Squaxin Island Tribe

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| http://squaxinisland.org/wp/wp-content/uploads/2017/03/Bubble-Banner-canoe-shadow-3-1200x620.jpg Comprehensive Emergency Management Plan (CEMP) | AbstractThis document outlines the ‘Responsibilities’ and ‘Authorities’ the “Specific Tribe” takes in Disaster Management, which complies with federal guidelines determined by the National Incident Management System (NIMS), applied through the Incident Command System (ICS)ORS (LLC) |

All photos and tribally specific information is provided by the “Tribal Government” in which this plan depicts. When promulgated, it is the expectation of the approving government; this plan be executed by all parties as written unless otherwise circumvented by the Tribal Area Command.



SQUAXIN ISLAND TRIBE

Kris Peters

DATE: Date

TO: All Tribal Assets, Tribal Community Members, Partners, Responders, and Interested Parties

FROM: The Squaxin Island Executive Services

SUBJECT: Promulgation letter for the 2017 Tribal Comprehensive Emergency Management Plan (CEMP)

It is in respect for our Nation’s great history, those of our ancestors, and our people; that we proclaim our support for this Squaxin Island Tribal Nation’s Tribal Comprehensive Emergency Management Plan (TCEMP), which is the single governing document under emergency and disaster operations. This TCEMP establishes our responsibility through the exercising of our authority as a ‘Sovereign Tribal Nation’ to protect our Native Culture. This document, and its supporting documents, outlines our Nation’s framework for accomplishing the four phases of emergency management; Mitigation, Preparedness, Response, and Recovery by executing the Nation Incident Management System (NIMS), and implementing Incident Command System (ICS) throughout all tribal government and its assets, first instituted in October 2005.

The TCEMP employs literal meanings and linear thinking and is formatted after the Washington State CEMP to assist with familiarity for the reader. Also in support is a dictionary of terms located in Appendix B of this plan. Every effort has been made to ensure federal guidelines for Emergency and Disaster Management have been considered, while ensuring our Nation’s customs, philosophy, and values remain in-tact and protected for future generations. Our planning efforts incorporate a complete community approach. In doing so, we have attempted to comply with published recommendations by the Robert T Stafford Act (2016), Department of Homeland Security (DHS) (2002); the Federal Emergency Management Agency (FEMA); The Tribal Declaration Piot Guidance; and Washington State Emergency Management Act, Chapter 38.52. Additionally, we support the goals and objectives of the National Preparedness System, while working towards achieving the five priorities of the National Incident Management System.

Lastly, history has clearly established we can mitigate, prepare, and respond; but if recovery is not a priority, it’s all for nothing. We are a Nation-within-a-Nation, which is unique to any other form of federalism, to include our political counterparts and jurisdictional partners. It is because of those differences we encourage all interested parties to review and understand their specific supporting roles. Tribal authority remains in-tact regardless of the situation. Our success as a Nation and a people is due to our ability to self-govern under any conditions, while recognizing the existence of a trust responsibility between our Government and all others. Disaster management is a consolidated effort, and we are a partner in this effort.

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***Approval and Implementation***

This publication of the Squaxin Island Nation’s Comprehensive Emergency Management Plan (CEMP) incorporates a consolidated effort of Tribal Government, its members, and surrounding partners. It is our commitment to ensuring the future for our people and their government. Additionally, it represents the collaboratively planning and coordinating emergency and disaster management activities to identify, develop, maintain, and enhance this government’s capabilities.

The Squaxin Island Tribe appreciates the cooperation and support of the whole community, consisting of public and private stakeholders, tribal agencies and departments, it’s for-profits and non-profits, and our jurisdictional partners. In the absence of these participants, our ability to meet the needs of this community is in question.

Our CEMP reflects the advancements in technology and planning strategies that have been recommended by National Response Framework, Comprehensive Preparedness Guide (CPG 101 version 2, and The Washington State CEMP published in 2016; which reflect the lessons learned from historical major events such as September 11, 2001, Hurricane Katrina, the Washington State Historic 2014-2015 fires, and the State Route 530 Landslide. This plan validates the importance of team-work necessary to achieve a common objective. This CEMP is the sole document establishing tribal government’s responsibility and authority during severe emergencies and tribal disasters. All other planning documents addressing any of the four phases of Emergency Management; Mitigation, Preparedness, Response, and Recovery; will be developed in the parameters and a supporting document to this plan.

This CEMP is one of many efforts necessary to ensure government is ready and capable of surviving any emergency and Disaster. However; it is the over-arching plan in which all other efforts will comply. As indicated in the tragedies list in the paragraph above; one common deficiency existed; the lack of clear lines of authority and the ability to simplify government during a complicated incident. The plan accomplished both those goals.

Within this plan are two sections important to understand. Section One, the body of the plan, is Tribal Counsel’s instructions to all entities inside and outside of the Squaxin Island Tribe, during emergencies and disasters. It cannot be altered or changed without the approval of Tribal Council. Recommendations for alterations must comply with the procedure outlined in this plan. Section Two is the operational guidelines and all other supporting plans, which are the responsibility of the Emergency Management Workgroup. Changes to Section Two will comply with the process also in this plan. It is expected for this plan to be common-knowledge among the assets of the Squaxin Island Tribe, and accessible to our partners.

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**RECORD OF CHANGES**

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1. **INTRODUCTIONS**
	* 1. **Tribal Government Orientation**

Squaxin Island TribalComprehensive Emergency Management Plan (CEMP) is the sole governing document during major emergencies and disasters impacting all tribal assets; it is not just a requirement of the National Incident Management System (NIMS) and the State of Washington, but a representation of our commitment to protecting the tribal community, which consists of the tribal reservation and our adjoining neighbors that includes all tribal assets. It is a true example of the definition of Comprehensive; meaning it addresses, either in the base plan itself or through sub-planning, all four phases of Emergency Management; Mitigation, Preparedness, Response, culminating with Recovery.

We acknowledge the fact that government’s responsibility to protect Every Person and All Assets only increases during an emergency/disaster. It is government’s responsibility to recover effectively and efficiently. This document prepares government to meet our obligation to the best of our ability.

It is the responsibility of any government to provide services to its community members on a consistent basis, which includes during an emergency/disaster. We, as a sovereign nation, do not take this responsibility lightly or in passing. We are committed to ensuring our government continues to provide the essential Emergency Support Functions (ESF) regardless of the type and magnitude of the incident, which is not limited to our Reservation only; but to our neighbors as well.

As an overview, The Tribe is divided into two distinct sections: Tribal Government, which provides governmental services to our members which include representation. Commercial Business; which consists of multiple activities that provide a vast array of products and services, all tribal assets folding under Government to ensure critical functions are performed, giving us the ability to suspend standard operations of both sections; resulting in the joining of Government and Commercial Business into a single asset ready to overcome any adversity. At all times, Area Command is in effect.

By Tribal Resolution, the Squaxin Island has declared our intent to institute the guidelines established in the Revised Code of Washington 38.52, which grants local jurisdictions and joint local organizations authority to establish, operate, and exercise emergency powers, and procedures under Washington State Law; while maintaining the authority of The Tribe under its Constitution, Bylaws, and inherent sovereignty.

Incorporated within this plan are the guidelines of the Homeland Security Act of 2002, The Stafford Act of 2016, and Tribal Declarations Pilot Guidance of 2017. we have adopted the National Incident Management System (NIMS), which utilizes the Incident Command System (ICS) throughout tribal operations; however, we execute Area Command when tribal government determines an incident requires it, transferring incident operational control to the Tribal Emergency Operations Center (EOC), which supports Continuity of Government (COG), by establishing emergency lines of authority through simplifying government.

* + 1. **Purpose**

The Squaxin Island Tribe Comprehensive Emergency Management Plan (CEMP) institutes a consolidated framework for which tribal responsibility is assumed by ensuring government authority is granted during emergency/disaster incidents. Such permissions are necessary to protect lives, safeguard property, and achieve incident stabilization. Secondly; tribal governments have duties and obligations uncommon to non-tribal jurisdictions. Finally; it facilitates a simple and comprehensive transition from Standard-day-Operations to Emergency-and-Disaster Operations required to streamline normal procedures required day-to-day, which may be unrealistic under emergency conditions.

Tribal governments do not possess a traditional tax base as is the case of non-tribal governments. Tribally owned for-profit entities provide the essential funding missing from taxes, but critical for accomplishing Mitigation, Preparedness, Response, and Recovery; the four phases of Emergency Management. This plan outlines how the use of the National Incident Management System (NIMS), through the implementation of the Incident Command System (ICS) meets the guidelines established in the Stafford Act (2016); where Tribal Nations are identified as State-Entities during disaster operations.

Failing to meet expectations, by achieving the four phases of Emergency Management, risks Native Culture and Tribal Sovereignty. This plan clearly established the Squaxin Island Tribe is in charge, will remain the authority for tribal assets, and is the mechanism for meeting its responsibilities. Review the Appendix of this plan for specific details.

* + 1. **Scope**

This plan applies to all Squaxin Island Assets as defined in Appendix A, which are tasked to aid in an emergency/disaster; including planning, coordinating, training, and exercising. This document describes actions to be taken when providing immediate assistance to any part of The Tribe and its interests during an incident.

Assistance includes those actions and activities that support tribal efforts to save lives

protect tribal health, safety, tribal assets, and the environment. This includes all tribal assets aiding under emergency/disaster operations and mutual aid agreements. The administration of these assets will be governed using the guidelines outlined in Appendix C; Command and Control and Appendix C, b; Emergency/Disaster Operations Overview.

The configuration of this plan: 1) Meet’s the definition of a Comprehensive Emergency Management Plan (CEMP); which is supported by four sections Mitigation, Preparedness, Emergency and Disaster Management (addressing Response and Recovery), and Communications; 2) Allows each tribal asset to either be used individually or in support of one another, but are subordinate to this plan (CEMP); 3) Identifies actions and activities to be taken during Emergencies/Disasters classified within Emergency Levels 3,2,1 and the Emergency Support Functions (ESF)[Appendix C,b,1,a], which are based on existing state and federal guidelines. Additional ESFs have been assigned to support specific tribal interests.

Establishing an Emergency Management System; by applying the requirements outlined

In General Systems Theory (GST); to ensure: A) Simplicity; B) Cost Effectiveness; C) Limited

impact to Standard Operations; and D) IT WORKS, each time it is activated. Finally, it applies

the principles of Constraint Theory, outlined in “E: Planning Assumption” located below.

The CEMP supersedes all Standard Operating policies and procedures when activated for declared emergencies/disasters. Any supporting documentation, which outlines actions to be taken, during a declared emergency/disaster must be identified as “Emergency/Disaster Operating Procedure”, be following this document (CEMP), indorsed by the Emergency Manager, the appropriate Primary Group Leader, and approved by the EMHSC. These documents, once approved, will be listed in Appendix G “Supporting Policies / Procedures / Documents to the CEMP”.

* + 1. **Situation Overview**

We are the Noo-Seh-Chatl of Henderson Inlet, Steh Chass of Budd Inlet, Squi-Aitl of Eld Inlet, Sawamish/T’Peeksin of Totten Inlet, Sa-Heh-Wa-Mish of Hammersley Inlet, Squawksin of Case Inlet and S’Hotle-Ma-Mish of Carr Inlet. We also belong to the surrounding watersheds.

The county surrounding the narrow inlet of Big Skookum, now known as Hammersley Inlet, was originally known as Sa-He-Wa-Mish in honor of our people who were living there. However, in 1864 the name was changed to Mason County in honor of Charles Mason, acting Governor in the absence of Isaac Stevens.

On Christmas Day, 1854 the Treaty of Medicine Creek was negotiated in Chinook Jargon, a trade language inadequate to convey the complex issues of treaty making. This treaty, signed on December 26, was the first in Washington Territory. Approximately 660 people attended the negotiations, although it was raining and miserably cold. More could not attend because of the severity of the weather. The ancestral lands ceded to the United States government (by the Squaxin Island, Nisqually and Puyallup Tribes) in the 1854 Treaty of Medicine Creek included 4,000 square miles, or 2,560,000 acres, extending from the Cascades on the east to the Black Hills on the west, and from Mt. St. Helens to the Skookumchuck and Chehalis Rivers on the south and Wilke’s Portage Vashon Island and the divide between the Puyallup and White Rivers on the North. Three small reserves. Only one small island, four and a half miles long and a half mile wide was reserved as the main area for all of our people to live. The island was named after the people of Case Inlet and became known as Squaxin Island.

Our people gradually began to leave the island to take up permanent residence near their original homes. By 1862 the number of island residents had dwindled to 50. With so few tribal members remaining on the island, the Indian agency headquarters was moved to Puyallup. By 1959 only four-year-round residents continued to live on the island. Today there are none.

Although there are no year-round residents on Squaxin Island today, it is looked upon by our people as the bond that unites our past, present, and future generations. Squaxin Island is used for fishing, hunting, shellfish gathering, camping, and other activities. Only tribal members are allowed on the island, but permits can be obtained through the Tribe’s Natural Resources Department for tribal members to take friends on the island with them.

Tribal headquarters are now located in Kamilche, between Little Skookum and Totten Inlets, where hundreds of acres of land has been purchased and a thriving community has been established. The General Council of all members elects a seven-member council that oversees all branches of Tribal government and enterprise.

Squaxin Island was one of the first 30 tribes in the nation to enter into the Self Governance Demonstration Project with the federal government. Now the Tribe establishes its own priorities and budgets for funds previously administered by the Bureau of Indian Affairs.

1. **Tribal Hazards**

Tribal natural hazards are provided in Squaxin Island Hazard Mitigation Plan is under development and will be found in Appendix F, a, “Pre-Disaster Mitigation Plan” of this plan

1. **Hazard and Threat Analysis, Capability Assessment Summary**

In the development of the Tribal Hazard Mitigation Plan an analysis of potential impacts are identified (Appendix H). Tribal Council and The Federal Emergency Management Agency have approved this plan.

The CEMP itself is the primary document used by Tribal Government to abate any emergency/disaster. It is supported by four major sections, which are Appendices to this plan (Appendix F: a and a, 1; b, d, e) but are published separately and establishes four Emergency Levels (Appendix C, a), which identify actions to be taken depending on the magnitude and type of event. Each Section of this plan, will consist of action plans and supporting documentation that discusses at a minimum authorities, responsibilities, and actions to be taken.

Our vulnerabilities based on Mason County Hazard Identification and Vulnerability Assessment (HIVA), supported by the Washington State Emergency Management Division Threats & Hazards website (<http://mil.wa.gov/hazards>). Our assumption is we will be adversely affected, either directly or indirectly, by any potential disaster within our geographical location, region, potentially the State and nationally.

* + 1. **Planning Assumptions**

This CEMP is an all hazards plan, designed to meet the requirements of Squaxin Island Tribal Government and the Revised Code of Washington (RCW 38.52). The four phases of Emergency Management; Mitigation, Preparedness, Response, and Recovery are emphasized, with primary focus on RECOVERY, establishing a seamless transition between Response and Recovery, which is referred to as Tribal Emergency/Disaster Operations Overview (Appendix D).

Constraint Theory applies, which addresses six constraints; three known and three unknowns listed below, which are required for a General System to work. We review constraints as neither positive nor negative; but as a reality regardless of the type and magnitude of an incident.

 Known Limitations:

1. Money

2. People

3. Time

 The three Unknown Limitations:

1. Time the incident will occur
2. Type and magnitude of the incident
3. Who will be able to respond
4. **CONCEPT OF OPERATIONS & ORGANIZATION**
5. **General**

The Comprehensive Emergency Management Plan (CEMP) is in effect with the passing of Squaxin Island Tribe Resolution adopting it. All additional revisions, to the base document and not the Appendices or Figures, will become effective once formally reviewed and approved by Tribal Council. This is the primary document for managing emergencies/disasters. For the Glossary of Terms see Appendix A of this plan.

1. **Compliance**

The CEMP is the only document that establishes tribal authority and responsibility during an emergency/disaster and is the responsibility of the Emergency Manager and the Emergency Management Homeland Security Committee (EMHSC). All Tribal Assets are required to comply as directed. In the event of an emergency/disaster, Tribal Government has the flexibility to transition several ways as outlined in the Emergency Levels outlined in Appendix C, a. A pictorial view of this transition can be seen in Appendix I (a, b, c) of this plan. Tribal government will execute Area Command in all incidents and is activated always, regardless of the Emergency Phases. Tribal staff will be identified and placed within the three categories (First Responders, Emergency Responders, Disaster Reservist) of Tribal Responders; they will be trained in their responsibilities and assisted in preparing their Individual and Family Response Plans, which will allow them to respond when needed. The following actions will be taken:

1. Departments will assist their respective Primary Section Assistant Area Commanders (AAC) in establishing Emergency Operations Plans (EOPs) based on their Section’s Responsibilities under ICS, either assigned to the Area Command Post (ACP)/Incident Command Post (ICP), or Emergency Operations Center (EOC); identifying staff needs, and the needs of the community.
2. All Emergency Operations Procedures (EOP) will include Activation Procedures, Response Requirements by Category, Duty Assignments, and Section/Departmental Priorities, and will refer to the CEMP as the governing document.
3. Each EOP will establish a Critical Facilities List, Resource List, and Staffing List. This will include both on-hand and shortages.
4. Training will be conducted for each responder category, and Human Resources (HR) will be notified if any issues arise pertaining to duty descriptions/classifications.
5. All Individual and Family Preparedness and Response Plans will be filed with HR and departmental directors will maintain a copy. These will be reviewed and updated as prescribed by HR.
6. All completed EOPs will be reviewed by all assigned Section AACs, with comments, and exercised by a tabletop within the Section, overseen by the Primary Section AACs; assisted by the Emergency Manager. An evaluation (After Action Review [AAR]) will be provided and a time line established for corrective action(s), which complies with Appendix F “Continuous Improvement Process”. The Plan and all supporting documents will be reviewed/approved by the EMHSC before becoming finalized.
7. All Departments will comply with Figure 4 “Tribal Departmental Assignment Chart (ICP/EOC Unites)”, which identifies the operational Section they are assigned and the Primary Section. Primary Section AACs are responsible for developing Sectional EOPs using all assigned sectional assets. Additional plans may be identified, such as Evacuation and Community Health; will become the responsibility of the Primary Section AACs to ensure these plans are completed as assigned. Primary Section AACs will ensure those Departmental Directors assigned to their sections are trained to assume the position of AAC as depicted in Appendix C “DISASTER OPERATIONS Flow Chart”.
8. Each Primary Section AAC is responsible for developing a plan maintenance process, which will assure their EOPs and supporting documentation is current and functional.
9. Any additional criteria, when established, will be provided to Primary Section AAC through the appropriate office in Tribal Government.

All tribal assets identified, will comply as instructed within the time-line published by the EMHSC. The point of contact is the Tribal Emergency Manager.

**NOTE:** In a State of Emergency, Emergency/Disaster Operation, all Tribal Assets assigned to the response **ARE NOT** conducting Standard Operations, which **DOES NOT APPLY.**

1. The positions list, in the order as it appears below have full authority to act on behalf of Squaxin Island to protect people, tribal assets, environment, and economy, to include instituting Revised Code of Washington 38.52., by formally declaring an Emergency and/or Disaster.
2. However, for this authority to transfer from one position to the next, down the list, the next higher position must be unavailable. In the event, the magnitude of an incident requires immediate action; positions 4, 5, and 6 (TCO, EOC Supervisor, AC/IC) are authorized to activate the Tribe Emergency Management System, to include formal Declaration of Disaster, in compliance with RCW 38.52. Once executed, a verbal authorization to declare an Emergency and/or Disaster, by the Tribal Council or the Tribal Executive, must follow within 24 hours from the initial declaration. In the event where the magnitude prohibits Tribal Council’s declaration, Incident Management may formally approve a disaster awaiting Tribal Council’s confirmation.
3. **Emergency Declaration /Proclamation Description & Process**

Pursuant to the Sandy Recovery Improvement act (SRIA), all references in the Stafford Act to “State and/or local” also now includes “Indian tribal government”, as appropriate. Previously the Stafford Act defined tribal governments a “local governments”. The Stafford Act now reflects that Tribal Governments are sovereign and acknowledges the government-to-government relationship between Tribal Governments and the United States.

The Stafford Act amendment authorizes Tribal Government to determine for ourselves how we want to exercise self-determination, when seeking assistance. The Chief Executive my request a declaration specifically for Tribal Government or elect to be considered as part state’s declaration request. However; Tribal Government cannot receive the same types of assistance (i.e., Public Assistance (PA), Individual Assistance (IA), and the Hazard Mitigation Grant Program (HMGP)) through both Tribal and state declarations for the same incident, which is defined as duplicative benefits. Threshold for current disaster damage levels is $250,000.00 dollars in accordance with the Tribal Declaration Pilot Guidance (TDPG) executed in January of 2017.

Although we have the choice to seek assistance on our own, we are not required to request a declaration independently of the state. If Washington State receives a declaration which includes Tribal Lands, then Tribal Government will determine its path forward, either as a sub-recipient or recipient for PA and/or HMGA funding.

As outlined in the Tribal Declaration Pilot Guidance (TDPG), amended in the Stafford Act, the President can waiver or adjust only the non-federal cost share for PA, in a Tribal Declaration. The President does not have the authority to waiver or adjust the cost share for other Stafford Act disaster assistance programs. The President shell establish criteria to evaluate the need for cost share adjustments for Tribal declarations.

1. **Responsibility & Authority**
	1. **Responsibilities**

It is the responsibility of the Squaxin Island to protect its members, those on our land, and in our facilities, which includes all tribally owned for-profit and non-profit entities. We are task to prepare for, respond to, and recover from all incidents impacting Tribal Assets. To meet these responsibilities, Tribal Government is committed to mitigating, preparing for, responding to, and recovering from events through partnerships, training, and exercise programs for responding personnel. Because emergencies and disasters occur with or without warning, the appropriate notification and transitions will be issued to ensure the appropriate level of preparedness and response is instituted.

The challenges created by emergencies and disasters depends on factors such as time of occurrence, geographic area, severity of impact, weather conditions, area demographics, building construction, and other factors. Collateral incidents such as fires, floods, hazardous materials releases, or cyber systems outages will occur and increase the impact on Tribal Government resulting in multiplied losses, and will hinder immediate emergency response efforts. Because of the geographical location of our Tribe, we are responsible for managing our own incidents. In response to any activation we may request resources from either Washington State resource, or the Federal Government entity, or both, based on our needs.

To ensure continuity between our government and Washington State, we have adopted (refer to the Appendix B) with the intent to implement Revised Code of Washington (RCW) 38.52, providing Tribal Government the ability to act on behalf of State Government in accordance with State Code. However, Tribal Government retains the right to determine to what extent, we implement state guidelines, either in part or in its entirety.

Additionally, Tribal Government, by resolution, implements the guidelines of the National Incident Management System (NIMS) (Appendix B). As a key component of NIMS, the Incident Command System (ICS) is the framework used to manage emergencies and disasters.

Tribal Government will maintain its sovereignty by assuming its responsibility and exercising the authority established as a Federally Recognized Tribal Nations, provided in our Charter, outlined in Resolutions, transferred through State Code; in accordance with our governments self-determination.

* 1. **Authorities**

This plan is designed and developed to comply with Tribal Law, in consideration of federal codes and Washington State RCW 38.52. The follow regulations have been taken under consideration in the development of this CEMP and the Tribal Disaster Management System:

 Tribal Council Resolutions (Appendix B)

 Revised Code of Washington (RCW) 38.52 and 39.34.

 Title 118 Washington Administrative Code (Emergency Management)

 Public Law 93-288, The Disaster Relief Act of 1974, as amended.

 Public Law 920, Federal Civil Defense Act of 1950, as amended.

 Public Law 96-342, Improved Civil Defense Act of 1980.

 Title III, Superfund Amendments and Re-Authorization Act of 1986.

 United States Code: Title 42, Chapter 68, Disaster Relief

 Code of Federal Regulations Title 44, Part 205 and 205.16

 Homeland Security Act of 2002

 Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288), (2016)

 Tribal Declaration Pilot Guidance (2017)

1. **Tribal Emergency Operations & Disaster Management**

Tribal Government defines an incident as an occurrence of importance sensitive to or strains Tribal Governmental Operations, which gone unaddressed could lead to serious consequences detrimental to government, its people, assets, and partnerships. Secondly; it is any occurrence that is time-sensitive, which when mitigated depletes Tribal capabilities and/or require assets beyond the capacities of Tribal Government, with or without mutual aid assistance. Based on the guidelines established in the Stafford Act, there is a distinct difference between a Declared Disaster and a Presidential Disaster Declaration.

* + - 1. **Emergency or Disaster** shall mean an event or set of circumstances which: (1)

Demands immediate action to preserve public health, protect life, protect property, or to provide relief to any asset, critical infrastructure, or resource overtaken by such occurrences, or (2) reaches such a dimension or degree of destructiveness as to warrant Tribal Government declaring a State of Emergency or Declared Disaster.

 **A**. **Declared Disaster** is the action Tribal Government takes to assume its responsibility and transfer its authority when protecting lives, assets, and the environment. Such an action is time sensitive and is required to access all Tribal assets, consolidate Tribal Government, meet the immediate needs of the tribal community, and/or assist our partners. Additionally, taking this action complies with **RCW 38.52**. requiring additional actions to be taken after activation. When declared, specific steps are required and Tribal Government will not be in standard operations. Tribal Incident Command is provided Tribal Authority to act on behalf of Tribal Government to manage the incident and is under the supervision of the Tribal Emergency Operations Center, who reports directly to Tribal Executives and Tribal Council.

 **B. Presidential Disaster Declaration (PDD)** is a request made by Tribal Government, through the appropriate FEMA Regional Administrator, to the President of the United States. It must meet specific criteria and is not effective until approved by the President. The request must be made within 30 days from the date of the initial incident. However, if federal resources are needed, the PDD must be submitted as soon as possible to meet the administrative requirements necessary for cost recovery.

* + - 1. **Tribal Governments** are the oldest governments in existence in the Western

Hemisphere. Despite common misperceptions, the United States was not the first government to institute democratic rule and introduce concepts of fair representation, equality, and justice for all. Tribal governments build and maintain services like water, roads, waste disposal, emergency assistance, law enforcement, and transportation. Like the United States government, tribal government leaders are charged with protecting and developing an economic base. Like state, federal and local governments, tribal governments work to preserve and encourage culture and to support higher education through self-determination and governance. The responsibility for all Tribal assets remains with Tribal Government and the elected Council.

* + - 1. In the event of an activation, Tribal Council will determine the operational status of

Government. Additionally; Council is tasked to: Oversee all Tribal Operations to include the Tribal Emergency Operations Center (TEOC), which administers Incident Command. The Tribal Executive directs the TEOC Supervisor on behalf of Tribal Council; ensure Continuity of Government is implemented; critical services and infrastructure are maintained or reestablished if lost; such as preserving Tribal Culture, protecting Tribal assets, ensuring water, roads, waste disposal, emergency assistance, law enforcement, and transportation are operational. Finally, to ensure the Tribal economic base is maintained and/or reestablished.

* + - 1. **Continuity of Government;** the secession of tribal government is the sole responsibility

of the Executive Group. Appendix F (c), Continuity of Government, of this plan. Any differences between the list below and what appear in Appendix F (c); what follows below will have precedent over any and all Appendices.

* + - 1. When this plan is activated, The Continuity of Government (COG) in Standard Operating

Procedures does not apply. If any standard operating practice is required, it is not a

disaster. However; standard operating procedures/polices could remain in effect during a

Tribal Emergency and/or during PHASE 2 STATE OF EMERGENCY. However, those exceptions will be included in the Appendix of this plan (CEMP).

* + - 1. Continuity of Government, as it is in this document, during an emergency/disaster can

only be changed when a new CEMP is legally adopted, complying with the guidelines of this

plan. When this Plan is activated, depending on the type and magnitude of the incident,

the following actions occur:

1. The Tribal Emergency Operations Center (EOC) is activated and Tribal Government Authority is transferred there to manage the incident and Incident Command.
2. Tribal Government Executives are notified of the actions taken and being taken, to include incident update. The will then determine if the Tribal Coordinating Officer (TCO) is required. If so, the TCO will be notified.
3. Incident Command is initiated, Area Command, and the Area Commander is assigned. The Area Commander will report to the Emergency Operations Center Supervisor (EOCS\_ or if activated the TCO. In the absence of tribal executives, the AC will receive their guidance from the EOCS.
4. All Tribal Operations to include Tribal Enterprises will transition from standard operations to Emergency/Disaster Operations reporting to the predesignated assignment.
5. While Tribal Government is transitioning from Standard Operations to Emergency/Disaster Operations; the EOC is notifying the appropriate external entities of the activation, provide a declared declaration, and publishing the initial situation report indicating the ESFs activated, Organization Chart, and Points of Contact.
6. The AC will assign Incident Commander (IC) for Tribal Government and Tribal Enterprises. In the case of the Resort, Tribal Gaming is notified of the activation, who will assume their pre-determined role within ICS.
7. All Tribal Assets will report to the appropriate authority, which is determined by their support assignments. (TCO, EOC, AC, or IC).
8. Incident Command is under the direct supervision of the TCO or the EOC.
9. In coordination with Tribal Executive Services, EMHAC, and TCO; the EOC will determine to what extent Tribal Assets will participate in the response. Those Tribal Assets not required in the response, will be released by the EOC to return to Standard Operations. Those Tribal Assets assigned to Incident Command will receive their instruction from the EOC; unless directly assigned to Incident Command, then the AC, and are under the command and control of Incident Command until released.

In coordination with Tribal Executive Services and TCO; the EOC will determine to what extent Tribal Assets will participate in the response. Those Tribal Assets not required in the response, will be released by the EOC to return to Standard Operations. Those Tribal Assets assigned to Incident Command will receive their instruction from the EOC and are under the command and control of structure in which they are assigned (EOC, IC, Standard Operations).

The positions list, in the order as it appears below have full authority to act on behalf of tribal government to protect people, tribal assets, environment, and economy, to include instituting Revised Code of Washington 38.52., by formally declaring an Emergency and/or Disaster.

However, for this authority to transfer from one position to the next, down the list, the next higher position must be unavailable. In the event, the magnitude of an incident requires immediate action; positions 4, 5, and 6 (TCO, EOC Supervisor, AC/IC) are authorized to activate the Squaxin Island Tribe Emergency Management System, to include formal Declaration of a State of Emergency and/or Disaster, in compliance with RCW 38.52. Once executed, a verbal authorization to declare an Emergency and/or Disaster, by the Tribal Council or the Squaxin Island Tribe Executive, must follow within 24 hours from the initial declaration. In the event where the magnitude prohibits Tribal Council’s declaration, Incident Management may formally approve a disaster awaiting Tribal Council’s confirmation.

 Tribal Council

Executive Director

Deputy Executive Director

Emergency Manager

Tribal Coordinating Officer (TCO)

Emergency Operations Center Supervisor

Area Commander

Incident Commander (If the appointed person is a tribal staff member)

* 1. **Chief Executive**

Oversees direct Tribal Operations during activation to ensure compliance of National Incident Management System (NIMS). The Incident Command System (ICS) is the tribal standard for managing all emergencies and disasters. Within the ICS structure, the tribe will institute AREA COMMAND. ICS is an emergency management model used by the federal, state, county, and municipal governments, which assigns personnel at an EOC in functional working groups to maximize efficiency.

To provide appropriate and complete support, the Chief Executive appoints the EMHSC principals who have sufficient knowledge and authority to act in their absence.  Normally, the Group will assemble at the EOC/ICP designated by the positions in the following order: EOC Supervisor, the Area Commander, Incident Commander, Deputy Incident Commander, or the Finance and Administration Section Chief (Appendix O).  This will allow for close coordination of management decisions and maximize use of available resources.

Additional they will appoint a Tribal Coordinating Officer to represent Tribal interests when necessary.

* 1. **Tribal Emergency Manager**

Is the designated point of contact for executive/senior administration communications and decisions affecting control of, and response to emergencies. Is qualified to hold the following positions: EOC Supervisor, TCO, AC, and in some cases IC. Senior member of the Emergency Management/Homeland Security Committee and Supervisor of the Emergency Operations Center.

* 1. **Emergency Management Homeland Security Committee (EMHSC)**

**Event and Pre-Incident Planning and Preparedness:** When at all possible, prior incident planning and preparedness will be conducted. It is the responsibility of the Tribal Emergency Manager (TEM) and EMHSC to ensure communication networks are established with those organizations which provide pre-incident warnings to government. A list of those organizations will be created and maintained by the TEM and accessible by those staff members who are designated Key Staff. This section will also be instituted to support any event determined to be significant and/or has the potential of becoming an incident.

When prior notification of an event and/or potential incident occurs; the following action will be taken.

1. **Tribal Emergency Operations Center (TEOC)**
	* + 1. **The Role of the TEOC**

Is to provide a central location from which government at any level can provide interagency coordination and executive decision-making in support of the incident response. The EOC does not command or control the Area Commander; but coordinates functions through; information collection and evaluation, priority setting, and resource management. The EOC may be the facility from which the multiple agencies or organizations involved are coordinated; also could play a critical role in support of the on-scene response.

Decision-making at the EOC affects the incident response as well as tribal response. The decisions made at the EOC are not tactical decisions, however, decision made could impact tactical decisions prioritized by Incident Command.

However; the Policy Group in the EOC, consisting of Tribal Senior Elected Officials Executive Staff, it is ultimately responsible for all action of Incident Command, and can withdraw any and all authority transferred to Incident Command when deemed necessary. Additionally; the overall financial and resource management is government’s responsibility by law, which places the final decision for all expenditures at the Policy Group’s discretion.

The EOC is the critical link in emergency response by coordinating with Incident Command and other agencies and organizations to: acquire, allocate, and track resources; manage and share information; establish response priorities among incident(s); provide legal and financial support; liaison with other jurisdictions and other levels of government.

**2. Emergency Operations Center and Incident Command Interface;**

Incident Command have several critical needs with which EOC personnel can Assist. These include:

* **A common operating picture**-critical during incidents that are lager or complex, or involved personnel from multiple responds agencies.
* **Policy direction**-critical when outside responders operate with different polices.
* **Communications support**-critical in all incidents regardless of size, all are complex when occurring in a tribal government, either in tribally owned facilities or on the reservation. Multiple outside agencies responding creates issues of interoperability.
* **Resources**-includes people, equipment, and supplies required for a response.
* **Strategic planning**-allows Incident Command to focus on tactics.
* **Legal and financial support**-frees Incident Command resources to focus on the response.

**3. The Tribal EOC shell assist Incident Command at the incident scene by:**

* **Providing the “big picture”** view of the incident.
* **Establishing policy** or resolving conflicting policies.
* **Providing communications** and messaging support.
* **Managing public information** issues and media requests.
* **Providing and prioritizing resources.**
* **Authorizing emergency expenditures**, when appropriate, and tracking incident costs.

As a potential Multi-Agency Coordination System, it is response for: information collection and evaluation consisting of collecting, analyzing, and interpreting information from various sources; coordination of the information flow and resources from complex incidents or multiple incidents occurring simultaneously, in addition to the many assets under tribal control; priority setting to ensure that response systems are interconnected and complementary, reinforcing interoperability among the various system components, making response more efficient and effective by coordinating available resources, and making decisions based on tribal sovereignty, incident responsibilities, asset protection, and recovery priorities; resource coordination by identifying and acquiring needed resources and allocating existing or known resources. Finally, communications facilitation through the establishing interoperable communications among all partners in the MACs and others, as necessary for the response. The following Groups are the responsibility of the EOC:

 a. **Policy Group**-

* + - 1. **Activation Phases**

Emergency incidents are classified as phases 1,2,and 3 in order of their severity and potential impact. Tribal Emergency Phase coincide with the State of Washington Emergency Management Division.

Tribal Emergency relate to the follow numerical Incident Types. However tribal government has only three levels, while the federal government has 5 types. During the last healthcare emergency, we found that an additional activation level within Phase 2 is required; “STATE of EMERGENCY. A short definition is provided in Appendix A. The Incident Types (Appendix C, 2, b, 1-3) are only a guideline. Refer to Appendix C (1), a-c) for specific requirements for the Tribal Activation Levels in addition to actions taken recommended for each of the three Levels and three Types, which are the consolidated versions of the five types published by the U.S. Fire Administration (USFA) (Appendix J).

* 1. **Phase 1 (ROUTINE OPERATIONS):** is Routine Operations and for **minor, localized department or building incident** that is quickly resolved with existing tribal resources or limited outside help, such as Fire, Law, and Emergency Medical Services. A Level 3 emergency has little or no impact on personnel or normal operations outside the locally affected area.

*Examples: Odor complaint, minor medical emergencies, local minor chemical spill, plumbing failure or water leak.*

* 1. **Phase 2 (STATE OF EMERGENCY):** ‘State of Emergency’ for **Incidents requiring activation of the CEMP**.  Impacted personnel and/or departments will coordinate directly with the necessary tribal assets to resolve the incident. All tribal polices will be followed as required. **Formal Activation through Washington State Emergency Management Division) may be necessary.** A state of emergency is a governmental declaration that may suspend certain normal functions of government, alert staff and tribal members to alter their normal behaviors, or order government assets to implement emergency procedures. When declared, the Incident Command System is activated in support of the AC, in conjunction with the Tribal Emergency Operations Center (EOC), which ICS reports too. The TCO could be activated, if not, the EOC will coordinate between Tribal Government and Incident Command; between external entities and Tribal Government. When activated, the EOC holds full authority to support Incident Command as it would during a full declaration. If implemented, the TOC becomes the supervisor of the EOC.

 *Examples: building fire, significant chemical spill, serious medical situation, significant criminal activity, utility outage, severe flooding, OR an existing/imminent external emergency that may affect tribal personnel or operations.*

* 1. **Phase 3 (DECLARED DISASTER / PRESIDENTIAL DISASTER DECLARATION):** is a **major emergency that disrupts sizable portions of the tribal community.** Level 1 emergencies may require assistance from external organizations. These events may intensify quickly and have serious consequences for mission-critical functions, or may threaten life safety. **A disaster involving most or all tribal assets and surrounding community.** Normal tribal operations are suspended. The effects of the emergency are wide-ranging and complex; requiring a timely Declared Disaster, and a potential Presidential Disaster Declaration (PDD); requires Tribe-wide cooperation and extensive coordination internally and could require external resource support.

*Examples: Major earthquake, fire, storm, power-outage, and environmental incidents.*

* + 1. **Phase 1: Routine Operations**
			1. 24-hour Monitoring
			2. Area Command activated
		2. **Phase 2: State of Emergency**
			1. Enhanced Operations
			2. Tribal Government notified and briefed
			3. EMHSC on standby
			4. Area Command activated
			5. Response staff on standby
			6. Preparing for response
		3. **Phase 3: Declared Disaster**
			1. Full Disaster Operations
			2. Emergency Operations Center Activated
			3. Incident Command Operational using Area Command
			4. State and Federal Governments Notified
		4. **Presidential Disaster Declaration [PDD] (Declaration Process Implemented)**
			1. Tribal Government activates.
			2. Tribe collects initial damage estimates to identify needs.
			3. Government determines needs remain after all other resources exhausted.
			4. Chief Executive requests joint Preliminary Damage Assessments (PDAs) from FEMA Regional Administrator.
			5. Tribal Government reviews results of joint PDAs and determines whether Stafford Act assistance may be needed.
			6. If submitting a request independently of the state, the Chief Executive submits a request to the President through the FEMA Regional Administrator no later than 30 days of the incident date.
			7. FEMA reviews the request and sends a recommendation to the President.
			8. President decides. FEMA notifies the Chief Executive.

2. **General Activation Operations**

In an event, such actions are taken; specific steps shell occur in accordance with this document. To manage any incident, ICS Area Command is activated always. The Area Commander represents Tribal Government when the TCO and EOC are not yet operational, and has authority to act on behalf of the Tribe within the scope of the position. The position has the authority to activate a State of Emergency, and in the absence of Tribal Council and/or designated representative, initiate a Declared Disaster. An Incident Command does not have the full authority of Tribal Government because an Area Command is assigned always. In compliance with ICS, the Incident Command’s authority is determined by the Incident Action Plan (IAP), which outlines the objective(s) required to protect lives, property, and environment from the impacts of an incident. Because the Incident Commander could be a non-Tribal employee, a written IAP is required for every incident.

**a. Emergency Support Functions**

The Emergency Support Functions (ESF’s, Appendix C, b, 1, b) are the responsibility of the EOC, and will identify which tribal assets, under the supervision of the assigned EOC Groups as listed above, are responsible for developing action plans required to support the Sections’ Emergency Operations Plans (EOP). These action-plans describe how each asset will accomplish their responsibilities, concept of operations, and their training and exercise requirements. Tribal Government has assigned specific actions under the JURISDICTION ESFs below:

ESF1 Transportation/Evacuation

ESF 2 Communications and Warning

ESF 3 Public Works/Engineering

ESF 4 Firefighting

ESF 5 Emergency Management

ESF 6 Mass Care, Shelter, and Food

ESF 7 Resource Support

ESF 8 Health and Medical Services

ESF 9 Search and Rescue

ESF 10 Oil and Hazardous Materials Response

ESF 11 Natural Resources

ESF 12 Energy/Utilities

ESF 13 Public Safety and Security

ESF 14 Long-Term Recovery and Mitigation

ESF 15 External Affairs

**Tribe ESFs**

ESF 16 Elders & the Disabled

ESF 17 Evacuation and Movement

ESF 18 Government-To-Government

**State Comprehensive Emergency Management Plan ESFs**

ESF 20 State and Federal Support

ESF 21 Recovery Operations

ESF 22 Law Enforcement

ESF 23 Damage Assessment

ESF 24-29 Reserved for State expansion

**Tribal ESFs**

ESF 30 Communications, Command and Control

ESF 31 Administrative Procedures and Records

ESF 32 Emergency Operating Center Operations

ESF 33 Community Emergency Assistance

**b**. **National Incident Management System (NIMS)**

Tribal Government complies with the National Incident Management System (NIMS); using the Incident Command System (ICS). ICS is an emergency management subsystem used by municipal governments, which assigns personnel at an EOC in functional working groups to maximize efficiency. The Incident Command System (ICS) is the tribal standard for managing all emergencies and disasters. Within the ICS structure, the tribe will assign a Tribal Coordinating Officer and institute AREA COMMAND, which is activated at all time to include Phase 1. The Area Commander must be a designated Tribal Employee.

**c. Command & Management**

To provide appropriate and complete support, EMHSC principals will designate a responsible individual with sufficient knowledge and authority to act in their absence.  Normally, the Group will assemble at the EOC/ICP designated by the positions in the following order: TCO, EOC Supervisor, the Area Commander, Incident Commander, Deputy Incident Commander, or the Finance and Administration Section Chief (Appendix K).  This will allow for close coordination of management decisions and maximize use of available resources.

Executive Group

* Tribal Council
* Executive Director
* Deputy Executive Director

Tribal Incident Management Team

* Executive Group
* Tribal Coordinating Officer
* Emergency Operations Center (EOC) Supervisor
* Area Commander (Designated ICs)
* Incident Commander(s)
* Emergency Management Homeland Security Committee (EMHSC)
* Senior Officer Mason County Fire District 4 (MCFD 4)
* Tribal Emergency Manager
* Appointed Senior Member of the Tribal Recovery Team

**e. Incident Command**

On scene emergency response coordination. Fully responsible for field activities required to control the scene and respond to the emergency. Directs emergency response personnel as required to reduce the extent and impact of the emergency. Single point of contact between the AC. In the absence of an AC, single point of contact between the Emergency Operations Center and all field operations units.

**f. Area Command**

Is a structure in Incident Command established to oversee the management of multiple incidents that are each being handled by an Incident Commander. Area Command has the responsibility to set overall strategies and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. All Area Command Section are staffed with Assistant Area Commanders (AAC). Area Command is may be co-located at the Tribal Emergency Operations Center and active the following Sections:

* + - 1. **Plans Section**: Is responsible for providing planning services for the

incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resource status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan (IAP), formal briefing, or through maps and status board displays.

* Collect and manage all incident-related operational data.
* Provide input to the Area/Incident Commander and disseminate information throughout the ICS by preparing the Incident Action Plan.
* Supervisor preparation of the Incident Action Plan.
* Conduct and facilitate planning meetings.
* Establish information requirements and reporting schedules for Planning Section units.
* Determine the need for specialized resources to support the incident.
* Establish specialized data collection systems as necessary (e.g. weather).
* Assemble information on alternative strategies and contingency plans.
* Provide periodic predictions on incident potential.
* Report any significant changes in incident status.
* Compile and display incident status information.
* Oversee preparation of the Demobilization Plan, or Recovery Transition Plan. (All Recovery Transition Plans will be coordinated with the Coordination Unit with the EOC)
* Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

RECOVERY OPERATIONS: Planning Section is responsible for creating a Recovery Transition Plan (RTP), which will be coordinated with the Coordination Section in the EOC, prior to deactivating and transitioning in to the Coordination Section in the Recovery Operations Center (ROC).

* + - 1. **Logistics Section**: provides all incident support needs with the exception of

logistics support to air operations. The Logistics Section is responsible for providing resources in support of the IC from within the organization with the assistance of the Resource Management Section or acquiring them from outside sources;

* Facilities
* Transportation
* Communications
* Supplies
* Equipment maintenance and fueling
* Food services (for responders)
* Medical services (for responders)
* All off-incident resources (These responsibilities will be transferred to the Resource Management Unit in the EOC during Recovery Operations.

Major responsibilities of the Logistics Section Chief are to:

* Manage all incident logistics.
* Provide logistical input to the Incident Commander in preparing the Incident Action Plan.
* Brief Logistics Branch Directors and Unit Leaders as needed.
* Identify anticipated and known incident services and support requirements.
* Request/order additional resources, as needed.
* Develop as required, the Communications, Medical, and Traffic Plans.
* Oversea demobilization of the Logistics Section. (During Recovery, these functions will be performed by the Resources Management Unit in the EOC).

RECOVERY OPERATIONS: Logistics Section is responsible for creating a Recovery Transition Plan (RTP), which will be coordinated with the Resource Management Section in the EOC, prior to deactivating and transitioning to the Resource Management Section in the Recovery Operations Center (ROC).

* + - 1. **Finance/Administration Section**: Is responsible for managing all financial

aspects of an incident. All incidents will require financial review.

Major responsibilities of the Finance/Administration Section AAC are to:

* Manage all financial aspects of an incident to include Recovery Operations.
* Provide financial and cost analysis information as requested.
* Ensure compensation and claims functions are being addressed relative to the incident.
* Gather pertinent information from briefings with responsible agencies.
* Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs.
* Meet with assisting and cooperating agency representatives as needed.
* Maintain daily contact with agency(s) administrative headquarters on finance matters.
* Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.
* Provide financial input for demobilization planning.
* Ensure that all obligation documents initiated at the incident are properly prepared and completed.
* Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up
* Preparing and implementing a Financial/Administration Section Recovery Transition Plan (RTP).
* If necessary conducting payroll activities for the EOC/ACP/ICP.

RECOVERY OPERATIONS: The above activities will remain in effect from Response and transitioning to Recovery. Finance/Administration will ensure all incident expenses can be provided to State/Federal Government for fund recovery.

* + - 1. **Operations Section:** For Incident Command shell, be conducted at the site

of the incident. In accordance with Incident Command doctrine, an Operations Specialist(s) (Discipline Specific) is located with Area Command and is the conduit for incident operations and the staff in the EOC and ACP, providing technical assistance.

* 1. **Preparedness**

Every department, building and floor on tribal property (essentially any location where an emergency of any type could occur) must have contingency plans for the proper response to emergencies, prepare to coordinate an emergency response in their location, and anticipate communications between the Emergency Operations Center and their location.  The Tribal Emergency Plan, Department Emergency Plan Guidelines, and common sense shall serve to guide the development of Disaster Communication Center Emergency Plans.  For consistency, these shall be referred to as Department Emergency Plans, even when they refer to emergency plans for other units.

* 1. **Resource Management**

The Tribe will have three responder categories to be utilized to perform within the classification of their descriptions.

1. First Responders-Are identified as Fire, Law, EMS, Medical, Area Commander/Incident Commanders, EOC Supervisors, Section Chiefs, and other designated support staff.
2. Emergency Responders-Those staff identified as critical to departmental operations and those filling positions within the EOC.
3. Disaster Reservists-Tribal staff members and trained community members necessary to assist government becoming operational, to assist the tribal community, and/or perform specific tasks under a supervisor.

First Responders and Emergency Responders are trained to self-dispatch. Disaster Reservists will respond when contacted by tribal government; unless, they determine they would be safer on the reservation. All Tribal Staff Members are authorized to self-dispatch, which includes their immediate family members to the reservation, when their safety is in question.

When self-dispatching, the staff member will contact the EOC (Appendix U) and inform them of their intent, to include the bringing of family members. The EOC will inform the staff member of the shelter location and will coordinate with the shelter staff.

NOTE: ALL CLASSIFICATION; FIRST RESPONDERS, EMERGENCY RESPONDERS, AND DISASTER RESERVISTS WILL BE MAINTAINED IN A DISASTER RESERVIST DATABASE AND ISSUED THE APPROPRIATE RESPONSE DOCUMENTS.

* 1. **Communications / Information**

**Transmitting Emergency Information to WA State and Federal Governments:** State supported WebEOC is the primary communications tool our tribe will use to communicate with the State of Washington EMD/EOC and the Federal Government during an emergency and/or disaster.

**Information Distribution:**

Tribal Information: At the Squaxin Island Tribe, the delivery of internal and external emergency information is planned and coordinated by the Information Section Manager in the EOC. This Section will work with the IC, Public Information Officer, and designated Information Coordinators from each group represented at the EOC to obtain and deliver reports and announcements.

During a limited (Level 3) emergency, Public Safety alerts appropriate directors and managers of the situation and provides updates as required throughout the course of the incident. (In some incidents, the Emergency Manager, in consultation with the On Call EOC Supervisor and Area/Incident Commander may also distribute bulletins to affected departments or issue media releases.

Timely internal and external emergency announcements during a Level 1 or Level 2 emergency requires a much broader approach involving many participants. Tribal members and assets, faculty, staff, and visitors must know what happened, where it happened, and what to do next.  In some cases, the surrounding community may also require information.

During levels 1 and 2, emergency bulletins should be issued at least every two hours. Internal Tribal Operational Status Bulletins and external press briefings may be issued every two hours, on an alternating schedule. At least two general information management meetings are held daily during the course of the emergency.

A variety of resources are used to distribute internal emergency information and instructions, including:

* Tribal Emergency Operations Center:
* Appendix O
* The Tribal website:
* Voicemail, Email and fax broadcasts
* Staffed phone banks
* Posted bulletins

This coordinated approach to disseminating critical emergency announcements will provide quick, reliable and consistent information to our community and will reduce general demand on vital emergency communications lines.

If emergency conditions suspend power and telephone service, emergency information, along with all emergency communications, will be profoundly restricted. The Internet, Messengers, cellular phones, and radios (police, citizen’s band and/or Amateur Radio) may be used until systems can be restored.

Immediately following the cessation of Level 1 or Level 2 emergency operations, a debriefing of the Emergency Management Group members, departments, and the affected Tribal community will be conducted to evaluate the effectiveness of the emergency response and recovery efforts.  Results of the survey will be used to identify improvements to tribal plans.

* 1. **Management & Maintenance**

Emergency Plans should be modified because of the emergency experience. The Emergency Management/Homeland Security Committee (EMHSC) will prepare a written “After Action Report” and will coordinate Tribal CEMP and/or Emergency Plan changes. The EMHSC will periodically review the Tribal CEMP and Emergency Plans, and recommend modifications as required to improve both planning and response to emergencies.  The Committee will also meet on a regular basis to provide general oversight and review related policies, procedures, and Tribal activities to include; training, exercises, tribal asset emergency planning, and publish their findings.

1. **DIRECTION, CONTROL & COORDINATION**

The Tribal Emergency Management System is activated 24/7, and will expand (ICS) when necessary. ICS, **AREA COMMAND**, is our operational approach for Command and Control. When deemed appropriate, it may transition to another ICS operational approach.

When the CEMP is instituted; the EOC may activate first: the AC/IC and all EMHSC members will report to the designated EOC/ACP/ICP as soon as possible. In most, if not all cases, the Incident Command Post (ICP) will be established in conjunction with the Tribal EOC [designated as the EOC/ACP/ICP] to support all incident resources and information. Both activities will be coordinated from one location. Refer to Appendix C of this plan for the flow chart of the EOC/ACP/ICP Operations.

If not activated or available, the AC/IC, when notified, determines Plan activation, and has the authority to take whatever actions are necessary for Life Safety, Property Protection, and Incident Mitigation, to include convening the **Tribal Incident Management Team (TIMT)**. The on-call Emergency Operations Center (EOC) Supervisor will ensure that the Incident Command System activates and assumes their roll managing on-the-ground response, which includes promulgation of emergency information and coordinating with the EOC.  The EMHSC consisting of the designated Tribal Council Members (Chairman/Vice Chairman, Executive Director, Emergency Manager, EOC Supervisor, AC/IC, ACO/ICP Section Chiefs, EOC Section Chiefs, and Director of Public Safety, plus other selected Executive Team members and other support personnel as required for the emergency). The EMHSC constitutes the Executive Group (EG), which can expand or contract as necessary. The EMHSC will convene at the EOC/ACP/ICP, normally with technical and support staff, which consists of those positions outlined in Appendix D. Under standard procedures critical coordination and exchange of information will be via cell phone or radio (Refer to the Communications Section-Emergency Level Communications). The EG may also request that Disaster Communications Center (DCC) be activated if the Communications protocols are significantly affected by the event or it would provide critical service support for the emergency or disaster.

Evacuations and/or closures of tribal assets, to include tribal enterprises, can be authorized by the EOC, Tribal Area Commander/Incident Commander, and any position within the Continuity of Government (Appendix O), and the Tribal Emergency Management/Homeland Security Committee (EMHSC) will confirm the authorization. These actions will be communicated in-person when possible, or announced from the Tribal Joint Operations Center (EOC, Area Command Operations [ACO]/Incident Command Post [ICP] ) If the IC is not a Tribal staff member, A Tribal Area Command will be assigned to oversee the operation.

**AREA Commander** is appointed tribal staff members confirmed by the Tribal Council. They are authorized to delegate the necessary authorities to Incident Commanders (IC) who may not be tribal staff members. Incident Command, when activated, reports to the Tribal Area Commander. As outlined in Section II “Continuity of Government” page 9 of this Plan. This Emergency Plan pertains to ALL PHASES of Emergencies (1,2, and 3).

Whenever possible, the designation of a major incident's emergency Phase will be made by the EOC in conjunction with the Tribal Coordinating Office/Area Commander/Incident Commander (TCO/AC/IC), if they are tribal staff members, in consultation with the Emergency Manager and in coordination with Tribal Government outlined in Appendix L (Example: The Tribal Chairman, Executive Director, TCO, and EMHSC.

The designated Phase for an incident may change as emergency conditions intensify or diminish. However, all incidents will also be classified under the Incident Types established by the U.S. Fire Administration, where those specific actions will be taken into consideration during the initial response. (Appendix F)

1. **Standard Operations**

To ensure confusion is not amplified during emergencies and disasters; this plan will clearly establish the difference between Standard-Operations and other levels of incident response. As outlined in 42 U.S.C. 5122 there are evident disparities between normal daily activities and those necessary to prevent the loss of life, property, and/or damage the environment.

1. **Emergency / Disaster Transition**

**COMBINED OPERATIONS: Emergency Operations Center (EOC), Area Command, and Incident Command Post (ICP):** Due to the tribe’s limited resources and personnel, the EOC and ACP/ICP may function together. However, operations shell be separated when determined to be more beneficial to tribal response efforts. The EOC/ACP/ICP expands or contracts for Level 3 or Level 2 emergency situations as required. Its structure will always follow the AREA COMMAND version of the Incident Command System (ICS). In all events, the TCO/EOC Sup/AC, will be a Tribal Representative. The Squaxin Island Tribe also partitions emergency decision-makers into functional Sections at the EOC/ACP/ICP; but these groups are modified to reflect tribal organization and their expertise in preserving Tribal culture, traditions, and assets.

1. **Overall Coordination**

The CEMP supersedes all Standard Operating policies and procedures when activated for declared emergencies/disasters. Any supporting documentation, which outlines actions to be taken, during a declared emergency/disaster must be identified as “Emergency/Disaster”, filed in this document (CEMP), indorsed by the appropriate Primary Section AAC, and approved by the EMHSC. These documents, once approved, will be listed in Appendix N “Supporting Tribal Documents”.

The CEMP is coordinated as outlined in RCW 38.52, the Federal Emergency Management Agency, and other tribes, local, State and Federal agencies and organizations to ensure that procedures are consistent with current practice, and that we are able to maintain effective emergency communications and coordination during an incident. Washington State WebEOC (Appendix O) is our primary event management tool; refer to this plan’s Communications Section (Table of Contents) for specific applications.

**Post-Incident Recovery:** As the situation is stabilizing, the Executive Group may authorize a phase down of the Incident Command Post (ICP), through the Emergency Operations center (EOC) and transition from an EOC to a Recovery Operations Center (ROC). To ensure a simple transition, all other positions will be maintained as outlined in this plan, which follows ICS naming conventions. An INCIDENT remains an INCIDENT until RECOVERY is complete. All operations will continue to function as outlined in this plan during all RECOVERY efforts.

Some services and resources may need to be implemented or continued during the recovery phase to ensure that the needs of the tribal community are met.  Examples may include (but are not limited to) counseling services, transportation, facilities, documentation, and claims, housing and food service support.

**Plan Deactivation:** When emergency conditions are stabilized, and normal tribal operations resume, the CEMP will be de-activated by the Emergency Management Group.  A formal announcement will be disseminated using all emergency information and notification systems.

If the nature of the incident requires an extension of some emergency services, special work groups may be appointed by the EMHSC to coordinate those continuing activities.  These groups may need to consider:

* Tribal administrative space adjustments
* Support services for impacted students, faculty, or staff
* Community relief assistance
1. **RESPONSIBILITIES**

Every department, building and floor on tribal property (essentially any location where an emergency of any type could occur) must have contingency plans for the proper response to emergencies, be prepare to coordinate an emergency response in their location, and anticipate communications between the Emergency Operations Center and their location.  The Tribal Emergency Plan, Department Emergency Plan Guidelines, and common sense shall serve to guide the development of Disaster Communication Center Emergency Plans.  For consistency, these shall be referred to as Department Emergency Plans, even when they refer to emergency plans for other units.

1. **Tribal Government**

The CEMP is our base plan and will act as the foundation document by which the Squaxin Island Tribe will conduct operations during emergency/disaster incidents. The Tribal Council will review the base plan, which discusses the mission, purpose, scope, concept of operations, and policies in an emergency/disaster; and the responsibilities of the Area Command Operations (ACO)/Incident Command Staff and Emergency Operations Center (EOC) in coordinating the efforts of all responders, which includes all additional requirements such as planning, training, exercising, the CEMP Planning Cycle, and Plan Maintenance (based on a Calendar Year) annually. The schedule will be posted in conjunction with the Training & Exercise schedule.

1. **EMHSC**

Is a cross-disciplinary group of individuals representing ICP/EOC Section AACs, which assists in developing emergency response plans and procedures for the tribal community; meets on a periodic basis to review the Tribal Emergency Plan and Homeland Security issues; and acts as a resource for the development of Departmental Emergency Plans. Includes appointed Incident Commanders, ICP Section Chiefs, EOC Supervisors, and EOC Section Managers.

Provides executive oversight for the emergency response process. Acts as primary interface for Tribal Governmental and asset support, external communications and resource support.

Coordinates Short and Long-term Recovery. Includes reviewing and providing recommendations for the CEMP, Departmental Emergency Operations Plans (EOP), and provides executive administrative guidance in the form of Administrative Policy Statements, support in the form of funding and personnel, and emphasis in the form of direction to administrative and support units.

1. **Supporting Governments (County, State, Other Tribes, Federal Governments)**

In the event an Incident Management Team (IMT) is requested by Tribal Council; either the EOC Supervisor, the Tribal Area Commander, or another designated tribal member, will coordinate in conjunction with the Federal Coordinating Officer (FCO) and the State Coordinating Officer (SCO); supported by the EOC, The Area/Incident Commander (IC)., and a tribal staff member will assume any open position to continue to oversee the operational aspect of the response.

1. **Tribal For-Profits**

All tribally owned revenue generating entities, to include Little Creek Casino and Resort, and Tribal Enterprises are responsible for developing Business Contingency Plans as part of their preparation for potential business disruptions.  These Business Contingency Plans should become part of the Emergency and Disaster Management Section of the Tribal CEMP.  Business recovery will be a regular feature of the Tribe’s Emergency Management Exercises. Departments will have advance copies of internal cost and loss documentation forms in their Department Emergency Plans to prepare them for the post-event claims process.  Additional materials and guidance, to include documents from external sources, such as the Federal Emergency Management Agency (FEMA), will be distributed as needed. All efforts will be coordinated with the Tribal Recovery Officer, Tribal Comptroller, or designated representative.

1. **Tribal Members and Government Staff**

Personal emergency and disaster preparedness is the responsibility of tribal members, which includes taking an active role to ensure all family members are prepared as well. Families with at-risk members need to make certain each at-risk person has addressed their specific needs; medications, personal support devices, special foods and dietary needs, and so forth. As part of the preparedness kit, a list of specialty items should be created before an incident and attached to the Family Disaster Preparedness Plan, and kept in a safe place, known to all family members. The American Red Cross maintains an informative website located at: <http://www.redcross.org/get-help/prepare-for-emergencies/be-red-cross-ready/make-a-plan>

Any questions should be referred to the Tribal Department response for pre-disaster planning.

1. **COMMUNICATIONS**
2. **Monitoring, Detection, Alert & Warning**

Due to the tribe’s size and limited resources, the ESFs will be assigned to Sections within the Emergency Operations Center and Incident Command. Appendix E identifies the Section responsible for each ESFs. All Sectional EOPs will address actions to be taken to ensure their continuation. These requirements will be coordinated with and submitted to the Tribal Emergency Manager. It is the responsibility of each Primary Section Chief to incorporate these action plans into the appropriate Section Plan.

1. **Communications Operations**

We have established that Communications plays a critical role in establishing and maintaining Command and Control from the start of an event/incident to its finish. Therefore, our focus is on maintaining communications regardless of the incident.

1. **Incident Information Management Systems**

**Notifications:** In any emergency, notifications to affected community members, facilities, Tribal assets, and staff must begin at once ‑‑‑ as the emergency response itself begins.

**D. Declaring a State of Disaster:** A Tribal Council Resolution (Appendix F) identifies those tribal positions that are authorized to declare a State of Disaster:

**E. An Emergency and Disaster Communications Plan** is the responsibility of the multiple positions in Tribal Government, which are: EMHSC, Emergency Manager, Tribal Information Technology, Law and Justice, and the Executive Branch. Once completed and approved, this plan will become an Appendix to this plan.

1. **ADMINISTARTION, FINANCE, & LOGISTICS**
2. **Overview**

To ensure effective operations during an emergency/disaster, regardless of the magnitude of the incident, is the importance of the delegation of authority outlined in 1 ,E, 1 of this plan. Second is the staffing and their qualification, which requires the level of professionalism to remain constant regardless of the circumstances. Finally, the location and equipment necessary to perform key functions of government in the most challenging of situations. Government is expected to maintain documentation and accountability at all time, under any conditions, immaterial of existing limitations.

1. **Accountability & Documentation**

1. Disaster Financial Documentation-Tribal Finance Department is responsible for taking all necessary steps to ensure adequate documentation is collected and maintained; related to disaster costs to support the maximum reimbursement for all eligible levels of Tribal Government during disaster response and recovery to include:

 a. Establishing formal policies and procedures for the documentation of disaster-related costs.

 b. Ensure adequate detail to support claims.

**NOTE:** Examples, which includes formal Tribal Policies and Procedures see Appendix G, 1; and examples in Figure 6 of this plan.

1. **Incident Administrative Process**

1.Follows Appendix F “Emergency / Disaster Operations & Administrative Plan” and Appendix M “Incident Documentation Guidelines”.

1. **AUTHORITIES & REFERENCES**

**ARE LOCATED IN APPENDIX C OF THIS PLAN**

1. **APPENDIX**

 **(A)**

**GLOSSARY OF TERMS**

**42 U.S.C 5122b-**United State Code, Public Law, The Public Health and Welfare, which outlines the Federal Governments definitions pertaining to Emergencies. <https://www.gpo.gov/fdsys/pkg/USCODE-2009-title42/pdf/USCODE-2009-title42-chap68-subchapI-sec5122.pdf>

**72 Hour Self-Sufficiency Plan**-A plan-of-action, which prepares the planner to survive on their own for at least 3 days without any additional assistance.

**AC/IC**-Area Commander/Incident Commander: A designation that represents either the Area Commander (AC) or the Incident Commander (IC) that is applied equally.

**Activation-**The action or process of making something active or operative. In this case, it means transitioning from normal procedures to emergency operations and higher.

**Activation Procedure-**Are the documented action to be taken when transitioning an organizational element from normal procedures to emergency operations and higher.

**AFTER ACTION REVIEW [AAR]-**Is a structured review or de-brief process from analyzing what happened, why it happened, and how it can be done better in the future. The AAR will also include what went right during response and recovery. It will also provide recommendations for Mitigation and Preparedness. An AAR will be conducted after all incidents regardless of their Emergency Levels. The AAR process will begin with the completion of the Squaxin Island AAR form.

**American Red Cross**-Also known as the American National Red Cross, is a humanitarian organization that provides emergency assistance, disaster relief and education in the United States. It is the designated US affiliate of the International Federation of Red Cross and Red Crescent Sociality.

**Area Command**-Is an Incident Command structure that is a part of tribal government, which functions between tribal EOC and oversees Incident Command(s). It provides command authority and coordination for an incident. The purpose of a Tribal Area Command is to oversee the management of (1) multiple incidents that are each being handled by an ICS organization; or (2) large or multiple incidents to which several Incident Management Teams have been assigned; (3) any incident(s) that require an IC to be appointed who is not a tribal staff member, and/or when responders from outside the tribe are requested. This ensures tribal sovereignty safeguarded, the interests of the Tribe are protected and maintained throughout the response.

**Area Commander (AC)**-A tribal incidents Area Commander is appointed when assets are requested from outside of tribal government, or when it is determined that assets will be needed from outside the tribe at a future date. The purpose of the AC is to act on behalf of the tribal administrator during the operations phase. The AC is the first line supervisor for all ICs and is the tribal government’s representative in incident operations, to include acting as the Tribal Coordinating Officer until one is appointed. This position will always be a tribal representative.

**Area Command Operations (ACO)**-The functional element that supports the Area Commander (AC), where specific activities are performed in compliance with ICS. In the case of Squaxin Island Tribe, we include a Finance Section.

**Area Command Post (ACP)**-According to the National Incident Management System (NIMS)

**Assistant Area Commanders (AAC)-**Are the equivalent comparison to the Incident Command Section Chief positions (Planning, Finance and Administration, and Logistics); but function at the Area Command level. See Area Command

**Assets**-Economic resource that is expected to provide benefit to the Tribe as a whole. An asset has three vital characteristics; (1) future probable economic benefit: (2) control by the entity; (3) results from prior event or transaction. Assets are expressed in money or are convertible into money and include certain deferred charges that are not resources (e.g., deferred moving costs). They can be recognized and measured in conformity with Generally Accepted Accounting Principles (GAAP). Examples of ownership rights or service potentials are cash, automobiles, and land. An asset may be tangible or intangible. The former has physical substance such as a building. The latter lacks physical substance or results from a right granted by the government such as goodwill and future services.

**A-Risk-Population**-A group of people who share a characteristic that causes each member to be susceptible to any event, such as Tribal Elders, members and pterions with special needs, and minor children. This includes all vulnerable populations who reside on or are visiting Tribal facilities and events.

**Authority**-The power to determine, adjudicate, or otherwise settle issues or disputes; jurisdiction; the right to control, command, or determine; a power or right delegated or given: who has the mandate to grant permission. On Tribal lands it is Tribal Council, who may grant their power to designated Tribal government staff.

**Base**-The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base. The ICP will be collocated with the Base.

**Base Camp**-The location at which primary Logistics functions for an incident are coordinated and administered, within the geographical site within in the general incident area. This site is equipped and staffed to support all function of the Base and Camp. Unless designated otherwise, during tribal operations the Base-Camp will be in the vicinity of the Tribal EOC.

**Council**-Is the elected official level of tribal government. They are elected by tribal members for a set term and represent the interests of the tribal community.

**Business Contingency Plan (Business Continuity Plan)**-(BCP) is the creation of a strategy through the recognition of threats and risks facing Tribal Government, with an eye to ensure that personnel and assets are protected and able to function in the event of a disaster. BCP may be specific to a Tribal asset or a consolidated plan for all Tribal assets. All-encompassing term covering both disaster recovery planning and business resumption planning. The umbrella term also refers to other aspects of disaster recovery, such as emergency management and human resources. BCP identifies procedures for sustaining essential business operations while recovering from a significant disruption.

**Business Recovery**-are the specific actions taken to restore Tribal assets back to their operational status. These activities could be outlined in the CEMP, Business Contingency/Business Continuity Plan, and/or determined by any authorized entity under the authority of Tribal government, functioning during an emergency/disaster.

**Camp**-A geographical site, within the general incident area, separated from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel. Unless designated otherwise, during tribal operations the Base and Camp will be combined forming the Base-Camp.

**Capability Assessment**-is an operational audit conducted using the Tribal CEMP, Threat and Hazard Identification and Risk Amassment (THIRA), and the Mitigation Plan. Once completed, this information provides assets on-hand to assist in incident response and can identify gaps in resources based on the threats and hazards the Tribe could face.

**Chairman**-The chief elected tribal official, which presides over Tribal Council and government.

**Combined Operations**-are Tribal operations conducted by all assets under a single authority, different from standard operations, action together for the accomplishment of a common strategy, a strategic cooperation, which could include outside partners.

**Commercial Business-**Which consists of Island Enterprises and Little Creek Casino and Resort. Each operation manages several sub-activities that create financial profits. These operations are over-seen by tribal government.

**Communications Unit**-is one of the functions under the Operations Group located in the Tribal Emergency Operations Center responsible for all types of data and information transfer inside and outside Tribal government (wire, oral, electronic). Traditionally, this Section is the responsibility of Information Services/Technology.

**Communication Plan**-A formalized plan that explains how Tribal Government will establish and maintain communications: (1) With outside governments and agencies; (2) with Tribal Assets during an incident, emergency, and/or disaster.

**Compliance**-the following of a rule or order; the act or process of complying to a desire, demand, proposal, or regimen.

**Comprehensive Emergency Management Plan (CEMP)**-The primary tribal document, formally adopted by the Tribal Council, which defines Tribal Governments responsibility for all four phases of Emergency Management; action during an incident, emergency, and/or disaster; and is the base document for all other activities pertaining to Tribal Emergency Management and Homeland Security.

**Comprehensive Preparedness Guide**-is a work aid to assist in developing emergency operations plans by promoting a common understanding of the fundamentals of incident management planning and execution, acting as a decision-making guide to help planners examine the hazards, threats, and promote the efforts to integrate, coordinate and synchronize all planning efforts and plans.

**Comptroller**-a Tribal Governments’ Chief Financial Officer or designated representative.

**Concept of Operations & Organization**-is an approach describing the characteristics of a Tribal government’s response to any incident impacting them, their assets, members, and partners.

**Constraints (Theory of Constraints)-**Introduced by Dr. Eliyahu M. Godratt in his 1984 book “The Goal”, that is geared to help organizations continually achieve their goals. The title comes from the contention that any manageable system is limited in achieving more of its goals by a small number of constraints, and that there is always at least one constraint. The TOC process seeks to identify the constraint and restructure the rest of the organization around it, through the use of the Five Focusing Steps.

**Continuity of Government (COG)**-Is the principles of establishing defined procedures that allows tribal government to continue its essential operations in the case of an incident/emergency/disaster that effects multiple governmental functions.

**Continuous Improvement Process**-is an ongoing effort to improve the four phases of emergency management necessary for incident readiness.

**Coordination Section**-one of the four sections in the Emergency Operations Center response for assisting the Logistics Section in Incident Command. This section specifically locates resources within Tribal Government requested to assist in response. Also, when the Logistic Section is deactivated, but resources are still deployed, this Section assumes the responsibilities for the Logistic Section.

**Coordination Group Leader**-The manager responsible for the Emergency Operations Center Coordination Section.

**Coordination Group**-depending on the size and magnitude of the incident, unit could be s small entity activated in the Emergency Operations Center, or could be one of several units responsible for different functions, is the incident is much larger.

**Critical Emergency Announcements**-these are emergency alerts and important incident specific information needed by the public, which keeps them informed of conditions and situation.

**Critical Facilities List**-A structure that is designated by Tribal Government to be necessary for us to meet our obligations during an incident, emergency, and/or disaster. These facilities will be maintained on a database, provided in list form to those governments deemed necessary by Tribal Government, and is classified as SENSITIVE INFORMATION when published in list form. This includes the Critical Facilities Database itself.

**Deactivation Plan**-A planned and coordinated transition document, which either transfers continued operational responsibility or provides a scheduled close-out of an incident operation. These Plans will be completed during Response and Recovery, by the ACO, ICP, and EOC, when appropriate.

**Declaration**-is a formal process conducted by Tribal government to notify the public of important changes. In this case it refers to a disaster declaration, which is a formal process notifying the public, Tribal government is no longer in standard operations and specific steps should be taken, which are outlined in additional documentation.

**Delegation of Authority**-A statement provided to the IC by the AC, either verbally or in writing, preferably in writing, delegating authority or assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. This will be provided to the IC prior to them assuming command.

**Demobilization**-to take out of active service, typically at the end of an incident assignment.

**Department Emergency**-an incident beyond the capability of the department to address without additional assistance. In some cases, depending on the mission of the tribal department, it may require government to reassign assets, or transition to a operational level, State Of Emergency.

**Department Emergency Planning Guidelines**-These are departmental specific Emergency Operations Plans that support the ICP/EOC Sectional Emergency Operations Plans. These documents help establish specific activities that will need to be performed to ensure the department is prepared to assist in accomplishing tribal government’s overall objectives. This plan also identifies critical staff positions, coordinates initial communication procedures and response criteria, explains the transitioning from SOPs to EOPs, who (by activity and/or function) is responsible for ensuring the department is prepared, and identifies additional staff training and exercise requirements.

**Department of Homeland Security (DHS)**-a department in the Federal Government leading the national effort to prevent terrorist attacks within the United States, reduce America’s vulnerability to terrorism, and minimize the damage and recovery from attacks that do occur.

**Departmental Director**-senior manager of Tribal government department, which is operating under standard operations.

**Deputy Area Commander (DAC)**-A fully qualified individual who, in the absence of the AC, could be delegated the authority to manage, a functional operations or perform a specific task. In this case the Deputy will act as relief for the primary and therefore is granted the authority to act of their behalf.

**Deputy Executive**-a person appointed or empowered to act for another chief executive having full authority within the scope of the position appointed for.

**Deputy Section Chief**-are appointed as outlined in Incident Command System Field Guide, and supports the four General Section Chiefs when Span of Control is exceeded or the complexity of the incident requires additional assistance.

**Deputy Incident Commander (DIC)**- A fully qualified individual who, in the absence of the superior, could be delegated the authority to manage, a functional operations or perform a specific task. In this case the Deputy will act as relief for the primary and therefore is granted the authority to act of their behalf.

**Designated Information Coordinators**-professionals assigned to the Information Section in the Tribal Emergency Operations Center (EOC), which is the responsibility of Tribal Human Resources; who ensures the objectives of the Section are accomplished.

**Designated Representative**- any person named by Tribal Government to perform a specific position whose authority is clearly established in a position description, outlined in policy, or is included in the appointment.

**Disaster**-Are incidents that exceed the capabilities of tribal government, reaching the level outlined in RCW 38.52., allowing a formal Disaster Declaration to be completed and submitted to Washington State. This includes Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the treat of a catastrophe in any part of the United States

**Disaster Communications Center**-a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level during an emergency, and ensuring the continuity of operations of Tribal Government is sustained.

**Disaster Communications Plans**-is policy-driven approach supporting the Tribal Comprehensive Emergency Management Plan (CEMP), in support of the Incident Command, System (ICS); formally defines who should be given specific information, when that information should be delivered, and the mode of that delivery system. Additionally, is addresses the existing systematic planning, implementing, and monitoring of designated emergency communication platforms for communicating inside tribal government and to outside partners.

**Disaster Declaration**-refers to the Federal Declaration Process requesting Federal Disaster Assistance. Most emergencies must be borne by Tribal Government and their members, but some are large enough to request outside government assistance. The federal government can provide financial assistance to Tribal Government and Tribal Members to recover when the emergency is a disaster.

**Disaster Reservist(s)**-Assists in addressing one of the three unknowns when facing any incident (who is going to respond?). Tribal Disaster Reservist(s) are trained responder(s) who will assist tribal government in managing and RECOVERING from any incident in which they are determined to be needed. All tribal Disaster Reservists will meet the State Of Washington requirements to participate, and come from multiple locations both inside tribal assets (Enterprises and Casino/Resort) and the community.

**Duty Assignment**-a duty that staff are assigned to perform during a normal work-day. Depending on the context in which it is used; it can also refer to the temporary duty assignment during an emergency/disaster activation. Both are legal expectation of Tribal Government

**Elected Official**-in Tribal Government the meaning is the same; it is a person who is an official by virtue of an election. Officials may also be appointed ex officio (by virtue of another office, often in a specified capacity, such as presiding, advisory, secretary).

**Emergency**-Are defined as “Standard Operation” deviations from what is considered normal operations that are not expected, which include normal 911 calls and “Emergency Level 3 and minor Level 2” conditions.. However; fire and medical assistance calls could be classified as major “Emergency Level 2 and Level 1”. All incidents regardless of their classification will be administered by an Area Commander.

**Emergency and Disaster Communications Plan**- see Disaster Communication Plan

**Emergency and Disaster Management**-is the creation of a plan(s) through which Tribal government(s) reduce vulnerability to hazards and cope with emergencies/disasters. It does not avert or eliminate the threats; instead, it focuses on creating plan(s) to decrease the effect of an incident.

**Emergency and Disaster Management Section**-it is a specific unit assigned to perform assigned tasks during tribal activation.

**Emergency Communications Lines**-these are telephone numbers created specifically for people to contact the Tribal Emergency Operations Center for get or give information.

**Emergency Conditions**-is a situation(s) that poses an immediate risk to life, property, and environment. Most emergencies require urgent intervention to prevent a worsening of the situation, although in some situations, mitigation may not be possible requiring some type of additional response.

**Emergency Declaration(s)**-Tribal Government or division of government formally reports their area is in a state of emergency. This means that the government can suspend and/or change some functions of government, or transition from standard operations for a period of time.

**Emergency Level**-Are categories of response, which indicate the severity an incident has on tribal government and our community; 3 is the least severe and 1 being the most severe.

**Emergency Level 1**-A disaster involving most or all tribal assets and surrounding community. This includes any requests for Tribal Assets through Mutual Aid Agreements. [USFA Incident Types 1 and 2

**Emergency Level 2**-A major emergency that disrupts sizable portions of the tribal community. [USFA Incident Types 2 and 3]

**Emergency Level 3**-A minor, localized department or building incident [USFA Incident Types 4 and 5]

**Emergency Management**-Or disaster management, is the discipline dealing with and avoiding risks. It is a discipline that involves preparing, supporting, and most importantly ensuring social Recovery when natural or Human-made disasters occur.

**Emergency Management Group**-Tribal management staff assigned to assist in disaster management and recovery, as

**Emergency Management Homeland Security Committee (EMHSC)**-An advisory group in Emergency Management and Homeland Security, both inside and outside the tribe, for the Tribal Executive Group, consisting of: Executive Director, Area Commanders, Incident Commanders, Thurston County Fire District 1 Representative, Primary Section Chiefs, and Emergency Manager.

**Emergency Management Model**-An Emergency Management structure used to assist in predicting the impact of potential incidents on effected communities.

**Emergency Manager**- The tribal staff position that has coordination responsibility for tribal emergency management.

**Emergency Operations Center (EOC)**-The physical location where all tribal operations are overseen. In the event of a disaster, it is also the location where all tribal governmental functions transfer.

**Emergency Operations Center Supervisor (EOCS)**-is the manager of the Tribal Emergency Operations Center and its activated functions. The TEOCS is also acts on behalf of Tribal Executives when a Tribal Coordinating Officer (TCA) is not appointed,

**Emergency Operations Plan (EOP)**-A document that each Department and/or Section within tribal government, EOC, and ICP has and maintains, which governs their actions during both Response and Recovery during and after an Emergency/Disaster.

**Emergency Operations Procedures**- The **emergency procedure** is a plan of actions to be conducted in a certain order or manner, in **response** to an **emergency** event.

**Emergency Phases**

**Emergency Responder**-One of three designed tribal responders consisting of key tribal staff assigned to assist in Sectional Support Positions within the EOC and/or ICP and assists in restoring critical infrastructure necessary for tribal government to support the community .

**Emergency Support Function (ESF)**-Are categories of services that exist to assist in defining tribal government’s roles and responsibilities for the coordination and delivery of these necessary services immediately following an emergency/disaster.

**Emergency/Disaster Operations Procedures**-see Emergency Operations Procedures

**Event**-A planned, non-emergency activity occurring on or within Tribal Assets. ICS can be used as the management system for a wide range of events.

**Executive Branch**-The **branch** of Tribal government that is broadly responsible for implementing, supporting, and enforcing the laws made by Tribal Council.

**Executive Director**-Is the senior most executive officer, non-elected position, within tribal government. This position consist of a Deputy Executive Director, which in the absence of the Executive Director, acts on their behalf with the same authority granted by Tribal Council.

**Executive Group**-Senior Tribal Executives consisting of Tribal Council, Executive Director and designated executives.

**Executive Services**-Senior Tribal Executives consisting of Tribal Council, Chairman, Executive Director and their support staff.

**Exercises-**refers to a disaster simulation, which can be applied in four ways; a drill, table-top, functional, or full scale exercise. Depending on the desired outcome, using determined by an exercise schedule, guided by the Department of Homeland Security; the type of exercise is decided on where in the exercise cycle the organization is at a particular time of the year.

**Facilities**- a place, amenity, or piece of equipment provided for a particular purpose.

**Family Preparedness and Response Plan**-A tribal staff plan that address key personnel preparedness and the preparedness of their family members.

**Family Response Plan** This Family Emergency Planning Guide has been developed by FEMA with the latest in proven emergency preparedness practices and guidance to provide you with an excellent all hazards reference to prepare your families for disasters and emergencies. <https://www.readygallatin.com/download/website/handouts/preparedness/FEMA-Family-Planning-Guide_201302200738512307.pdf>

**Federal Coordinating Officer (FCO)**-Appointed by the Director of the Federal Emergency Management agency, on behalf of the President, to coordinate federal assistance to a state affected by a disaster or emergency. The source and level of the FCO will likely depend on the nature of the federal response.

**Federal Emergency Management Administration (FEMA)**-A division within the Department of Homeland Security, responsible for limited response to, recovering from and mitigating against disasters, which meet the category of “Presidential Disasters” defined within the Stafford Act.

**Federally Recognized Tribal Nations**- A **federally recognized tribe** is an American Indian or Alaska Native **tribal** entity that is **recognized** as having a **government**-to-**government** relationship with the United States, with the responsibilities, powers, limitations, and obligations attached to that designation, and is eligible for funding and services

**First Responder**-Are those tribal staff members designated as immediate responders: Law Enforcement, Area Commander, Incident Command, Section Chiefs, Fire, and EMS.

**Finance and Administration Section**- A member of the General Staff who monitors costs related to the incident and provides accounting, procurement, time recording, and cost analyses.

**Finance and Administration Section Chief**- The ICS position responsible for supervising the Finance/Administration Section. Reports to the Incident Commander and is a member of the General Staff. This position may have one or more deputies assigned.

**Five Focusing Steps-**Theory of Constraints is based on the premise that the rate of goal achievement is limited by at least one constraining process. Only by addressing the limitation can the objective be achieved. 1) IDENTIFY the constraint; 2) Decide how to EXPLOIT the constraint; 3) SUBORDINATE all other processes to above decision; 4) ELEVATE the constraint; 5) If, as a result of these steps, the constraint is not addressed, return to step 1. **Don’t let the inability to solve the limitation become a constraint**.

**Four Phases of Emergency Management**-The process of emergency management involving four phases: mitigation, preparedness, response, and recovery.

**Framework**- an essential supporting structure of a building, vehicle, or object; or a basic structure underlying a system, concept, or text.

**General Systems Theory [GST] (Systems Theory)-**is an interdisciplinary field of science and the study of the nature of complex systems in nature, society, and science. More specifically, it is a framework by which one can analyze and/or describe any group of objects that work in concert to produce some result; originally proposed by biologist Ludwig von Bertalanffy in 1928. A system could be broken down into its individual components so that each component is seen as an independent entity. Systems can be either controlled or uncontrolled. Controlled systems are achieved through communicated information which is critical to its response and success. In 1974 A. Kuhn determined; to ensure that communicated information is consistent and accurate required three components: 1) Detectors (the ability to communicate between systems); 2) Selectors (which are defined by the rules the system uses to translate communicated information to make decisions; and 3) Effectors (which is the means by which transactions are made between systems and subsystems). Communication and transaction are the only intersystem (subsystem) interactions. Communication is the exchange of information that identify the required transaction, while transaction involves a specific action; in all organizational and social interactions involve communication and/or transaction.

( <http://www.survey-software-solutions.com/walonick/systems-theory.htm> )

**Hazard Mitigation**- The Federal Emergency Management Agency (FEMA) defines **hazard mitigation** as, “any sustained action taken to reduce or eliminate long-term risk to life and property from **natural hazards**.”

**Hazard Mitigation Grant Program (HMGP)**- The purpose of the **HMGP program** is to help communities implement **hazard mitigation** measures following a Presidential major disaster declaration. **Hazard mitigation** is any action taken to reduce or eliminate long term risk to people and property from natural **hazards**.

**Hazard Mitigation Plan**- **Mitigation plans** form the foundation for effective **hazard mitigation**. A **mitigation plan** is a demonstration of the commitment to reduce risks from natural **hazards** and serves as a strategic guide for decision-makers as they commit resources. The **planning** process is as important as the **plan** itself.

**HAZMAT Unit**-A specifically trained group of first responders who dispatch to hazardous materials incidents.

**HAZMAT Unit Commander**-A trained professional who supervises the HAZMAT Unit.

**Homeland Security Act (2002)**- The primary mission of the **Homeland Security Act** is to prevent terrorist attacks within the United States, reduce the vulnerability of the United States to terrorism, and minimize damage and assist in recovery for terrorist attacks that occur in the United States.

**ICP Section Chief**-Is a trained professional who supervises a specific function with the Incident Command Post. (Logistics, Finance/Administration, Operations, Planning)

**ICP/EOC**-A physical location where joint operational functions are conducted for the Incident Command Post (ICP) and the Emergency Operations Center (EOC).

**Incident**-An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP)**-An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. A tribal incident may have two IAPs; the Initial Incident (Chehalis Tribal Form IAP) and in larger incidents, one created by the ICP.

**Incident Command**-also known as the Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Command Post (ICP)**-Is one of the five predestinated temporary facilities and signifies the physical location of the tactical-level, on-scene incident command and management organization. For tribal incidents it will be co-located with the EOC.

**Incident Command Staff**-Consists of those positions within ICS making up the Command and General Staff.

**Incident Command System (ICS)**-Is a management system used to organize emergency response. ICS offers a scalable response to an emergency (incident) of any magnitude, and provides a common framework within which people can work together.

**Incident Commander (IC)**-Is the person responsible for all aspects of an emergency response, including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The Incident Commander sets priorities and defines the organization of the incident response team. In tribal response the IC receives their authority, and overall direction from the Tribal Area Commander. In most cases this person will be a tribal staff member; however, this may not be the case depending on the type and magnitude of the incident.

**Incident Information Management System**- is a term describing the activities of an organization to identify, analyze, and correct hazards to prevent a future re-occurrence. ... It is a command and control mechanism that provides an expandable structure to manage emergency agencies.

**Incident Management Team (IMT)**-Is an outside resource that can be requested during major incidents, which will oversee the requesting jurisdiction’s ICS structure.

**Incident Recovery System (IRS)**-A tribal structure created to ensure an efficient and effective transition form ICS (Response Activities) to IRS (RECOVERY Efforts), while maintaining the necessary command, control, and communications demands equally important to RECOVERY as in Response.

**Individual Assistance Program**- The Federal Emergency Management Agency's **Individuals** and Households **Program**(IHP) provides financial help or direct services to those who have necessary expenses and serious. needs if they are unable to meet these needs through other **means**.

**Inherent Sovereignty**-Under the American legal system, Indian tribes have sovereign powers independent from the federal and state governments. The extent and breadth of tribal sovereignty is not the same for each tribe. Implicit in this principle is that only the federal government has the authority to change tribal powers, not the state. Another principle of federal Indian law is that tribes keep all rights and powers that they have not expressly given up. Tribes determine their own destiny.

**Incident Types**-Incidents are classified in order to make decisions about resource requirement based on their levels of complexity. There are five levels established by the United States Fire Administration. Refer to Appendix N of this plan.

**Joint Information Center (JIC)**-A physical location within the ICS where all responding agencies and jurisdictions conduct media relations and ensures a single message is communicated.

**Joint Information System (JIS)**- Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdictional Emergency Support Functions**-see Emergency Support Functions.

**Liaison Officer (LNO)**-A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Tribal LNO could be assigned to key out-side coordination center (e.g. Supporting EOCs at the Local and/or State Level).

**Local Government**- A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

**Logistics Section**- The Section responsible for providing facilities, services, and materials for the incident; consisting of two Branches: Service Branch; Communications Unit, Medical Unit, Food Unit: Support Branch; Supply Unit, Facilities Unit, Ground Support Unit.

**Logistics Section Chief**-Manages the activities conducted by the Logistics Section, its Branches, and Units.

**Long-term Recovery**-Long-term Recovery is any restoration efforts, which goes beyond 90 day to five years. Some individuals, families, and communities that are especially hard hit by a disaster may need more time and specialized assistance to recover, and a more formalized structure to support them. Specialized assistance may be needed to address unique needs that are not satisfied by routine disaster assistance programs. It may also be required to very complex restoration or rebuilding challenges. Long-term community recovery addresses these ongoing needs by taking a holistic, long-term view of critical recovery needs, and coordinating the mobilization of resources at the federal level.

**Mitigation**-Efforts that attempt to prevent hazards from developing into disasters altogether, or to reduce the effects of disasters when they occur. The mitigation phase differs from the other phases because it focuses on long-term measures for reducing or eliminating risk. We apply two mitigation strategies: Pre-Mitigation, which is applied before an incident; and Post-Mitigation, which is part of the tribal recovery process. Both efforts are to reduce or eliminate risk over time.

**Mutual Aid agreement**-Written agreements between jurisdictions that they will assist one another on request, by furnishing resources.

**National Incident**-also known as an Incident of National Significance refers to an incident declared by the Secretary of the Department of Homeland Security. It includes all Presidentially-declared emergencies, major disasters, and catastrophes. The Secretary in coordination with other federal departments and agencies, initiates actions to prevent, prepare for, respond to, and recover from such incidents. The Secretary takes these actions in conjunction with tribal government, state, local, nongovernmental, and private-sector entities.

**National Incident Management System (NIMS)**-Is the first-ever standardized approach to incident management and response. Developed by the Department of Homeland Security and released in March 2004, it establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations.

**National Preparedness System**- The National Preparedness System outlines an organized process for everyone in the [whole community](https://www.fema.gov/national-preparedness/whole-community)to move forward with their preparedness activities and achieve the [National Preparedness Goal](https://www.fema.gov/national-preparedness-goal). The National Preparedness System has six parts: Identifying and Assessing Risk; Estimating Capability Requirements, Building and Sustaining Capabilities; Planning to Deliver Capabilities; Validating Capabilities; and Reviewing and Updating.

**National Response Framework**- is a guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the **National** Incident Management System to align key roles and responsibilities across the Nation.

**Native Culture**- There are 567 federally recognized **American** Indian and Alaska **Native** tribes and villages in the United States, each with their own **culture**, language and history. Every tribe has unique traditions and distinct styles of housing, dress, and food.

**Normal Tribal Operations**-Tribal operations that are administered by a Standard Operational Procedure (SOP), which occur on a day-by-day basis.

**Operations Group**-This is a primary function, one of four, in the Tribal Emergency Operations Center. The **Operations Group** should include representatives from each agency with responsibility for any portion of the response.  Units within the Operations Group may include law enforcement, fire, public works, emergency medical services, and other agencies, as dictated by the incident.

**Operations Group Leader**-Supervises the Unites activated within the Operations Group, function in the Tribal Emergency Operations Center.

**Operational Guidelines**-of or relating to an operation or operations, in working order and ready for use; which is a set of written protocols outlining action to be taken during set time and conditions.

**Operations Period**- The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours. In the case of Tribal Activations, the normal activation operational period is 12 hours.

**Operations Section**- The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

**Operations Section Chief**-Manages the function and Units activated under the Operations Section.

**Operations Specialist(s)**-also known as Operations Technical Specialist; Personnel with special skills that can be used anywhere within the ICS organization. For the Area Command Operations, the Technical Specialist depends on the type of incident and the phase of response currently under way.

**On-Call**-Emergency Responders able to respond within 2 hours from activation.

**Over-Sight-**Watchful and prepared to respond; regulatory supervision with the responsibility to monitoring the situation and activating the Tribal Emergency Management System if necessary.

**Plan Deactivation**-also known a demobilization, which is placing a plan in an inactive status, meaning it is no longer necessary.

**Planning Section**- Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

**Planning Section Chief**-supervisors the activities of the Planning Section and the Units activated during the incident response.

**Position List**-outlines the potential list of functioning positions, which could be activated to assist in incident operations.

**Post Incident Recovery**- are the actions taken after the initial response to an incident, beamed important to return operations back to standard operations.

**Post Mitigation Projects**-A critical function during Recovery, which taking advantage of our ‘window of opportunity’ to make things better by executing the projects on this List.

**Preparedness**-In the preparedness phase, plans-of-action are developed for when the disaster strikes. This planning effort begins with Tribal Government, which must function regardless of the type or magnitude of an incident.

**Pre-Disaster Mitigation**- The **Pre**-**Disaster Mitigation** (PDM) program provides funds to states, territories, Indian tribal governments, communities and universities for hazard **mitigation** planning and the implementation of all hazard **mitigation** projects prior to a **disaster** event.

**Primary Group Leader**- Acts as the leader coordinator The ICS title for individuals responsible for functional Sections. In tribal operations, Section Chiefs are the titles used in the EOC; which are tribally appointed staff position responsible for coordinating all activities and functions necessary to ensure their Section is capable of activating during an incident. This includes supervising the activities, training requirements, and assigning deliverables to Supporting Section Chiefs.

**Proclamation**- a public or official announcement, especially one dealing with a matter of great importance.

**Public Assistance**- The **Federal Emergency Management Agency**'s (**FEMA**) **Public Assistance** Program provides **aid** in the wake of a major disaster to state and local governments, and to certain non-profits, to help communities in their recovery efforts.

**Public Information Officer (PIO)**-A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Quick Reference**-Is used to locate specific information, necessary in an incident, quickly, without having to read the entire CEMP.

**RCW 38.52**-  "Emergency" as used in **RCW 38.52**.430 means an incident that requires a normal police, coroner, fire, rescue, emergency medical services, or utility response as a result of a violation of one of the statutes enumerated in **RCW 38.52**.430.

**Recovery**-Our goal is Recovery, which is restoring affected areas to its previous state. Our recovery efforts are primarily concerned with actions that involve rebuilding destroyed property, re-employment, and the repair of other essential infrastructure. An important aspect of our recovery efforts is taking advantage of our ‘window of opportunity’ to make things better by executing those projects on our Post-Incident Mitigation List.

**Recovery Action Plan (RAP)**-Consist on the same format and information provided on the IAP; however the focus is towards RECOVERY.

**Recovery Group**-A designated group of tribal staff members whose function is to ensure all tribal assets RECOVER at the same time. Only specific staff positions will be assigned in advance of an incident. The remaining positions will be determined based on the type and magnitude of the incident.

**Recovery Operations**- **Operations** conducted to search for, locate, identify, rescue, and return personnel, sensitive equipment, or items critical to national security.

**Recovery Operations Center (ROC)**-The physical location where all command and control functions for RECOVERY will be located. In most cases it will have transitioned from the ICP/EOC in response to the ROC in recovery.

**Recovery Phase**- **Disaster Management Cycle**. Mitigation: Measures that prevent or reduce the impact of disasters. Preparedness: Planning, training, & educational activities for things that can’t be mitigated. Response: The immediate aftermath of a **disaster**, when business is not as usual.

**Recovery Transition Plan**-This is a transitional plan (from Response to Recovery) used when ICP Sections and/or EOC Sections are downsizing; however, specific activities are still being performed or are awaiting execution. This plan will identify who is responsible for doing what activities remaining. This document will be used in creating the initial Recovery Action Plan (RAP) and will be a supporting document to the RAP until those specific actions are completed.

**Reservation**- A federal Indian reservation is an area of land reserved for a **tribe** or **tribes** under treaty or other agreement with the United States, **executive** order, or federal statute or administrative action as permanent **tribal** homelands, and where the federal government holds title to the land in trust on behalf of the **tribe**.

**Resources**-Personnel and major items of equipment, supplies, and facilities, available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and maybe used in operational support or supervisory capacities anywhere within the tribal operational area.

**Resource List**-A consolidated list of resources within tribal government.

**Resource Group**- should include representatives from any agency or organization that is providing—or may be requested to provide—resources for the response.  These agencies or organizations may include transportation agencies, utility companies, representatives of business and industry, mutual aid partners, and others.

**Resource Group Leader**-supervises the activities of the Resource Group, activated in the Tribal Emergency Operations Center during emergency/disaster response.

**Responders**-  a person who is among those responsible for going immediately to the scene of an accident or emergency to provide assistance.

**Response**-The mobilization of the necessary emergency services and tribal first responders in the disaster area.

**Revised Code of Washington (RCW)**-Washington State Laws that are enacted by the State Legislature and signed by the Governor.

**Sandy Recovery and Improvement Act (SRIA)**- The Sandy Recovery Improvement Act of 2013 (SRIA) amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C. § 5121 et seq. (Stafford Act), to provide federally recognized Indian tribal governments (tribal governments) the option to request a Presidential emergency or major disaster declaration.

**Section Chief**-(**1)** A supervisory position, either with the ICP or EOC, responsible for ensuring specific functions are performed: **(2)** The ICS title for individuals responsible for functional Sections. In tribal operations Section Chiefs are the titles used in both the ICP and EOC.

**Section/Departmental Priorities**-Those tasks identified by either Sections (within the ICP/EOC) and/or departments that must be achieved before either the Section/Department is capable of participating in the overall tribal government objectives.

**Self-determination**- the process by which a Tribal Nation determines its own existence and forms its own allegiances and government. The process by which a Tribal Government controls their own life.

**Self-dispatching**- Is understood by Tribal staff when an incident occurs, their personal safety comes first and foremost, family, other priorities; once completed they report to their assigned position during a disaster activation, without being notified by Tribal Government.

**Short-term Recovery**- can best be defined as those actions, taken by responders, to address and provide for the essential and immediate needs of both the communities and citizens in Illinois in the aftermath of a disaster. For the purposes of this document, **short**-**term recovery** and response are synonymous. Also any restoration efforts expected to be completed in 90 days or less.

**Simplifying Government**-The organized transition from day-to-day government, to a more streamlined government necessary for meeting a more complex set objects with fewer assets at their disposal.

**Span Of Control**- Another basic **ICS** feature concerns the supervisory structure of the organization. Maintaining adequate **span of control** throughout the **ICS** organization is very important. **Span of control** pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.

**Sovereign Nation**-See Inherent Sovereignty

**Standard Operations**- is the normal operational period of an organization referred to as day-to-day operations.

**Standard Operational Procedures-**or SOP, is a set of guidelines compiled by an organization to help workers carry out routine functions. SOPs are not in effective during Disaster Operations.

**Staffing List**- The list of key position necessary during an incident, which have no tribal staff member identified to fill.

**Staging Area**-Location at which incident assigned resources are held pending tactical assignment. In tribal operations the Staging Area will be located at the EOC.

**Standby**-Incident Command, Primary Section Chiefs, and/or First Responders have been identified and notified to be prepared on short notice, within 60 minutes if/when contacted. These personnel may or may not be prepositioned at a designated location.

**State Coordinating Officer (SCO)**-The individual appointed by the Governor to coordinate state and local disaster assistance efforts with those of the federal government.

**State Entities**-any organizations and/or activates performed by state government and its counterparts such as county and local jurisdictions.

**State-OF-Emergency-**This is an activation level that established Incident Command for the purpose of preparing for a potential response to an emergency/disaster. It provides emergency/disaster authority to Incident Command while still maintaining standard operations within Tribal Government.

**Sub-recipient**- A sub-award is a portion of an award that is distributed to a third party (**sub-recipient**) by the recipient (pass-through entity) of the original award to conduct a portion of the project work in compliance with the sponsor's terms and conditions.

**Subsystems-**Are individual components of a system, which ensures only a specific function occurs. Together they result in a system functioning as expected. These are also identified as “Intersystem Interactions” also mentioned in the definition of General System Theory (GST).

**Supporting Section Chief**-Those tribal department directors that are not designated Primary Section Chiefs. These positions encompass the depth necessary for first response and during extended incidents.

**System Flow Chart**-A pictorial view of how a specific system functions.

**Technical Assistance**-means external specialists, known as consultants, who provide skills training, working knowledge, or consulting services such as process implementation, staffing, and management to individuals or companies. A consultant applies their knowledge to address the client's needs.

**The Robert T Stafford Disaster Relief and Emergency Assistance Act**- The Robert T. **Stafford** Disaster Relief and Emergency Assistance **Act** (**Stafford Act**) is a United States federal law designed to bring an orderly and systemic means of federal natural disaster assistance for state and local governments in carrying out their responsibilities to aid citizens.

**The Tribal Declaration Pilot Guidance (TDPG)**- When finalized, the Guidance will describe the process that tribal governments will use to request Stafford Act declarations and the criteria that FEMA will use to evaluate those direct tribal declaration requests and make recommendations to the President. FEMA will utilize feedback received during the consultation period to inform the final pilot guidance

**Training Plan**-A published schedule for all tribal training relating to Emergency Management and Homeland Security required to be taken by tribal staff during a specific fiscal year. This document is expected to be published within the first quarter of the new fiscal year.

**Tribal Assets**-See Assets

**Tribal Chairman**-Senior Tribal Elected Official.

**Tribal Coordination Officer (TCO)**- Appointed by the Executive Group, and act on behalf of Tribal Council, to coordinate tribal assistance where determined necessary within the affected area. During RECOVERY, their responsibility is to assist the State Coordinating Officer and Federal Coordinating Officer. Those tribal staff members appoint to this position are qualified Area Commanders.

**Tribal Departments**-Are major administrative organizations within tribal government, each of which is headed by a director and has responsibility for a major function of tribal government, such as Education; Finance, Health and Human Services are just a few examples.

**Tribal Emergency Manager**- Is the tribal staff position responsible for disaster management and tribal safety. This is a discipline dealing with and avoiding risks and accidents. It is a discipline that involves preparing, supporting, and most importantly ensuring workplace safety and social Recovery.

**Tribal Emergency Support Functions**-  is the grouping of Tribal Government specific capabilities into an organizational structure to provide **support**, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and protect vulnerable populations.

**Tribal Entities**-Any tribal governmental unit that has an identity separate from those of its members.

**Tribal Joint Operations Center (JOC)**-Consists of the Set of Tribal Government (Executive Group, Area Command Operation (ACO), Incident Command Post (ICP), and Emergency Operations Center (EOC).

**Tribal Operations Status Bulletins**-A brief public notice, intended for immediate publication or broadcast, issued by tribal government, which updates the current conditions, provides initial and additional contact information, and a short governmental priority list.

**Tribal Resolutions**- A formal statement of a decision or expression of opinion put before or adopted by Tribal Government.

**Tribal Responders**-Encompasses the three classifications of tribal responders: First Responders; Emergency Responders; Disaster Reservist.

**Tribal Staff**-Legally classified employees responsible for the internal operations of tribal government and business.

**Threat Analysis**- In emergency management, a continual process of compiling and examining all available information concerning potential hazardous activities natural or man-made, which could impact Tribal Operations. **Threat analysis** is an essential step in identifying probability of an emergency/disaster and results in a **threat** assessment.

**Threat Assessment**- **Threat assessment** is a structured group process used to evaluate the risk posed by potential hazards, typically as a response to an actual or perceived hazard natural or man-made. **Threat assessment** as a process was developed by the Secret Service as a response to incidents of school violence.

**Tribal Bylaws**-  is a rule or law established by Tribal Government to regulate itself, as allowed or provided for by some higher authority. The higher authority, generally Tribal Council or some other government body, establishes the degree of control that the by-laws may exercise.

**Tribal Community**-a unit of sociopolitical organization consisting of a number of families, clans, or other groups who share a common ancestry and culture and among whom leadership is typically not permanent.

**Tribal Members**- As a general rule, an American Indian or Alaska Native person is someone who has blood degree from and is recognized as such by a federally recognized **tribe** or village (as an enrolled **tribal member**) and/or the United States.

**Tribal Coordinating Officer**- A Tribally appointed representative who supplying assistance other than direct operational or support functions or resources to the incident management effort. Appointed by Tribal Government, on behalf of Tribal Council, to **coordinate all** assistance to Tribal assets affected by a disaster or emergency. Also called TCO.

**Tribal Council**-See Council

**Tribal Department Assignment Chart**

**Tribal Enterprises**-Tribally Owned Businesses. **Tribal Enterprise** are tribally owned business consisting of any business concern that is at least 51% owned by an Indian **tribe**. – Indian **tribe** means any Indian **tribe**, band, nation.

**Tribal ESFs**-see Tribal Emergency Support Functions.

**Tribal Executive**-see Executive Branch

**Tribal Gaming**

**Tribal Information Technology**- Provide services and infrastructure to ensure the secure flow and beneficial use of information within tribal government.

**Tribal Nations**- In the United States, an Indian **tribe**, Native American **tribe**, **tribal nation** or similar concept is any extant or historical clan, **tribe**, band, **nation**, or other group or community of Indigenous peoples in the United States.

**Tribal Staff**-any statutory employee of Tribal Government, this does not include employee of Tribal Enterprises or for-profit operations.

**Units**-Is a single person or group that is a piece or part of tribal government. (a piece or part of a department or section)

**Unit Leader**-supervises the specific function of an activated Unit functioning either for Tribal Government or in the Incident Command System (ICS).

**U.S. Fire Administration**- is a division of the Federal Emergency Management Agency which in turn is managed by the Department of Homeland Security located in unincorporated Frederick County, Maryland, near Emmetsburg.

**Vice Chairman**- Acts on behalf of the Chairman in their absence.

**Washington Administrative Code (WAC)**-Current administrative regulations created by state agencies to carry out the laws passed by the state legislature. When rules are proposed, they must be published and an opportunity given for public comment before they can go into effect. Also includes rules for hearing claims and appeals over with agencies have jurisdiction.

**Washington State Comprehensive Emergency Management Plan (WACEMP)**

**Washington State Emergency Management Division**- During state emergencies, EMD manages the State Emergency Operations Center located on Camp Murray, near Tacoma, and coordinates the response to ensure help is provided to those who need it quickly and effectively. The EOC is designated as the central location for information gathering, disaster analysis, and response coordination.

**Washington State EOC**-The Emergency Operations Center for Washington State Emergency Management, located at Camp Murray, which operates 24/7 monitoring activities throughout the Nation and Washington State.

**WebEOC**-An Internet based incident management tool that creates a standardized interoperable operating picture by converting incident, emergency, and/or disaster data into information.

**Whole Community**- As a concept, **Whole Community** is a means by which residents, emergency management practitioners, organizational and **community** leaders, and government officials can collectively understand and assess the needs of their respective **communities** and determine the best ways to organize and strengthen their assets and capacities.

**FEDERAL GOVERNMENT REQUIREMENTS**

TO RECEIVE DISASTER ASSISTANCE

Tribal Declaration Pilot Guidance

January 2017

In order to receive federal disaster assistance under a major disaster or emergency declaration, tribal governments must meet certain requirements. FEMA encourages tribal governments to develop these plans and procedures in advance of a disaster:

* **Tribal Mitigation Plan**: Request under Fire Management Assistance Grant, Public Assistance Categories C-G (listed below), Hazard Mitigation Grant Program, Flood Mitigation Assistance, and Pre-Disaster Mitigation Project Grants.

* **Public Assistance (PA) Administrative Plan**: Tribal governments must develop a disaster-specific PA Administrative Plan after the President declares an emergency or major disaster authorizing PA for the tribal government. In order for PS funding to be obligated to the tribal government, a disaster-specific PA Administrative Plan must be developed.
* **Hazard Mitigation Grant Program (HMGP) Administrative Plan**: A procedural guide that details how toe Recipient will administer its HMGP. Recipients must have a current HMGP Administrative Plan approved by FEMA before receiving HMGP funds.
* **Other Needs Assistance Administrative Options Selections**: In order to provide Other Needs Assistance (ONA) to eligible disaster survivors, the tribal government first needs to determine who (i.e. FEMA, tribal government, or joint) is going to administer the program and be responsible for each functional element listed in the ONA Administrative Option Selection Form.
* **Federal Grants Management Compliance**: Compliance with *2 C.F.R. part 200-Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. These regulations describe financial administration requirements for FEMA grants, as well as auditing and reporting requirements, among others. Failure to comply with grants management requirements may result in loss of funding.

**PROCESS TO REQUEST MAJOR DISASTER DECLARATIONS**

FEMA has established the following process to request a major disaster declaration. It is important for tribal government to adhere to these procedures in order to avoid possible delays in processing the declaration request event.

* **Emergency Plan Activation**: Typically, a tribal government will direct its disaster response through the activation of its emergency plan. In most instances, a tribal government will be able to address disaster-related needs itself or through coordination with other governments or organizations.
* **Initial Damage Assessment**: After an incident occurs, a tribal government should first assess the impacts of the disaster and determine if there are needs that cannot be addressed with its own resources or through insurance.
* **Join Preliminary Damage Assessments (PDSs)**: Joint PDAs validate Stafford Act-eligible damages and evaluate the magnitude and impact of a disaster to determine whether Stafford Act assistance may be needed.
* **Expedited Major Disaster Declaration Requests**: The Joint PDA requirement may be waived for those incidents of unusual severity and magnitude that do not require damage assessments to determine the need for supplemental federal assistance. In these rear circumstances, the Tribal Chief Executive may submit an abbreviated written request for major disaster declaration through the appropriate FEMA Regional Administrator.
* **Declaration Request**: Once Joint PDAs have concluded; a tribal government may find that the damage is of such severity and magnitude that effective response is beyond its capabilities and other available resources. If this is the case, then the Tribal Chief Executive may elect to request a major disaster declaration to authorize Stafford Act assistance to support the response and recovery from the incident. To avoid delay in processing, the Tribal Chief Executive must submit declaration request to the President through the appropriate FEMA Regional Administrator. Requests for major disaster declarations must be submitted within 30 days’ limit starts on the last day of the incident. A Tribal Chief Executive can request additional time to submit a declaration request. If an extension is needed, then the Tribal must submit a written request for a time extension to the FEMA Regional Administrator and addressed to the Associate Administrator, Office of Response and Recovery, within 30 days of the date of the incident. An extension request must include the additional time needed and a justification for why additional time is needed.

***STAFFORD ACT, TITLE III, 301, Waiver of Administrative Coordination (42 U.S.C. 5141) pg. 11***

***Any Federal agency charged with the administration of a Federal assistance program may, if so requested by the applicant State or Local authorities (Tribal Nation(s)), modify or waive, for a major disaster, such administrative conditions for assistance as would otherwise prevent the giving of assistance under such programs if the inability to meet such conditions is a result of a major disaster.***

***Sec. 307. Use of Local Firms and Individuals (42 U.S.C. 5150)***

 ***(a) Contracts or Agreements with Private Entities***

 ***(1) In General- In the expenditure of Federal funds for debris clearance, distribution of supplies, reconstruction, and other major disaster or emergency assistance activities which may be carried out by contract or agreement with private organizations, firms, or individuals, preference shall be given, to the extent feasible, and practicable to those organizations, and individuals residing or doing business primarily in the area affected by such major disaster or emergency.***

 ***(c) Prior Contracts – Nothing in this section shall be construed to require any Federal Agency to breach or renegotiate any contract in effect before the occurrence of a major disaster or emergency.***

***STAFFORD ACT, TITLE IV, 406, (a), (3), (B) Definition of Critical Services***

***In this paragraph, the term “critical services’ includes power, water (including water provided by an irrigation organization or facility), sewer, wastewater treatment, communications, education, and emergency medical care.***

**Assistance Available Under Emergency Declarations:**

* [Public Assistance (PA)](https://www.fema.gov/public-assistance-local-state-tribal-and-non-profit) – Only Categories A (debris removal) and B (emergency protective measures) may be authorized under an emergency declaration. Categories C-G (permanent work) are not available under an emergency declaration.  Emergency declarations often include only Category B and will typically be limited to DFA, absent damage assessments showing significant need for financial assistance.  This assistance is generally provided on a 75% federal, 25% non-federal cost sharing basis.
* [Individual Assistance (IA)](https://www.fema.gov/help-after-disaster) – The Individuals and Households Program (IHP) is the only form of IA that may be authorized under an emergency declaration. Authorization of IHP under an emergency is rare.  Housing Assistance under IHP is provided at a 100% federal share, while Other Needs Assistance under IHP requires a 25% non-federal cost share.
* The [Hazard Mitigation Grant Program (HMGP)](https://www.fema.gov/hazard-mitigation-grant-program) - is not available for emergency declarations.

**Assistance Available Under Major Disaster Declarations:**Not all programs, however, are activated for every disaster.  The determination of which programs are authorized is based on the types of assistance specified in the Governor or Tribal Chief Executive’s request and the needs identified during the joint PDA and subsequent PDAs.  FEMA disaster assistance programs are as follows:

* [**Individual Assistance**](https://www.fema.gov/help-after-disaster)- Assistance to individuals and households, which may include:
	+ Individuals and Households Program;
	+ Crisis Counseling Program
	+ Disaster Case Management
	+ Disaster Unemployment Assistance
	+ Disaster Legal Services
	+ Disaster Supplemental Nutrition Assistance Program
* [**Public Assistance**](https://www.fema.gov/public-assistance-local-state-tribal-and-non-profit)- Assistance to State, Tribal, and local governments and certain private nonprofit organizations for emergency work and the repair or replacement of disaster-damaged facilities, which may include the following Categories:
	+ A - Debris removal
	+ B - Emergency protective measures
	+ C – Roads and bridges
	+ D – Water control facilities
	+ E – Buildings and equipment
	+ F – Utilities
	+ G – Parks, recreational and other facilities
* [**Hazard Mitigation Assistance**](https://www.fema.gov/hazard-mitigation-grant-program)– Assistance to State, Tribal, and local governments and certain private nonprofit organizations for actions taken to prevent or reduce long term risk to life and property from natural hazards.

**Factors:**When evaluating requests for major disasters and making recommendations to the President, FEMA considers the following factors6:

(a)  **Public Assistance Program**

1) **Estimated cost of the assistance** – FEMA evaluates the estimated cost of Federal and non-Federal public assistance against the population to give some measure of the per capita impact. FEMA uses a per capita amount as an indicator that the disaster is of such severity and magnitude that it might warrant Federal assistance, and adjusts this figure annually, based on the Consumer Price Index.

2) **Localized impacts** - FEMA evaluates the impact of the disaster at the county and local government levels, as well as at the American Indian and Alaskan Native Tribal Government levels, because, at times, there are extraordinary concentrations of damages that might warrant Federal assistance even if the statewide per capita is not met. This is particularly true where critical facilities (such as major roadways, bridges, public buildings, etc.) are affected or where localized per capita impacts are extremely high. For example, localized damages may be in the tens or even hundreds of dollars per capita, even though the overall per capita impact is low.

3) **Insurance coverage in force** – FEMA considers the amount of insurance coverage that is in force or should have been in force as required by law and regulation at the time of the disaster, and reduces the amount of anticipated assistance by that amount.

4) **Hazard Mitigation** – To recognize and encourage mitigation, FEMA considers the extent to which mitigation measures contributed to the reduction of disaster damages. This could be especially significant in those disasters where, because of mitigation, the estimated public assistance damages fell below the per capita indicator.

5) **Recent multiple disasters** – FEMA also considers the disaster history within the last twelve-month period to better evaluate the overall impact. FEMA considers declarations under the Stafford Act as well as declarations by the Governor or Chief Tribal Executive and to the extent they have expanded their own funds.

6) **Other federal agency assistance programs** – FEMA also considers programs of other Federal agencies because at times their assistance programs more appropriately meet the needs created by the disaster.

(b) **Individual Assistance Program**

1) **Concentration of damage** – High concentrations of damages to individuals, such as destroyed or damaged housing, may indicate a greater need for Federal assistance than widespread and scattered damages.

2) **Trauma** – The degree of trauma to the community is considered, with special attention to large numbers of injuries and deaths, large scale disruptions to normal community functions and services, and emergency needs, such as extended or widespread losses of power or water.

3) **Special populations** – FEMA considers the impact of the disaster on special populations, such as the low-income, the elderly, and the unemployed.

4) **Voluntary agency assistance** – The capabilities of voluntary, faith, and community-based organizations are taken into consideration, as these entities play an important role in meeting both the emergency and recovery needs of individuals impacted by disasters.

5) **Insurance** – Stafford Act assistance is supplemental in nature, and therefore the level of insurance coverage is taken into account; primarily to qualify the scope of necessary assistance.

6) **Damaged residences** – severity and number. – severity and number – When conducting joint Preliminary Damage Assessments, FEMA evaluates the total number of homes destroyed and damaged, as well as evaluates the accessibility and habitability of the dwellings and the community.

 **(B)**

**TRIBAL RESOLUTIONS**

 **(C)**

**Acronyms**

 **(D)**

**Authorities, Foundational Documents, and References**

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**42 U.S.C 5121-5207 (Stafford Act) (January 1, 2016)**

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January 1, 2013

 <https://www.aphis.usda.gov/emergency_response/downloads/hazard/Incident%20Management%20Handbook6-09.pdf>

**Incident Command System Forms** <[https://www.uscg.mil/hq/cg5/cg534/nsarc/FEMA%20Incident%20Action%20Planning%20Guide%20(IAP).pdf](https://www.uscg.mil/hq/cg5/cg534/nsarc/FEMA%20Incident%20Action%20Planning%20Guide%20%28IAP%29.pdf)>

**Incident Command System Forms (Word Fillable)**

<https://training.fema.gov/emiweb/is/icsresource/icsforms.htm>

 **RCW 38.52. 005-942 Washington State Emergency Management**

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 **(E)**

**Declaration Process**

 **(F)**

**Command & Control Guidelines**

 **(G)**

**Incident Command Guidelines & Appointments**

**(H)**

**Incident Documentation Guidelines**

 **(I)**

**Supporting Tribal Documents**

**Emergency Operations Center Plan**

**Public Health Emergency Plan**

**At-Risk-Population Plan**

 **(J)**

**Delegation of Authority- Meaning, Importance and Principles**

|  |  |
| --- | --- |
| A manager alone cannot perform all the tasks assigned to him. In order to meet the targets, the manager should delegate authority. Delegation of Authority means division of authority and powers downwards to the subordinate. Delegation is about entrusting someone else to do parts of your job. Delegation of authority can be defined as subdivision and sub-allocation of powers to the subordinates in order to achieve effective results.**Elements of Delegation**1. **Authority** - in context of a business organization, authority can be defined as the power and right of a person to use and allocate the resources efficiently, to take decisions and to give orders so as to achieve the organizational objectives. Authority must be well- defined. All people who have the authority should know what is the scope of their authority is and they shouldn’t miss-utilize it. Authority is the right to give commands, orders and get the things done. The top-level management has greatest authority. Authority always flows from top to bottom. It explains how a superior gets work done from his subordinate by clearly explaining what is expected of him and how he should go about it. Authority should be accompanied with an equal amount of responsibility. Delegating the authority to someone else doesn’t imply escaping from accountability. Accountability still rest with the person having the utmost authority.
 |  |

1. **Responsibility** - is the duty of the person to complete the task assigned to him. A person who is given the responsibility should ensure that he accomplishes the tasks assigned to him. If the tasks for which he was held responsible are not completed, then he should not give explanations or excuses. Responsibility without adequate authority leads to discontent and dissatisfaction among the person. Responsibility flows from bottom to top. The middle level and lower level management holds more responsibility. The person held responsible for a job is answerable for it. If he performs the tasks assigned as expected, he is bound for praises. While if he doesn’t accomplish tasks assigned as expected, then also he is answerable for that.
2. **Accountability** - means giving explanations for any variance in the actual performance from the expectations set. Accountability cannot be delegated. For example, if ’A’ is given a task with sufficient authority, and ’A’ delegates this task to B and asks him to ensure that task is done well, responsibility rest with ’B’, but accountability still rest with ’A’. The top-level management is most accountable. Being accountable means being innovative as the person will think beyond his scope of job. Accountability, in short, means being answerable for the end result. Accountability can’t be escaped. It arises from responsibility.

For achieving delegation, a manager has to work in a system and has to perform following steps:

1. Assignment of tasks and duties
2. Granting of authority
3. Creating responsibility and accountability

**Delegation of authority** is the base of superior-subordinate relationship, it involves following steps: -

1. **Assignment of Duties -** The delegator first tries to define the task and duties to the subordinate. He also has to define the result expected from the subordinates. Clarity of duty as well as result expected has to be the first step in delegation.
2. **Granting of authority -** Subdivision of authority takes place when a superior divide’s and shares his authority with the subordinate. It is for this reason; every subordinate should be given enough independence to carry the task given to him by his superiors. The managers at all levels delegate authority and power which is attached to their job positions. The subdivision of powers is very important to get effective results.
3. **Creating Responsibility and Accountability -** The delegation process does not end once powers are granted to the subordinates. They at the same time have to be obligatory towards the duties assigned to them. Responsibility is said to be the factor or obligation of an individual to carry out his duties in best of his ability as per the directions of superior. Responsibility is very important. Therefore, it is that which gives effectiveness to authority. At the same time, responsibility is absolute and cannot be shifted. Accountability, on the others hand, is the obligation of the individual to carry out his duties as per the standards of performance. Therefore, it is said that authority is delegated, responsibility is created and accountability is imposed. Accountability arises out of responsibility and responsibility arises out of authority. Therefore, it becomes important that with every authority position an equal and opposite responsibility should be attached.

Therefore every manager,i.e. the delegator has to follow a system to finish up the delegation process. Equally important is the delegatee’s role which means his responsibility and accountability is attached with the authority over to here.

**Relationship between Authority and Responsibility**

Authority is the legal right of person or superior to command his subordinates while accountability is the obligation of individual to carry out his duties as per standards of performance Authority flows from the superiors to subordinates, in which orders and instructions are given to subordinates to complete the task. It is only through authority, a manager exercises control. In a way through exercising the control the superior is demanding accountability from subordinates. If the marketing manager directs the sales supervisor for 50 units of sale to be undertaken in a month. If the above standards are not accomplished, it is the marketing manager who will be accountable to the chief executive officer. Therefore, we can say that authority flows from top to bottom and responsibility flows from bottom to top. Accountability is a result of responsibility and responsibility is result of authority. Therefore, for every authority an equal accountability is attached.

**FIGURES 1**

**Declaration Process Checklist**

**EMERGENCY SUPPORT FUNCITION ACTIVATION**

**CHECK-SHEET**

**DATE:\_\_\_\_\_\_\_\_\_\_­­ INCIDENT #:\_\_\_\_\_\_\_\_\_\_\_ NAME:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**NAME OF PERSON COMPLETING FORM:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

[ ]  **1. Transportation (**Aviation/airspace management & control; transportation Safety; Restoration, Recovery of Transportation infrastructure; Movement restrictions; Damage & impact assessment**.**

[ ]  **2. Communications (**Coordination with telecommunications & information technology industries; Restoration and repair of telecommunications infrastructure; Oversight of communications within Tribal Government.

[ ]  **3. Public Works & Engineering (**Infrastructure protection & emergency repair; infrastructure restoration; Engineering services & construction management; Emergency contracting support for life-safety and life-sustaining services.

[ ]  **4. Firefighting (**Coordination of firefighting activities)

[ ]  **5. Emergency Management/Incident Command (**Coordination of incident management & response efforts; Issuance of mission assignments; Resource & human capital; Incident Action Planning; Financial Management.

[ ]  **6. Mass Care Emergency Assistance, Housing, & Human Services (**Mass Care; Medical; Mental health services; mass fatality management)

[ ]  **7. Logistics Management & Resource Support (**Comprehensive, logistics planning, management, & sustainment capability; Resource Support [facility, space, equipment & supplies, contracting])

[ ]  **8. Public Health (**Public Health, Medical; Mental Health; Mass Fatality Management)

[ ]  **9. Search & Rescue (**Life-saving assistance; Search & Rescue Operations)

[ ]  **10. Oil & Hazardous Materials Response (**Oil & hazardous materials response; Environmental cleanup)

[ ]  **11. Agricultural & Natural Resources (**Nutrition assistance, Animal & plant disease; pest control; food safety & security; Natural & cultural resources & historic properties protection & restoration; safety well-being household pets.

[ ]  **12. Energy (**Energy infrastructure assessment, repair, & restoration; Energy industry utilities coordination; Energy forecast.

[ ]  **13. Public Safety & Security (**Facility & resource security: Security planning & technical resource assistance; Public safety & security support; Support to access, traffic, & crowd control.

[ ] **14. Long-Term Community Recovery (**Social & economic community impact assessment; Long-term community recovery assistance to Tribal government; Analysis & review of mitigation program implementation.

[ ]  **15. External Affairs (**Emergency public information & protective action guidance; Media & community relations; Government-to-Government, & insular affairs.

[ ]  **16. Elders & Disabled (**Registered Tribal Members who are 55 years old or older; Tribal Members who require assistance).

[ ]  **17. Evacuation & Movement (**Removal of people form a dangerous or potentially dangerous place to a safer place; the process used to evacuate people)

**FIGURE 2**

**Damage Assessment Checklist**

[x]  **1. Local Damage Assessment Initiated (Can tribal resources handle emergency response damage?**

[ ] **YES** [ ] **NO**

[ ]  **2. Train Staff in damage assessment procedures and forms.**

[ ]  **3. Area Commander will determine Level of EOC/ICP Activation.**

[ ]  **4. Complete the Emergency Support Function Check-sheet, indicating ESFs activated**

[ ]  **5. Assign Tribal Disaster Number (Incident Control Number Form).**

[ ]  **6. Select a “Blank Disaster #” Folder and rename with the next # with brief name.**

[ ]  **7. Begin the “Tribal Incident Action Log”. [Log all actions taken]**

[ ]  **8. Contact the Washington State EOC (800.854.5406) or (253.512.4900) and Declare A Disaster.**

[ ]  **9. Begin the Activation Organizational Assignment Chart**

[ ]  **10. Begin Damage Assessment to tribal assets.**

[ ]  **11. Complete the “SI\_SituationReport.**

[ ]  **12. Provide the WA State EOC the First Situation Report**

**WITHIN THE NEXT 24 HOURS**

[ ]  **13. Begin the Formal Disaster Declaration (Resolution Form) Based on the Situation Report.**

**FIGURE 3**

**Emergency Operations Center**

**Unit Activation Checklist**

**SUBJECT: CHECK-SHEET PERTAINING TO SECTION ACTIVATION DURING AN EXERCISE OR INCIDENT.**

**NOTE: The purpose of this document is to ensure critical steps are taken to ensure this EOC Section is activated and prepared to begin documenting actions taken necessary to Protect Lives, Tribal Assets, and Stabilizing the Incident.**

1. Turn of the monitor that is in-from of you
2. Boot the computer you are setting in-front of
3. Once booted; go to the Bottom Left of the “Deck-Top” screen and click on the Windows “start” icon
4. From the Pop-up menu select “My Computer”
5. Under **“Network Drives”** select “Disaster Ops on ‘Eocsquaxin’ (Z:); Left double click
6. Select File “ACTIVATION”; Left double click
7. Select File “SI-2010-001(FSX)”; Left double click

**NOTE:** **Open the area (EOC or ACP) you are working and the folder for the Section you are activating**

 -EOC (Emergency Operations Center)

 =Administrative Section

=Communications Section

 =Coordination Section

 =Information Section

 =Resource Management Section

 -Area Command Post (ACP)

 =Planning Section

 =Liaison Officer

 =Deputy Area Command

 =Finance Section

 =Incident Commander 1

 =Logistics Section

 =Operations Liaison

1. Select the Area (EOC or ACP) by Left double clicking
2. Select the Folder for the Section you are activating; Left double click
3. Open the Word Document “Section Activation” and follow its instructions or if this document is not in the file: Take the following steps in the order presented:

1-Open the Excel Document entitled “Incident Action Log” Left double click

+At the top of the form “**SECTION”** Inter the Section you are activating.

+**Date Block**- Two digit Month; Two digit day; Two digit year

+**Time Block**-Military time 24 hours 6:00 (6AM) 16:00 (4PM)

+**Action Taken Block-**What you are doing or have done

+**Logged By Block-**Your Initials.

 2-Open the Excel Document entitled “TimesheetFY-10” Left double click

 +**Select the appropriate date period at the bottom of the Time Sheet Template**

+**Employee Name-**Your name or the name of the person you are logging

 +**Department-**Name of the Section you or the activating person is working in.

 3-Open the Excel Document entitled “EOC \_Activation\_Sign-In” Left double click

 +**NAME-**Person signing in

 +**POSITION IN EOC/ACP-**Section person is working in

 +**PHONE NUMBER-**Contact Number of the person signing in

 +**EMAIL-**Their work email

 +**DATE/TIME IN-**The person signing in

 +**DATE/TIME OUT-**The person is signing out

**FIGURE 4**

**INITIAL INCIDENT REPORT**

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| --- | --- |
|  | **Initial Incident Report** |

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| --- | --- | --- |
| Incident # | Date:  | Location:  |

|  |
| --- |
| Type of Incident:  |

|  |  |
| --- | --- |
| Area Commander: Incident Commander:  | Chief Executive: EOC Supervisor:  |

|  |  |
| --- | --- |
| EOC Activated? (y/n) | Action plan attached? (y/n) |

 EOC Supervisor Date Chief Executive Date

**FIGURE 5**

**INCIDENT ACTION PLAN**

|  |  |  |  |
| --- | --- | --- | --- |
| **INCIDENT NUMBER** |   | **NAME** |   |
| **OPERATIONAL PERIOD TO BE COVERED (DATE & TIME)** |
| **FROM:** |   | **TO:** |   |
| **APPROVED BY:** | **NAME** | **TITLE** | **INITIALS** |
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| **RESPONSE OBJECTIVES** |
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| **COMMUNICATIONS PLAN** |
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