

# Comprehensive Emergency Management Plan

Strategic Base Plan

February 2022

Prepared by Integrated Solutions Consulting





## Snoqualmie Indian Tribe Comprehensive Emergency Management Plan (CEMP) Base Plan

### I. Promulgation

WHEREAS, tribal members, staff, and property within or owned by the Snoqualmie Indian Tribe are at risk to a wide range of natural, technological, and human-caused hazards; and

WHEREAS, when such an event occurs, individuals and the greater Snoqualmie Indian Tribe community must be prepared to respond in a well-coordinated manner by developing and using an Incident Command System (ICS) in accordance with the National Incident Management System (NIMS) to protect the tribe, tribal interests, public, and natural resources, and minimize property damage within the community; and

WHEREAS, this Comprehensive Emergency Management Plan is needed to coordinate the response of emergency personnel and supporting services of the Snoqualmie Indian Tribe in the event of an emergency or disaster and during the aftermath thereof; and

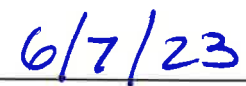
NOW, THEREFORE, we the undersigned, by virtue of the power and authority vested in us by the Snoqualmie Indian Tribe Code, adopt the Snoqualmie Tribe Comprehensive Emergency Management Plan (CEMP) as approved via Resolution #35-2023, 'Resolution Approving Amendments to the Emergency Management Department Act and newly titled, "Snoqualmie Tribe Emergency Management Response Act,' Tribal Council Act 10-1," dated **February 23, 2023**.

This plan can be put into action by the undersigned or our designee(s).

Named Tribal and supporting organizations have the responsibility to prepare and maintain standard operating procedures and commit to the training and exercises required to support this plan.

IN WITNESS THEREOF, we have subscribed our signatures;

  
\_\_\_\_\_  
Robert M. de los Angeles, Tribal Chairman  
Snoqualmie Indian Tribe

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Ronald Thorson, Interim Chief of Police  
Snoqualmie Indian Tribe

  
\_\_\_\_\_  
Date



## Snoqualmie Indian Tribe Comprehensive Emergency Management Plan (CEMP) Base Plan

### II. Approval and Implementation

The Snoqualmie Tribe Comprehensive Emergency Management Plan (CEMP) establishes an all-hazards approach to enhance the Tribe's ability to manage emergencies and disasters. Its purpose is to save lives; protect public health, safety, property, the economy, the environment, culture, and history of the Snoqualmie Indian Tribe.

This initial CEMP was developed through collaborative efforts of the Public Safety Department and other Snoqualmie Indian Tribe departments. Consultation and participation also included Integrated Solutions Consulting and followed the review of numerous tribal and local emergency management best practices, including the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG 101). This CEMP is organized in accordance with CPG 101 and, as such, is designed to achieve the desired effects outlined in that document.

This version, dated **February 23, 2023**, supersedes any and all previous editions. This plan applies to Emergency Management activities coordinated by the Snoqualmie Indian Tribe and covers assets and infrastructure owned by the Snoqualmie Indian Tribe.

This CEMP accomplishes the following:

- Assigns responsibilities to tribal departments and individuals for carrying out specific actions at projected times and places during an incident, emergency, crisis, or disaster that exceeds the capability or routine responsibility of any one agency or department;
- Sets forth lines of authority and organizational relationships and shows how actions will be coordinated;
- Describes how people and property are protected;
- Identifies personnel, equipment, facilities, supplies, and other resources available – within the Tribe or by agreement with other jurisdictions; reconciles requirements with other jurisdictions;
- Identifies steps to address preparedness and mitigation concerns.



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### III. Record of Changes

The table below provides an ongoing list of changes or revisions throughout the five-year plan review cycle. Any new changes, additions, or modifications to the CEMP are to be added to the table below at the time of revision. New additions will be shared with the departments identified on the distribution list.

<b>Change Number: YR-XXX</b>	<b>Date of Change: MM/YYYY</b>	<b>Change Summary/Sections Affected</b>	<b>Position Name/Initials</b>



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# Snoqualmie Indian Tribe Comprehensive Emergency Management Plan (CEMP) Base Plan

## Section 1. Introduction

This CEMP establishes the structure for organized and effective operations to prepare for, protect against, mitigate, respond to, and recover from an emergency affecting the Snoqualmie Indian Tribe, its tribal assets and business interests, and tribal membership. This CEMP is organized into a basic plan, operational annexes, and various appendices.

### 1.1. Purpose

The goal of the CEMP is to provide an emergency management organization that meets or exceeds Federal, State, and local guidelines, and to provide resources to minimize loss of life, protect property and natural resources, and restore the proper operations of the Snoqualmie Tribe in the event of a major natural or human-caused disaster.

### 1.2. Scope

This plan is activated for major disasters and emergencies that impact the Snoqualmie Tribe and/or its neighboring communities and the greater Puget Sound region. Procedures for routine incidents and emergencies are covered within a respective tribal department, agency, or partner's normal operating plans, policies, and procedures.

The Snoqualmie Tribe Public Safety Department is responsible for coordinating the emergency management function for the Snoqualmie Tribe Reservation and tribal owned properties, assets, and infrastructure within the municipalities of Carnation, Fall City, North Bend, and Snoqualmie.

This plan assumes that large scale or catastrophic disasters will require a regional approach to coordinated response. In these cases, tribal departments, agencies, and emergency management partners will likely consolidate efforts within the organizational framework of the Snoqualmie Tribe Emergency Operations Center (ST-EOC).

This plan considers incidents, emergencies, crises, and disasters, both natural and human-caused, that are likely to impact the Snoqualmie Tribe, as described in the vulnerability assessment (Section 1.3.1).

This CEMP provides the following:

- A basis for incorporating all individuals and organizations with disaster responsibilities for the Snoqualmie Tribe into response coordination.
- A framework for hazard mitigation, training and exercises, and response and recovery coordination.

Although this CEMP shares general emergency management planning concepts with neighboring jurisdictions, it stands alone.

### 1.3. Situation Overview

The Snoqualmie Tribe—sduk<sup>w</sup>albix<sup>w</sup> in our Native language—consists of a group of Coast Salish Native American peoples from the Puget Sound region of Washington State.

We have been in the Puget Sound region and the Snoqualmie Valley since time immemorial. sq<sup>w</sup>ed (Snoqualmie Falls) is the birthplace of the sduk<sup>w</sup>albix<sup>w</sup>. We had more than 90 long houses along the Snoqualmie River and its tributaries. These rivers and streams were the highways used to travel from village to village and connected all the ?acit<sup>w</sup>albix<sup>w</sup> (Natives).



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Long before the early explorers came to the Pacific Northwest, our people hunted deer and elk, fished for salmon, and gathered berries and wild plants for food and medicine. Today, many of our members live in the communities of Snoqualmie, North Bend, Fall City, Carnation, Issaquah, Mercer Island, and Monroe.

Our Tribe was a signatory to the Point Elliott Treaty with the United States in 1855, with reserved rights thereunder. At that time, our people were one of the largest tribes in the Puget Sound region, totaling around 4,000. We lost federal recognition in 1953, but after much battle, we regained federal recognition in October of 1999. Today, the Snoqualmie Indian Tribe is made up of approximately 1250 members. The Snoqualmie Indian Tribe is governed by an elected Council and our Tribal Constitution.

In 2006, the lands that comprise the Snoqualmie Reservation (55.84 acres)-were officially put into trust status, and the Reservation was proclaimed by the Bureau of Indian Affairs. The Snoqualmie Casino, which opened in November 2008, was built on the Reservation, and is used to pursue economic development and increase the financial resources of the Tribe for government operations. In 2020, the Snoqualmie Tribe purchased 12,000 acres of forest land located in King County. The Tribe also holds assets and administrative facilities located within the city jurisdictions of Snoqualmie, Carnation, Fall City, North Bend, and unincorporated King County. The Tribe also owns the Crescent Market, which opened in 2011. Both businesses are an important source of revenue and employment for the Tribe. In 2019, the Snoqualmie Tribe also acquired the Salish Lodge, the iconic hotel adjacent to sacred Snoqualmie Falls, and Eighth Generation, the first Native-owned business to produce wool blankets.

### *1.3.1. Hazard Vulnerability Assessment*

The vulnerability assessment outlines natural hazards and human-caused threats that pose a risk to the Snoqualmie Tribe. The goal of this assessment is to provide a shared understanding of hazard risks, the likelihood or probability of occurrence, and unique vulnerability of key tribal assets to each hazard event.

The Snoqualmie Tribe identified four categories of vulnerability to natural and human-caused hazards: government operations, various business enterprises, tribal membership, and natural and cultural resources. These categories were chosen because they are major tribal assets and represent the most impacted groups under the jurisdiction of the tribal government.

Eight (8) natural and five (5) human-caused hazards were identified through stakeholder engagement and a review of the 2020 King County Hazard Mitigation Plan. For each hazard, the vulnerability assessment provides a ranking of Low, Medium, or High for both Probability and Overall Risk to the Snoqualmie Tribe and critical assets.

- **Probability** is the likelihood that an event will impact the area.
- **Overall Risk** is the accumulated impacts and potential damage from an event.

High probability events are expected to occur annually and typically include flooding, severe weather, severe winter storms, and cyber-attacks. Climate change has contributed to more frequent occurrence of drought and extreme heat conditions in the Pacific Northwest, which are also reflected as high probability events. Medium probability events occur less frequently and include earthquakes, landslides, wildfire and subsequent smoke/air quality concerns, civil disturbance, hazardous materials incidents, and public health emergencies. Flooding poses the greatest overall risk to the Snoqualmie Tribe, contributing to regular property damage and





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hazardous conditions. Within human-caused hazards, a public health emergency and hazardous materials incident pose the greatest risk, with the potential to impact many people as well as government and enterprise operations.

Snoqualmie Tribe is uniquely vulnerable to each of these hazards. **Table 1** indicates whether government operations, business enterprises, tribal members, and/or natural and cultural resources are vulnerable to each type of event.

Table 1. Snoqualmie Tribe Vulnerability Assessment Summary						
Hazard	Hazard Ranking		Vulnerabilities			
	Probability	Overall Risk	Government Operations	Enterprises	Tribal Membership	Natural & Cultural Resources
Drought	High	Medium			X	X
Earthquake	Medium	Medium	X	X	X	X
Extreme Heat	High	Medium	X	X	X	
Flood	High	High	X	X	X	X
Landslide	Medium	Medium	X	X		
Severe Weather	High	Medium	X	X		
Severe Winter Storm	High	Medium	X	X	X	
Wildfire/Smoke	Medium	Medium	X	X	X	X
Civil Disturbance	Medium	Low	X	X	X	
Cyber Attack	High	Medium	X	X		
Public Health Emergency	Medium	High	X	X	X	
Hazardous Materials Incident	Medium	High	X	X		X
Terrorism	Low	Low	X	X	X	

A complete vulnerability assessment was completed in 2021 as a part of CEMP development. The Snoqualmie Tribe did not have a Hazard Mitigation Plan at the time of plan development.

### *1.3.2. Capability Assessment*

Snoqualmie Tribe conducted a capability assessment in 2021 as a part of CEMP development. Response capabilities within the Tribe are, for the most part, the responsibility of the Public Safety Department, which includes Emergency Management. The Public Safety Department effectively communicates decisions, threats to the Tribe and its staff and members, and responds to security concerns for tribal properties. The Public Safety Department coordinates closely with the Snoqualmie Casino facilities and security staff on threats and hazards to the Snoqualmie Reservation, including use of AlertSense for public alert and warning. Within tribal administration, the Facilities and Geographic Information Systems (GIS) Departments have growing roles in documenting critical infrastructure locations and emergency protocols for emergency response and mitigation efforts.



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### 1.4. Planning Assumptions

The CEMP is based on the planning assumptions and considerations presented in this section. An incident will require Snoqualmie Tribe to coordinate its response and/or resources, and may:

- Occur with enough warning that appropriate notification will be achieved to ensure some level of preparation; other situations will occur with no advanced warning.
- Require significant information and resource sharing across tribal departments and agencies, as well as with neighboring jurisdictions and the State of Washington.
- Involve single or multiple properties, facilities, or geographic areas.
- Span the spectrum of emergency management mission areas, including mitigation, prevention, protection, response, and recovery.
- Result in numerous casualties, fatalities, displaced people, property loss, disruption of normal life support systems, essential public services, basic infrastructure, and significant damage to the environment.
- Impact critical infrastructure across multiple sectors.
- Require prolonged, sustained incident management operations and support activities.
- Require tribal members, businesses, and industries to use their own resources and be self-sufficient following a disaster or incident for a minimum of fourteen (14) days, and most likely longer.
- Rely on locally available disaster response services and supporting resources during the initial days of the emergency due to transportation limitations.
- Overload emergency medical facilities and cause a shortage of supplies.
- Cause shortages of emergency response personnel, creating the need for auxiliary fire, police, search and rescue, emergency medical, and other personnel.
- Cause groups which experience health, economic, and other inequities to be disproportionately impacted, including individuals with functional and access needs.



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## Section 2. Concept of Operations

The Snoqualmie Tribal Council has the responsibility to mitigate, prepare for, respond to, and recover from incidents, emergencies, crises, and disasters that threaten the lives, property, environment, and livelihood of the Snoqualmie Tribe.

### 2.1. Emergency Operations Priorities

The Snoqualmie Tribe has established the following priorities for response and response coordination, including the allocation of resources during an incident. These priorities can be changed or re-prioritized by the Snoqualmie Tribal Council Chairman and/or the Tribal Council and recorded in Section III (Record of Changes).

1. Preservation and Protection of Life
2. Preservation and Protection of Property
3. Preservation and Protection of the Environment, Culture, and History of the Tribe
4. Preservation and Protection of the Economy

Non-emergency tribal functions may be suspended to free tribal administration staff for emergency or disaster response coordination. Staff may at times be required to work overtime or outside of their designated scope and roles. When an emergency declaration from Tribal Council is announced, as described further in Section 2.3., normal procurement procedures may be waived to accelerate the acquisition of needed equipment or supplies.

Individual tribal departments will have their own procedures for handling routine incidents and emergencies. Each department is expected to take an active role in emergency planning and develop standard operating procedures (SOPs).

Where practical, Memorandums of Agreement (MOAs), Memorandums of Understand (MOUs), and other legal documents will be developed as necessary and approved by the Tribal Council Chairman and Tribal Council to assist in the coordinated response to emergencies that impact the Snoqualmie Tribe.

### 2.2. Emergency Operations Center (EOC) Operations

The Snoqualmie Tribe Emergency Operations Center (ST-EOC) serves as the focal point for emergency management and coordination with and between tribal departments, agencies, and partner jurisdictions. All requests for utilization of tribal assets will be coordinated through the ST-EOC when activated.

The ST-EOC is the location from where the Tribe will coordinate all response activities. The ST-EOC houses the staff, equipment, and communication technology the Tribal Council needs during emergency response.

The main functions of the ST-EOC include:

- Collecting, analyzing, and sharing information from internal teams and outside jurisdictions related to the disaster or emergency event.
- Maintaining and reporting on situational status regarding the overall emergency including but not limited to, threats, impacts, trends, and response activities.
- Supporting requests, allocate, and track resources needed for response.



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- Developing plans, projecting current and future needs, assuring successful demobilization of the ST-EOC room and operations.
- Determining policy direction through decision-making, direction, coordination with other jurisdictions.

The Snoqualmie Tribe will use the Training Room located at the Snoqualmie Casino (37500 SE North Bend Way, Snoqualmie, WA 98065) for all incidents impacting the Snoqualmie Reservation (Casino, Crescent Market). The Tribe also owns a mobile command unit that will serve as an alternate EOC and may be used in support of incidents impacting neighboring jurisdictions, including the Snoqualmie Tribe administration buildings.

### *2.2.1. EOC Activation*

There are three functional levels of EOC activation, based on the individual situation and need for coordinated response. These levels match current King County EOC (KC-EOC) activation levels to provide the most effective situational awareness for the Snoqualmie Tribe and its neighboring communities. ST-EOC activation levels include:

- **Steady-State:** Regular, day-to-day public safety and emergency management operations and monitoring activities.
- **Enhanced:** Certain incidents or emergencies that have the potential to rise to the level of a crisis or disaster. This activation is primarily staffed from existing Public Safety Department resources. This activation level may include one or more subject matter experts depending on the nature of the emergency (i.e., hazardous materials spill) and may be activated virtually. The situation may require additional staff or equipment and supplies from another department or jurisdiction to deal with the incident.
- **Partial Activation:** Emergencies or non-catastrophic disasters which have special characteristics requiring response by multiple tribal departments and partner agencies. This activation level requires the acquisition and/or use of special resources and will require support from selected tribal departments.
- **Full Activation:** Extraordinary disasters which require the coordinated response of the Snoqualmie Tribe, local and neighboring emergency services, and the greater community to save lives and preserve and protect property. This level of activation will require 24-hour response coordination and utilization of staff from other tribal departments.

The decision to activate and deactivate the ST-EOC is made by the Director of the Emergency Management or their designee. When possible, this decision should be made in coordination with the Tribal Council Chairman and the General Manager. In the absence of the Director of the Emergency Management, the designee is the Chief of Police followed by line of succession within the Public Safety Department.

The ST-EOC may be activated at the request of outside agencies such as contracted fire districts or neighboring local governments to support their operations, but the decision to officially activate shall be at the direction as noted above.

ST-EOC activation may be initiated in advance and when practicable, such as a predicted windstorm, or in the immediate aftermath of an unexpected disaster, such as an earthquake. When activated, representatives from Snoqualmie Tribe and their partner agencies will respond to and operate from the ST-EOC as necessary to coordinate their response.



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### *2.2.2. EOC De-Activation*

As the situation stabilizes and the need for coordination and support decreases, the ST-EOC will stand down to the next appropriate activation level and begin the process of transitioning to the recovery phase. The decision to de-activate the ST-EOC shall be at the direction as noted above.

### **2.3. Request for Proclamation of Emergency**

If a disaster should exceed the capabilities of the Tribe, the Tribal Chairman or their designee may issue a proclamation of emergency and request additional assistance through established emergency management protocols and mutual aid agreements with the KC-EOC and, when necessary, the Washington State Emergency Operations Center (WA-EOC). This proclamation will expedite access to resources needed to cope with the disaster and/or to seek assistance from neighboring communities, key stakeholders, and when appropriate the State of Washington and the U.S. Federal Government.



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### Section 3. Direction, Control, and Coordination

Pursuant to Chapter 10, Article 1 of the Snoqualmie Tribal Code, the Tribal Chairman has emergency powers to ensure the continuity of tribal government and protect the health, safety, and welfare of tribal members and staff.

#### 3.1. Direction

The Tribal Council and General Manager are responsible for establishing objectives and policies for emergency management and providing general guidance for disaster response and recovery coordination. During disasters, those responsibilities may be carried out from the ST-EOC.

On behalf of the Tribal Council and General Manager, a Director of Emergency Management may be appointed to coordinate the emergency management program. In the absence of a Director of Emergency Management, the Chief of Police will fill this role. The Director of Emergency Management will serve as the ST-EOC Manager and coordinate emergency operations when the ST-EOC is activated.

Emergency response during an otherwise routine incident will be managed by the on-scene Incident Commander (IC), assisted by a staff sufficient for the tasks to be performed.

- On-scene incident management will fall under the authority of the Chief of Police unless Tribal Council finds it appropriate to designate a tribal administrative department better qualified to conduct and control operations. This is best accomplished using Incident Command System (ICS) protocols that govern traditional first responder response and incident management.
- The Public Safety Department's senior representative at the scene should become the on-scene IC and be responsible for incident response operations.

It is important to note that the role of the on-scene IC is distinct from the ST-EOC Manager. The ST-EOC supports emergency operations by securing resources, documenting activities and situational updates, and other key activities as described in Section 4. The IC is responsible for on-the-ground, response operations at the site of an emergency or incident. Not all incidents will require ST-EOC activation, and thus an ST-EOC Manager. If the Chief of Police is designated as the EOC Manager (in the absence of the Director of Emergency Management), they should in turn designate a senior public safety officer to serve as the on-scene IC.

#### 3.2. Control

As routine incidents evolve into emergencies, department heads retain administrative and policy control over their employees and equipment. However, these departments and their respective personnel and equipment should carry out mission assignments directed by the ST-EOC Manager, when requested.

Each department head is responsible for the operations of their respective individual departments during any emergency. Each department should develop its own lines of authority, direction, and control. Because incidents that evolve into emergencies will normally parallel or reflect the departments' everyday operations, these lines of authority will most often be maintained through the response coordination phase.

Certain departments may be requested to relocate their supportive efforts to the ST-EOC to enhance coordination. In certain situations, it may be appropriate for some departments to operate from an alternate site other than the ST-EOC or their primary location.



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During large scale disasters, a previously designated site near, or within the same building, as the ST-EOC, may also become the temporary or interim seat of tribal government during the duration of the disaster.

### **3.3. Coordination**

The Snoqualmie Tribe will strive to respond to incidents and emergencies as independently as practicable. Coordination among and between tribal departments, along with key partners identified in pre-established legal agreements (i.e., Mutual Aid), will constitute the primary method of response.

However, there will likely be certain events that require external coordination and support to effectuate successful response and recovery. The Snoqualmie Tribe will participate in response and recovery coordination efforts with other entities by building and maintaining professional relationships and strengthening communication lines and, when feasible, being a signatory to MOAs and other similar documents that enhance regional coordination and support inter-agency cooperation. This may include appointing a liaison, typically the Director of Emergency Management, to serve in the KC-EOC. Liaisons are personnel from other organizations who do not have a direct response role but whose supporting role is critical to King County's actions to the event.

When external resources are required beyond those available within the Tribe's purview, the EOC may contact the State of Washington through the WA-EOC to request further resource support. The WA-EOC will then attempt to locate and secure resources within the state or coordinate with local federal agencies for assistance from other areas within the United States.

As a sovereign Tribal Nation, there may be occasional situations where the Snoqualmie Tribe will directly request and coordinate resources through a federal agency, such as the Bureau of Indian Affairs, Federal Emergency Management Agency, or Indian Health Services, due to the necessity of immediate support.



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### Section 4. Organization and Assignment of Responsibilities

Snoqualmie Tribe will use the Incident Command System (ICS) as an organizational model for emergency management to assure vertical and horizontal integration of all activities before, during, and after an emergency. All levels of the tribal government will work together to address emergency operations.

#### 4.1. Snoqualmie Tribe Organizational Structure

Snoqualmie Tribe exercises sovereignty in its work to protect and advocate for the people, lands, natural resources, wildlife, and waterways located within the Tribe's traditional lands. It is the intent of the Snoqualmie Tribe to coordinate and collaborate with, when practicable, surrounding communities and the State of Washington to enhance regional response and streamline where possible preparedness, response, recovery, and mitigation efforts.

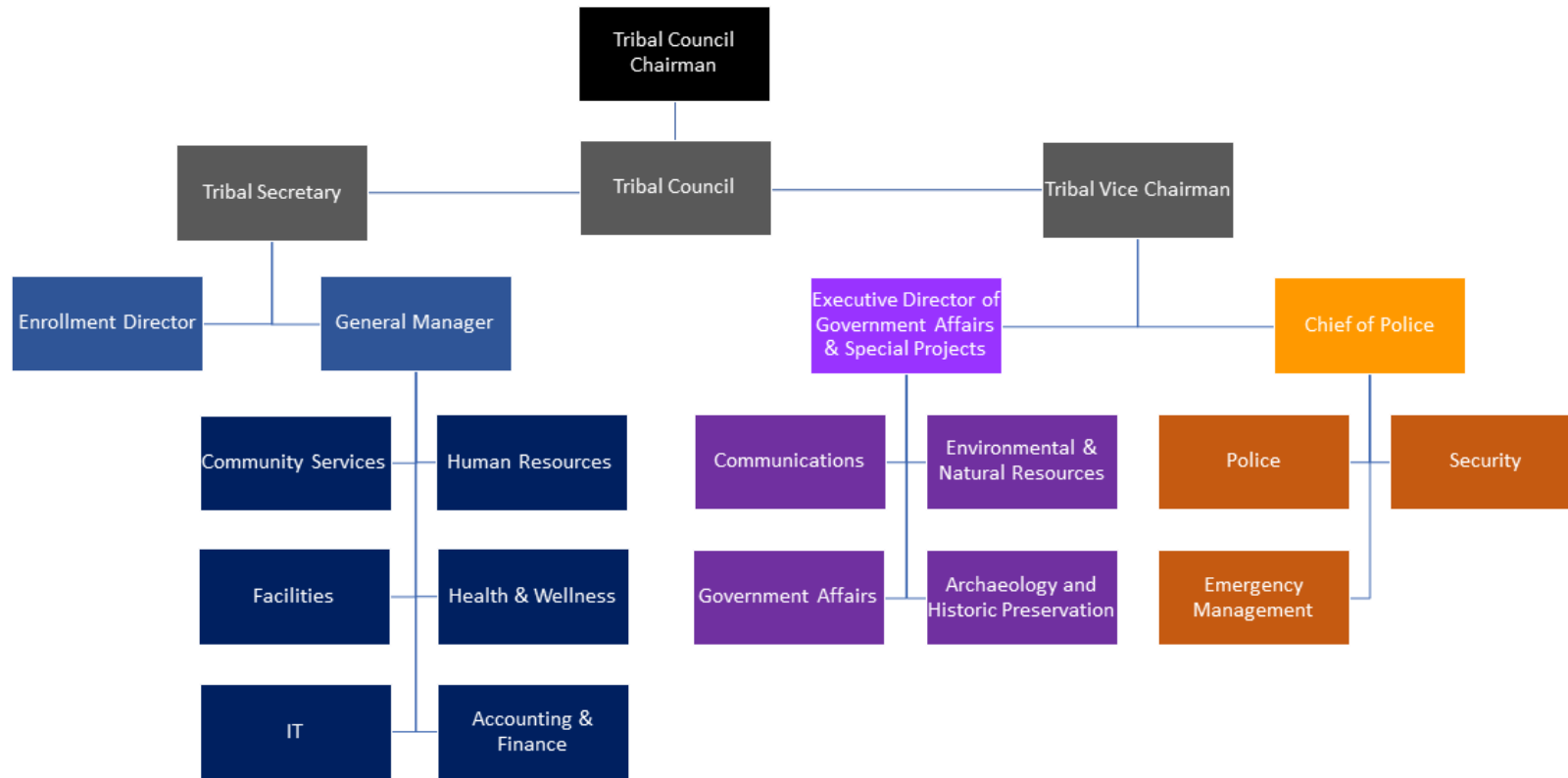
**Figure 1** (following page) represents a simplified organizational structure of the Snoqualmie Tribe administration. There are four "direct reports" to Tribal Council that each manage specific administrative and functional departments – Enrollment Director, General Manager, Executive Director of Government Affairs & Special Projects, and Chief of Police. Each direct report is responsible for the continuity of operations of the departments they manage. Departments managed by the General Manager, Executive Director of Government Affairs & Special Projects, and Chief of Police have key roles in emergency operations and may be assigned responsibilities within the ST-EOC.





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**Figure 1. Simple Version of Snoqualmie Tribe Organizational Structure**



## 4.2. Emergency Organizational Structure

The Director of Emergency Management or their designee will work within the Human Resources Department to staff the ST-EOC, which may include staff from tribal departments as appropriate. ST-EOC staff will have been trained in the necessary ICS and NIMS courses to adhere with federal requirements. Depending on the magnitude of the situation, the speed of response may overrule personnel policies that would cause a detrimental delay to staff the ST-EOC.

The ST-EOC organizational structure will develop and expand based on an incident’s size, complexity, and hazard environment. As the complexity of an incident or emergency increases, the Tribe will expand the ST-EOC organization and delegate functional responsibilities.



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### 4.3. Emergency Roles

The Snoqualmie Tribe administrative departments will continue their responsibilities to the best of their ability and capability while responding to an emergency event. **Table 2** describes the primary (P) and secondary (S) obligation for each administrative department and key partner agencies. Primary agencies have significant authorities, roles, resources, and capabilities for a particular function within a capability. Support agencies have specific capabilities or resources that support primary agencies in executing capabilities and other missions. These capabilities are detailed in **Appendix 1 – Detailed Response Capabilities by Department**.

Table 2. Response Capabilities by Department														
Administrative Departments	Public Information and Warning	Operational Coordination	Infrastructure Systems	Critical Transportation	Environmental Response/ Health and Safety	Fatality Management Services	Fire Management and Suppression	Logistics and Supply Chain Management	Mass Care Services	Mass Search and Rescue Operations	On Scene Security Protection and Law Enforcement	Operational Communications	Public Health, Healthcare, and EMS	Situational Assessment
<b>Public Safety</b>	Pf	S	S	S	P	S	S	S	S	P	P	P	S	P
<b>Facilities</b>			P					S	S	S				
<b>Health and Wellness</b>					S				S				S	
<b>Environmental and Natural Resources</b>					S									S
<b>Geographic Information Services (ENR)</b>	S		S									S		S
<b>Tribal Council</b>	S	S						S	S	S				
<b>General Manager's Office (Administration)</b>		P						P	S	S				
<b>Communications</b>	S	S								S		S		
<b>Snoqualmie Indian Child Welfare</b>									S				S	
<b>Tribal Services</b>									P	S			S	
<b>Information Technology</b>														
<b>Human Resources</b>														
<b>Culture</b>														
<b>Education</b>														



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**Table 2. Response Capabilities by Department**

Administrative Departments	Public Information and Warning	Operational Coordination	Infrastructure Systems	Critical Transportation	Environmental Response/ Health and Safety	Fatality Management Services	Fire Management and Suppression	Logistics and Supply Chain Management	Mass Care Services	Mass Search and Rescue Operations	On Scene Security Protection and Law Enforcement	Operational Communications	Public Health, Healthcare, and EMS	Situational Assessment
<b>Casino – Operations, Facilities, Security</b>	<b>S</b>		<b>S</b>	<b>S</b>	<b>S</b>				<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>
<b>Partners Agencies/Jurisdictions</b>														
<b>East Side Fire and Rescue</b>						<b>S</b>	<b>P</b>		<b>S</b>	<b>S</b>			<b>P</b>	
<b>King County</b>				<b>P</b>		<b>P</b>			<b>P</b>				<b>P</b>	



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### 4.4. Emergency Responsibilities

The following sections describe basic responsibilities for emergency management operations. Department-level operating procedures should be determined by individual departments and described in separate standard operating procedures. The Director of Emergency Management or other designee is responsible to the Tribal Council for activating, establishing, and directing activities within the ST-EOC and for coordinating emergency management programs.

#### *4.4.1. Activities Across the Emergency Management Spectrum*

The sections below provide an initial list of activities and tasks within each mission area of emergency management, including Preparedness, Mitigation, Response, Recovery, Prevention, and Protection. This is not an all-inclusive list but rather summarizes the key activities that should be a part of a comprehensive emergency management program.

##### *Preparedness Activities*

Preparedness involves actions taken to encourage a state of readiness for the tribal government to provide the capability to prepare for and recover from a disaster or event. These steps may include, but are not limited to:

- Developing operational capabilities and plans to facilitate an effective response.
- Conducting continuous planning studies of potential disaster elements in the region.
- Reviewing disaster readiness capabilities and upgrade procedures to accommodate changing emergency management and response technology.
- Encouraging and maintaining interagency cooperation and coordination of readiness planning.
- Maintaining vehicles, equipment, and facilities in a readiness condition.
- Conducting public information, education, and awareness programs on disaster preparedness and personal survival.
- Reviewing and improving response capabilities by conducting trainings, drills, and exercises.

##### *Mitigation Activities*

Mitigation involves system driven capabilities necessary to reduce loss of life and property by lessening the impact of disasters. These steps may include, but are not limited to:

- Developing, maintaining, and updating the Snoqualmie Tribe Hazard Mitigation Plan.
- Conducting education and outreach necessary to foster loss reduction and preparedness programs.
- Conducting predictive modeling mitigation efforts tribe and community wide to protect critical assets.
- Actively pursuing grants and other programs to support the strategic mitigation priorities of the Snoqualmie Tribe.
- Taking actions to reduce impacts from hazard events through structural and non-structural mitigation projects, such as, creating wildfire buffer areas and erosion control measures.



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### *Response Activities*

Response involves the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an emergency or disaster has occurred. These steps may include, but are not limited to:

- Taking emergency actions to safeguard tribal member and employee health and safety.
- Taking emergency actions to protect life, property, the environment, and the economy.
- Conducting roll calls for identification and accountability of tribal members, staff, and affiliated employees.
- Implementing emergency operations plans.
- Activating when appropriate the ST-EOC for the coordination of emergency management activities that are included but not limited to alert and warning, mass care, health and medical, search and rescue, hazardous materials, and food and water.
- Transitioning the Snoqualmie Tribe into the recovery phase following a disaster by coordinating restoration of services, conducting initial damage assessments, and implementing evacuation plans and policies for tribal members, staff, and functions.

### *Recovery Activities*

Recovery involves short-term and long-term capabilities necessary to assist the Snoqualmie Tribe to effectively recover from a disaster and build a more resilient Tribe for future disasters that may occur. These steps may include, but are not limited to:

- Coordinating and compiling damage assessment and fiscal records to support tribal recovery efforts and support when applicable state and federal emergency proclamation evaluations and determinations.
- Identifying minimum resource needs for the long-term resumption of essential services.
- Determining with the Tribal Chairman and Tribal Council the short and long-term recovery goals and implementing the necessary policies to secure those goals.
- Determining long term recovery staffing requirements while re-establishing tribal preparedness.
- Identifying recovery funding sources.
- Considering crisis intervention and counseling needs of tribal members, staff, and employees, as well as those of neighboring communities that may require assistance when none is readily available to them.
- Identifying any potential opportunities for future mitigation and connecting those opportunities with a Hazard Mitigation Plan.
- Conducting a post-disaster analysis and review of coordination during the response.
- Revision of internal emergency operations plans and protocols to enhance tribal readiness and response for future events.

### *Prevention Activities*

Prevention involves actions necessary to avoid, prevent, or stop a threatened or actual act of terrorism within the boundaries of the Snoqualmie Tribe or, when possible, within the boundaries of neighboring communities where an impact to the Snoqualmie Tribe may occur. These steps may include, but are not limited to:

- Providing timely, accurate, and appropriate information relating to known or anticipated terror incidents.



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- Integrating security design elements in the construction/renovation of buildings/facilities.
- Implementing security procedures and protocols to identify, discover, or locate threats and/or hazards through surveillance and/or search procedures.
- Preserving and protecting physical and digital evidence related to actual or suspected acts of terrorism.

### *Protection Activities*

Protection involves capabilities necessary to secure the Snoqualmie Tribe against acts of terrorism, human-caused, or natural disasters. These steps may include, but are not limited to:

- Implementing guidelines and protocols to verify and control access to sensitive locations, information, and networks.
- Implementing guidelines and procedures to safeguard information systems and information.
- Implementing guidelines and procedures to detect, respond to, and report malicious cyber activities.
- Implementing guidelines and physical security procedures to protect critical infrastructure, materials, systems, and personnel from deliberate efforts to damage or incapacitate.
- Implementing proactive strategies to identify and measure risks based on known or anticipated threats/hazards and implement appropriate risk reduction strategies.
- Implementing proactive strategies to increase the security of and resiliency of the supply chain to include methods of production, storage, and transport.

### *4.4.2. Tribal Council*

The Tribal Council has the authority to safeguard and promote the peace, safety, moral, and general welfare of the members of the Tribe by regulating the behavior of all persons within the jurisdiction of the Tribe and by providing for the enactment and enforcement of laws of the Tribe. Pursuant to Title 10, Chapter 1, the Tribal Council will:

- Provide leadership and play a key role in communicating to the public and general membership important information about the emergency or disaster.
- Formulate major policy decisions.
- Preserve the continuity of government.
- Coordinate and manage the use of all available resources.
- Make emergency proclamations when needed.
- Request Mutual Aid, assistance, and support from the U.S. Federal Government, State of Washington, King County, and other entities when the Tribe's capabilities have been exceeded or exhausted.

### *4.4.3. Director of Emergency Management*

The Director of Emergency Management, through the delegated authority granted by the Tribal Council pursuant to Title 10, Chapter 1, will:

- Prepare and update this Tribal Comprehensive Emergency Management Plan, in conformity with the Washington state law requirements set forth in WAC 118-30, as well as any other Washington administrative rules and regulations governing the development of emergency management plans.



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- Function as the ST-EOC Manager and direct the use of the ST-EOC. Lead and manage the ST-EOC in accordance with SOPs. Maintain current SOPs for ST-EOC disaster responsibilities.
- Act as the point of contact for requesting disaster assistance from other tribes and governmental agencies (not withstanding existing mutual aid agreements).
- Collect emergency operations information, prepare operational reports, and analyze data, including damage assessments, as necessary and requested.
- Coordinate the use of all available resources.
- Warn the Tribe, and where appropriate the public, of impending disasters and provide adequate instructions before, during, and after emergencies or disasters.
- Provide public information and education as it pertains to disaster preparedness, response, and mitigation.
- Coordinate Emergency Alert and Warning System messaging and activation in the event of impending and foreseeable disasters, as further described in the Public Information & Warning Annex.

#### *4.4.4. Tribal Agencies/Departments*

All agencies and administrative departments within the Snoqualmie Tribe will:

- Establish procedures to ensure the preservation of essential records and data technology and maintain the continuity of essential services.
- Determine internal chain of command and succession of authority to ensure continuity of leadership and operations. Department heads will ensure that their identified successors are aware of their emergency responsibilities.
- Designate primary and alternate locations from which to establish internal direction and control of departmental activities.
- Conduct a need and availability assessment. Compile inventory of critical personnel, facilities, and resources. Identify and obtain necessary equipment and supplies to conduct departmental emergency activities.
- Make staff available, when requested by the Director of Emergency Management, for appropriate training, planning, exercise design and emergency assignments, such as ST-EOC operations.
- Provide staffing to support ST-EOC operations, damage assessments, and/or liaison with other agencies and organizations when requested by the ST-EOC.
- Provide accurate emergency contacts with phone numbers to the Director of Emergency Management and update as needed.
- When indicated, activate internal emergency operational procedures. This includes internal communications, conducting a rollcall and accountability of personnel, conducting a damage assessment, evaluating needed resources, and continually communicating this and other related information to the ST-EOC.
- Funnel any emergency information intended for the public through the Snoqualmie Tribe Communications Director or other public information liaison.
- Compile damage assessment and fiscal records as requested by ST-EOC in response to state and federal emergency proclamation evaluation and determination.
- Establish mutual aid agreements, memoranda of understanding, contracts, and other relationships to maintain departmental emergency operations.



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- Conduct a post-disaster analysis of departmental emergency activities and make necessary revisions to internal emergency operations plan.

### *4.4.5. Partner Agencies/Jurisdictions*

Snoqualmie Tribe holds a Memorandum of Agreement (MOA) with Eastside Fire and Rescue for the provision of fire, rescue, emergency medical, and hazardous materials incident response services on the Snoqualmie Reservation.

Snoqualmie Tribe may choose to participate in the Washington Intrastate Mutual Aid System (WAMAS), established in RCW 38.56. WAMAS provides for mutual assistance among member jurisdictions, including the neighboring jurisdictions of City of Snoqualmie and King County, for any events on the tribal administration/government campus.

### *4.4.6. Tribal Members*

In the event of an emergency, disaster, or other incident, tribal members should:

- Prepare to utilize their own resources and be self-sufficient following a disaster for a minimum of seven days and possibly longer.
- Reduce hazards in and around their homes and places of employment to reduce the amount of damage(s) that can be caused by a disaster.
- Prepare a personal emergency supply kit including medications and first aid supplies and a household emergency plan to include supplies for household pets and service animals.
- Monitor emergency communications carefully to reduce their risk of injury, keep emergency routes open to response personnel, and reduce demands on landline and cellular communications.





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### Section 5. Communications

Emergency operations rely on integrated communication for incident management and within the ST-EOC, facilitated through the development and use of a common communications plan, interoperable communications processes, and technology systems. Integrated communications provide and maintain contact among and between incident resources, enable connectivity, achieve situational awareness, and facilitate information sharing.

Snoqualmie Tribe strives to achieve several key principles of incident communications, including:

1. Interoperability
2. Reliability, Scalability, and Portability
3. Resilience and Redundancy
4. Security

As a small tribal nation, Snoqualmie Tribe has limited resources for communications technology, and relies heavily on neighboring jurisdictions and interoperability of communications systems within the region. Additionally, the Tribe has identified public information and warning as an area of growth, detailed further in the Public Information and Warning Annex to this plan.

#### 5.1. Interoperable Communications

Communications used during emergency response operations are the result of collaboration of local, state, and federal communications plans and strategies.

##### *5.1.1. Local*

The Snoqualmie Tribe will use two-way radio communications as the primary means of communication for tactical and on-scene situations to control, direct, and coordinate. When necessary and available, telephones and amateur radio systems will be used for additional communications support.

Communications for public safety and first responders are incorporated within the Snoqualmie Tribe through the existing internal dispatch mechanism and 911 Emergency Dispatch Centers. The primary Public Safety Answering Point (PSAP) for regional emergency calls is the Northeast King County Regional Public Safety Communication Agency (NORCOM). The Tribe also has a Mobile Emergency Operations Center (MEOC) to support communication requirements.

Snoqualmie Tribe will use its alert and warning system, AlertSense, to notify the public, staff, and members of any hazards or threats on or near the Snoqualmie Reservation.

Public information is also shared through the Tribe's website and social media. Communication with the public can be complicated by several factors including people with disabilities, access and functional needs, cultural or language barriers, or access and availability to expensive equipment like smart phones, computers, or televisions and radios.

##### *5.1.2. Regional*

King County's communications structure includes several different components which will facilitate the Snoqualmie Tribe's response to emergencies and disasters. Radio towers are strategically placed around the region to provide radio connections to emergency agencies. Telephone systems and internet services use similar technology to support communication



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transmission. Alternative methods of communications for local and state emergency management include the Comprehensive Emergency Management Network (CEMNET) and the National Warning System (NAWAS). The King County Sheriff's Office Communications Center and the KC-EOC can use and activate the Emergency Alert System. The KC-EOC also can initiate a reverse 9-1-1 system.

### *5.1.3. State*

The State of Washington uses their communications functions to coordinate government and emergency management efforts to reestablish the critical communications infrastructure to provide rapid alerts and warnings to jurisdiction officials and the public. Also, the statewide communications functions provide guidance to support the organizations, establishment, and maintenance of telecommunications and information systems required for response and recovery operations. The State relies on private sector partners for communications resources when local and states resources are limited.

### *5.1.4. Federal*

The National Emergency Communications Plan (NECP) is the Nation's strategic plan for emergency communications that promotes communication and sharing of information across all levels of government, jurisdictions, disciplines, and organizations for all threats and hazards, as needed and when authorized.



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### Section 6. Administration, Finance, and Logistics

Departments will maintain administrative and operational continuity to the best of their ability and as much as is practicable during a major emergency or disaster. Each tribal department is responsible for developing SOPs to ensure continuity. Pre-identified essential administrative activities will continue while non-essential departmental activities may be suspended. However, not all departments' emergency operations plans and policies are required to be activated for every disaster.

#### 6.1. Documentation

All tribal departments with disaster responsibilities, as described in Section 4.4, will establish and maintain files of disaster related directives and forms. Documentation should at a minimum describe and summarize action taken, resources expended, economic, human, or environmental impacts, and when possible, the lessons learned.

The WA-EOC may request specific reports and the Snoqualmie Tribe may also request information from other partner agencies. These reports include, but are not limited to:

1. Incident Action Plans
2. Situation Reports
3. Formal Status Reports
4. Requests for Assistance/Resource Requests
5. Documentation of Assistance Offered or Given
6. Damage Assessment Reports
7. After Action Review (AAR) comments

Records will be kept by all responsible tribal departments so disaster related expenditures and obligations of the Tribe can be readily identified from regular or general programs and activities. These records may also be used to support neighboring communities, King County, and the State of Washington when seeking a Major Disaster Declaration under the Robert T. Stafford Act as Amended; though the Tribe reserves its right to seek such federal assistance autonomously or within the structure that requires coordination with the State of Washington.



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### 6.2. Finance

Emergency expenditures are not typically integrated within normal budgeting policies of the Tribe. However, major disaster incidents occur and require substantial anticipated costs spent during emergency operations and procedures.

#### *6.2.1. Incurred Costs Tracking*

Each tribal department is responsible for identifying, tracking, and compiling records of disaster-associated costs. Daily finance procedures and incident-specific costs include labor hours, vehicles, equipment, and materials. Capturing complete and accurate records of costs is necessary to document requests for reimbursement assistance applications, and for potential future audit reports.

#### *6.2.2. Cost Recovery*

Disaster-related expenditures and obligations of Snoqualmie Tribe may be reimbursed under several federal programs. The U.S. Federal Government may authorize reimbursement of approved costs for work performed in the restoration of certain public facilities after a major disaster declaration under the statutory authority of certain federal agencies.

Audits of Snoqualmie Tribe's disaster-related disaster expenditures will be conducted during normal audits and should be considered a structured part of the disaster process when federal funds are appropriated. Audits of projects approved for funding with federal disaster assistance funds are necessary at project completion to determine the propriety and eligibility of the costs claimed by the applicant. The U.S. Federal Government conducts these audits.

#### *6.2.3. Federal Assistance Programs*

The U.S. Federal Government has the authority to approve reimbursement of accepted costs for restoration efforts of certain public facilities and infrastructure after a Major Disaster Declaration by the President or under the statutory authority of certain federal agencies.

#### *Public Assistance (PA) Program*

FEMA's Public Assistance (PA) grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants so that communities can quickly respond to and recover from major disasters or emergencies. Through the program, FEMA provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities, and the facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is not less than 75 percent of the eligible cost. The Recipient (usually the state) determines how the non-federal share (up to 25 percent) is split with the subrecipients (eligible applicants).

#### *Individual Assistance (IA) Program*

FEMA provides assistance to individuals and households through the Individual Assistance Program, which includes all of the following:

- Mass Care and Emergency Assistance (MC/EA): The responsibility for MC/EA begins at the local government and such activities include mass evacuee support, feeding,



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sheltering, reunification services, people with others with access and functional needs, distribution of emergency supplies, household pets and services animals.

- Crisis Counseling Assistance and Training Program (CCP): A supplemental assistance program to provide community-based outreach, counseling, and other mental health services to survivors and training activities in presidentially declared major disaster areas.
- Disaster Unemployment Assistance (DUA): After a presidentially declared disaster, DUA is available for workers and self-employed people who do not qualify for regular Unemployment Insurance benefits.
- Disaster Legal Services (DLS): Provides free legal help to low-income disaster survivors. Such assistance to low-income survivors includes insurance claims, legal documentation, home repair contractors and contracts, proof of ownership, and FEMA appeals.
- Disaster Case Management (DCM): Provides for a case manager and a disaster survivor to develop and carry out a Disaster Recovery Plan to facilitate access to a broad range of resources.
- Individuals and Households Program (IHP): Provides financial and direct services to uninsured or under-insured individuals/households affected by a disaster. However, IHP assistance is not a substitute for insurance.

### *6.2.4. State Assistance Programs*

The State of Washington can provide certain assistance to support response to and recovery from a disaster event, including:

#### *Public Assistance (PA) Program*

The Public Assistance (PA) State Administrative Plan (SAP) provides procedures used by the Military Department, Emergency Management Division staff (as Grantee) to administer the Public Assistance Program. The PA SAP identifies policies, roles, and responsibilities of the state of Washington in administering the Department of Homeland Security's Federal Emergency Management Agency's Public Assistance Program.

#### *Individual Assistance (IA) and Other Needs Assistance (ONA) Programs*

The Individual Assistance (IA) State Administrative Plan (SAP) for the Other Needs Assistance (ONA) Program is used by the State Emergency Management Division staff (as Grantee) to administer the Individual Assistance Program. The IA SAP sets forth the organization, staffing, and procedures for administration of the Individuals and Households Program, Other Needs Assistance, in Washington State after a major disaster declaration by the President.

#### *Disaster Recovery Assistance*

The State of Washington may provide support specific to tribal governments to facilitate recovery from a disaster event. These assistance programs may be hazard-specific, such as the support for business and economic recovery during the COVID-19 pandemic.



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### 6.3. Logistics and Resource Management

When an emergency requires additional assistance and resources are outside of the Snoqualmie Tribe's capability, certain agreements are set in place for the delivery of such emergency services.

Snoqualmie Tribe has an MOA with the local agency Eastside Fire and Rescue District to provide additional fire, rescue, and medical support during an emergency event. Snoqualmie Tribal Public Safety Department is responsible for requesting such support.

At a regional level, King County relies on the Regional Coordination Agreement (RCA) for cooperative relationships with tribal governments to facilitate decision-making. The RCA is intended to be used in conjunction with MOUs such as WAMAS, the Emergency Management Assistance Compact, and the Pacific Northwest Emergency Management Agreement.

To make an assistance request through King County, there must be a:

- A request or supply of resources under the auspices of the RCA
- A request or supply of resources under the auspices WAMAS or the Emergency Management Assistance Compact
- A request or supply of resources under the auspices of another form of mutual aid or other assistance
- Signatories will follow the legal and financial guidelines established in the RCA

Logistics includes the management of inventories that include emergency equipment, resources, and skilled personnel, needed to respond to the emergency. Some resource inventories of durable equipment held by public entities, such as King County, have been categorized and catalogued by kind and type to help with distribution.

#### *6.3.1. Resource Typing*

Resource typing is defining and categorizing incident resources by capability. Resource typing definitions establish a common language for discussing resources by defining minimum capabilities for personnel, teams, facilities, equipment, and supplies. Snoqualmie Tribe will inventory resources by kind and type to better coordinate requests to King County, the State of Washington, and the U.S. Federal Government in line with the FEMA resource typing definitions.

#### *6.3.2. Emergency Worker Program/Liability Protection*

The Snoqualmie Tribe will attempt to use Tribal and Community Emergency Workers as outlined in RCW 38.52 in order to grant these individuals or teams with liability insurance coverage, provided they meet all legal provisions as stated in WAC Chapter 118-04. Additional protection comes from the Washington Military Department Emergency Management Division that provides liability coverage and reimbursement to registered emergency workers only if they are operating in a good faith attempt to protect lives, property, and the environment in accordance with RCW 38.52.180. Furthermore, every volunteer will need an Emergency Worker Credential to work and be covered by applicable insurance and liability policies.

#### *6.3.3. Procurement Methodology*

Procurement are purchases made during or after a declared disaster that are deemed to be essential for response and recovery efforts. While purchasing materials/equipment and



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contracting any services for approved efforts, they should be at a reasonable cost and comply with Federal, State, and local procurement standards.

If an emergency exists that seriously threatens the public health, welfare, or safety of the Tribe, or endangers tribal property, or would otherwise cause serious injury to the Tribe, certain procurement protocols have been previously approved by the Tribal Council. In such cases, there must be an immediate and serious need for supplies or services such that the need cannot be met through standard procurement methods. The emergency procurement shall be limited to those supplies or services reasonably necessary to meet the emergency needs, unless the Tribal Council has approved an ongoing contractual relationship.

Sole source purchases shall be justified utilizing the Noncompetitive Procurement Justification Form. Proposed costs and rates shall be specified in advance and analyzed by the Relevant Tribal Council Direct Report and Chief Financial Officer (CFO) to ensure that costs and rates are fair and reasonable. The Relevant Tribal Council Direct Report and CFO or the Tribal Council must approve all Noncompetitive Procurement awards to ensure that circumstances reasonably warrant such a purchase. The Tribal Council must approve all Noncompetitive Procurement awards utilizing federal funds. In emergency situations when services are provided, the Non-Competitive Procurement form may be completed after-the-fact but should clearly indicate the emergency and describe the acts taken to reduce further injury and ensure safety for persons and Tribal property.

Each department assigns purchasing duties and policies within itself to designated buyers. These buyers must be approved by their Director and the CFO. The department heads and designated buyers are responsible for knowing which vendors are appropriate to purchase from and provide services, including which vendors are under contract. Each department is responsible for tracking and upkeep of vendor contracts on file for their department and functions.

All contracts that are contemplated, except in extreme emergency situations, should be first vetted by legal counsel and the Finance Department. The Finance Department is tasked with issuing a contract number for any proposed contracts and maintains an up-to-date list of all contracts, both executed and contemplated.

Resource requests through the state may be filled through private sector procurement in collaboration with Washington State's CEMP Emergency Support Function 7, other mutual aid agreements, or through FEMA applications.

### *6.3.4. Demobilization*

Once response and recovery efforts for a major disaster event has been completed, all aspects will be transitioned back into normal day-to-day operations. This process will occur in stages and resources will be returned to normal function once their responsibilities and/or tasks are completed or transferred to other personnel groups.

As a component of demobilization, incident debriefing will occur as soon as possible, and the development of an After-Action Report (AAR) will be started to detail operational success, problems, and outstanding issues affecting the response and recovery of the incident.



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### *6.3.5. Resource Gaps*

There will be continual evaluation of the capabilities required to accomplish all response and recovery efforts. This evaluation will identify any gaps and leverage resources to address them. The AAR will document and identify any capability needs, process refinements, equipment shortages, and resources or training gaps. Gaps will be evaluated using FEMA's POETE Areas (Planning, Organization, Equipment, Training, and Exercises). All tribal departments must detail as much possible the resources, actions, or external factors that may have contributed to gaps that fall under FEMA's POETE Areas for better evaluation and preparation for future events.





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### Section 7. Plan Development and Maintenance

This section outlines the recommended process for developing, maintaining, evaluating, and improving upon the CEMP. This process follows the recommended planning cycle as described in FEMA's Comprehensive Preparedness Guide 101.

#### 7.1. Planning Process

The Snoqualmie Tribe Public Safety Department, in with collaboration with representatives from key administrative departments, conducted initial plan development. This process included review and revision of the document to reflect best practices, changes in hazards, environment, population, laws and regulations, and organizational structure.

Individual sections of the CEMP were assigned to the appropriate tribal departments (such as Finance and Administration) for review and revision. As comments were received, they were incorporated into the final document.

#### 7.2. Review and Revision Process

The effectiveness and efficiency of the CEMP is measured by the adequacy, feasibility, and acceptability of the plan.

- **Adequacy** – the scope and concept of planned operations identify and address critical tasks effectively; the plan can accomplish the assigned objectives while complying with guidance; and the plan's assumptions are valid, reasonable, and comply with guidance.
- **Feasibility** – the plan is feasible if the Snoqualmie Tribe can accomplish the assigned objectives and critical tasks by using available resources. The Snoqualmie Tribe allocates available resources (internal resources, MOUs, and state, regional, or Federal assistance) to tasks and tracks the resources by status.
- **Acceptability** – the plan is acceptable if it meets the requirements determined by a threat the major disaster incident, meets cost and time limitations, and is consistent with the law.

The CEMP should be reviewed on an annual basis by the Public Safety Department and those tribal administration departments with primary emergency operations roles. Comments can be submitted at any time to the Public Safety Department and will inform an annual review. The annual review process will consider plan adequacy, feasibility, and acceptability, as well as incorporating comments from users and considering any real-world activation of the plan. Every four years the entire CEMP will be reevaluated and formally re-adopted.

#### 7.3. Exercise Program

Different portions of the CEMP will be regularly tested during exercises conducted by the Tribe. As needed changes are noted, they will be incorporated, and revisions sent to the relevant departments and partners. In addition, after an emergency or disaster where sections of the CEMP are implemented, or problems otherwise identified, the plan will be evaluated, and changes made as necessary.

Furthermore, the Snoqualmie Tribe may use training and exercises to improve the plan by implementing the Homeland Security Exercise and Evaluation Program (HSEEP). Completing an updated Capability Assessment (as in Section 1.3.2) can provide a gap analysis and help determine the priority capabilities for training and exercise planned activities. Following that



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assessment, the Snoqualmie Tribe may then collaborate with the State of Washington Integrated Preparedness Plan (IPP) to identify any preparedness gaps.

In accordance with the Emergency Management Planning Grant and WAC 118-30 requirements, at least one annual functional level exercise of some or all of the CEMP will need to be conducted. Tabletop discussions that incorporate and test the CEMP's capabilities are sufficient to complete the requirement.

### 7.4. Training

Annual refresher trainings will occur concurrently throughout the plan revision cycle for all tribal staff with emergency operations responsibilities for the Snoqualmie Tribe. Refresher trainings provide opportunities for tribal staff to learn any changes to the CEMP and provide clear expectations of their duties. Internal CEMP orientation will be conducted by the Public Safety Department.

### 7.5. After-Action Reporting

After any activation of this CEMP and/or the ST-EOC, the Public Safety Department will initiate an AAR. The AAR summarizes key exercise-related evaluation information and analyzes key incident-related information by capturing planning needs, staffing requirements, process refinement, equipment shortages, and training needs. The AAR will provide an overview of performance related to each exercise objective and associated core capabilities, while highlighting strengths and areas for improvement.

#### 7.5.1. *Improvement Plan*

The AAR will also include an Improvement Plan which outlines needs, provides a prioritization of needs, identifies resources required, assigns the corrective action, and monitors completion. The plan should follow the structure below:

- Gaps in capability or capacity
- The selected corrective action
- The person responsible for making the correction
- The timeline for completion of the corrective action

Once completed, the Public Safety Department will distribute the AAR and Improvement Plan to participating departments prior to formalizing any corrective actions. The Snoqualmie Tribal Council will then review and confirm observations identified in the AAR and determine which areas for improvement require further action.



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### Appendix 1. Response Capabilities by Department

This appendix provides a detailed breakdown of the potential responsibilities of each Snoqualmie Tribe department with assigned emergency management duties. Each individual document provides examples of how a department may support emergency operations during an emergency or disaster. Activities will be dependent on the scope, size, and impact of the incident. For example, a catastrophic incident may require most, if not all roles to be activated, while a routine flood event may not require the department's activation at all. All emergency operations will be directed by the Emergency Management Director and/or the Incident Commander (typically the Chief of Police).

The Snoqualmie Tribe departments included in this appendix are as follows:

- Public Safety
- Facilities
- Health and Wellness
- Environmental and Natural Resources
- Geographic Information Systems
- Tribal Council
- General Manager's Office (Administration)
- Communications
- Snoqualmie Indian Child Welfare
- Tribal Services

This appendix should be updated on an annual basis in coordination with each department.