

Squaxin Island Tribe
Comprehensive Emergency Management
Plan
2023



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Basic Plan

Introduction

Development of the 2023 Squaxin Island Tribe Comprehensive Emergency Management Plan (CEMP) involved a collaborative effort by Squaxin Island Tribe Emergency Management, other tribal departments, first responders, Tribal private enterprises, and private non-profits (PNP's). This plan contains broad objectives for protecting life and property within the capabilities of available resources. It is a strategy for those organizations that have a role in emergency management within Squaxin Island Tribe and supporting the Tribe. The CEMP is not a prescribed tactical plan or step-by-step procedure.

The context for developing this plan was for an emergency or major disaster with the scope and scale that challenges the normal (day-to-day) operations and capabilities of agencies and organizations in Squaxin Island Tribe. The CEMP establishes the central role of the Emergency Operations Center (EOC)—hereafter called the “EOC”—in the overall incident management of emergencies and major disasters. Under this plan, the EOC fills coordinating functions and is responsible for collecting and disseminating information; fulfilling or forwarding resource requests; and setting priorities or policies specific to an incident. At Squaxin Island Tribe, due to limited resources, the EOC is also responsible for many aspects of incident management that are often left to an Incident Command Post. The Squaxin Island Tribe EOC may provide command and control functions as well as coordination functions. Additionally, this plan establishes the role of “applicant agent” of state or federal disaster assistance for all entities of Squaxin Island Tribal government.

The Squaxin Island Tribe CEMP consists of three parts. The first is the “Basic Plan” and the second part are the appendices that relate directly to it. The third part are the annexes.

The Basic Plan addresses the general parameters for emergency management as established/agreed upon within Squaxin Island Tribe. It describes the types of hazard/threat situations that can occur and discusses underlying assumptions that influenced development of the CEMP. It contains the concept of how emergency operations in Squaxin Island Tribe will work and establishes the organizational structure for emergencies and major disasters, including specific roles and responsibilities. The plan defines the process for the direction, control, and coordination between organizations during such incidents. It includes the essential elements of information needed during emergencies and major disasters, as well as the communication protocols and procedures to use. The plan also addresses the administrative, financial, and logistical requirements for emergency operations. Finally, it concludes with the plan development process, the methods for validating and maintaining the plan, and the authorities or legal basis for the activities described within the plan.

The Appendices include a glossary of key emergency management terms and a list of acronyms, Resolutions supporting the CEMP, and additional supporting plans that are incident specific like an evacuation plan or Access and Functional Need Plan or Debris Management Plan which will be developed in the future.

This plan also has annexes that were specifically developed for the CEMP called Emergency Support Functions (ESF's). Emergency Support Function Annexes organize the entities within Squaxin Island Tribe or supporting Squaxin Island Tribe, such as government agencies and Non-Governmental Organizations

(NGO's) that respond to emergencies and major disasters by functional areas/occupational fields. Each ESF annex identifies the lead agencies to coalesce the various support agencies into a cohesive team and describes their responsibilities during emergencies and major disasters.

Squaxin Island Tribe's fifteen ESFs are: ESF #1—Transportation, ESF #2—Communications, ESF #3—Public Works and Engineering, ESF #4— Firefighting, ESF #5—Information and Planning, ESF #6—Mass Care, Emergency Assistance, Temporary Housing, and Human Services, ESF #7—Logistics, ESF #8—Public Health and Medical Services, ESF #9—Search and Rescue, ESF #10—Oil and Hazardous Materials Response, ESF #11—Agricultural and Natural Resources, ESF #12—Energy, ESF #13—Public Safety and Security, ESF #14—Long-Term Community Recovery, and ESF #15—External Affairs.

This CEMP is current at the time of promulgation. As emergency management continues to evolve with the lessons learned from each emergency and major disaster, this is a "living document" in a near constant state of review. At a minimum, formal review for potential revision is on a five-year update cycle. In addition, revisions may occur after any emergency or major disaster, when necessary.

Purpose, Scope, Situation Overview, and Assumptions

Purpose

The purpose of this document is to describe the framework under which Squaxin Island Tribe Government – having legal responsibilities as identified in Emergency Support Function annexes - and its partners will work together to address emergencies and disasters, when the people, their property, the economy, or the environment of Squaxin Island Tribe are negatively impacted by natural or human-caused hazards.

This plan establishes a systematic and synchronized process to facilitate emergency preparedness, promote hazard mitigation, and coordinate emergency response and disaster recovery activities and actions. The CEMP identifies the primary responsibilities of Squaxin Island Tribe government and private enterprises before, during, and after emergencies and major disasters; while recognizing the significant roles of federal, tribal, state, and other local government agencies, as well as the private sector, and NGOs/PNPs.

Scope

The CEMP, as an all-hazards Emergency Operations Plan, applies to all types of hazards (both natural and human-caused) within the defined geographic boundaries of Squaxin Island Tribe Reservation as well as those properties in trust and owned by Squaxin Island Tribe not yet deemed trust lands.

Situation Overview

Squaxin Island Tribe Reservation has 140 residential homes and a total population 2,629 members or individuals living within three neighboring counties depending on Tribal services. In addition to Tribal members, the private enterprises of the Tribe attract a large number of visitors with an average 4,500 present on Tribal premises at any given time. The revolving door of visitors at both the private enterprises and in the community, Squaxin Island Tribe must consider those with access and functional needs when planning and providing response services, including those with limited English proficiency.

Although Squaxin Island Tribe provides a robust list of services for its community, it is also dependent on a number of non-tribal entities to provide critical services such as EMS, fire suppression, power, and communications. These entities provide critical elements for response. Beyond these dependencies,

Squaxin Island Tribe becomes quickly impacted when main transportation corridor owned by local jurisdictions become impassible, large sheltering space is needed, or pet or animal care is needed.

Hazard Analysis Summary

The potential natural hazards of concern are established by the 2019 Squaxin Island Tribe All Hazards Mitigation Plan. Technological and manmade hazards take into account those that may impact the Tribe’s resources.

Table 1 A list of natural hazards of concern for the Squaxin Island Tribe from the 2019 Squaxin Island Tribe Hazard Mitigation Plan.

Table 1 Natural Hazards of Concern
<ul style="list-style-type: none"> ● Drought ● Earthquake ● Flood ● Landslides ● Severe Weather <ul style="list-style-type: none"> ○ High Winds ○ Excessive Heat / Cold ● Tsunami ● Wildfire <p>Volcano and tornado are also mentioned as potential hazards but of infrequent nature and were not included in a formal analysis.</p>

Table 2 A list of manmade or technological hazards of concern for the Squaxin Island Tribe.

Table 2 Technological or Manmade Hazards of Concern
<ul style="list-style-type: none"> ● Active Assailant ● Cybersecurity ● Energy Emergency ● Epidemic/Pandemic ● Hazardous Materials ● Pipelines ● Terrorism ● Transportation Accidents

Impacts from these may be felt through their subsequent effects on transportation, power, communications, habitability of the community, the economy, and the delivery of essential community services. These hazards have a wide range of potential impacts on the community, environment, and infrastructure of the Tribe. Some may have limited impacts to the community where others may be wide-spread direct or indirect impacts on the Tribe’s population or infrastructure.

Capabilities Assessment

The National Preparedness Goal established 32 core capabilities necessary for communities to achieve a level of preparedness that can prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. The core capabilities serve as both preparedness targets and a process of structured implementation. Each of the ESF annexes within this plan identify the most applicable core capabilities and connect them to the distinct processes for building, sustaining, and delivering the core capabilities.

After Action Reports/Improvements

Squaxin Island Tribe uses a formal process to improve its preparedness capabilities following an exercise or a real-world incident. This process consists of evaluating all documentation created during emergency operations or exercise conduct, collecting comments and observations received during a “hot wash” or debrief, participating in after-action meetings to reach concurrence on the timeline and correlate analysis, and developing an After-Action Report (AAR). The After-Action Report includes an Improvement Plan (IP) that establishes capability gaps, the root cause(s) of such gaps, selected corrective actions, the person responsible for resolving each corrective action, and the timeframe for resolution. An Improvement Plan may include solutions for resolving corrective actions related to plans/procedures, the organization, equipment/systems, staff training, and exercises.

Each ESF lead organization is responsible for contributing to After-Action Report development, in coordination with Emergency Management, as well as resolving any assigned corrective actions.

Planning Assumptions

The CEMP is based on the following planning assumptions and considerations that emergencies and disaster may:

- Occur with enough advance notice that there is time to take preparatory actions. Others occur without notice.
- Occur from a hazard yet to be identified, or from an identified hazard but in a manner inconsistent with past experiences and established science.
- Involve multiple, highly varied hazards or threats on a local, regional, or national scale.
- Impact one or multiple geographic areas.
- Result in numerous casualties, fatalities, displaced people, property loss, disruption of normal life support systems, essential public services, and basic infrastructure, and significant damage to the environment.
- Overwhelm capabilities of State, local, and tribal governments, and private sector infrastructure owners and operators, including medical facilities, which will create a shortage of supplies.
- Require significant information and resources sharing across multiple jurisdictions and between private and public sectors.
- Require a request for assistance from either county, state or federal government, of which a tribe may approach any of the three directly. The responsibility and control of the situation stays with the affected Tribal

government.

- Require Council or the Tribal Chair to invoke the emergency powers expressly granted to them under Chapter 9.24.060.
- Require residents, businesses, and industry partners within Squaxin Island Tribe to be self-sufficient for a minimum of two weeks or potentially longer. While the goal is for tribal residents to have an emergency plan and become prepared, the reality is that many of them will not.
- Impact the ability of Squaxin Island Tribe to provide essential services. Squaxin Island Tribe will make every effort to maintain the essential functions through department and private enterprise Continuity of Operations (COOP) programs and plans in place that they will implement, as necessary, to conduct emergency operations during an incident. However conditions could be of such size and severity that some, or all, tribal services become impacted.

Concept of Operations

Emergency Management Policies

It is the policy of the Tribe to work vertically and horizontally (with neighboring communities and partners) to protect life, health, and safety, public property, the environment, and the economy by adhering to the National Incident Management System (NIMS) and Incident Command System (ICS) for managing a response to an emergency or disaster per Resolution 05-88. These two systems are designed as a standardized organizational structure that facilitates vertical and horizontal integration between responding entities during and after emergencies and major disasters. The EOC uses a “hybrid” of the Incident Command System and the Emergency Support Function model (also used to format this plan and structure emergency operations) for its organizational structure.

Emergency Management Mission Areas

The Squaxin Island Tribe provides services that span all five mission areas of Emergency Management: protection, prevention, mitigation, response, and recovery. The Tribe improves its preparedness by growing or sustaining its capabilities within these mission areas. Mission areas can be defined as:

- Preparedness: Actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from threats and hazards.
- Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual attack.
- Protection: The capabilities necessary to secure an organization or jurisdiction against attacks and technological or natural disasters.
- Mitigation: Actions taken to lessen the impacts from natural and/or technological hazards—prior to their occurrence—through reducing risks and vulnerabilities.
- Response: The delivery of capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.
- Recovery: The delivery of capabilities to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of a community following an emergency or major disaster.

Emergency Preparedness

Plans

Squaxin Island Tribe emergency management plans are developed for preventing, mitigating, responding, and recovering from emergencies or disasters. Plans identify roles and responsibilities of government and non-tribal organizations before, during, and following an incident. Plans may include policies, procedures, specific tasks, or information needed for an effective and efficient response. In addition to emergency management plans, departments and ESF leads are responsible for the development of more tactical, step by step plans that support their roles and responsibilities in an emergency.

Training and Exercise

Following the development of a plan, it is imperative to train staff on its content and then conduct a test of the plan, or “exercise” it. Plans should be tested regularly. Upon completion an after action review and improvement plan is developed to encourage progress and growth.

Equipment and Supplies

Squaxin Island Tribe has limited supplies and equipment to support the general public if responding to an emergency or disaster. Squaxin Island Tribe will coordinate with other local, tribal, state, and federal entities to establish points of distribution and staffing when equipment and supplies arrive for distribution.

Squaxin Island Tribe may utilize WebEOC for tracking resource requests for responding to or recovering from emergencies and major disasters. It is also used to submit resource requests directly to the Washington State Emergency Operations Center (SEOC). WebEOC is also a system where other jurisdictions can post damage assessment reports, gain situational awareness, and maintain a common operating picture.

The Stafford Act requires that jurisdictions provide for equitable access and distribution of supplies and equipment without discrimination. For more information refer to ESF #7.

Squaxin Island Tribe maintains a mobile communication center that may be used as an alternative EOC or Incident Command Post. It is equipped with radios, satellite communications (including internet and calling), and computers to conduct basic operations.

Emergency Management/Homeland Security Committee

The Emergency Management Homeland Security Committee is comprised of department directors, a representative from each tribal enterprise, the Director of Operations, Emergency Manager, and two representatives from the community. The committee’s purpose is to participate in preparedness activities such as planning and implementing the CEMP.

Hazard Mitigation

The Squaxin Island Tribe maintains an active mitigation plan that identifies hazards and a series of mitigation strategies for reducing risks and vulnerabilities to natural hazards in their Hazard Mitigation Plan. An annual review is conducted to assess strategy successes and challenges and identify any new methods for funding.

Emergency Response

Squaxin Island Tribe's priorities during a disaster or emergency are life safety, stabilizing the incident, property and the environment, and the economy.

For Tribal government, each department has a Continuity of Operations (COOP) programs and plans to continue performing their essential functions and delivering fundamental public services during an emergency or disaster. Private enterprises are expected to maintain a Business Continuity Plan or a COOP to ensure they are able to maintain providing services to patrons. During emergencies and major disasters, both Tribal government and private enterprises may suspend non-essential functions to make staff and resources available for responding to an incident. Personnel may need to work overtime or out of class. An emergency proclamation can waive normal procurement procedures to speed-up the acquisition of needed equipment, supplies, and/or services.

Emergency Operations Center

The Emergency Operations Center is the authorized Tribal office to implement emergency management and homeland security functions during an emergency or disaster for both government and private enterprise branches of the Tribe. Per Resolution 22-65, the Director of Public Safety, Emergency Manager, Director of Tribal Gaming, and Tribal Government Executive Director may serve as the Incident Commander of an incident which the EOC supports.

The Emergency Operations Center (EOC) is the physical location in which agencies gather to conduct emergency operations, collect–analyze–disseminate information, and coordinate delivery of resources to support emergency response personnel. The EOC may be comprised of both tribal and non-tribal entities, private, public, and non-profits.

The EOC is led by an EOC Supervisor, the Emergency Manager, who is directly responsible for the organization, administration and operations of the EOC (Tribal Code 9.24.070). Per Resolution 22-65 the Director of Public Safety, Emergency Manager, Director of Tribal Gaming, Tribal Government Executive Director, Director of Operations, or any delegate of Council or the Tribal Government Executive Director may also serve as the EOC Supervisor. The EOC is supported by Squaxin Island Tribal government, private enterprises, and those officers or employees specified in plans per Tribal Code 9.24.

The EOC is the highest clearinghouse and coordination point for all information and activities associated with emergency response and disaster recovery. When resource requirements exceed tribal capabilities, the EOC will request additional resources through other local and tribal organizations or through the State Emergency Operations Center (SEOC). The SEOC will try to find the desired capabilities from within the State. The Tribe may also directly request resources from FEMA or a supporting Federal agency.

Emergency Activations

The EOC can be activated by a number of individuals. The Emergency Manager, Tribal Government Executive Director, or the Council Chair may request the EOC to be activate as a result of or in anticipation of an event impacting tribal essential services for government departments and tribally owned private enterprises.

There are three levels of EOC activations.

Level 3 activations consists of normal, day-to-day, operations. This includes responding to minor incidents managed by one or two staff members without activating additional resources, or Emergency Support Functions.

Level 2 activations involve incidents that have special characteristics requiring a multiple department/ESF response, specialized resources, or is beyond the capabilities of a tribal resources. This level of activation requires additional personnel to manage the complexities of the situation.

Level 1 activations involve the coordinated response of all levels of government and emergency services. Personnel from several—or all—departments/ESF’s and private enterprises may serve a role in responding to emergencies and major disasters within the EOC. All ESF’s are activated and expected to report to the EOC to support operations. This level of activation should consider a formal proclamation/declaration.

Table 3 Activation levels and corresponding description of incident complexity and EOC staffing levels.

Level	Incident	EOC Staffing
Level 3	<ul style="list-style-type: none"> • Incident impacting 1 department where department personnel can manage the incident without needing additional resources. 	<ul style="list-style-type: none"> • EOC is in monitoring stage • Emergency Manager available to assist coordinating and requesting additional resources
Level 2	<ul style="list-style-type: none"> • Incident impacting multiple departments and impeding delivery of essential services by government entities • Additional resources may be needed outside of an individual department • Local and State partners informed and on standby for assistance 	<ul style="list-style-type: none"> • EOC is partially activated and one or more Section functions may activate to support the incident • Emergency Manager engaged and may request additional support through the activation of necessary ESF present in the EOC • EOC Supervisor may be needed
Level 1	<ul style="list-style-type: none"> • Incident impacting all departments and more than multiple departments unable to provide essential services to the community • Private enterprise resources necessary to support response • Additional resources needed • Local, State, Federal partners informed and on standby for assistance 	<ul style="list-style-type: none"> • EOC is fully activated • EOC Supervisor and fully staffed EOC required (Operations, Planning, Logistics, and Finance/Admin) • Size and complexity large enough to activate all ESF’s with representation at the EOC • Consider a proclamation/declaration • Policy Group is formed to provide support and guidance

Levels 2 and 1 activations may require staff to assist with EOC responsibilities and relocate to the Emergency Operations Center for assignments. Any staff assigned to the EOC by the Chair, Tribal Administer or Director of Operations is under the supervision and direction of the EOC Supervisor and are expected to support the EOC during an incident until released back to their organization for normal operations.

At any level of activation, should the Chair feel the incident is beyond the Tribes ability to respond, he/she can declare an emergency or disaster. This status triggers the Chair's emergency responsibilities as outlined in TC 9.24.060 which can make available all tribal resources, among other authorities.

A Level 1 or 2 activation of the EOC immediately activates the Squaxin Island Tribe CEMP as guiding policy for operations during the incident. Before requesting assistance from the county, State, or FEMA, it is best practice to activate the EOC and CEMP, and issue an emergency proclamation.

Emergency Proclamations

A tribal proclamation is issued when resources needed to respond to an incident exceed Tribal capacity or capability. It is the first step in responding to and recovering from an emergency or disaster.

The Tribal Chair holds powers and duties to order evacuations or closures, assign resources from any tribal department or enterprise to the EOC for response, issue any rules or regulations reasonably related to the protection of people or property, and issue an emergency proclamation when the tribe's resources are inadequate, among other authorities in Tribal Code 9.24.060. The Tribal Chair must obtain consent from the Tribal Council within 24 hours from the declaration/proclamation.

In the absence of the Chair, the Vice Chair assumes responsibilities (Tribal Code Article VI). Per Resolution 05-89, if a timely proclamation/declaration of a State of Emergency is necessary, Tribal Council can delegate the duty to the:

- Tribal Government Executive Director,
- Director of Public Safety,
- Emergency Manager,
- Director of Health and Human Services, or the
- Director of Planning and Community Development

A proclamation/declaration begins the process for requesting disaster assistance. The Tribe has the freedom to request assistance from the County, State or Federal government independently or simultaneously. If Mason County, or Washington State has declared a disaster and Mason County is included, the Tribe may also be wrapped under the declaration umbrella for the initial damage assessment for Public Assistance request without having to have declared an emergency or disaster independently. Should the tribe request an emergency or disaster declaration, the President has the options to declare an emergency declaration which makes available federal departments and authorizes reimbursement of emergency work, such as debris removal and emergency protective measures. It does not include reimbursement for permanent restoration work and individual assistance. A disaster declaration makes a broad range of assistance available to affected individuals and businesses and/or

public and non-profit agencies. Tribal Resolution 23-02 addresses additional specifics of Public Assistance. For more information see the Public Assistance program managed by FEMA.

The Tribal Government Executive Director, Director of Operations, Finance Director, Emergency Manager, or Director of Planning and Community Development are granted the authority to request Public Assistance through the Public Assistance Program once a formal declaration has occurred (Resolution 23-02).

If applying directly to FEMA, the formal declaration request must be based upon a finding that the situation is beyond the capability of the Tribe, and that supplemental federal assistance is immediately necessary to save lives and protect property, public health and safety, or to lessen or avert the threat of a disaster. Additionally, in the Chair's, or its delegate's, declaration request, the Tribe must provide:

- confirmation that the Chair has taken appropriate action under the laws of Washington and directed the implementation of the Tribe's Comprehensive Emergency Management Plan;
- a description of governments efforts and resources used to alleviate the emergency or major disaster;
- a description of other federal agency efforts and resources used in response to the emergency (for emergency declaration requests);
- a description of the type and extent of additional federal assistance required (for emergency declaration requests);
- an estimate of the amount and severity of damage to the public and private sector (for major disaster declaration requests);
- preliminary estimates of the type and amount of Stafford Act assistance needed (for major disaster declaration requests); and
- certification the Tribe will comply with all applicable cost-sharing requirements (for major disaster declaration requests).

Alert and Warning

When notifying the public of a threat or hazard, the tribe will utilize multiple communications systems and strategies. Squaxin Island Tribe uses CodeRED, a mass notification system comprised of two databases of contacts to communicate time sensitive information concerning hazardous conditions. Government employees are automatically enrolled to receive emails, phone calls to their work registered landline phones, as well as calls and text messages to their tribally issued cell phone. Staff are encouraged to enroll their personal cell phone number in CodeRED as well. The general public can opt-in to receiving notifications and can be notified separately from government employees. Notifications are sent via email, text message, and landline and/or cell phone calls. Social media accounts such as Facebook and Twitter can be connected to CodeRED for additional information dissemination to a broader audience.

Notification strategies include:

- notify persons in threatened areas of Squaxin Island Tribal lands;

- disseminate information to government and response entities;
- an authorized representative of the EOC and/or the Squaxin Island Tribe Joint Information Center will begin issuing approved information to the news media and the public; and
- a proclamation of the existence or threatened existence of a disaster if the incident is—or expected to be—significant enough to warrant such.

Volunteers

Trained volunteers are an invaluable resource during an incident. They serve a vital role in growing capacity by supporting existing capabilities, and in some cases, bring additional capabilities that are not currently provided by the Tribal government entities. Squaxin Island Tribe Emergency Manager oversees a community emergency volunteer program focused on building new or sustaining capabilities for response in addition to supporting other mission areas of emergency management.

Volunteers must be registered as Emergency Volunteers and undergo background checks. They may receive training for specific mission assignments before or during an incident. Volunteers may help with search and rescue, damage assessment, shelter management, staffing assignments in the EOC, or other roles, as assigned.

Documenting volunteer hours and their assignments has specific significance during emergencies and major disasters. Volunteer work can be assigned a monetary value which the Tribe can use towards the required non-federal cost share necessary to receive federal financial assistance.

Damage Assessment

An early understanding of the damage that has occurred from an incident is key to providing adequate response services and begin the cascade of resources needed to support the community. It is also key to declaring an emergency or disaster. Damage assessments can be time consuming. Fire, law enforcement, public works, and trained volunteers may conduct such work in a rapid fashion simply due to their work and exposure to the damaged areas.

The Planning Section both collects and analyzes incident-specific information (such as observed damage and deployed resources) and then disseminates this information to partners for creating situational awareness and a common operating picture.

Recovery

Recovery efforts and successes are tied tightly to response strategies. Short-term recovery efforts—such as emergency repairs and temporary housing— begin concurrently with ongoing response operations to stabilize the incident and protect life, health, and property. Long-term, more permanent, recovery efforts occur following the conclusion of active response operations. Short-term disaster recovery may last for days or weeks, long-term disaster recovery may last for months or years with efforts focused on permanent repairs or replacement and improvement of damaged facilities or infrastructure. Repairing infrastructure, rebuilding communities, housing, and health care, and restoring economic, cultural, and natural resources are the goals of long-term disaster recovery.

Organization and Responsibilities

Government Entities

Federal

As established by Congress under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), as amended, a formal emergency and major disaster declaration begins when the Tribal Chair submits a request to the President—through the FEMA Region 10 Regional Administrator— for supplemental federal assistance. The Sandy Recovery Improvement Act of 2013 provided for Tribes to have the option to directly approach FEMA requesting a declaration rather than requesting through its home state to FEMA. If approved, federal government resources, through FEMA, begin assisting the Tribe with saving lives and protecting property, the environment, and the economy. The National Response Framework describes the structures and mechanisms the federal government uses when responding to emergencies and major disasters and delivering federal disaster assistance. FEMA has codified the declaration process in 44 CFR Part 206, Subpart B.

When a declaration is approved, FEMA establishes a Joint Field Office (JFO) as the primary federal incident management field structure. This is a temporary federal facility created to provide multiagency coordination between federal, tribal, state, and local governments, the private sector and Non-Governmental Organizations (NGOs)/Private Nonprofits (PNPs) during emergencies and major disasters. The JFO focuses on providing support to on-scene efforts.

Under certain conditions, other federal agencies may immediately respond to an incident without needing the formal federal disaster declaration process. This may include U.S. Department of Defense or U.S. Coast Guard assets where a commander may deliver capabilities to protect civilians, when circumstances and protocols allow. An example would be a large oil spill.

The Squaxin Island Tribe Council Chair is responsible for proclaiming the existence, or threatened existence, of a disaster and terminating such proclamations when appropriate. When the Tribe's capabilities are exceeded or exhausted during an incident, the Tribal Chair can formally requests assistance from Washington State, FEMA, or Mason County. The Tribal Chair is responsible for requesting the President declare an emergency or major disaster.

Squaxin Island Tribe's Emergency Manager, along with each government department and private enterprise, is responsible for developing and maintaining the Comprehensive Emergency Management Plan (CEMP). The Emergency Manager is subject to the direction and control of the Tribal Government Executive Director and is responsible for activating the EOC and coordinating emergency management activities for Squaxin Island Tribe.

Tribal Government and Tribal Private Enterprises

Squaxin Island Tribal Chair

All duties as outlined in Tribal Code 9.24.060.

Maintain government continuity.

Issue an emergency proclamation when resources of the tribe are inadequate or expected to be inadequate to respond to the incident.

Implement a formal activation of the CEMP.

Provide visible leadership and play a key role in communicating to, and assuring, the public.

To make and issue emergency rules, regulations and orders on matters reasonably related to protecting life and property affected by such emergency or disaster.

To obtain supplies, equipment and services found lacking and needed for protecting life or public property, and to bind the Tribe for the costs associated therewith, without regard to standard approval procedures (except for mandatory constitutional requirements), including but not limited to the Chapter 2.36, Budget Ordinance, and Tribal Finance Department Policies and Procedures.

Interface with the County, State, and Federal officials or any other elected official including regional coordination meetings or conference calls.

Formally request assistance from FEMA or the Governor when the capabilities have been exceeded or exhausted.

To control and direct the efforts of the EOC, in consultation with the Emergency Manager, the Tribal Government Executive Director and the EMHSC.

To requisition necessary personnel or material of any other Tribal department or enterprise.

To require the emergency services of any Tribal officer, employee or member.

To command the service and equipment of as many members or employees of the Tribe as may be deemed necessary in light of the emergency or disaster proclaimed.

Formally request assistance from the Governor or President when the Tribe's capabilities have been exceeded or exhausted.

To execute the special powers conferred upon the Chairman as outlined in the Robert T. Stafford Act.

Tribal Government Executive Director

Under certain conditions, may declare a state of emergency (Resolution 05-89).

May be the Applicant Agent when requesting Public Assistance (Resolution 23-02).

Approve issuance of emergency messaging.

Ensure residents receive information concerning of hazardous conditions through the use of CodeRED, the Joint Information Center, and any appropriate news media.

Oversee the deployment, operations, and demobilization of Tribal resources during emergencies and major disasters.

Oversee the financial obligations of the Tribe during an emergency or disaster.

Acts as a conduit between the EOC and Council during all phases of emergency management.

May serve as the EOC Supervisor (Resolution 22-65).

Emergency Manager

Provide emergency management functions for Squaxin Island Tribe as described in Tribal Code 9.24.

Lead and support the EOC as established in plans, policies and procedures in compliance with NIMS doctrine.

Advise officials on direction and control of emergency operations/incident management.

Maintain, operate, coordinate, and recommend the appropriate use of public notification systems.

Maintain a constant state of readiness of the Emergency Operations Center and communications systems.

Advise officials on emergency administrative and financial recovery procedures and requirements (Resolution 23-02).

May serve as EOC Supervisor or Incident Commander (Resolution 22-65).

EOC Supervisor

May be held by the Tribal Government Executive Director, Government Director of Operations, the Emergency Manager, Director of Planning and Community Development, Director of Public Safety, or the Director of Tribal Gaming per Resolution 22-65.

Represent Squaxin Island Tribe government as coordinating agent and prepare requests for assistance.

Collect essential elements of information, analyze data, and disseminate reports.

Communicate and coordinate with other jurisdictional entities that may be threatened or impacted, or when additional resources are required.

Ensure the role of applicant agent is filled by the appropriate person to begin the cost reimbursement process promptly following a Presidential declaration. See Resolution 23-02.

Tribal Department Directors

Ensure that departmental Continuity of Operations (COOP) programs and plans can be fully active within 12 hours for an incident occurring during or outside of normal business hours.

Develop Standard Operating Procedures specific to assigned Emergency Support Function (ESF) responsibilities, as described in this plan.

Designate staff and equipment, as available, for field operations in support of other agencies/organizations during emergencies and major disasters.

Ensure that emergency management training and exercises for department personnel reflect agency and Tribal expectations described in this plan.

Designate employees to serve as either staff for the EOC or as agency representatives to the EOC.

Emergency Management Homeland Security Committee

The Emergency Management Homeland Security Committee is tasked with assisting Tribal Council with conducting and instituting necessary government-related emergency management, homeland security, and public health initiatives focused on protecting the tribal community, culture and environment.

Emergency Support Function Leads

Within each Emergency Support Function (ESF), lead agencies/organizations are responsible for:

- developing and maintaining procedures specific to their functional responsibilities within all applicable mission areas;
- uniting support agencies into a cohesive team;
- managing mission assignments;
- assigning personnel;
- coordinating the execution of contracts and procurement of resources, as needed;
- conducting training and exercises to validate ESF-specific procedures, or to build or sustain capabilities; and
- resolving corrective actions, when identified.

Special Purpose Districts

Although Squaxin Island Tribe provides a significant number of resources and services to its community, the tribe is still reliant on many non-tribal organizations for key life safety services. Special Purpose Districts are separate from county or city government and typically serve one function. Squaxin Island Tribe relies on the Shelton School District, South Mason Fire and Rescue #4, and Mason County Public Utilities District 3. Although these entities are not required to have their own CEMP, they are encouraged to contribute to the development of the Squaxin Island Tribe’s CEMP to capture their capabilities.

Table 4 List of Emergency Support Functions (ESF’s) and lead and support agencies/organizations who have capability to fulfill key roles of the ESF.

Emergency Support Function	Lead and Support Agencies/Organizations
ESF #1—Transportation	<ul style="list-style-type: none"> • SIT Planning and Community Development
ESF #2—Communications	<ul style="list-style-type: none"> • SIT Information Services • SIT Public Safety • MACECOM • TGA • LCCR - IS
ESF #3—Public Works and Engineering	<ul style="list-style-type: none"> • SIT Planning and Community Development • LCCR Facilities • NWITC
ESF #4—Firefighting	<ul style="list-style-type: none"> • South Mason Fire and Rescue #4
ESF #5—Information and Planning	<ul style="list-style-type: none"> • SIT Emergency Management
ESF #6—Mass Care, Emergency Assistance, Temporary, Housing, and Human Services	<ul style="list-style-type: none"> • SIT Family Services • SIT Tu Ha’Buts Youth Center • SIT Child Development Center • NWITC

	<ul style="list-style-type: none"> • LCCR • IEI
ESF #7—Logistics	<ul style="list-style-type: none"> • SIT Emergency Management • LCCR • IEI
ESF #8—Public Health and Medical Services	<ul style="list-style-type: none"> • SIT Health Clinic • NWITC
ESF #9—Search and Rescue	<ul style="list-style-type: none"> • SIT Public Safety
ESF #10—Oil and Hazardous Materials Response	<ul style="list-style-type: none"> • South Mason Fire and Rescue #4 • Fire Protection Districts
ESF #11—Natural Resources and Cultural Resources	<ul style="list-style-type: none"> • SIT Natural Resources • SIT Cultural Resources
ESF #12—Energy	<ul style="list-style-type: none"> • Mason County PUD #3 • IEI
ESF #13—Public Safety and Security	<ul style="list-style-type: none"> • SIT Public Safety
ESF #14—Long-Term Community Recovery	<ul style="list-style-type: none"> • SIT Emergency Management • SIT Departments • LCCR • IEI
ESF #15—External Affairs	<ul style="list-style-type: none"> • Executive’s Office

Direction, Control, and Coordination

Statutory authorities and policies provide the basis for direction of emergency response activities and actions and in the context of incident management. The Squaxin Island Tribe Comprehensive Emergency Management Plan (CEMP) uses the foundational principles established in the National Incident Management System (NIMS), National Response Framework, Homeland Security Presidential Directive/HSPD-5—Management of Domestic Incidents, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), as amended, as well as various Tribal resolutions that the Tribe has adopted to provide a comprehensive, all-hazards approach to incident management. Nothing in the CEMP changes the existing authorities of the Squaxin Island Tribe.

Strategic Direction

Under established emergency powers for continuing fundamental public services to tribal members, the Squaxin Island Tribe Council Chair, will provide strategic direction/leadership over those activities coordinated by the EOC per Tribal Code 9.24.060.

The Chair may elect to develop an advisory group, called the Policy Group, to support the development of policies to support necessary operations in the EOC for meeting broader emergency management goals. The Policy Group may include representatives from any or all of the following: Council, Legal, Tribal Government Executive Director, specific representatives from various government departments and private enterprise organizations, and a representative from the Emergency Management Homeland Security Committee.

The Chair or Policy Group provides strategic direction from a separate location from the EOC while maintaining constant contact with the EOC. The Chair may establish priorities affecting services delivered by tribal government or private enterprises of the Tribe. Where decisions may have an impact on regional partners, the Tribal Chair will facilitate collaboration with the senior elected official(s) of the impacted entity having jurisdiction (local governments and special purpose districts such as school, fire districts, or public utility districts). For Squaxin Island Tribe's organizational chart, illustrating administrative (versus operational) reporting relationships, see Figure 1.

Operational and Tactical Direction

The government branch is the operational arm of tribal government and responsible for the day-to-day processes of those essential functions that sustain the Tribe's infrastructure, equipment, workforce, and customer services. The Tribal enterprises are the economic arm of the Tribe, conducting business operations to support Tribal operations and members.

Department directors and enterprise CEO's are solely responsible for the operations of their individual organizations during emergencies under a Level 3 Activation. Each organization has its own organizational structure for direction and control. Because emergency operations will correspond to or otherwise reflect the normal operations (provided the department is still conducting normal operations), these lines of authority will continue during emergency operations.

During Level 1 or 2 emergencies and disasters, Tribal government and enterprises have an overall strategic, or coordination-oriented role as well as a tactical role meaning they provide direct services to members under the control of the EOC.

Although the Emergency Manager is responsible for the direction and control of the Tribe's organization for emergency management, the EOC is the operational entity and framework in which both coordination, and command and control operate under and is staffed by personnel from both government and enterprise organizations. See Figure2.

Due to limited personnel and resources, both functions of emergency management, coordination and command and control, can be fulfilled through the EOC. The EOC Supervisor can serve as the Incident Commander as well. Rather than staffing an Incident Command Post as well as an EOC, Squaxin Island Tribe will staff only an EOC which will support all emergency response functions with the exception of when an incident requires an on-scene Incident Commander or when Unified Command is necessary. In such events, some functions may be retained by the EOC while others may be on-scene to support the Incident Commander.

Under a Level 1 activation or when initiated by the Tribal Chair in a Level 2 activation, the EOC provides both command and coordination for the private enterprises as well.

When the situation warrants, Squaxin Island Tribe will coordinate with other entities using Unified Command which is used when a single entity is needed to oversee (1) multiple entities that have jurisdictional authority over a certain threat/hazard, or (2) an incident that impacts two or more separate political subdivisions. This may be necessary in a hazardous materials or fire incident. Unified Command jointly analyzes incident information to create a common set of objectives and strategies. All organizations will serve as equal partners in decision making. Unified command aims to prevent independent entities from developing their own objectives and strategies that conflict with each other, which respecting the priorities of each entity.

The EOC uses NIMS/ICS principles for its organizational structure. For an organizational chart of the EOC, illustrating reporting and coordinating relationships, see Figure. 2. The five functional areas of a NIMS/ICS organizational structure are:

1. Command Staff: Responsible for the overall management of emergencies and major disasters, the development and implementation of strategic goals and objectives, and approving resource requests;
2. Operations Section: Responsible for coordinating Tribal government actions in response to the immediate threat or hazard. Monitors field operations and provides continuous support of those operations through coordinating requests for additional resources;
3. Planning Section: Responsible for the collection, analysis, dissemination and use of information regarding impacts from the incident and the status of resources. The Planning Section maintains all documentation related to the EOC's coordination actions during emergencies and major disasters and tracks resources;
4. Logistics Section: Responsible for acquiring facilities, services, and materials (other than tactical resources) to support the EOC, impacted communities, or Incident Command, upon request. Supporting operations of the EOC includes developing the communications plan; and
5. Finance Section: Responsible for all financial and cost analysis aspects of the incident. The Finance Section maintains an "audit trail," billing, invoice payments, and documentation of all costs incurred during the incident.

In the event of a Level 1 incident, a separate Operations and Planning Section may form to support the Incident Command Post in coordinating with non-tribal entities. When an incident continues for an extended period, the Tribe may need an Incident Management Team (IMT) to fill-in for, or support, staff in the EOC. The Tribe does not delegate overall control or decision-making authority to an IMT, instead assigning it to assist with coordinating specific incident management objectives. One or more Sections may be supported by members of an IMT.

Figure 1 Tribal Organizational Chart. Day to day operations outlining administrative reporting relationship.

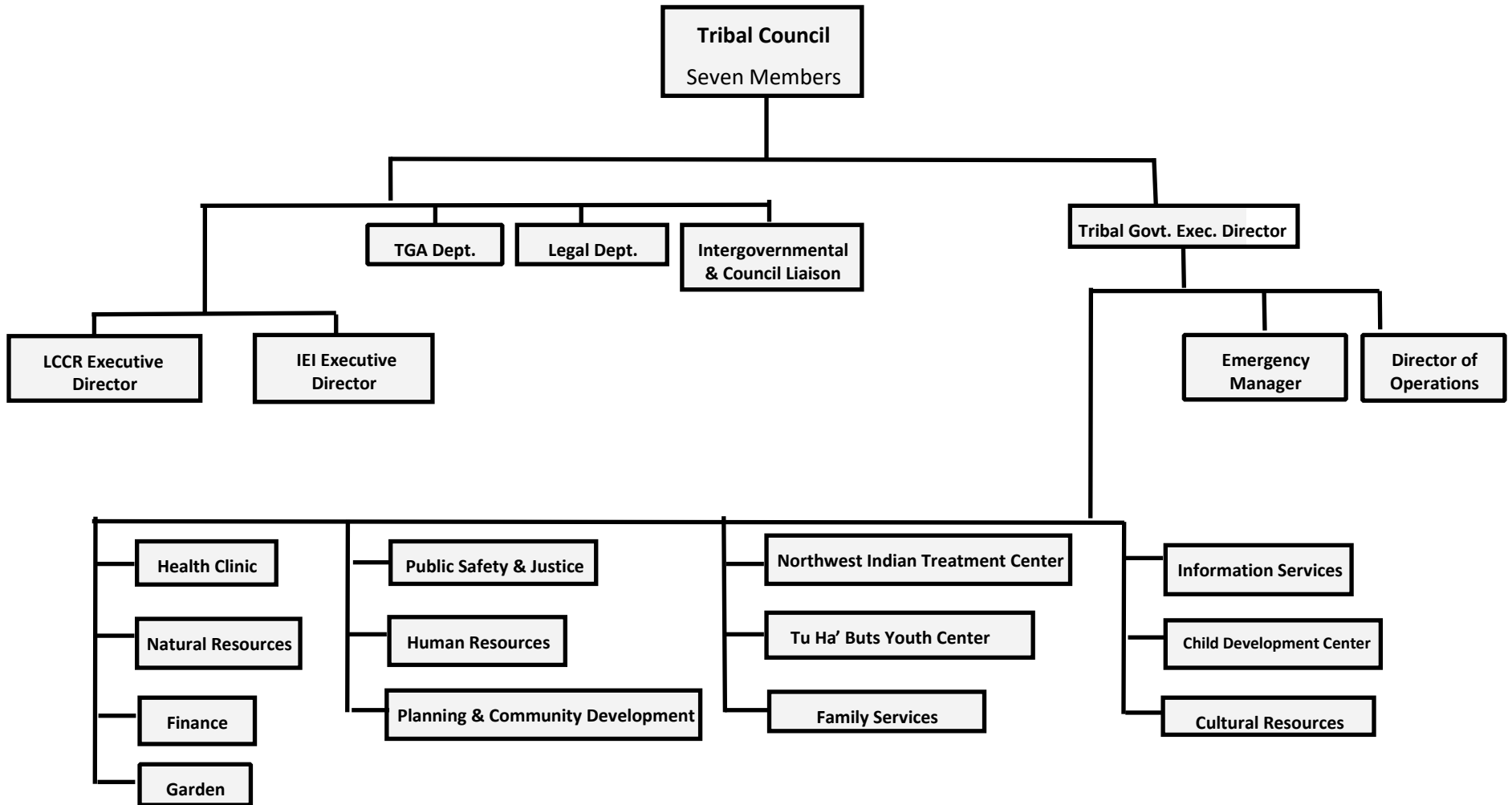
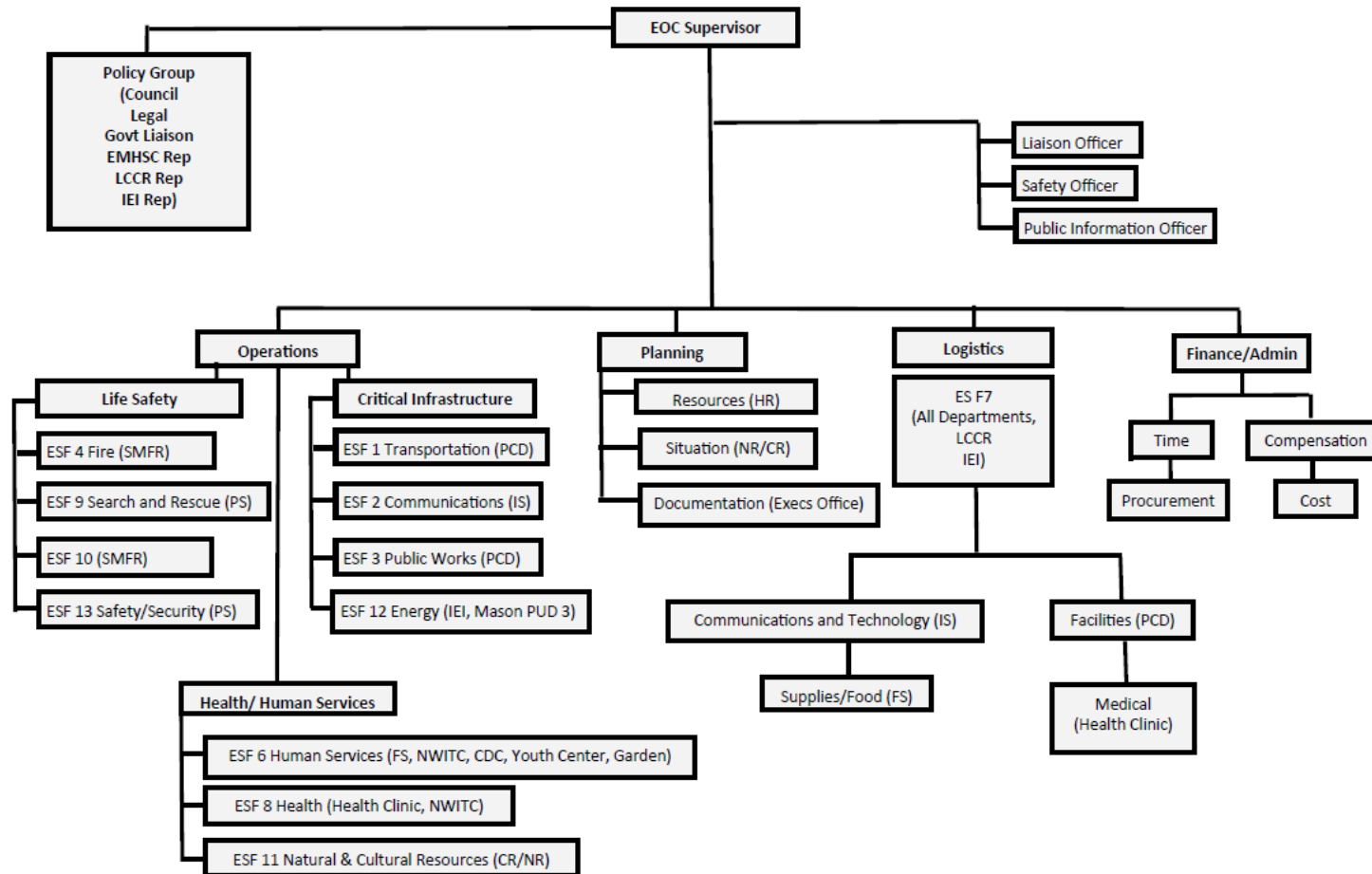


Figure 2 EOC Organizational Chart. Emergency or disaster operational structure illustrating reporting and coordinating relationships during a Level 2 or 1 activation. Several departments, LCCR, IEI, and TGA serve as supporting entities under multiple ESF's.



*Many departments, LCCR, IEI, and TGA serve as supporting entities under multiple ESF's.

Revised 10/2/23

Multi-agency/Regional Coordination

Emergencies and major disasters oftentimes affect multiple communities as well as several agencies, nongovernmental organizations, and private sector entities. Squaxin Island Tribe depends heavily on non-tribal entities to provide key services to its members, such as school districts, Public Utility Districts, Fire Protection Districts, and communication providers. Squaxin Island Tribe government will prepare for coordination with other entities during incidents by maintaining an open line of communication, joining mutual aid agreements with neighbors and partners, as well as regional emergency planning processes that will improve interagency cooperation.

Those non-tribal entities also participate in emergency preparedness education, training, exercises, and planning processes. This cooperation creates the relationships that become the basis for coordinating emergency operations and resource management during incidents. During emergencies and major disasters, the Council Chair or the Tribal Government Executive Director will coordinate with other senior elected officials on behalf of the EOC and may facilitate decision-making to prioritize regional missions and strategic resource allocation.

When more resources are needed, beyond those locally available within Squaxin Island Tribe, the EOC may request assistance by contacting Mason County Emergency Management or Washington State Emergency Operations Center (SEOC). The SEOC will then try to find resources either within the state or—if there are no resources available in Washington—coordinate with neighboring states and federal agencies for assistance. Squaxin Island Tribe can also request resources directly to FEMA.

Information Collection, Analysis, and Dissemination

Collecting Information

Information collection is crucial for successful emergency operations, for both incident management in the field and the EOC. The EOC and other emergency operations/coordination centers need updated information to assess whether the needs of field personnel are being met and field personnel need to know when their requests can be expected.

The EOC actively collects information concerning conditions observed throughout Squaxin Island Tribe from sources, such as: phone calls from residents to the EOC call center, updates from departments and private enterprises, and reports from the various sources of media. These information sources help with the initial response, delegating resources, assisting residents, and planning for short term recovery. The EOC's Planning Section analyzes and compiles information regarding developing conditions to inform incident objectives and decision-making for both operational and tactical levels.

On occasion, such as during terrorist threats or attacks, entities operating within the EOC may receive classified information for law enforcement use. In such circumstances, a separate "Intelligence Section" is established to screen and respond to such information, without being disseminated to the rest of the EOC. A list of some Essential Elements of Information (EEI's) can be found in Table 5.

Table 5 Essential Elements of Information (EEI's) are key pieces of information that are crucial for communicating to provide situational awareness to partners, including county, state, and federal entities.

Essential Elements of Information
<ul style="list-style-type: none">• Boundaries of the disaster area• Social, economic, political, and environmental impacts• Jurisdictional boundaries• Status of transportation systems• Status of communications systems• Access points to the disaster area• Status of operating facilities• Hazard-specific information• Weather data affecting operations• Status of critical facilities• Status of key personnel• Status of local ECC/EOC activations• Status of emergency declarations• Major issues and/or activities of local or regional ESFs• Resource shortfalls• Overall priorities for response

Disseminating Information

Information dissemination may occur by phone, radio, television, internet, social media, or in-person (such as by runner or door-to-door). During emergencies and major disasters, Squaxin Island Tribe will share collected information by whatever method or means is available.

MACECOM, the public safety answering point, is the main information source for first responders, include Squaxin Island Tribe Public Safety and South Mason Fire and Rescue 4, at the scene of incidents threatening life or property; and potentially the only available information source for other on-scene personnel during initial response.

Initially, during a Level 2 or 1 activation, the EOC's Logistics Section under a Communications Unit will create a communications plan specific to the EOC. The Communications Unit Leader will use ICS Form 205 to create the communications plan, as part of the EOC Action Plan for a given operational period and disseminate to those entities needing direct contact with the EOC. Additionally, the EOC will place information on WebEOC for distributing to first responders and the agencies and organizations that have access to WebEOC.

Squaxin Island Tribe uses CodeRed, a mass notification system, to directly disseminate emergency information to all subscribers that live within the reservation boundary. The EOC's call center, if

operational, the Tribe's webpage, daily newsletter, and social media also disseminate information to members. The Public Information Officer may hold press conferences with the media and press releases may be written and disseminated. When Unified Command is formed for managing an incident, a Joint Information Center (JIC) will be formed to ensure consistent messaging. The JIC periodically disseminates official press releases and can hold press conferences in the EOC's media room. Finally, the Emergency Alert System (EAS) and NOAA Weather Radio emergency information may also disseminate emergency information during emergencies and major disasters.

EI's and other pertinent information should be disseminated to Mason County Emergency Management and Washington State Emergency Management to form a common operating picture and for situational awareness, especially in larger incidents.

Communications

Squaxin Island Tribe uses a variety of methods and systems to communicate to a number of organizations during response.

During emergencies and major disasters, physically having agency representatives—from responding agencies—in the EOC to actively facilitate communication is crucial. The EOC will incorporate department representatives to facilitate inter-departmental communication. Each department representative will coordinate between the EOC and their respective organizations at both the administration-level and/or with personnel in the field, as required.

External to tribal government departments, the EOC may coordinate and communicate with other non-tribal partners to include other law or fire entities, special purpose districts, Private Nonprofits (PNPs), local county and state government agencies, and—in some cases—federal government agencies. The EOC and the Mobile Emergency Operations Center (MEOC), will accomplish interjurisdictional and interagency coordination with Incident Command Posts, and other Emergency Operations/Coordination Centers, using designated communications systems. The circumstances of a specific incident determine the extent of use for each of these communications systems. Both the EOC and the MEOC contain radio systems connecting Squaxin Island Tribe to local, state, and some federal command and coordinating entities. During an incident, use of specific communications systems will be documents on the ICS 205 form for a given operational period.

The Joint Information Center/Joint Information System (JIC/JIS) is the central distribution point for communicating with the news media and the public. News media channels on radio and television communicate public information provided by the JIC, as does the Squaxin Island Tribe webpage and social media pages. Other systems for communicating to members include Squaxin Island Tribe CodeRed, a mass notification system that allows the Tribe to communicate to pre-set geographically defined areas for certain hazards or in some situations all subscribers.

Administration, Finance, and Logistics

Administration

The Emergency Manager administers the day-to-day emergency management functions for the government arm of Squaxin Island Tribe, as well as operations of the EOC. During emergencies and major disasters, the EOC or the Emergency Supervisor (when the EOC is not at a higher activation level) requests damage assessment and emergency expense information from impacted tribal entities.

To track all the activities during response and to structure files and organize documents, the EOC uses a tribal mission number for incidents only impacting the Tribe, or adopts the state mission number— issued for a specific incident by a State Emergency Operations Officer (SEOO)— if the incident impacts other jurisdictions. If the incident receives an emergency or major disaster declaration, FEMA assigns it a unique disaster number, and tribal documents may cross-reference the state mission number to the federal disaster number. Tribal documents created specifically for disaster recovery may reference only the federal disaster number.

As a community recovers from federally declared emergencies and major disasters, thorough documentation is necessary for eligible entities to receive reimbursement under FEMA's Public Assistance grant. Through Public Assistance, a percentage of eligible costs is recoverable from the federal government, and potentially state government as well. Proper documentation of costs, such as the date/time when incurred and the justification for such costs, is necessary to receive reimbursement. Departments, enterprises and personnel tending to the response are responsible for proper documentation including information such as time, date, actions taken, resources used, and impacts to the economy, the environment, and life safety.

FEMA may open a Disaster Recovery Center (DRC) for impacted individuals, families, and businesses seeking federal disaster assistance to provide their information. Individual Assistance may come in the form of grants, loans, emergency food- purchasing assistance, emergency unemployment benefits, donations, or direct services. Squaxin Island Tribe takes a whole community approach when responding to or recovering from emergencies and major disasters and makes every effort to provide information to those with access or functional needs.

Finance

Unlike day to day operational needs, emergency or disaster expenditures are not accounted for in annual budgetary processes but come with substantial and often necessary costs.

Should the response costs be projected beyond the government's ability to support, the Tribal Government Executive Director may seek additional funding sources through a request to the Tribal Chair or Council for response and recovery (Tribal Code 2.36.090).

At any level of activation, should the Chair feel the incident is beyond the Tribe's ability to respond, he/she can declare an emergency or disaster. This status triggers the Chair's emergency responsibilities as outlined in Tribal Code 9.24.060 which can make available all tribal resources. Deviating from standard operating procedure, emergency expenditures can be fully approved by the Incident Commander or EOC Supervisor or Emergency Manager for items up to \$50,000 in the initial operational period if the Tribal Government Executive Director, or designee, is not available.

Unlike day to day operations, the Finance Section becomes responsible for collecting such information directly from responders in the EOC rather than through individual departments or organizations. In an emergency or disaster, all expenditures are tracked under a new budget code specifically dedicated to the incident. If multiple incidents are occurring simultaneously, each incident will have its own number. The Finance Section is responsible for tracking responder time and equipment/supplies costs, procurement, contracts, and claims for the incident.

The EOC's Finance Section is directly responsible for tracking donated goods and volunteer hours to use towards the cost-sharing requirements for federal disaster assistance. The Finance Section may also be tasked with tracking recovery project expenditures for incremental payment requests under large project management requirements. Time accounting for volunteers occurs at the EOC or specific reporting locations where employees or volunteers may have an emergency assignment, while cost accounting tracks equipment, supplies, and services, contracts and claims address the immediate needs to support the response.

Finance Section should work closely with Logistics and the Resource Unit in Planning Section to make effective and efficient response and financial decisions.

During the disaster recovery process that follows a federal declaration approved under the Stafford Act, the Tribal Government Executive Director, Director of Operations, Emergency Manager, Finance Director, and Director of Planning and Public Works (see Resolution 23-02) are designated as Squaxin Island Tribe's "applicant agent." The applicant agent is authorized to submit incident-related reimbursement requests from tribal departments for federal disaster assistance provided under the Stafford Act.

Any eligible entity desiring federal disaster assistance is responsible for tracking, compiling, and submitting accurate and complete disaster-related expenditures— incurred during the incident period—to the EOC Finance Section Chief. The Tribe may wish to add this information to the County or State's Preliminary Damage Assessment for requesting supplemental federal assistance under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). The Washington Military Department-Emergency Management Division typically requests Preliminary Damage Assessment information within 72 hours of the onset of impacts from an incident. Following substantial impacts, the Tribe may choose to submit damage assessment information directly to FEMA with a declaration to request supplemental federal assistance. Per Resolution 23-02, the financial benefits of filing with the State should be considered as well as the expertise and staff time commitment.

Logistics

The coordination and prioritization of incident related resources is key to effectively maximize response efforts and is the responsibility of Emergency Management and the EOC during activation.

Each Department and enterprise is responsible for managing their specific inventory and should include a list of points of contact and guidelines for rapidly acquiring and deploying resources. Departments should use their resources first before moving to externally sourcing needs.

Incident-specific acquisitions for an impacted entity typically begin with resource requests from field personnel, such as an Incident Commander or within the EOC from field staff under Operations. They may also come in anticipation of an event by an authorized official.

During Level 2 or 1 activations, the EOC's Logistics Section—under the direction of the EOC Supervisor—manages resources provided in support of emergency operations. When there are multiple competing resource requests for a limited supply of resources, the EOC Supervisor prioritizes resource acquisition and/or distribution and under advisement from the Operations Section Chief. The scale or complexity of incident, competing requests, ongoing threats to life safety or property and the environment, and the means of distribution/delivery are several of the factors that can influence prioritization of resource

requests. When it is necessary to immediately procure resources, an emergency proclamation signed by the Tribal Chair allows for temporary suspension of the normal procurement processes.

Procurement of both incident specific and post- incident resources may occur through either direct purchase (from a supplier/vendor), through mutual aid agreements, or contracts.

The EOC will track all resources provided for responding to and recovering from emergencies and major disasters. Whenever possible, resources are returned to their original configuration/condition upon demobilization.

Authorities and References

Tribal Authorities

Squaxin Island Tribal Code Chapter 2.36 Budget Ordinance

Squaxin Island Tribal Code Chapter 9.34 Emergency Management Act

Federal Authorities

Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Stafford Act), Pub. L. No. 100-707, 102 Stat. 4689 (codified at 42 U.S.C. 5121 et seq. (1988).

Sandy Recovery Improvement Act of 2013 (SRIA), Division B of Pub. L. No.113- 2, 127 Stat. 39 (2013).
Volunteer Protection Act of 1997, Pub. L. No. 105-19, 111 Stat. 218 (1997). •

U.S. Department of Homeland Security. National Incident Management System, Third Edition. Washington, D.C.: DHS, 2017.

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Federal Emergency Management Agency. Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans, Version 2.0. Washington, D.C.: DHS-FEMA, 2010.

Federal Emergency Management Agency. Comprehensive Preparedness Guide (CPG) 201: Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) Guide, Third Edition. Washington, D.C.: DHS-FEMA, 2018.

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U.S. Department of Homeland Security. National Preparedness Goal, Second Edition. Washington, D.C.: DHS, 2015.

U.S. Department of Homeland Security. National Response Framework, Fourth Edition. Washington, D.C.: DHS, 2019.

Appendices

Appendices I Resolutions

Resolution 1. Resolution 05-88 identifies ICS and NIMS as the systems in which Squaxin Island Tribe will use to manage an emergency or disaster.



SQUAXIN ISLAND TRIBE

RESOLUTION NO. 05- 88
of the
SQUAXIN ISLAND TRIBAL COUNCIL

WHEREAS, the Squaxin Island Tribal Council is the Governing Body of the Squaxin Island Tribe, its members, its lands, its enterprises and its agencies by the authority of the Constitution and Bylaws of the Squaxin Island Tribe, as approved and adopted by the General Body and the Secretary of the Interior on July 8, 1965; **and**

WHEREAS, under the Constitution, Bylaws and inherent sovereignty of the Tribe, the Squaxin Island Tribal Council is charged with the duty of protecting the health, security, education and general welfare of the tribal members, and with protecting and managing the lands and treaty resources and rights of the Tribe; **and**

WHEREAS, the Squaxin Island Tribal Council has been entrusted with the creation of ordinances and resolutions in order to fulfill their duty of protecting the health, security, education, and general welfare of tribal members, and of protecting and managing the lands and treaty resources of the Tribe; **and**

WHEREAS, the Department of Homeland Security has developed the National Incident Management System (NIMS) for the purpose of unifying ALL responders' efforts during disasters; **and**

WHEREAS, the Squaxin Island Tribal Emergency Management System currently uses the Incident Command System (ICS) as referred to in NIMS; **and**

WHEREAS, the Department of Homeland Security has directed all Federal, State, Territorial, Tribal and local entities involved in emergency response to adopt NIMS; **and**

WHEREAS, the Squaxin Island Tribe recognizes the need for a single Incident Management System to be used by all agencies and disciplines; **and**

Page Two
Resolution #05 - 88


NOW THEREFORE BE IT RESOLVED, that the Squaxin Island Tribe adopts the National Incident Management System. That this system will be used at all incidents and drills, taught in all the appropriate Squaxin Island Emergency Management and Safety training courses, and reflected in all emergency mitigation, preparedness, response and recovery plans and programs.

CERTIFICATION

The Squaxin Island Tribal Council does hereby certify that the foregoing Resolution was adopted at the regular meeting of the Squaxin Island Tribal Council, held on this 29 day of September 2005, at which time a quorum was present and was passed by a vote of 4 for and 0 against with 0 abstentions.


James Peters, Chairman

Attested by: 
Vince Henry, Sr., Secretary


Andy Whitener, Vice Chairman

Resolution 2. Resolution 05-89 adopts RCW 38.52 as guidance for Squaxin Island Tribe to establish, operate, and exercise emergency powers while maintaining Tribal Constitution, bylaws and sovereignty.



SQUAXIN ISLAND TRIBE

RESOLUTION NO. 05-89
of the
SQUAXIN ISLAND TRIBAL COUNCIL

WHEREAS, the Squaxin Island Tribal Council is the Governing Body of the Squaxin Island Tribe, its members, its lands, its enterprises and its agencies by the authority of the Constitution and Bylaws of the Squaxin Island Tribe, as approved and adopted by the General Body and the Secretary of the Interior on July 8, 1965; **and**

WHEREAS, under the Constitution, Bylaws and inherent sovereignty of the Tribe, the Squaxin Island Tribal Council is charged with the duty of protecting the health, security, education and general welfare of the tribal members, and with protecting and managing the lands and treaty resources and rights of the Tribe; **and**

WHEREAS, the Squaxin Island Tribal Council has been entrusted with the creation of ordinances and resolutions in order to fulfill their duty of protecting the health, security, education, and general welfare of tribal members, and of protecting and managing the lands and treaty resources of the Tribe; **and**

WHEREAS, because of the existing and increasing possibility of the occurrence of emergencies and disasters in unprecedented size and destructiveness, and to insure the preparations of the Squaxin Island Tribal community will be adequate to deal with such disasters; **and**

WHEREAS, the Squaxin Island Tribe has the inherent sovereign authority to declare a State of Emergency and/or State of Disaster in Indian country within its jurisdiction; **and**

WHEREAS, specific actions are required to be taken to declare a State of Emergency and/or State of Disaster in a manner that ensures a timely and appropriate response to the Tribe's requests for assistance from the State of Washington as outlined in the Revised Code of Washington 38.52.010 and 38.52.070; **and**

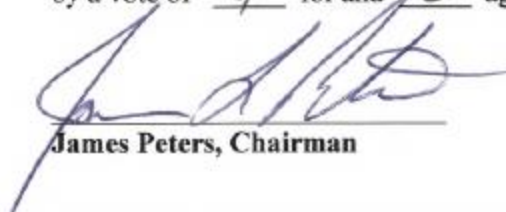
WHEREAS, in order to fulfill these state law requirements, the authority to take the specific actions to declare a Squaxin Island Tribal State of Emergency and/or Disaster must be granted by the Tribal Council to specific Squaxin Island Tribal positions, which are: Tribal Chairman, Vice Chairman, Executive Director, Director of Public Safety and Justice, Emergency & Safety Manager, Director of Health and Human Services, and Director of Planning; **and**

WHEREAS, there is a need to establish and publish specific requirements and guidelines to facilitate an immediate request for assistance necessary to ensure the appropriate level of response and a timely recovery;


NOW THEREFORE BE IT RESOLVED, that the Squaxin Island Tribe declares its intent to institute the guidelines established in the Revised Code of Washington 38.52.070, which grants local organizations 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.

CERTIFICATION

The Squaxin Island Tribal Council does hereby certify that the foregoing Resolution was adopted at the regular meeting of the Squaxin Island Tribal Council, held on this 29 day of September 2005, at which time a quorum was present and was passed by a vote of 4 for and 0 against with 0 abstentions.


James Peters, Chairman

Attested by: 
Vince Henry, Sr., Secretary


Andy Whitener, Vice Chairman

Resolution 3. Resolution 22-65 identifies the positions that can hold key positions in leading an emergency or disaster.



SQUAXIN ISLAND TRIBE

RESOLUTION NO. 22-65 of the SQUAXIN ISLAND TRIBAL COUNCIL

WHEREAS, the Squaxin Island Tribal Council is the Governing Body of the Squaxin Island Tribe, its members, its lands, its enterprises and its agencies by the authority of the Constitution and Bylaws of the Squaxin Island Tribe, as approved and adopted by the General Body and the Secretary of the Interior on July 8, 1965; and

WHEREAS, under the Constitution, Bylaws and inherent sovereignty of the Tribe, the Squaxin Island Tribal Council is charged with the duty of protecting the health, security, education and general welfare of the tribal members, and with protecting and managing the lands and treaty resources and rights of the Tribe; and

WHEREAS, the Squaxin Island Tribal Council has been entrusted with the creation of ordinances and resolutions in order to fulfill their duty of protecting the health, security, education, and general welfare of tribal members, and of protecting and managing the lands and treaty resources of the Tribe; and

WHEREAS, our adopting the National Incident Management System (NIMS), utilizes Incident Command (IC) as the tool for command and control in emergency and disaster management, through the activation of the tribal Emergency Operations Center (EOC); and

WHEREAS, the Incident Commander and the Emergency Operations Center Supervisor, in all events will be a tribal representative and these position require specific qualifications and training, and specific appointment;

NOW THEREFORE BE IT RESOLVED, the following positions are appointed as a Squaxin Island Incident Commander: Director of Public Safety, Emergency Manager, Director of Tribal Gaming, and Tribal Administrator.

NOW THEREFORE BE IT FURTHER RESOLVED, the following positions are appointed as Emergency Operations Center Supervisor: Tribal Administrator, Chief of Operations, Emergency Manager, Director of Public Safety, Director of Tribal Gaming, or a delegate appointed by Council or the Tribal Administrator should these positions be unavailable or predisposed in another role during an incident.

CERTIFICATION

The Squaxin Island Tribal Council does hereby certify that the foregoing Resolution was adopted at the regular meeting of the Squaxin Island Tribal Council, held on this 22nd day of September, 2022, at which time a quorum was present and was passed by a vote of 5 for and 0 against with 0 abstentions.

Kristopher K. Peters
Kristopher K Peters (Sep 22, 2022 15:10 PDT)
Kristopher Peters, Chair

Jaimie Cruz
Jaimie Cruz (Sep 22, 2022 19:43 PDT)
Jaimie Cruz, Vice Chair


Patrick Braese (Sep 22, 2022 19:45 PDT)
Patrick Braese, Secretary

Resolution 4. Resolution 23-02 identified those responsible for filing for Public Assistance for Squaxin Island Tribe.



SQUAXIN ISLAND TRIBE

RESOLUTION #23-02

Of the

SQUAXIN ISLAND TRIBAL COUNCIL

WHEREAS, the Squaxin Island Tribal Council is the Governing Body of the Squaxin Island Tribe, its members, its lands, its enterprises and its agencies by the authority of the Constitution and Bylaws of the Squaxin Island Tribe, as approved and adopted by the General Body and the Secretary of the Interior on July 8, 1965; and

WHEREAS, under the Constitution, Bylaws and inherent sovereignty of the Tribe, the Squaxin Island Tribal Council is charged with the duty of protecting the health, security, education and general welfare of tribal members, and of protecting and managing the lands and treaty resources and rights of the Tribe; and

WHEREAS, the Tribe is a federally-recognized Indian Tribe possessing reserved powers, including the powers of self-government; and

WHEREAS, following a declared disaster in which Squaxin Island Tribe sustains damage to property or infrastructure, Squaxin Island Tribe appoints the Tribal Administrator, Director of Operations, Emergency Manager, Director of Finance, or Director of Planning and Community Development the authority to request Public Assistance through the FEMA Public Assistance Program, as provided to the State of Washington or directly with FEMA; and

WHEREAS, Squaxin Island Tribe will apply as a sub applicant through the appropriate county or as an directly to the State of Washington if damage is less than \$250,000 or whatever the minimum threshold is set by FEMA for direct application as an Applicant, and may apply directly to FEMA as an Applicant if cost of the damage is greater than \$250,000, without a prior resolution approval, to secure matching local funds committed to by the state of Washington.

NOW THEREFORE BE IT RESOLVED, that the Tribal Council hereby approves without further


resolutions required to request Public Assistance through the channels outlined above following a declared disaster that has caused damage to government owned facilities and infrastructure.

CERTIFICATION

The Squaxin Island Tribal Council hereby certifies that the foregoing Resolution was adopted at the regular meeting of the Squaxin Island Tribal Council, held on this 12th day of January, 2023, at which time a quorum was present and was passed by a vote of 6 for and 0 against, with 0 abstentions.

Kristopher K Peters
Kristopher K Peters (Jan 13, 2023 11:19 PST)

Kristopher Peters, Chair

Attested by: 
Pat Braese (Jan 13, 2023 13:34 PST)

Pat Braese, Secretary

Jaimie Cruz
Jaimie Cruz (Jan 13, 2023 13:43 PST)

Jaimie Cruz, Vice Chair