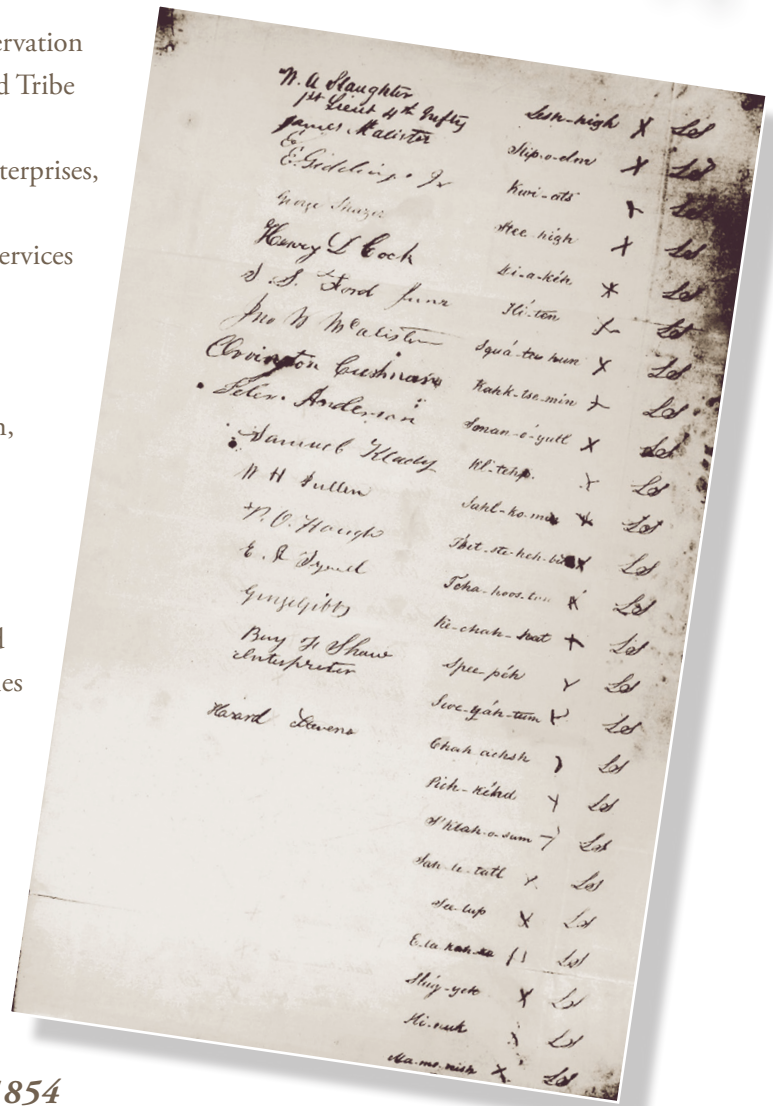
Leave your comments





Objectives

- Preserve and protect the Tribe's reservation homeland
- Preserve, protect, and advance the cultural identity and resources of the Squaxin people
- Protect the Tribe's treaty rights, both on and off the reservation
- Uphold the Constitution and laws of the Squaxin Island Tribe
- Exercise the powers of self-governance
- Seek advantageous tax treatment for government, its enterprises, employees and members
- Ensure fair and equitable delivery of the government's services and benefits to all tribal members
- Maintain tribal integrity and honor through responsive government
- Ensure the protection and care of Squaxin Elders, youth, and families
- Protect and care for the environment by exercising sovereignty to the fullest extent possible
- Ensure the social, cultural, and economic stability and prosperity of the Squaxin people by developing and optimizing tribal community resources and opportunities
- Be self-sufficient, improve the quality of life, and preserve the cultural identity of the Squaxin Island people



*Signatures of the
Medicine Creek Treaty, 1854*



Legal

DIRECTOR: Nathan Schreiner

MISSION

To provide comprehensive, effective and excellent legal services to the Tribe and to do so in a manner that honors the traditions, culture and institutions of the tribal community

Highlights

- Monitored and participated in three (3) active U.S. v. Washington sub-proceedings to protect the Tribe's area and opportunities to fish
- Monitored and/or attended one (1) U.S. v. Washington Meet and Confer matters
- Participated in U. S. v. Washington to ensure an effective dispute resolution mechanism, and, significantly, to update the Puget Sound Salmon Management Plan
- Monitored and advised on the Wild Fish Conservancy lawsuit in federal court, attended settlement conferences and the parties agreed to settle (the settlement was amended in August 2024)
- Monitored attempts from Wild Fish Conservancy and Conservation Angler to protect Olympic Peninsula steelhead under the Federal Endangered Species Act through the National Marine Fisheries Service (NMFS)
- Advised that Nationwide Permit 56 Industrial finfish aquaculture structures in federal ocean waters was declared unlawful by Western Washington District Court
- Actively and significantly participated in developing a regional Chinook salmon management plan for ESA valuation
- Participated in negotiations on re-proposed changes to PSSMP
- Assisted in reaching an agreement with state, federal and tribal partners for the 24-25 fishing season
- Assisted with a geoduck regulation package
- Participated in culvert injunction discussions
- Drafted and submitted objections to U.S. Army Corps of Engineers permits where tideland and in-water structures would interfere with Squaxin net fishing, resulting in permit denials
- Advised on shellfish harvest plans and strategies to implement shellfishing rights on private beaches



PULLING TOGETHER FOR OUR RIGHTS



- Advised on WDFW protocols for enforcement and establishment of traditional hunting areas and participated state-tribal discussions of traditional hunting areas
- Advised Natural Resources on hunting on non-reservation trust land owned by the Tribe
- Negotiated hunting access agreements with Port Blakely, Green Diamond, and Twin Creeks Timber, LLC.
- Monitored Stillaguamish's second appeal to the 9th Circuit regarding a request and evidence for U&A in Skagit Bay
- Monitored Sauk-Suiattle Tribe's attempt at securing additional U&A not determined by the Boldt final decision in Baker and Skagit Rivers, and Skagit Bay
- Monitored and advised of the Mason County Comprehensive Plan's compliance with Squaxin Island Tribe's MOU with Mason County
- Monitored and advised on state-led watershed planning in South Sound
- Provided counsel to government, IEL, SCTC, CDC, and LCCR in economic development matters
- Assisted NR in developing water quality standards under the Treatment as a State for the Clean Water Act 303(c) and 401, water quality certification programs
- Advised on Ecology's ESSB 6091 watershed planning process for south Sound watersheds
- Completed historical Squaxin narrative for Eld Inlet
- Provided guidance in Indian Child Welfare issues
- Advised on cases in Skagit and Mason Counties, Quinault and Skokomish Tribal Courts
- Assisted in resolving personnel claims
- Assisted with the vulnerable adult program
- Assisted and advised on billing issues for NWITC and the health clinic
- Assisted and advised client on billing and contract issues for government departments
- Assisted in responding to requests for information regarding health and treatment records
- Assisted in the review and application of Housing's T-HOPE policy and program
- Monitored and advised of the 9th Circuit Court's decision in the Maverick tribal gaming lawsuit, which was decided in favor of tribal interests (appeal to the Supreme Court is anticipated)
- Monitored and participated in the ongoing Opioid Litigation Class Action Lawsuit and advised client on ongoing settlement disbursements
- Drafted amendments to the tribal code sections 2.36, 5.01, 6.56, 10.04
- Advised regarding jurisdictional protocol with Mason County
- Assisted with drafting amendments to the workers' compensation program
- Assisted with Fee-to-Trust process
- Assisted in submissions for tax-exempt status on properties
- Assisted in the Sec 105(l) Lease Proposals to the BIA and the IHS for certain tribal government properties (applicable leases were signed in 2024)
- Assisted in a request to IHS for contract support costs (CSC) reimbursement under the ISDEAA
- Assisted in development of tribal court forms for judicial final approval



Natural Resources

DIRECTOR: Andy Whitener



MISSION

To maintain a leadership role in perpetuating natural resources, including water quality, fish, shellfish, wildlife, timber and plants, while promoting, preserving, protecting and restoring habitat;

To protect Mother Earth and her resources which are the cultural foundation for the Squaxin Island Tribe;

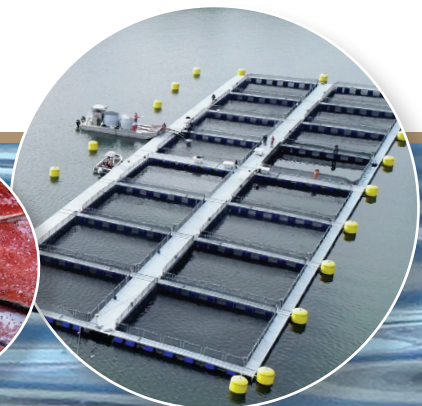
To sustain and enhance those tribal resources.

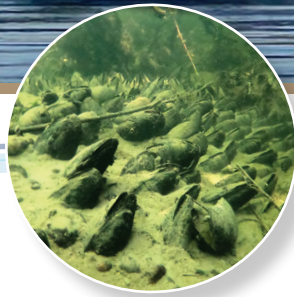
The Squaxin Island Tribe's Natural Resources Department continued to take management of our natural resources to new levels. Our strong leadership and countless years of traditional knowledge helped us to address issues that affected our environment. Our steady leadership in the region helps create local solutions for tough natural resource management issues.

Over the past year the Natural Resources staff was involved in many projects, such as salmon recovery, stream restoration and water quality, to name a few. Time has not been kind to salmon habitat. The loss of trees and other plants along streams has removed important shade and reduced the source of wood needed for in-stream fish habitat. Through monitoring and projects that return large woody debris to streams, we are starting to make a difference. There is much more habitat restoration work to be done, of course. But our staff is committed as co-managers of natural resources in this state to continue to work on the betterment of our environment.

Shellfish have been a mainstay for our people for thousands of years for economics, subsistence, and ceremonial purposes. Our biologists assessed shellfish populations throughout our harvest area to determine harvest quotas. Enhancing beaches on Squaxin Island created more opportunities for tribal members.

The Department continued to work hard to protect the fish and wildlife that sustain us all; we're also doing it for the long-term health and vitality of everyone and for all generations to come.





Finfish

- 81 tribal members (24 seniors) harvested:
 - 6,308 Chinook @ 64,221 pounds
 - 172,441 coho @ 920,940 pounds
 - 95,300 chum @ 650,602 pounds
- Reared and released 2,282,027 (144,032 pounds) coho smolts at an average size of 15.87 fish per pound
- Meeting participation: North of Falcon, Pacific Salmon Treaty, Pacific Fishery Management Council, NOAA, and Puget Sound Chum Management
- Conducted smolt trappings on three local streams
- Conducted stream surveys for adult Coho and Chum counts
- Gathered data on coded wire tags, fin clips, scale samples, length, run timing, run size, and fish counts
- Conducted beach seine sets to monitor nearshore habitat utilization in Budd Inlet and the Nisqually Reach from May through October (2,667 Chinook sampled with 224 coded wire tags recovered and 53,709 Coho sampled with 2,646 coded wire tags recovered)
- 102,000 Coho fry released in Deschutes River
- Conducted feed study using coded wire tags to monitor and assess the use of a special transfer feed. This diet is designed to enhance and improve survival for fish transferred to saltwater. Information may help improve and maximize production and survival from the net pen program releases.
- Conducted spawning escapement surveys on local streams

Clams and Oysters

- 295 tribal members (118 seniors) harvested 1,072,939 pounds of Manila clams
- Seeded 28 beaches with 27 million Manila clam seed
- Added two new private beaches to enhance
- Opened subsistence fisheries for Dungeness crab and spot shrimp
- Harvested 2,828 pounds of sea cucumbers
- Harvested 10,921 dozen wild set Pacific oysters on 10 state or private tidelands
- Surveyed 8 state beaches and 121 private and grower controlled tidelands in Hammersley, Totten, and Case inlets
- Signed 52 harvest plans with shellfish growers
- Reviewed 220 aquatic farm permits, Department of Health beach certification applications, or shellfish grower's notices to create an artificial bed
- Monitored intertidal beach temperatures at six locations on Squaxin Island and seven in Oakland Bay
- Surveyed natural Manila clam populations in Hammersley, Totten, Henderson, and Case inlets

Geoduck

- 51 tribal members (15 seniors) harvested 240,346 pounds of geoduck from Fox Island, Henderson Inlet, Dana Passage, and Cole Point
- Implemented new management strategy for state and tribal geoduck fisheries in the Tribe's exclusive area



Natural Resources

DIRECTOR: Andy Whitener



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To protect Mother Earth and her resources which are the cultural foundation for the Squaxin Island Tribe;

To sustain and enhance those tribal resources.

Environment

- Maintained Memorandum of Understanding with Lacey Olympia Tumwater Thurston (LOTT) Wastewater Treatment on resource and habitat protection
- Sat on scientific advisory team of LOTT Clean Water Alliance on their study of chemicals of emerging concern in reclaimed water and the environmental consequences of introduction into groundwater
- Participated in multi-agency process at the local level to identify priority watersheds for restoration and conservation actions and assisted in developing project designs and funding packages
- Participated in the Forest and Fish Process for Rule Revision of Water Typing Streams
- Continuously measured temperature at over nine sites and stream-flow at seven sites
- Conducted 120+ field days at 40 sites for water quality and quantity
- Utilized water quality map at all stakeholder meetings
- Moved automated sampling from Cranberry Creek to Skookum Creek
- Utilized one water quality web map with support from our GIS staff
- Shared water quality and streamflow data with multiple entities
- Completed quarterly groundwater measurements in Skookum Valley
- Monitored Mason Lake water level
- Completed lake management feasibility study proposal for Mason Lake and Lake Limerick
- Applied for and received \$150,000 from the Department of Ecology for development of a carbon offset program
- Developed a Tribal Youth Freshwater Mussel Exchange Program
- Surveyed actual elevations of infrastructure in Skookum Valley that may be vulnerable to sea level rise
- Shared Sea Level Rise Story Map with multiple partners

PULLING TOGETHER FOR THE ENVIRONMENT



- Applied for six grants and received five for climate change adaptation, water quantity and water quality, and brown field assessment through the BIA and EPA
- Wrapped up tidal measurements at Kennedy and Skookum Creeks to calculate sea level
- Participated Olympia Sea Level Rise Response Collaborative Executive Committee
- Completed report on nutrient loading in Oakland Bay
- 12 algae samples taken from one sample site in Pickering passage
- Compiled data collected from 3-year PIT Tag study
- Finalized locations for a 3-year eDNA study to commence in 2025
- Continued ongoing strategy of Skookum Valley acquisition and restoration
- Received National Coastal Wetlands and RCO grants for phase 1 restoration actions
- Completed Skookum basin restoration plan
- Completed an EPA-funded retrofit of stormwater treatment at KTP Express
- Received funding for North saltmarsh lobe for Shelton Harbor restoration project
- Worked with SPSSEG on finalizing restoration design elements and provided technical support for permitting requirements and implementation.
- Continued research on freshwater mussels
- Received funding for bull kelp restoration
- Planted 1,000' of bull kelp
- Continued to work with project partners on fish passage barrier designs
- Finalized design plans for Griggs Creek fish passage barrier removal projects
- Partnered with Mason Conservation District to treat the most prevalent areas of Knotweed in the Skookum Creek Watershed
- Participated in the Lead Entity Process for WRIs 13, 14, and 15 in order to promote and help secure funding for high priority projects for restoration and acquisition
- Commented to Ecology and RCO SRF Board on “in-process” streamflow restoration plans for WRIA 11, 12, 13, 14, 15
- Developing partnership between Mason County Ecorenet to promote the protection and restoration of Puget Sound
- Participated in Mason County Clean Water District meetings, Mason County Water Quality Technical discussions, NWIFC intertribal water and water right technical discussions, and South Sound Water Quality Partners Near Term Action
- Drafted EPA Treatment as a State water quality standards
- Engaged with WSDOT on projects to replace stream crossing structures within the Culvert Injunction area at multiple sites across eight watersheds throughout the Tribe’s U&A
- Four fish passage projects completed in Skookum Creek watershed



Natural Resources

DIRECTOR: Andy Whitener



MISSION

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To sustain and enhance those tribal resources.

- Reviewed Hydraulic Permit Applications (HPAs) and Army Corps of Engineers Permit Application to ensure project proposals do not negatively impact Tribal resources
- Engaged with Thurston, Mason, and Pierce Counties on projects to replace stream crossing structures with fish passable crossings
- Worked with Salish Seafoods to help them implement compliance with their NPDES permit
- Monitored Mason County policies and procedures for making water adequacy determinations when issuing building or subdivision permits
- Conducted a full review of impacts of permit-exempt wells in the Mill/Gosnell area
- Reviewed SEPA's for variances in Shoreline Management protection
- Consulted with EPA on multiple rule making processes
- Commented on five SEPA documents
- Met with Shelton, Olympia, Tumwater, Port Orchard, Bremerton, Belfair and Mason County about their drinking water source planning
- Crafted a memorandum of agreement with WA Dept. Of Health on water system plan data sharing
- Completed an MOU with Mason County and Port of Allyn to verify that reclaimed water will be mitigation for Allyn well pumping impacts on Anderson and Sherwood Creeks
- Consulted with W. State Dept. of Ecology and WA State Dept. of Health on PUD1 Union Regional Water System changes in Schumacher Creek area
- Conducted Growth Management Act Comprehensive Planning in Kitsap, Mason, and Thurston Counties, as well as cities of Olympia, Shelton, and Tumwater



- Conducted Shoreline Management Act comprehensive planning in Pierce and Thurston Counties
- Reviewed all county permits (140) within U&A in Thurston, Mason, Pierce, and Kitsap Counties
- Updated GIS mapping applications
- Reviewed Forest Practices Applications and Water Type Modification Forms regularly
- Attended quarterly TFW Tribal Technical meetings and Tribal Habitat conferences
- Participated in Forest Practices Adaptive Management Program (CMER)
- Updated Priority Site method to prioritize Brownfield sites with an emphasis on proximity to shellfish beds and shorelines
- Consulted with Ecology and the Port of Olympia with ongoing site remediation investigations for the Budd Inlet Sediment project
- Consulted Ecology and the City of Tumwater regarding ongoing environmental assessments at the Brewery District
- Consulted Ecology and the Shelton Yacht Club regarding cleanup efforts ahead of the Shelton Harbor Restoration project
- Attended Tribal Environmental Leadership Summit in Eugene, Oregon
- Reviewed assessments and remedial investigation reports on sites of concern
- Conducted Phase I and Phase II environmental assessments on Clam Fresh Property

Wildlife

- Tribal members harvested 38 elk, 12 deer, and one mountain goat in seven game management units
- Renewed a private land access agreement with Green Diamond Resources for hunting and gathering
- Renewed our access agreement with Port Blakely
- Strove to increase access to DNR lands
- Managed GIS database of ceded lands and WDFW defined game management units with custom maps of private hunting access agreement areas
- Participated in Tribal Marine Mammal work groups to develop potential management of pinnipeds



Administration

- Licensed ten tribal buyers and 120 harvest vessels
- Managed budgets
- Employed and trained six summer youth workers
- Completed reconciling three harvest years of treaty data with NWIFC and state



Planning and Community Development

DIRECTOR: Penni Restivo

MISSION

To pursue the overall vision of the Squaxin Island Tribe by providing services and programs that benefit the community's health, safety, and well-being

To create and sustain a productive and satisfying work environment for all co-workers

To ensure that existing and new facilities are built and maintained with quality workmanship, with meaningful input

The Department of Planning and Community Development (PCD) provided a wide range of services designed to support and protect the Squaxin Island tribal government, enrich the lives of Squaxin community members, and safeguard the integrity of the Tribe's land, buildings, and infrastructure.

The department had six sections: Planning, Utilities, Maintenance, Housing, Program Services, Realty Services, and Transportation, each led by knowledgeable managers.

Section managers were educated on the procurement process allowing them to concentrate on budgets and process invoices.

PCD assisted departments with the 105(l) lease process and a building permit process was created to follow the Tribal Building Code.

There was a restructure that moved team members to positions best suited to their abilities.

PCD hosted four community forums and extensive community engagement as part of the master plan update.





Services provided to the community

- Low-income housing and other rentals
- Housing counseling
- Elder Emergency Assistance
- Scattered sites program
- Firewood for Elders
- Animal control, including spay and neuter clinics
- Tax preparations
- Garbage collection
- Street lighting

Planning Services

Planners continued to support departments and staff in a variety of ways, including:

- Secured \$5,400,232 in funding for tribal programs
- Provided planning services, such as visioning, grant writing, carryover planning, assistance with grant modifications and continuations, research on opportunities and strategies, and other planning support services
- Grant start-up meetings with departments and Finance and ongoing technical assistance, compliance assistance, and assistance with communication to grantors
- Grant carryover planning and documentation, including annual plan with Washington State HCA
- Extensive support on current grant revisions, budget modifications, continuations, and extensions
- Continued services and program development coordination with SPIPA and other outside agencies and entities
- Participated in the Peninsula Regional Transportation Planning Organization and Technical Assistance Committee meetings
- Managed the tribal transportation program through the Bureau of Indian Affairs



Planning and Community Development

DIRECTOR: Penni Restivo

MISSION

To pursue the overall vision of the Squaxin Island Tribe by providing services and programs that benefit the community's health, safety, and well-being

To create and sustain a productive and satisfying work environment for all co-workers

To ensure that existing and new facilities are built and maintained with quality workmanship, with meaningful input from community members

Program Services

To provide administrative support and program management for the Department of Planning and Community Development

Program Services

Program Services provided support to approximately 30 employees in the Departments of Planning and Community Development. Staff was responsible for general office management for the department. They assisted in generating budgets for approximately 70 programs and monitored and created budget modifications as necessary. They were also responsible for processing encumbrances for purchasing and payments, ordering supplies for the department, maintaining office equipment, and ordering caskets for the community, among a variety of other duties.

Program Services also oversaw Squaxin public transportation and the solid waste programs.

Transit served the greater Kamilche area, including Steamboat Island, McCleary and Elma.

A total of 12,286 passengers rode the bus in FY24. We purchased a 2018 Ford Flex to use for dial-a-rides for the community and completed 296 dial-a-rides. We also transported 191 clam diggers using our Dodge Caravan.

Transit staff consisted of one part-time coordinator who also served as a part-time driver, one full-time driver, and a second part-time driver.

There were 1,207 95-gallon totes of recycling diverted from the landfill. In addition, 675 (35-gallon totes), 3449 (65-gallon totes) and 3964 (95-gallon totes) of solid waste was removed from the reservation.



Grants submitted and awarded in FY24

Agency	Department	Activity	Amount
DOT Highway Infrastructure	PCD	SR 108 Old Olympic Hwy Safety	\$850,000
Early Head Start	SICDC	Operations for EHS	\$918,472
Tribal Historic Preservation Office	Cultural Resources	Cultural resources service	\$93,667
DOT	PCD & partners	Installation of EV chargers at LCCR	\$1,394,230
IHS ETHIC II	Clinic	HIV/HCV/STI prevention	\$407,415
WSDA Local Food System	Garden	Infrastructure for food processing	\$70,000
WA State Arts Commission	Education	Tribal member art for TLC building	\$29,700
WA Commerce/Community Healer	Family Services	Community cultural programming	\$73,282
Money Follows the Person	Family Services	Elders support and services	\$100,000
VOCA/Dept. of Commerce	Family Services	Victims Services Supports	\$136,397
OVC Tribal Set Aside	Family Services	Victim Services	\$229,973
HCA Mental Health Block	Family Services	Family Support	\$81,117
HCA Substance Abuse Block	Family Services	Family Support	\$61,466
OCVA Crime Victim Service	Family Services	Specific Crime Type Program	\$125,000
AOA/ACL	Family Services	Elders Meal Program	\$149,670
AOA	Family Services	ACL Elders	\$65,620
SAMSHA TOR5 with NPAIHB	NWITC	Support for opioids	\$220,000
I.H.S. SAPTA grant	NWITC	Year 3 Recovery Support	\$394,223

Total **\$5,400,232**



Planning and Community Development

DIRECTOR: Penni Restivo

MISSION

Realty and Land Management Services

To protect the interests of the Squaxin Island Tribe by acting as the official Land Records Office of Squaxin Island Tribe and ensuring all real estate records, both in fee and in trust, are properly recorded with appropriate agencies, and all encumbrances of Squaxin Island Tribe owned real estate are properly tracked

Housing Services

To assist tribal members with obtaining affordable and safe housing

Realty and Land Management Services

The Tribal Real Estate Manager acted as the Tribe's Land Recording Official and was responsible for the overall coordination of tribal lands, including the fee-to-trust application process, home site leases, purchasing of fractionated trust land, and detailed management of real estate files and documents.

Maintaining tribal property records and routine tasks included providing information to other departments on data they required with timely updates.

The work of the Realty Program consists of several different activities that were managed throughout the year.

These activities included:

- Managed application process for fee-to-trust
- Completed land leases for conveyed homes on reservation, sent to the BIA for recording, and completed process when returned to the Tribe
- Maintained authorization schedules and a recording log for the home ownership program
- Conducted monthly reconciliations of conveyed homeowners' insurance and land lease payments
- Processed updated land leases for accessory dwelling units installed within a residential sub-lease parcel



FEE-TO-TRUST CONVERSION

- Sixteen parcels (919.15 acres) surveyed to meet Bureau of Land Management requirements
- Worked with the title company to resolve three pending policies noted on the title report
- Completed 16 environmental assessments

ON-ISLAND LAND ACQUISITION

- On-Island appraisals were pending
- Obtained information from 14 interested sellers

HOME OWNERSHIP

AND LAND LEASE RECORDINGS

- Two leases approved through the BIA for recording
- Obtained and processed information for one new applicant for the home ownership program.
- No leases were recorded with the BIA, but two pending

LAND MANAGEMENT

- 16 parcels were surveyed
- 16 environmental assessments
- 14 interested sellers for on-island land acquisition



Housing Services


The Housing team managed 70 low-income rental units, 12 tiny homes, and four RV sites located on the reservation. There were 10 additional rental units located within the Kamilche Valley.

Housing Services were supported by an Indian Housing Block Grant (IHBG) for low-income housing programs. The IHBG (\$1,057,831 for FY24) provided funding in following major categories: modernization/development, maintenance/operations, counseling services, and crime prevention. Squaxin Island Housing Services were not just limited to low-income families. Other programs included Elder support, tribal rentals, and the home buying program.

Squaxin Island Tax Site

BASIC RETURNS


February 4, 2025 - April 8, 2025



By appointment only
Contact Lisa Peters to schedule an appointment 360-432-3871

WHAT YOU NEED:

- Proof of identification (photo ID)
- Social Security cards for you, your spouse and dependents
- Bank account and routing numbers for direct deposit of your refund
- A copy of last year's federal return, if available
- Identity Protection Pin (IP Pin) if you have one
- Wage and earning statements (W-2, 1099's)
- Other income documents
- Documentation for any expenses you may claim
- Form 1095-A, Health Insurance Marketplace Statement
- Anything that says **IMPORTANT TAX DOCUMENT**



IRS Certified Volunteers Providing **FREE TAX PREPARATION**
Sponsored by Squaxin Island Tribe—Office of Housing

Planning and Community Development

DIRECTOR: Penni Restivo

MISSION

Housing Services

To assist tribal members with obtaining affordable and safe housing

MISSION

Construction Management Services

To complete, within budget and on-schedule, all construction projects and other capital improvement projects that are assigned to the Department of Planning and Community Development, including planning, design, permitting, space analysis, utility load analysis, engineering, and construction management

Housing Services

FY24 Accomplishments:

- Conducted 72 home inspections, as required by the funding agency and tribal policies
- Completed quarterly pest control services for 70 homes
- Removed and installed new flooring in seven homes
- Replaced nine appliances
- Replaced eight roofs and six gutter systems
- Installed ductless heat pumps in three homes
- Installed new HVAC units in four homes
- Completed exterior painting on five homes
- Repaired five tubs/showers and replaced six hot water heaters
- Completed 41 roof and gutter cleanings
- Cleaned and inspected chimneys on 48 homes
- Inspected and serviced ductless HVAC systems in 51 homes
- Rehabilitated two tiny homes

HOUSING COUNSELOR

- Assisted with 136 federal income tax filings
- Held home maintenance workshops
- Completed a move-in maintenance class for new tenants
- Conducted Section 184 consultations
- Offered a pet vaccination clinic
- Assisted 20 families with HAF repairs to prevent displacement, including roof replacements, septic repairs, and accessibility and home repairs (also assisted with mortgage payments, utilities, insurance, and property taxes)
- Assisted tribal Elders through the Elder support program



HOUSING ENFORCEMENT OFFICER

- Completed 65 service calls
- Captured 33 animals with 49 returns
- Removed seven vehicles
- Assisted 88 animals through the RARE program
- Provided a dumpster for community clean up

Construction Management Services

In FY24, a new Administrative Assistant was hired to assist with construction projects and to ensure procedures were properly followed to meet the requirements of multiple funding sources. This position allowed the Construction Manager more time to monitor tasks to ensure they were completed within the project's scope of work.

During the year, PCD wrote and reviewed contracts and approved change orders and invoices for various contractors that served the Tribe.



FY24 Accomplishments:

- Brought in Brightly-Alpha to assess government assets (DCD had a measuring tool for assessing these elements)
- Accomplished an interview process for vendors utilizing team input for decision making
- Held weekly team meetings for close interaction to accomplish short-term and long-term goals
- Ensured viable documentation was recorded and replicable
- Was instrumental in planning, design, procurement, and ongoing management of the following projects:
 - Early Head Start
 - Taylor water project
 - Wastewater treatment plant expansion
 - TLC renovation
 - Design and management of wellness center
 - Infrastructure of Klah-Che-Min Drive
 - Behavior health building remodel
 - Bus barn
 - Slocum Ridge III.B
 - West administration building carpet/paint
 - Building permit process
- Managed a plethora of solicitation along with sole sourcing with justification
- Was instrumental in educating directors and their teams in basic construction knowledge, leading them to have a broader perspective of expectations



Planning and Community Development

DIRECTOR: Penni Restivo

MISSION

Utilities

To provide continuous operation of the water and wastewater treatment and recovery system;

To ensure that SIT utilities infrastructure is properly managed and maintained now and for future needs of the Tribe and its enterprises

Maintenance

To ensure the assigned public buildings and grounds are properly cleaned and maintained;

To be responsible for building maintenance, landscaping, janitorial services, road maintenance, cemetery maintenance, special projects, and other central governmental services

Utilities

Throughout FY24, the utilities program was a key player within Planning and Community Development. Responsibilities included overall management of sewer collection, wastewater treatment, the community water supply, and storm water collection and distribution systems.

FY24 Accomplishments:

- Completed EPA water system inspection
- Manager took responsibility of utilities budget and payment of invoices
- Cleaned the storm system regularly
- Prepared vehicles for winter storm cleanup
- Processed waivers for water testing
- Assured design of the wastewater treatment plant expansion would meet future needs of the community
- Implemented the water meter database to ensure accountants received proper information for billing
- Installed electronic water meters for homes and businesses currently using the Squaxin Island Tribe's water
- Assisted maintenance team as needed
- Researched more cost-effective ways to remove waste from the wastewater treatment plant
- Updated SCADA (data base) at the wastewater treatment plant
- Constructed Taylor water inter-tie and received approval from DOH to make final connection to the new water source



Maintenance

The Maintenance team was responsible for building maintenance, landscaping, janitorial services, road maintenance, cemetery maintenance, special projects, and other central governmental services.

Maintenance's staff contributions to the community included mowing, weed eating, caring for common areas, assisting with tribal functions and funerals, hauling chairs, tables, and other equipment.

FY24 Accomplishments:

- Closed 2,796 work orders
- Set up for events and funerals
- Provided maintenance of the Veterans' Memorial
- Provided routine maintenance at the Tribal Center and other government buildings
- Gathered and distributed firewood to tribal Elders
- Completed preventative maintenance on equipment
- Assisted utilities staff as needed
- Removed 10 truckloads (10-yards each) of wood along Kamilche Point Road and moved to the campground so tribal members could cut their own firewood
- Maintained the reflection pond located by the boardwalk
- Utilized maintenance database to complete preventative maintenance as required
- Provided maintenance to the Kennedy Creek Park and Ride station, including weed-eating, trimming brush, and garbage pick-up service
- Conducted ground maintenance at the Arcadia boat ramp parking lot
- Repainted and replaced carpet in the west administrative building



Public Safety & Justice

DIRECTOR: Barry Hagmann

MISSION

To enforce the laws and regulations set forth by the Squaxin Island Tribal Council and the United States of America;

To protect human life and to maintain the peace;

To protect the property and resources of the Tribe and its members;

To service the Tribe in a reasonable and prudent manner;

To carry out these responsibilities diligently and courteously and to take pride in the services provided

Public Safety and Justice Department duties included land services, natural resources, court, and probation. During FY24, we had two sergeants; one was responsible for land services and the other for natural resources. Land services responsibilities included patrol of the reservation, casino, tobacco factory, museum, Elevation, stores, grow operation, childcare center, cemetery, and other properties purchased by the Tribe. Natural resources responsibilities included protection of fisheries, shellfish, aquatics, and hunting resources. Our officers were cross-trained to perform all duties.

In FY24, we had eight commissioned staff, one administrative coordinator/probation officer, one court clerk, and one court assistant. Our staff was short for much of the year due to one of our officers, a member of the Army Reserves, being deployed to the Middle East and one officer attending the Basic Police Academy. Although we hired two officers in the latter part of the year, we will not see the full benefit until they have completed the Basic Police Academy scheduled April through July of 2025.

Our area of coverage continued to grow. The reservation housing area grew with the additional tiny homes and the beginning of construction for additional apartments. This impacted our department as our service area continued to grow.

We worked on building up our natural Resources enforcement efforts to increase man-hours to provide more coverage. As always, it was challenging due to the necessity of specialized training and equipment. Our department had one certified diver and anticipates two additional.

PULLING TOGETHER FOR SAFETY



Our officers made sacrifices to provide a consistent level of service as we strove to become fully staffed. While all police agencies in America had problems with staffing issues, it was more difficult for rural small agencies to compete for qualified officers.

We maintained a close working relationship with the Mason County Sheriff's Department, and the Chief met with Sheriff Ryan Spurling regularly to expand our working relationship and to discuss areas of mutual concern. We anticipate officers, along with sheriff's deputies, to conduct mutual training sessions.

We still did not have an active Reserve Program. Anyone who has an interest in the law enforcement field is encouraged to contact us regarding the application process. The hiring process is lengthy and thorough. Applicants are required to pass polygraph and psychological tests. Past employers and references are interviewed. All of this is time consuming and can take months, but successful completion can lead to a rewarding career in law enforcement.

The Public Safety Department also managed tribal court and probation. The two judges, a public defender, and a prosecutor were contracted to conduct court services. Criminal/civil, family, and vulnerable adult court were held once per month. Court and probation worked closely on cases involving treatment, education, and family services.

We contracted with the Nisqually jail for adult incarceration and Mason County Juvenile Detention for our youth.

Electronic home monitoring was available to curb jail costs. We had a community service program available in lieu of fines.

Our equipment grants ended early in 2024. We were able to purchase needed supplies and equipment. We will continue to look for funding in the upcoming year for essential equipment and supplies.

Mason County Sheriff Ryan Spurling and Ed Harrold



Public Safety & Justice

DIRECTOR: Barry Hagmann

MISSION

Tribal Court

To ensure peace and order
on the Reservation;

To promote the welfare of
members of the community;

To safeguard individual rights;

To secure rights and powers which
are both inherent in the
Squaxin Island Tribe's
sovereign status and guaranteed
to the tribe by treaty and by the
laws of the United States.

Court Statistics





Statistics

• Calls for Service	1,099	• Disorderly Conduct	16
• Citations	43	• Loitering	2
• Infractions	12	• Juvenile Delinquency	3
• Homicide	0	• Runaways	10
• Rape	0	• Theft	48
• Robbery	1	• Prowler	1
• Aggravated Assault	0	• Disturbances	113
• Burglary	5	• Trespassing	149
• Larceny Theft	0	• Threats	14
• Motor Vehicle Theft	16	• Warrants	19
• Arson	0	• Medical Aid	90
• Assaults	3	• Fire/Explosions	2
• Forgery/Fraud	13	• Domestic Violence	0
• Embezzlement	0	• Animal Control	20
• Stolen Property	0	• Fishing	5
• Vandalism	25	• Shellfishing	1
• Weapons Violations	5	• Hunting	0
• Prostitution	0	• ICW	0
• Sex Offenses	1	• Agency Assist	47
• Drug Offenses	30	• Citizen Assist	228
• Gambling	0	• Alarms	110
• DWI	11	• Traffic	66
• Liquor Laws	1	• Other	44



Tu Ha' Buts Youth Center

DIRECTOR: Julie Youngs

MISSION

To increase educational and recreational opportunities for the Squaxin Island tribal community through educational advocacy and mentorship and providing recreational opportunities that promote wellness and community involvement

VISION

To create a safe and nurturing environment rooted in connection to tradition and culture that empowers our community and young leaders

Higher Education

The Tu Ha' Buts Youth Center (TYC) provided higher education services for undergraduate and graduate students. In FY24, 20 students received funding for associate's degrees, 26 received funding for their bachelor's degrees and 12 students received funding for their master's programs. Additionally, support was provided for enrollment in colleges, trade schools, and/or specific coursework for job placement or advancement. The Higher Education Coordinator assisted students in completing FAFSA and college applications and worked with 24 different college financial aid offices in support of students. The change in higher education policies, to cover students for a maximum number of college credits (instead of academic quarters that was enacted late FY22), enabled students to take part-time classes without exhausting their available higher education funding.

Student Advocacy

Through the Tu Ha' Buts Youth Center (TYC), the Squaxin Island Tribe provided Student Advocates to assist Squaxin students in the Shelton School District. Our Student Advocates provided education advocacy at Shelton High School, Oakland Bay Jr. High, Olympic Middle School, and Bordeaux Elementary. The Advocates engaged with over 125 students in all areas of their academic needs and provided tutoring in classrooms, in Native Education rooms at the schools, and at the TYC during the after school programs. Our Advocates provided tutoring after school during our Homework Help program four days a week. Advocates collaborated with school staff, including teachers, counselors, administrators, and para-professionals to ensure Squaxin students received the supports necessary to be academically successful.





Advocates participated in school staff meetings, Native Education staff meetings, Multi-tiered Systems of Support meetings, IEP meetings, and more, to provide wrap-around collaboration within the school systems on behalf of Squaxin students. Advocates also worked with their schools to plan Billy Frank Jr. Day and Native Heritage month recognitions and assemblies showcasing the indigenous culture of the area. Advocates worked to present more opportunities for our students to see their culture represented at their schools. They were also active in all school break and summer activities, providing positive mentoring to youth throughout the year.

Homework Help

The Homework Help program, with the support of SPIPA funding, offered academic support four afternoons a week in the form of tutoring for students from Kindergarten through high school. Our Homework Helper worked alongside the Student Advocates to offer academic support and mentoring. Eighty-seven students, K-12, took advantage of the homework help. Our Homework Helper also hosted weekly drumming and singing for youth, providing an opportunity for youth to practice their traditional songs and dances. We worked to establish an environment that offered a relaxed, supportive and welcoming space to complete academic work, to create the idea that staying caught up in school can be the norm. Homework Help will be continuing in FY25.

Truancy Prevention

Attendance, the most significant factor in student success, was a primary concern. The TYC Truancy Prevention Specialist worked with local schools to identify students at risk of truancy and reached out to families and students to offer resources and support to help students facing barriers to attending school. The Truancy Prevention Specialist linked students with Homework Help and Student Advocates, as well as tribal agencies, including Behavioral Health and Family Services, to ensure supports were in place to prevent truancy and keep students in school.



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Teen Program

A Department of Justice grant provided funding for the Teen Program Coordinator who managed teen programming at the TYC. The project worked with 56 teens, implementing educational, recreational, and cultural activities with the goal of improving social development, leadership skills, and cultural connection.

This year the teen program offered many activities for our 12 to 18 year-old youth. The annual admin vs. teen basketball game, DERT field trip, healthy relationships class, flint knapping with Rodney Krise, teen Easter egg hunt, drumming and singing at Bordeaux for Native American heritage month, and Oly Ice were all fun activities where the kids could let themselves be goofy teenagers.

Our youth worked with SkyBear Media to produce their "*Let Your Game Do the Talking*" video, focusing on bullying on the basketball court. It was used to show how words can affect each other while playing basketball. The video provided youth an opportunity to learn Lushootseed and use it while they played to encourage their teammates.

Teens participated in the FIRE summit at SPSCC, and spring break programming offered daily cultural activities. Our teen program strove to create a safe and welcoming space for youth that promotes positive social emotional growth in a culturally rich environment.





Stepping Stones

We hosted 28 youth, 12-14 years of age, and hired four Mentors, 16-18 years old. Our goal this year was to expose the youth to their culture, by providing programming on-site at the tribal property at Port Blakely, and participating in the Canoe Journey. Youth spent four weeks with tribal knowledge keepers learning to weave, bead, and more to create regalia and gifts for the Youth Canoe Journey.

Youth prepared for Journey with canoe paddling training, including an overnight stay on Hope Island where they hosted Umatilla Tribal youth who were participating in a Natural Resources program.

The youth joined the Canoe Family at Puyallup for the canoe landing and many youth had the opportunity to paddle to the Puyallup landing. Youth camped with the Canoe Family at Puyallup, participating in Journey activities for a full week, supporting the Canoe Family, learning songs and dances, and interacting with other canoe families.

Youth will continue to paddle in FY25 with the goal of spending a few days paddling and camping together.

After School Recreation

After school activities and meals were provided for 53 registered youth with a total of 3,800 visits. Youth participated in cultural, educational, and recreational activities. We expanded our services to include Pre-Kindergarten youth, thanks to our two WEX positions with the support of Family Services.

SCHOOL BREAKS

Mid-winter, winter, spring, and other school breaks were busy at the recreation center. Youth participated in special activities such as:

- Field trip to the Bayshore Preserve where 22 youth learned about the life cycle of salmon
- Traditional Dinner in honor of Native American Heritage month attended by 51 youth who learned about Squaxin leaders and shared traditional food - salmon, clams, frybread and blackberry cobbler
- Youth Bingo Nights (28 youth and one parent)
- Christmas movie night where youth created homemade beaded gifts for their families and enjoyed hot cocoa and cider
- Winter dance and karaoke party for youth and families
- Family paint night (17 youth and two parents)
- 20 youth celebrated our “The People who love me” event in May (instead of Mother’s and Father’s Days)
- Back-to-school BBQ attended by 34 youth



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Summer ROOTS

Eighty-one registered youth, 5-12 years of age, participated in our seven-week Summer ROOTS program this year. Summer ROOTS was super busy all summer with a focus on Squaxin Island culture.

We returned to our 5-6, 7-8, 9-10, and 11-12 year-old groups this year, which went well, especially with the different emotional development stages of the youth.

We enjoyed visits to Squaxin Park, a cool water park in Centralia, and Hands on Children's Museum, went on nature walks around the reservation, took tours at the Squaxin Island Museum to learn about the youths' ancestors, and created plenty of cultural arts and crafts during the hot summer!

The youth participated in the Burke Museum's whale, butterfly and fossils exhibits on-site. The youth especially loved all the cool fossils and getting to touch the artifacts. We also had a fun end of the summer field day with bouncy houses, fun games, cotton candy, snow cone,s and water balloons.

The youth utilized the community pool twice a week to hone their swimming skills or just play in the water with their friends.

We look forward to trying even more new things in the summer of 2025!





Community Events

HALLOWEEN TRUNK-OR-TREAT

TYC hosted the Trunk-or-Treat with 12 decorated cars and a haunted “Zombie Apocalypse” in the community kitchen. Several departments decorated their trunks with super creative themes, lots of amazing costumes, games and other treats. The haunted house was a huge hit, and we especially appreciated Chairman Peters’ PSA warning the community of the zombie invasion. We had over 200 people enjoy the event

CHRISTMAS PARTY

The Christmas party was a success due, in part, to the six departments that hosted activity tables, including cocoa stations, cookie decorating, snowball making, Christmas paper “action figures,” and more! Santa and Mrs. Claus greeted excited children, some not as excited as others! Thanks to Squaxin Island Tribal Council for providing gifts to over 50 youth from 0-5 years old and gift cards for all youth from 6-18 years old. Over 200 attended this year’s Christmas event.

EASTER

The Easter bunny helped with three Easter egg hunts throughout the outdoor park and youth raced to find the golden eggs that held extra special surprises! A light breakfast and warm drinks were provided.

BACKPACK GIVE-AWAY

143 backpacks filled with school supplies were distributed to students in the Squaxin Island tribal community.

Pool and Fitness Center

The pool was open seven days a week, from 8:00 a.m. to 6:00 p.m. Our weekly schedule included Elders water aerobics two times a week on Tuesdays and Thursdays, the after-school program on Thursday afternoons from 4:00 p.m. to 5:30 p.m., and the Skokomish youth program on Wednesdays from 2:00 p.m. to 3:30 p.m.. This year we hosted 31 pool parties and 20 private reserved pool parties for community members celebrating birthdays and other events. We hosted 11 community pool parties, including pool movie nights, ice cream socials, a polar plunge (when waiting for a repair to the pool heater), and other fun community events. We aimed to have at least one community-based party per month and hope to see that number grow in FY25.

The fitness center was utilized by the community and staff on a regular basis. From group yoga and pilates to Elders workouts, to individuals working towards their fitness goals, the fitness center was a much-used asset with over 4,500 visits in 2024.



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Youth Basketball

Our first full year of organized basketball in several years was a huge success.

In January, we started with three teams, 10u, 12u, and 16u, with practice four evenings a week. Attendance picked up, and we had an average of 15 youth participating in the basketball program. We found that the teams 10u, 12u, and 16u were the ages with the most interest, and we later started a 6u team which added to our numbers, bringing us up to over 20 participants.

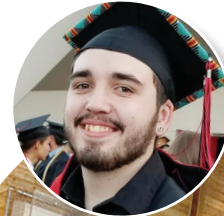
We attended six tournaments in 2024, and hosted our very first Splash City basketball tournament, which we will be hosting annually.

We also hosted five scrimmages here at the Squaxin gym, with teams from Skokomish, Chehalis and Nisqually Tribes.

We had several professional basketball trainers come to train our youth, and we were even able to gift families tickets to attend a WNBA game.

An especially fun project was working with SkyBear Media to produce a basketball themed PSA. The PSA showed how negative language can effect others. Youth were able to practice their Lushootseed and show off their language skills in the video.





Community Kitchen

Due to high demand, the Community Kitchen is now open exclusively to the Squaxin Island tribal community. The kitchen was utilized for 208 events as the demand continued to increase. This nearly doubled the number of events from FY23. The kitchen was also utilized by departments and community for meetings, gatherings, master planning sessions, drum group, parties, dinners, funerals, etc.



Northwest Indian Treatment Center

DIRECTOR: Ofialii Brown

MISSION

To create innovative treatment that results in abstinence from alcohol and drugs and establishes a satisfying lifestyle;

To use on-going feedback and quality review to evaluate success and satisfaction and to build partnerships and networks with other programs to develop an integrated continuum of care that includes pre-treatment, residential treatment, outpatient care, after-care and supportive outreach;

To ensure respectful interactions and behaviors that support self-esteem and value;

To help each patient see their life as a story of where they have been, where they are and what they can and want to achieve

Innovations were developed to work with each tribe's staffing configurations and new methods of making referrals. The entire NWITC admission process and requirements were streamlined to better respond to the changing methods outpatient programs were using to meet the needs of their people.

NWITC made improvements in a number of areas, including building modifications to better support social distancing and new appliances to allow an increase in on-site food supplies. A new HVAC system was installed with better air purification; stand-alone air purifiers were placed in each room. Furniture was replaced with new chairs and couches, etc. with medical grade vinyl for easier cleaning. New computers and laptops were purchased to better support virtual activities. In 2023, some of our cultural and spiritual leaders returned for in-person classes; re-introducing them back into our rotation has been very beneficial for the patients. Policies and procedures were updated and implemented to reduce risk of infection; cleaning frequency protocols remained in effect; and an isolation room was created together with relevant procedures and staff training. In 2023, this policy was revised to make mask wearing optional, but the interface with the public continued to be reduced.

A program for teaching DBT skills in relationship to native plants and medicines was successful. This program included the creation of beautiful books, teaching cards, and curriculum. Key staff were trained in this model to better teach skillful behavior to patients and a refresher course was held for other staff members. This program caught fire among tribes and urban Indian organizations, each adapting the material to its own needs and culture.

PULLING TOGETHER FOR SOBRIETY



We also collaborated with the Elma police department, Summit Pacific Medical Center, and the Elma school district by offering a community training opportunity in early 2023.

The State of Washington modified its Certified Peer Counselor program to include new credentials. Eligible Recovery Support staff completed all the modules as well as the complex path to achieve this outcome. The process of re-writing job descriptions to be consistent with these new certifications was completed.

CCAR also changed their requirements for Recovery Coach Academy trainers. The Recovery Support team attended these trainings.

With the help of the American Indian Health Commission (AIHC), the Tribe's Legal Department, and the leadership of Tribal Council, a successful consultation with the State of Washington Health Care Authority (HCA) resulted in NWITC not being required to negotiate with managed care entities for patient admission or length of stay, which has worked well. This outcome will have far-reaching positive effects for other tribes as well.

NWITC, with the help of a consultant, developed a package for the Health Care Authority (HCA) to send to the Centers for Medicare and Medicaid justifying a higher charge per patient day. The package was complex

and took many months to complete. This was successful and provided federally funded reimbursement at a much higher rate.

A video documentary about the model of treatment at NWITC was completed. A summary document was completed and was a significant contribution to successful consultation. NWITC was contacted by many tribes and consultants about our methods of treatment. This document will help tribes across the country create their local variant of this way of treating trauma in the presence of addiction.

NWITC programs succeeded in meeting service, satisfaction, and financial goals. Satisfaction feedback was usually positive. Every resident made a hand drum at the beginning of their stay. They received a beading kit, which helped them learn mindfulness. They also learned cedar weaving. There is a sweat lodge ceremony once a week with spiritual leaders who also taught songs. The patients also participated in medicine making with herbs grown at NWITC, bought from vendors, or collected in the wild. Herbal teas made at NWITC were kept for patients in the dining area and patients learned about the herbs in classes.



Northwest Indian Treatment Center

DIRECTOR: Ofialii Brown

MISSION

To create innovative treatment that results in abstinence from alcohol and drugs and establishes a satisfying lifestyle;

To use on-going feedback and quality review to evaluate success and satisfaction and to build partnerships and networks with other programs to develop an integrated continuum of care that includes pre-treatment, residential treatment, outpatient care, after-care and supportive outreach;

To ensure respectful interactions and behaviors that support self-esteem and value;

To help each patient see their life as a story of where they have been, where they are and what they can and want to achieve

The clinical counseling staff had excellent reviews on a quarterly basis. Treatment reviews confirmed that counseling provided was culturally competent. This high standard was maintained by appropriate, on-going training and careful monitoring. New counselors were taught to provide counseling regarding generational trauma and the healing process of grief and loss. Much of the success of the NWITC comes from the intensive training of new counselors, and frequent feedback to treatment attendants and other staff.

The kitchen/housekeeping staff worked hard to create meals that were appealing and healthy. They were a strong team working together to help patients recover.

The treatment attendant staff displayed excellent skills in providing support and direction to patients. This team was the bedrock of NWITC, supervising patients around-the-clock, handling emergencies, and keeping patients safe.

Maintenance was steadfast in maintaining the safety of the grounds, buildings, and vehicles.

The nurse and intake manager also worked hard to keep NWITC safe. They evaluated each referral against potential risk. The nurse trained staff in new procedures, written policies, and supervised isolation events.

PULLING TOGETHER FOR SOBRIETY



An Office of Violence Against Women supplemental grant was awarded to augment the three-year OVW grant. With these funds, NWITC was able to create safety packets for alumni and patients. The Recovery Support team, as part of the larger OVW grant, assessed patient needs and, when necessary, made safety plans and relocated patients. They arranged for aftercare, housing, transportation, work, and vocational training. They provided support for recovery post-treatment via Facebook, texting, and phone. They also provided emergency interventions for alumni.



A grant was awarded through IHS Substance Abuse Prevention Treatment and Aftercare (SAPTA) to provide client assistance, housing; and transportation; this grant mirrored NWITC's three-year OVW grant. Two full time positions accompany these funds.



Salish Roots Farm

PROGRAM MANAGER: Patricia Green

MISSION

To promote food sovereignty by preserving and revitalizing Squaxin's ancestral foodways, providing cultural education and increasing access to healthy food;

To create a sustainable food system that honors Squaxin heritage, promotes wellness, reduces our dependence on external food sources, and fosters a deep connection between the land, our community, and the food we grow;

To integrate traditional agricultural practices with contemporary regenerative farming methods;

To educate and empower our community, promote self-sufficiency, and create a better future for generations to come

The Community Garden experienced an enriching Fiscal Year 2024, highlighted by collaborative projects, educational initiatives, and significant growth. We prioritized sustainability, community empowerment, and cultural heritage in all our endeavors.

Grant Achievements

WSDA LOCAL FOOD SYSTEM INFRASTRUCTURE GRANT:
We were one-third into our WSDA grant. South Sound Concrete LLC completed a concrete slab before summer, boosting our operational capabilities.

NAFF YOUTH GRANT:
We obtained access to a NAFF youth grant ranging from \$15,000 to \$18,000 via SPIPA. This funding will be used in FY25 and FY26 to purchase vital farm supplies, ensuring our programs are adequately supported.

Educational Collaborations

NORTH THURSTON SCHOOL DISTRICT:
In April and May, seven elementary schools visited the garden to engage in their Canoe, Cedar, and Salmon curriculum. This initiative enriched students' understanding of local ecosystems, cultural heritage, and environmental stewardship. It also promoted community connections and appreciation for nature, thereby enhancing their educational experience.



STEPPING STONES:

During the summer, we ran the Stepping Stones program with activities inspired by the Plant Teaching social-emotional book. Together, we created herbal medicines that youth used for the Youth Canoe Journey to Puyallup.

SQUAXIN AFTERSCHOOL PROGRAM:

We organized a mushroom education class where we prepared mushroom dishes alongside the kids and program staff from the after school program. In the coming months, we plan to introduce mushroom growing containers.

Community Engagement

CAMAS CO-STEWARDSHIP INITIATIVE:

A committee for camas co-stewardship was formed with a diverse group, including Dan Penn and William Thomas from THOP Chehalis, Joyce LeCompte from Willamette Cultural Resources Associates, Sarah Hamman from Ecostudies Institute, Emma Johnson (Cowlitz) from Portland State University, and Maurice Major from Cultural Landscapes.

Our objectives included:

- Ensuring tribal communities could access camas prairies on lands managed by local and state agencies
- Creating a cohort dedicated to land stewardship
- Organizing an overnight intertribal camas dig, inspired by the successful event led by Sam Barr from Coast Salish Youth Coalition, on Whidbey Island for northern tribes.

EARTHLAB INDIGENOUS FOREST GARDEN GATHERING:

With support from Ecolab and the University of Washington, we held the Earthlab Indigenous Forest Garden Gathering. This event featured prominent experts such as Mo Majors, Lia Frenchman (Quinault), Alex McAlvay from the New York Botanical Gardens, and Ron and Sam Whitener (Squaxin).

Key achievements included:

- Locating three indigenous forest gardens within Squaxin territory
- Visiting two Capitol Land Trust properties (Henderson Inlet and Mud Bay) to participate in collaborative discussions on future stewardship



Salish Roots Farm

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To integrate traditional agricultural practices with contemporary regenerative farming methods;

To educate and empower our community, promote self-sufficiency, and create a better future for generations to come

NATIVE PLANT NURSERY PROPOSAL:

Bob Barnes and Daniel Einstein of Olympia Ecosystem recommended the establishment of a small native plant nursery within the community garden to enhance our ecological initiatives. Additionally, they provided a proposal to assist us in applying for future grants to secure funding for this project.

MASON COUNTY CONSERVATION DISTRICT (MCD):

We organized a farm tour for MCD that welcomed the Washington State Conservation Commission. During this event, we showcased our initiatives in collaboration with MCD to highlight the importance of partnerships between tribes and conservation districts.

We worked on an Indigenous Agroforestry planting project that has a strong focus on establishing a riparian buffer on one acre of the garden's property. This acre is dedicated to traditional foods, medicine, and other resources deeply rooted in the Squaxin community's heritage. This initiative not only enhanced educational opportunities and promoted sustainable land management practices, but also served as a celebration and preservation of our rich cultural identity, a source of pride and connection for all of us.

THE KENNEDY CREEK SALMON TRAIL COMMITTEE:

The garden was dedicated to enhancing access to and availability of traditional foods and medicines for the Squaxin community in Washington's natural resources areas. A key focus of the efforts was Taylor Meadow, a strategically important area where they implemented plantings that reinforced cultural heritage and promoted sustainability. This initiative aimed to provide essential



resources, educate the community about sustainable land management practices, and ultimately strengthen the connection between the community and their traditional practices.

METAMIMICRY:

We organized an Intertribal Spore Symposium, showcasing the newly completed S.P.o.R.E Guidebook to encourage mushroom cultivation and education within tribal communities.

WORKFORCE DEVELOPMENT:

Through the Workforce Development (WFD) program, we hired two individuals as program assistants and field technicians. One of these employees played a crucial role in crafting a grant proposal for creating a short informational film and/or podcast focused on food sovereignty. This film will be showcased on the Squaxin tribal website to document and preserve our community's history and culture.

Network Expansion

INTERTRIBAL AGRICULTURE COUNCIL:

We established communication with Naomie Peasley, the Intertribal Technical Assistant for Washington State, who provided us with various funding opportunities.

WASHINGTON STATE DEPARTMENT OF HEALTH:

Rachele Hurt, Tribal Relations Strategist, brought support through the DOH HEAL Tribal Capacity grant, aiding the Museum's efforts for the Festival of Steh-Chass.

WA DEPARTMENT OF FISH AND WILDLIFE:

Eszter Munes, Westside SGCN Habitat Restoration Coordinator, received an award from the National Fish and Wildlife Foundation for the America the Beautiful Challenge. The award included funding for the garden's participation in the Kennedy Creek Trail Committee, which focused on Taylor Meadow.

Production Approach & Outcomes

In 2024, Salish Roots Farm had an exceptionally fruitful growing season, distributing more than 12,000 pounds of produce. Our dedicated team at Salish Roots grew 10,600 pounds directly. We doubled our production compared to last year, a success achieved through various strategic initiatives.

To guide our farming decisions, we conducted a community survey at the end of the 2023 season to determine the most and least popular items at our farmstand. Working alongside GRUB, a local non-profit focused on agricultural development, we evaluated the success and value of our crops. Since our produce is not marketed for profit, we created alternative criteria to assess our crops based on observable factors, including growth rate, cultivation difficulty, and community preference. This process helped us concentrate on growing the most productive and desirable foods this year.



Salish Roots Farm

PROGRAM MANAGER: *Patricia Green*

MISSION

To promote food sovereignty by preserving and revitalizing Squaxin's ancestral foodways, providing cultural education and increasing access to healthy food;

To create a sustainable food system that honors Squaxin heritage, promotes wellness, reduces our dependence on external food sources, and fosters a deep connection between the land, our community, and the food we grow;

To integrate traditional agricultural practices with contemporary regenerative farming methods;

To educate and empower our community, promote self-sufficiency, and create a better future for generations to come

We were delighted to have a talented and experienced crew for the 2024 growing season, featuring returning workers and those trained in different farming settings. Their background knowledge and skills greatly enhanced our overall efficiency and production capacity.

Although we achieved several successes, 2024 presented challenges as well. In February, we encountered a major setback when an underground pipe broke, restricting our access to water, a vital resource for our farm. We were initially told that repairs would not happen until August. Thanks to the commitment of our Squaxin utilities staff, we were able to get the pipe fixed by June enabling us to maintain our operations with little disruption.

We also encountered operational difficulties with refrigeration. We appreciate the TYC Facilities Coordinator for permitting us to keep our produce at the Community Kitchen.

Throughout the growing season, Salish Roots Farm remained committed to giving back to our community.

We are proud to report that we received donations of over 2,000 pounds of produce from local farms through Mason County Conservation District funding. These contributions played a vital role in addressing food security and supporting the well-being of our community members.



PULLING TOGETHER FOR NUTRITION



We appreciate all the volunteers, partners, and supporters who contributed to our success this year. Your efforts have positively impacted our community.

hawadubš čələp, (Thank you)!



*Harvest
Festival*



Child Development Center

DIRECTOR: Janita Raham

MISSION

To provide a nurturing, challenging environment that encourages and enhances each child's on-going learning and development through play;

To develop an environment that builds lifelong, positive relationships with our staff, children and families.

ECEAP

ECEAP (pronounced "E-Cap") is the Early Childhood Education and Assistance Program funded by Washington State for children ages three to four with 24 slots available.

ECEAP services included:

- Free early learning childcare or preschool to support child(ren)'s development and learning
- Family support and parent involvement
- Child health coordination and nutrition
- Services responsive and appropriate to each child(ren)'s and family's heritage and experience.

Children who attended ECEAP learned to manage their feelings, get along with others, and follow classroom procedures. They built the beginning skills for reading, math, and science. The program worked closely with parents to support their child(ren)'s health and education and to meet family goals. They helped families access medical and dental care and social services.

Children in this type of high-quality program nationwide are:

- Healthier when they start kindergarten
- Less likely to be in special education or repeat a grade in school
- More likely to graduate from high school and go on to college
- Less likely to become pregnant as a teen or become involved in a crime
- More likely to be employed and to earn more as an adult





Early Head Start

Early Head Start (EHS) programs served infants and toddlers under the age of three, as well as pregnant women. EHS programs provided intensive comprehensive child development and family support services to low-income infants and toddlers and their families, and to pregnant women and their families.

EHS programs were designed to nurture healthy attachments between parent and child (and child and caregiver). Services encompassed the full range of a family's needs, from pregnancy through a child's third birthday.

SICDC was funded for 35 slots, three of which were for expectant mothers.

LOVIT Way

The LOVIT Way is the first early learning program evaluation process of its kind, and was created by the Aboriginal Head Start Association of British Columbia (AHSABC). The process centers indigenous culture and language in program evaluation and gains its reliability from the consensus of the tribal early learning community - including staff, families, and Elders. We were honored and thrilled to partner with AHSABC to adopt The LOVIT Way as an optional program evaluation process for Tribal Early Achievers participants.



Child Development Center

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1303 Project

The 1303 Project is SICDC's new construction and renovation project funded by Early Head Start. In August 2023, after facing numerous challenges, construction and renovation began. This project would not be where it is now without the close collaboration of Executive Services, the Department of Planning and Community Development (PCD), Finance, and the leadership of the Squaxin Island Child Development Center.

We are proud to announce the 1303 project is now in full swing and scheduled to have children in the new classrooms by 2025! We were the first in Early Head Start's region 11 to break ground on a 1303 project, ahead of recipients like Colville, who began their 1303 prior to ours.

SICDC staff will have an external office wing, renovated space for meeting rooms, privacy rooms, a gym, a covered play area, and four new Early Head Start classrooms.

An in-depth break down of our 1303 project narrative:

YEAR 1 TO 2

In the beginning stages of the grant, the Squaxin Island Tribe worked diligently to get our EHS (Early Head Start) program up and running. However, the start-up of our new program took longer than anticipated since this was the Tribe's first time receiving a Head Start grant. As a new grantee, a great deal of coordination and planning had to take place prior to the start-up of program operations and pre-construction activities. In addition, the Tribe had some personnel changes, which also caused a minor delay as



PULLING TOGETHER FOR OUR YOUTH



new staff came aboard and were brought up-to-speed on the project.

YEAR 2 - TO DATE

As the Tribe progressed into year two (March of 2020), Covid-19 became an alarming issue of concern. A decision was made by the Squaxin Tribal Council to close tribal facilities effective March 6, 2020 with only essential staff and programs continuing to operate (mainly remotely). The Tribe placed a halt on non-urgent construction projects and the Tribe did not open up fully until May of 2021.

After the 2020 pandemic hit, the cost of construction, including building materials and goods/services escalated, due to supply chain issues and staffing shortages. As a result, the estimated cost of the proposed Early Head Start facility was no longer consistent with the 2018 estimate provided in our original proposal.

We identified carryover funds that were used for the project once the requests were processed and approved by DHHS Head Start.

During and after Covid-19 hit, the Tribe went through additional personnel changes once again as several key

employees involved in the project either retired or left the organization. As new staff and leadership came aboard, the project design was revisited and it was decided that the planned Early Head Start facility did not meet the needs of the EHS program and community.

The original proposal submitted in 2018 was to construct a new 4,500 square foot Early Head Start building featuring two classrooms and a community center/multi-use room, along with a 3,600 square-foot covered play shed. Since then, the original vision and schematic design was updated to better meet our funding availability. With elevated construction costs, the Tribe was able to incorporate schematic deliverables from the design team and utilize existing space for renovation, as well as some new construction.

With architectural information and planning framework, the final design still captured the main focus - to help our community meet the physical, cognitive, social and emotional development needs of our preschool children.

The new office space will provide capacity to house current and future administrative staff. Once the new office has been constructed, the existing space will be re-purposed to include conference room space as well as a staff break room and storage. This was the most cost-effective approach.



Child Development Center

DIRECTOR: Janita Raham

MISSION

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To develop an environment that builds lifelong, positive relationships with our staff, children and families.



Breakdown of costs for the project:

NEW CLASSROOMS

Three classrooms @ 2,250 square ft. \$325 per sq. ft. \$2,193,750

NEW OFFICE

One office @ 940 sq. ft. x \$325 per sq. ft.
\$305,500

COVERED PLAY SHED

One covered play shed @ 2,064 sq. ft. x \$240 per sq. ft.
\$495,360

INDOOR PLAY AREA

One indoor play area @ 700 sq. ft x \$295 per sq. ft. \$206,500

RENOVATION

One renovation @1,100 sq. ft. x \$240 per sq. ft.
\$264,000

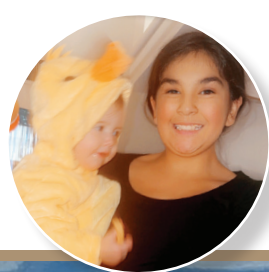
Renovation includes reconfiguring existing space for storage, break room and conferences.

Total Construction	\$3,463,110
Contingency	~ 8.01% \$279,335
Grand Total	\$3,742,445

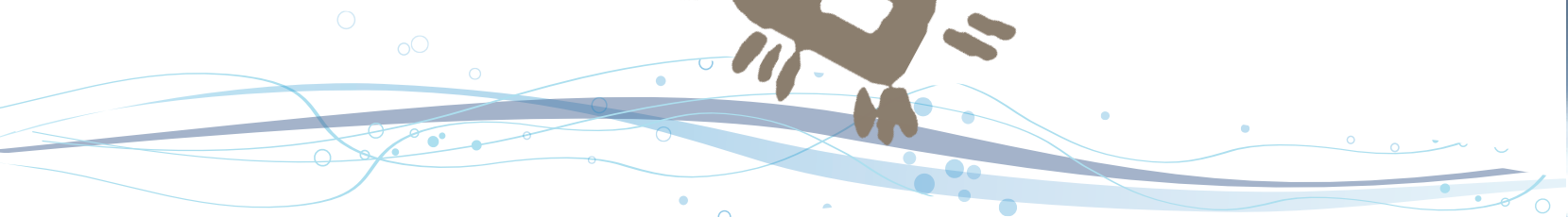


Highlights

- Granny Vicki worked with center children weekly with drumming and language
- Labeled items in classrooms in Lushootseed
- Received dual language funding from DCYF
- Offered ongoing monthly Positive Indian Parenting classes
- Partnered with Childcare Aware to have ongoing support for a mental health consultant for children ages 3-5
- Contracted with a mental health counselor who was on-site one day a week
- Partnered with staff to understand and manage children's challenging behaviors
- Promoted social and emotional development of all children
- Supported caregivers with the stresses of caring for young children
- Strengthened relationships among staff, children, and families
- Provide referrals to community resources as needed



NOTES





2024

Was a great season!



SQUAXIN ISLAND TRIBE

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