Request for Proposal (RFP)

For

Comprehensive Emergency Management Plan Update

And

Hazard Mitigation Plan Development

RFP Coordinator:

Chris Sutter, Director of Public Safety and Emergency Management

Snoqualmie Indian Tribe

Introduction:

The Snoqualmie Tribe—sdukʷalbixʷ 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. sqʷed (Snoqualmie Falls) is the birthplace of the sdukʷalbixʷ. 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 ʔaciłtalbixʷ (Natives). The fish, game, trees and roots provided us with everything we need to live. All of this was given to us by dukʷibeł (Transformer) in the ancient times when all of the animals could talk and before things were what they are now.

We are the sdukʷalbixʷ, People of Moon. We are the decedents of słukʷalb tə dukʷibeł. We have lived, hunted and fished this area for as long as the earth and rivers remember. We are still here today; caring for the land, water, fish and game that dukʷibeł gave us.

sqʷed is our birthplace. The mists carry our thoughts and prayers to the spirits and ancestors as they cleanse our thoughts. The rushing waters give us the strength to keep our traditions alive and to continue to thrive in the modern times.

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 of the Point Elliott Treaty with the Washington territory in 1855. 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 by the Bureau of Indian Affairs. Today, the Snoqualmie Tribe is made up of approximately 1400 members. The Snoqualmie Tribe is governed by an elected Council and our Tribal Constitution.

The Tribe owns the Snoqualmie Casino, which opened in November 2008, and since its inception has experienced considerable success. 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.

REQUEST FOR PROPOSALS

SNOQUALMIE INDIAN TRIBE

Comprehensive Emergency Management Plan Update and All-Hazards Mitigation Plan

Issue Date: October 30, 2026
Proposal Due Date: December 2, 2026, at 5:00 p.m. Pacific Time
Anticipated Contract Award: December 2026
Anticipated Contract Start Date: January 2027
Anticipated Project Completion: Approximately 6 months

TRIBAL PROJECT MANAGER / PRIMARY POINT OF CONTACT

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1. REQUEST FOR PROPOSALS

The Snoqualmie Tribe (the "Tribe") is soliciting proposals from qualified and experienced emergency management planning consultants or firms to provide professional planning services for the comprehensive update of the Tribe's existing Comprehensive Emergency Management Plan (CEMP) and the development of a new All-Hazards Mitigation Plan.

The selected consultant will be responsible for conducting a comprehensive review of the Tribe's existing emergency management planning framework; identifying gaps and areas requiring improvement; updating the CEMP; conducting an all-hazards risk and vulnerability assessment; developing an All-Hazards Mitigation Plan; and establishing an integrated planning framework connecting Tribal government operations, Tribal enterprises, critical facilities, infrastructure, cultural resources, and community resilience.

The completed plans shall be developed to align, as applicable, with current requirements and guidance from:

- Federal Emergency Management Agency (FEMA).
- Washington State Emergency Management Division.
- Applicable Washington State emergency management and hazard mitigation requirements.
- King County emergency management and hazard mitigation planning frameworks.
- National Incident Management System (NIMS).
- Applicable Tribal laws, ordinances, resolutions, policies, authorities, and priorities.

- Other applicable federal, state, regional, and Tribal requirements and guidance.

The Tribe seeks a consultant who will serve as a planning partner rather than simply a document preparer. The planning process shall include regular coordination with the Emergency Management Director, Tribal departments, Tribal leadership, Tribal enterprises, community stakeholders, and appropriate external partners.

2. PROJECT BACKGROUND

The Snoqualmie Tribe is undertaking this planning effort to strengthen its overall emergency preparedness, mitigation, response, recovery, continuity, and resilience capabilities.

The Tribe's existing CEMP provides an important foundation for this effort. However, the Tribe's governmental operations, facilities, infrastructure, businesses, community, hazards, and regional relationships have evolved and require a comprehensive review and update.

The Tribe recognizes that effective emergency management must extend beyond Tribal government operations. Tribal-owned and Tribal-affiliated businesses and enterprises are important economic, employment, hospitality, community, cultural, infrastructure, and operational assets.

Accordingly, this project shall address the Tribe as an interconnected system consisting of:

- Tribal government.
- Tribal departments.
- Tribal enterprises.
- Critical facilities.
- Infrastructure and utilities.
- Cultural resources.
- Natural resources.
- Community assets.
- Employees and Tribal citizens.
- Visitors and guests.
- Regional partners.
- Other assets identified by the Tribe.

The Tribe's current business and enterprise portfolio includes, but is not limited to:

- Snoqualmie Casino & Hotel.
- Salish Lodge & Spa.
- Eighth Generation.
- Crescent Market at Snoqualmie.
- Snoqualmie Indian Tribe Child Development Center.
- Above It All Corporation / Fireweed Cannabis Company.
- Other Tribal-owned, Tribal-affiliated, or strategically significant enterprises identified during the project.

The consultant shall not assume this list is exhaustive. The Tribe may identify additional entities or facilities during the project.

3. PROJECT PURPOSE

The purpose of this project is to create an updated, practical, implementable, and sustainable emergency management planning framework for the Snoqualmie Tribe.

The project shall result in two complementary planning documents:

1. An updated Snoqualmie Tribe Comprehensive Emergency Management Plan.
2. A new Snoqualmie Tribe All-Hazards Mitigation Plan.

The two plans shall be developed concurrently and intentionally synchronized.

The CEMP shall establish the Tribe's framework for preparedness, prevention, mitigation, response, continuity, and recovery.

The All-Hazards Mitigation Plan shall identify hazards, vulnerabilities, risks, mitigation priorities, and specific mitigation actions designed to reduce future losses and strengthen Tribal resilience.

4. PROJECT OBJECTIVES

The primary objectives of the project are to:

1. Update the existing Snoqualmie Tribe CEMP.
2. Evaluate the existing CEMP against applicable FEMA, Washington State, King County, and Tribal requirements and guidance.
3. Identify outdated information, gaps, inconsistencies, and areas requiring improvement.
4. Establish clear emergency management roles and responsibilities.
5. Address the full emergency management cycle of preparedness, prevention, mitigation, response, continuity, and recovery.
6. Develop an All-Hazards Mitigation Plan based on a comprehensive hazard and vulnerability assessment.
7. Ensure the CEMP and Mitigation Plan are coordinated and mutually supportive.
8. Incorporate current Tribal facilities, infrastructure, critical assets, populations, capabilities, resources, cultural resources, and community considerations.
9. Incorporate Tribal enterprises and significant commercial operations into the emergency management and mitigation planning framework.
10. Evaluate interdependencies among Tribal government, enterprises, infrastructure, utilities, transportation, communications, and other critical systems.
11. Establish realistic, prioritized mitigation actions and projects.
12. Provide meaningful opportunities for participation by Tribal leadership, departments, staff, Tribal enterprises, community representatives, and external partners.
13. Establish a practical process for plan maintenance, review, exercises, and future updates.
14. Support the Tribe's ability to pursue eligible emergency management and hazard mitigation funding opportunities.

15. Preserve Tribal sovereignty, governmental authority, cultural priorities, and the confidentiality of sensitive information.

5. SCOPE OF WORK

The selected consultant shall provide all professional services necessary to accomplish the objectives of this RFP, including project management, research, analysis, facilitation, stakeholder engagement, risk assessment, mitigation planning, document development, mapping and GIS coordination, quality control, training, and final presentations.

The following tasks represent the minimum anticipated scope of work. Proposers may recommend additional tasks or approaches that would improve the final products.

Task 1 – Project Initiation and Kickoff

The consultant shall conduct a project kickoff meeting with the Emergency Management Director/Tribal Project Manager and designated Tribal representatives.

The kickoff meeting shall:

- Confirm project objectives and desired outcomes.
- Confirm roles and responsibilities.
- Establish the consultant's Project Manager.
- Establish the Emergency Management Director as the primary Tribal point of contact.
- Establish project communication protocols.
- Review existing planning documents.
- Identify required data and information.
- Identify participating Tribal departments and enterprises.
- Identify external stakeholders.
- Establish the project schedule.
- Establish milestone review and approval procedures.
- Establish document review procedures.
- Establish quality assurance/quality control procedures.

Deliverable: Project Management Plan and Detailed Work Schedule, including:

- Project organization.
- Communication protocols.
- Meeting schedule.
- Project milestones.
- Deliverable schedule.
- Review periods.
- Stakeholder engagement schedule.
- Assumptions and dependencies.
- Quality control process.
- Risk management approach.

The Emergency Management Director shall coordinate Tribal review and acceptance of the Project Management Plan and schedule.

Task 2 – Existing CEMP Review and Gap Analysis

The consultant shall conduct a comprehensive review of the existing CEMP and associated emergency management documents.

The review shall include, as applicable:

- Existing CEMP.
- Emergency operations procedures.
- Departmental emergency plans.
- Continuity plans.
- Existing hazard assessments.
- Existing mitigation plans.
- Training and exercise documentation.
- Emergency response procedures.
- Mutual aid and intergovernmental agreements.
- Critical infrastructure information.
- Emergency contact and resource information.
- Tribal laws, ordinances, policies, and resolutions.
- Relevant Washington State plans and guidance.
- Relevant King County plans and guidance.
- Applicable FEMA guidance.

The consultant shall identify:

- Outdated information.
- Missing elements.
- Conflicting information.
- Organizational gaps.
- Regulatory and compliance gaps.
- Operational gaps.
- Coordination gaps.
- Training and exercise gaps.
- Continuity gaps.
- Mitigation gaps.
- Areas requiring additional annexes or supporting plans.

Deliverable: CEMP Gap Analysis and Recommendations Report.

The Emergency Management Director shall coordinate review of the report with appropriate Tribal personnel before the consultant proceeds with major CEMP drafting activities.

Task 3 – Regulatory and Plan Alignment

The consultant shall conduct a detailed review of applicable federal, state, county, and Tribal emergency management and mitigation planning requirements and guidance.

3.1 Federal Requirements and Guidance

The review shall include, at a minimum:

- FEMA emergency management planning guidance.
- FEMA Comprehensive Preparedness Guide (CPG) 101 and applicable current guidance.
- Applicable FEMA hazard mitigation planning requirements.
- National Incident Management System (NIMS).
- Applicable federal disaster and emergency authorities.
- Applicable FEMA hazard mitigation funding requirements.

3.2 Washington State Requirements and Guidance

The review shall include:

- Washington State Emergency Management Division requirements and guidance.
- Washington State Comprehensive Emergency Management Plan.
- Applicable Washington State hazard mitigation planning requirements.
- Relevant statutes, administrative rules, and guidance.

3.3 King County and Regional Coordination

The consultant shall review applicable King County emergency management and hazard mitigation plans and address relevant regional considerations, including:

- Regional hazards.
- Emergency coordination.
- Resource coordination.
- Mutual aid.
- Communications.
- Evacuation.
- Transportation.
- Emergency support functions.
- Recovery.
- Regional response coordination.

3.4 Tribal Requirements and Considerations

The consultant shall incorporate applicable:

- Tribal laws.
- Ordinances.
- Resolutions.
- Policies.

- Authorities.
- Organizational structures.
- Cultural considerations.
- Tribal priorities.
- Sovereignty considerations.
- Existing agreements.

Alignment with external plans shall not compromise the sovereignty or governmental authority of the Snoqualmie Tribe.

Task 4 – Hazard Identification and Risk Assessment

The consultant shall conduct a comprehensive all-hazards identification and risk assessment.

Potential hazards may include, but are not limited to:

- Earthquakes.
- Landslides.
- Wildfires.
- Flooding.
- Severe weather.
- Extreme heat and cold.
- Drought.
- Hazardous materials incidents.
- Transportation incidents.
- Utility failures.
- Infrastructure failures.
- Cyber incidents.
- Public health emergencies.
- Pandemics and infectious diseases.
- Active threats and violence.
- Terrorism and security threats.
- Mass casualty incidents.
- Search and rescue incidents.
- Environmental emergencies.
- Cultural resource emergencies.
- Other hazards identified through the planning process.

The consultant shall determine the final hazard profile based on documented analysis rather than assuming all hazards have equal significance.

The risk assessment shall consider:

- Frequency.
- Severity.
- Geographic extent.
- Vulnerable populations.

- Critical facilities.
- Infrastructure.
- Tribal government functions.
- Tribal enterprises.
- Cultural resources.
- Natural resources.
- Economic impacts.
- Environmental impacts.
- Cascading impacts.
- Climate-related considerations.
- Existing mitigation capabilities.
- Future development.
- Regional interdependencies.

Task 5 – Tribal Enterprises and Business Operations

The consultant shall incorporate existing emergency management plans for Tribal enterprises and strategically significant commercial operations into the planning process, as authorized by the Tribe.

This shall include, at a minimum, an evaluation of:

- Snoqualmie Casino & Hotel.
- Salish Lodge & Spa.
- Eighth Generation.
- Crescent Market at Snoqualmie.
- Snoqualmie Indian Tribe Child Development Center.
- Above It All Corporation / Fireweed Cannabis Company.
- Other Tribal enterprises identified by the Tribe.

The consultant shall assess each significant enterprise, as appropriate, with respect to:

- Emergency notification.
- Evacuation.
- Shelter-in-place.
- Fire and life safety.
- Law enforcement and security coordination.
- Medical emergencies.
- Mass casualty incidents.
- Severe weather.
- Earthquakes.
- Wildfire and smoke.
- Flooding.
- Landslides.
- Hazardous materials.
- Utility outages.
- Communications failures.
- Cyber incidents.

- Transportation and access disruptions.
- Critical infrastructure.
- Emergency power.
- Business continuity.
- Recovery.
- Reopening.
- Mitigation opportunities.

The consultant shall recognize that individual enterprises may have separate management structures, emergency action plans, business continuity plans, security plans, operating procedures, and regulatory requirements.

The purpose of this project is not to replace individual enterprise plans. Rather, the consultant shall establish appropriate interfaces between enterprise plans and the Tribal CEMP.

Task 6 – Critical Facilities and Infrastructure

The consultant shall develop or update an inventory of critical Tribal and Tribal-enterprise assets.

The inventory shall consider, as appropriate:

- Government buildings.
- Casino and hotel facilities.
- Hospitality facilities.
- Childcare facilities.
- Cultural facilities.
- Administrative facilities.
- Public safety facilities.
- Utilities.
- Water systems.
- Wastewater systems.
- Electrical infrastructure.
- Emergency power.
- Telecommunications.
- Information technology.
- Transportation infrastructure.
- Bridges and access routes.
- Parking.
- Fuel infrastructure.
- Critical supply locations.
- Natural resources.
- Cultural resources.

The consultant shall work with the Tribe to establish criteria for identifying critical facilities.

Task 7 – Enterprise Emergency Management Workshop

The consultant shall conduct at least one dedicated Tribal Enterprise Emergency Management Workshop.

The workshop shall include representatives from major Tribal enterprises and the Emergency Management Director.

The workshop shall address:

- Enterprise-specific hazards.
- Critical business functions.
- Emergency notification.
- Communication procedures.
- Resource needs.
- Resource sharing.
- Interdependencies.
- Continuity priorities.
- Recovery priorities.
- Mitigation opportunities.
- Coordination with the Tribal Emergency Operations Center (EOC).
- External agency coordination.
- Exercise and training needs.

The findings from the workshop shall be incorporated into both the updated CEMP and the All-Hazards Mitigation Plan.

Task 8 – Updated Comprehensive Emergency Management Plan

The consultant shall develop a comprehensive update to the Snoqualmie Tribe CEMP.

The updated CEMP should include the following elements, as appropriate.

8.1 Basic Plan

- Purpose.
- Scope.
- Authorities.
- Situation and assumptions.
- Planning principles.
- Concept of operations.
- Emergency management organization.
- Roles and responsibilities.
- Direction and control.
- Emergency declarations.
- Incident management.
- Coordination procedures.
- Public information and warning.
- Communications.

- Resource management.
- Mutual aid.
- Emergency support.
- Continuity.
- Recovery.
- Plan maintenance.

8.2 Functional Annexes

Potential annexes may include:

- Emergency Management.
- Communications.
- Public Information.
- Evacuation.
- Shelter and Mass Care.
- Transportation.
- Resource Management.
- Public Works.
- Fire and Rescue.
- Law Enforcement and Security.
- Health and Medical.
- Search and Rescue.
- Damage Assessment.
- Debris Management.
- Utilities.
- Animal and Livestock.
- Recovery.
- Volunteer and Donations Management.
- Continuity of Government.
- Continuity of Operations.
- Tribal Enterprise Emergency Coordination.

The final organization shall be determined in consultation with the Emergency Management Director and appropriate Tribal stakeholders.

Task 9 – All-Hazards Mitigation Plan

The consultant shall develop a comprehensive Snoqualmie Tribe All-Hazards Mitigation Plan.

The plan shall address applicable FEMA hazard mitigation planning requirements and guidance and support the Tribe's ability to pursue eligible hazard mitigation funding opportunities.

The plan shall address:

- Hazard identification.
- Risk assessment.

- Vulnerability.
- Critical facilities.
- Tribal government operations.
- Tribal enterprises.
- Infrastructure.
- Cultural resources.
- Natural resources.
- Community assets.
- Economic impacts.
- Environmental impacts.
- Cascading impacts.
- Climate-related considerations.

Task 10 – Mitigation Strategy

The consultant shall facilitate the development of a mitigation strategy that identifies realistic and achievable actions.

The strategy shall include:

- Mitigation goals.
- Objectives.
- Mitigation actions.
- Responsible entity.
- Priority.
- Estimated cost.
- Potential funding sources.
- Implementation partners.
- Implementation timeframe.
- Dependencies.
- Measures of success.
- Potential barriers.
- Relationship to the CEMP.

Mitigation actions shall be prioritized based on risk reduction, feasibility, cost-effectiveness, community benefit, funding potential, and Tribal priorities.

The mitigation strategy shall distinguish between:

1. Tribal government responsibilities.
2. Tribal enterprise responsibilities.
3. Joint government and enterprise opportunities.
4. Actions requiring external governmental or private-sector coordination.

Task 11 – CEMP and Mitigation Plan Integration

The CEMP and All-Hazards Mitigation Plan shall be developed as coordinated planning documents.

The consultant shall establish clear linkages between:

- Hazards.
- Risk assessments.
- Vulnerabilities.
- Critical facilities.
- Emergency response capabilities.
- Preparedness activities.
- Mitigation actions.
- Response priorities.
- Recovery priorities.
- Continuity priorities.
- Long-term resilience strategies.

Terminology, hazard classifications, facility information, organizational responsibilities, maps, risk information, and other applicable data shall be consistent between the two plans.

The plans shall not contain contradictory information or priorities.

Task 12 – Enterprise Emergency Coordination and Continuity Framework

The consultant shall develop an appropriate framework for coordination between Tribal government and Tribal enterprises.

12.1 Emergency Notification

The framework shall address:

- Enterprise-to-Tribal Emergency Management notification.
- Tribal government-to-enterprise notification.
- Twenty-four-hour emergency contacts.
- Escalation procedures.
- Redundant communications.

12.2 Incident Coordination

The framework shall address:

- Reporting thresholds.
- Tribal EOC coordination.
- Incident Command coordination.
- Requests for Tribal assistance.
- Requests for external assistance.
- Situational awareness.
- Information sharing.

12.3 Resource Coordination

Potential resources may include:

- Personnel.
- Vehicles.
- Equipment.
- Facilities.
- Communications.
- Generators.
- Fuel.
- Food.
- Water.
- Transportation.
- Security resources.
- Shelter resources.
- Other emergency resources.

The consultant shall not assume enterprise resources are automatically available to Tribal government. Resource-sharing arrangements shall be subject to appropriate authorization.

Task 13 – Business Continuity and Economic Resilience

The consultant shall evaluate the relationship between Tribal emergency management and enterprise business continuity.

The assessment shall consider:

- Critical business functions.
- Essential services.
- Single points of failure.
- Supply-chain dependencies.
- Critical vendors.
- Utilities.
- Telecommunications.
- Information technology systems.
- Transportation.
- Staffing.
- Emergency staffing.
- Alternate facilities.
- Business interruption.
- Recovery priorities.
- Reopening priorities.
- Economic impacts.

Where enterprises have existing Business Continuity Plans, Continuity of Operations Plans (COOPs), Emergency Action Plans, security plans, or similar documents, the consultant shall review those documents to the extent authorized and identify points of integration with the CEMP.

Task 14 – Cultural and Natural Resource Considerations

The consultant shall work with the Tribe to incorporate cultural and natural resource considerations into emergency management and mitigation planning.

Particular attention shall be given to:

- Snoqualmie Falls.
- Snoqualmie Tribal Ancestral Forest (STAF).
- Sacred and culturally significant areas.
- Cultural resources.
- Natural resources.
- Historic resources.
- Traditional knowledge.
- Environmental resources.

Sensitive cultural information shall not be included in publicly distributed documents without specific Tribal authorization.

Task 15 – Stakeholder Engagement

The consultant shall facilitate an inclusive planning process involving appropriate Tribal and external stakeholders.

Potential participants include:

- Tribal Council.
- Tribal Administration.
- Emergency Management.
- Public Safety.
- Fire and Emergency Medical Services (EMS).
- Public Works.
- Planning and Development.
- Natural Resources.
- Health and Human Services.
- Information Technology.
- Finance and Administration.
- Housing.
- Cultural Resources.
- Education and youth services.
- Elders and community representatives.
- Tribal enterprises.
- Critical facility representatives.
- King County.
- Washington State agencies.
- Federal partners.
- Utility providers.

- Neighboring jurisdictions.
- Other appropriate partners.

The Emergency Management Director shall coordinate stakeholder participation.

Task 16 – Regular Project Check-Ins

The consultant shall maintain regular communication with the Tribe throughout the project.

The Emergency Management Director shall serve as the primary Tribal Project Manager and day-to-day point of contact.

At a minimum, the consultant shall conduct monthly project management and check-in meetings. More frequent meetings may be required during critical planning phases.

Each meeting shall address:

- Work completed.
- Upcoming work.
- Schedule.
- Deliverables.
- Outstanding information.
- Stakeholder participation.
- Issues.
- Risks.
- Decisions required.
- Budget status.
- Next steps.

The consultant shall provide concise meeting agendas and action-item notes.

Task 17 – Milestone Reviews and Approvals

The project shall include formal milestone reviews.

Milestone 1 – Project Work Plan
Review and acceptance of the Project Management Plan and schedule.

Milestone 2 – CEMP Gap Analysis
Review of existing plan findings and recommendations.

Milestone 3 – Hazard/Risk Assessment
Review of hazard identification and preliminary risk assessment.

Milestone 4 – CEMP Framework
Review and acceptance of the proposed CEMP structure.

Milestone 5 – Mitigation Plan Framework
Review and acceptance of mitigation goals, objectives, and prioritization methodology.

Milestone 6 – Draft CEMP
Submission of the complete draft CEMP.

Milestone 7 – Draft Mitigation Plan
Submission of the complete draft All-Hazards Mitigation Plan.

Milestone 8 – Integrated Review
Coordinated review of both plans.

Milestone 9 – Final Plans
Submission of the final CEMP and Mitigation Plan.

Milestone 10 – Final Presentation and Tribal Approval
Presentation to Tribal leadership and/or Tribal Council, as directed.

Where formal approval or adoption by Tribal Council or another authorized Tribal body is required, the Emergency Management Director shall coordinate the appropriate approval process.

Task 18 – Draft Review and Revision

The consultant shall provide adequate review periods for Tribal staff and stakeholders.

The consultant shall:

- Track comments.
- Maintain a comment-response matrix.
- Document revisions.
- Explain recommendations that are not incorporated.
- Conduct review meetings.
- Revise drafts following review.

At least two substantive review cycles shall be included for each major plan.

Task 19 – Plan Maintenance and Implementation

The consultant shall develop a practical plan maintenance process addressing:

- Annual review.
- Periodic updates.
- Responsibility for plan sections.
- Contact updates.
- Hazard and risk updates.
- Lessons learned.
- Post-incident updates.

- Post-exercise updates.
- Mitigation action tracking.
- Grant and project tracking.
- Formal revision cycles.
- Adoption requirements.

Deliverable: Plan Maintenance and Implementation Schedule.

Task 20 – Training and Final Presentation

The consultant shall provide at least one final training and orientation session for Tribal personnel.

Training shall address:

- CEMP use.
- Mitigation Plan use.
- Roles and responsibilities.
- Plan activation.
- Enterprise coordination.
- Plan maintenance.
- Mitigation project tracking.
- Use of the plans during exercises and actual emergencies.

The consultant shall provide a final presentation to Tribal leadership and/or Tribal Council, as requested.

6. PROJECT GOVERNANCE AND RESPONSIBILITIES

6.1 Tribal Project Manager

The Emergency Management Director shall serve as the Tribal Project Manager and primary point of contact.

The Emergency Management Director shall:

- Coordinate the consultant's work.
- Coordinate access to Tribal departments and information.
- Facilitate meetings.
- Coordinate stakeholder participation.
- Coordinate review of deliverables.
- Provide project direction within the approved scope.
- Track milestones.
- Coordinate required Tribal approvals.
- Identify matters requiring Tribal leadership direction.
- Coordinate final acceptance of consultant deliverables.

The Emergency Management Director shall not be responsible for performing the consultant's professional services or technical quality-control responsibilities.

6.2 Consultant Project Manager

The consultant shall designate a qualified Project Manager responsible for:

- Schedule.
- Budget.
- Quality control.
- Deliverables.
- Stakeholder engagement.
- Meeting facilitation.
- Risk management.
- Issue resolution.
- Subconsultant coordination.

The consultant shall promptly notify the Emergency Management Director of issues affecting scope, schedule, budget, or quality.

7. CONFIDENTIALITY AND SENSITIVE INFORMATION

The consultant may receive sensitive information regarding:

- Tribal facilities.
- Security.
- Emergency procedures.
- Communications.
- Information technology systems.
- Critical infrastructure.
- Business operations.
- Enterprise security.
- Cultural resources.
- Personnel.
- Business continuity.

The consultant shall:

- Protect sensitive information.
- Follow Tribal confidentiality requirements.
- Limit access to authorized personnel.
- Not disclose sensitive information without authorization.
- Secure electronic and physical information.
- Follow Tribal data-security requirements.
- Avoid unnecessary disclosure of security vulnerabilities.
- Coordinate with the Emergency Management Director before including sensitive information in public documents.

Sensitive information may be maintained in controlled or restricted annexes where appropriate.

8. CONSULTANT QUALIFICATIONS

The selected consultant shall demonstrate substantial experience in:

- Emergency management planning.
- Comprehensive Emergency Management Plans.
- Hazard mitigation planning.
- FEMA planning requirements.
- Tribal emergency management.
- Tribal government planning.
- Washington State emergency management.
- King County and regional planning.
- NIMS and Incident Command System (ICS).
- Hazard identification and risk assessment.
- Business continuity.
- Critical infrastructure.
- Stakeholder facilitation.
- Mitigation grant programs.

Experience working with federally recognized Tribes is strongly preferred.

Experience involving large hospitality, gaming, tourism, cultural, or commercial facilities is also preferred.

9. KEY PERSONNEL

Proposals shall identify all key personnel.

For each individual, provide:

- Name.
- Position.
- Project role.
- Years of experience.
- Certifications.
- Emergency management experience.
- Tribal experience.
- FEMA experience.
- Washington State experience.
- Availability.

The Tribe reserves the right to approve substitutions of key personnel.

10. PROPOSAL REQUIREMENTS

Proposals shall include the following sections.

A. Cover Letter

Include:

- Firm name.
- Primary contact.
- Address.
- Phone.
- Email.
- Proposed Project Manager.
- Statement of interest.
- Confirmation of schedule availability.

B. Firm Qualifications

Describe:

- Firm history.
- Emergency management experience.
- Mitigation experience.
- Tribal experience.
- Business continuity experience.
- Washington State experience.

C. Project Understanding

Demonstrate an understanding of:

- Tribal emergency management.
- CEMP requirements.
- Mitigation planning.
- FEMA requirements.
- State and county coordination.
- Tribal sovereignty.
- Tribal enterprises.
- Critical infrastructure.
- The need for integrated plans.

D. Proposed Methodology

Describe the proposed approach to:

- Project management.
- Existing plan review.
- Gap analysis.

- Hazard and risk assessment.
- Enterprise assessment.
- Stakeholder engagement.
- CEMP development.
- Mitigation planning.
- Plan integration.
- Quality control.
- Review and approval.
- Final adoption.

E. Project Schedule

Provide a detailed schedule showing:

- Tasks.
- Meetings.
- Milestones.
- Deliverables.
- Review periods.
- Completion date.

F. Project Team

Provide resumes and qualifications for proposed project team members.

G. Relevant Projects

Provide at least three comparable projects, preferably including Tribal planning projects.

For each project, provide:

- Client.
- Description.
- Scope.
- Dates.
- Personnel.
- Approximate contract value.
- Reference contact.

H. References

Provide at least three client references.

I. Cost Proposal

Provide a detailed cost proposal identifying:

- Labor by task.
- Labor classifications.
- Estimated hours.
- Hourly rates.
- Travel.
- Meetings.
- Subconsultants.
- GIS and mapping.
- Other direct costs.
- Total cost.

Identify all assumptions and exclusions.

11. OPTIONAL SERVICES

Proposers may separately identify and price optional services, including:

- Emergency Operations Center planning.
- Department-specific emergency plans.
- Continuity of Operations (COOP) and Continuity of Government (COG) planning.
- Tabletop exercises.
- Functional exercises.
- Full-scale exercises.
- Emergency management training.
- Evacuation planning.
- Mass care and sheltering.
- Hazard-specific annexes.
- GIS hazard mapping.
- Mitigation grant application support.
- Mitigation project development.
- Annual plan maintenance.
- Enterprise-specific continuity planning.

Optional services shall be priced separately from the base proposal.

12. PROPOSAL EVALUATION

Proposals will be evaluated using the following criteria.

Evaluation Criterion	Weight
Understanding of Project and Scope	15%
Emergency Management Experience	15%
Tribal Government/Tribal Planning Experience	15%
Proposed Methodology and Approach	20%
Project Team Qualifications	10%
Schedule and Milestone Approach	10%

Evaluation Criterion	Weight
Cost/Overall Value	15%
TOTAL	**100%**

The Tribe may conduct interviews with selected proposers.

The Tribe reserves the right to modify the evaluation process as necessary.

13. CONTRACT AWARD

The Tribe intends to award a professional services contract to the proposer determined to provide the best overall value.

The Tribe reserves the right to:

- Reject any or all proposals.
- Request clarification.
- Request additional information.
- Negotiate scope and price.
- Modify the RFP.
- Cancel the procurement.
- Award the project in phases.
- Award optional services separately.
- Conduct interviews.
- Select a proposer other than the lowest-cost proposer.

No contract shall be final until executed by authorized representatives of the Tribe.

14. CONTRACT AND PAYMENT

The final contract shall establish:

- Scope.
- Deliverables.
- Schedule.
- Compensation.
- Payment terms.
- Insurance.
- Confidentiality.
- Ownership of work product.
- Termination.
- Dispute resolution.
- Tribal requirements.
- Other required contractual provisions.

The Tribe anticipates milestone-based invoicing.

The proposed payment structure is as follows:

Milestone	Percentage
Contract Execution, Kickoff, and Work Plan	10%
Gap Analysis	10%
Hazard/Risk Assessment	10%
Draft CEMP	15%
Draft Mitigation Plan	15%
Integrated Review and Revisions	10%
Final Plans	25%
Final Presentation, Training, and Closeout	5%
TOTAL	**100%**

The final payment schedule may be negotiated.

15. OWNERSHIP OF WORK PRODUCT

Unless otherwise provided in the final contract, all final plans, reports, maps, data, graphics, templates, and other materials specifically developed for the Tribe shall become the property of the Snoqualmie Tribe upon payment.

The consultant shall provide editable source files necessary for future Tribal maintenance and updates.

16. COORDINATION WITH EXTERNAL JURISDICTIONS

The consultant shall assist the Tribe with appropriate coordination with:

- FEMA.
- Washington State Emergency Management Division.
- King County.
- Local jurisdictions.
- Fire districts.
- Law enforcement agencies.
- Public health agencies.
- Utilities.
- Transportation agencies.
- Neighboring Tribal governments.
- Other regional partners.

External coordination shall be conducted in consultation with the Emergency Management Director.

Such coordination shall support interoperability while preserving Tribal sovereignty and governmental authority.

17. QUALITY ASSURANCE AND QUALITY CONTROL

Before submitting major deliverables, the consultant shall verify:

- Accuracy.
- Completeness.
- Internal consistency.
- Applicable regulatory alignment.
- Consistency between the CEMP and Mitigation Plan.
- Organizational consistency.
- Map and data accuracy.
- Usability.
- Appropriate treatment of sensitive information.

The consultant shall correct errors or omissions attributable to the consultant's work and within the approved scope at no additional cost.

18. SUCCESS CRITERIA

The project shall be considered successful when:

1. The updated CEMP has been completed and accepted by the Tribe.
2. The All-Hazards Mitigation Plan has been completed and accepted by the Tribe.
3. The plans demonstrate alignment with applicable FEMA requirements and guidance.
4. Applicable Washington State and King County considerations have been incorporated.
5. Tribal authority, sovereignty, priorities, and organizational structure are appropriately reflected.
6. Tribal enterprises and significant commercial operations are appropriately incorporated.
7. The CEMP and Mitigation Plan are internally consistent and integrated.
8. Critical facilities and infrastructure have been evaluated.
9. Appropriate stakeholders have participated.
10. Mitigation actions are prioritized and actionable.
11. Enterprise emergency coordination procedures have been established.
12. A plan maintenance process has been established.
13. Tribal personnel have received orientation and training.
14. Required Tribal leadership or Tribal Council approvals have been obtained.

19. ANTICIPATED PROJECT SCHEDULE

The Tribe anticipates a project duration of approximately 5-6 months.

Phase	Estimated Timing
Contract Execution/Kickoff	Month 1
Existing Plan Review	Month 1
Gap Analysis	Month 1
Stakeholder/Enterprise Engagement	Month 2

Phase	Estimated Timing
Hazard/Risk Assessment	Month 2
Enterprise Workshop	Month 2
CEMP Framework	Month 3
Mitigation Planning	Month 3
Draft CEMP	Month 4
Draft Mitigation Plan	Months 4-5
Integrated Review	Month 5
Final Revisions	Month 5
Final Plans/Presentation	Months 5-6
Training/Closeout	Month 6 (No later than June 15, 2027)

Proposers may recommend an alternative schedule if justified by their proposed methodology.

20. PROPOSAL SUBMISSION

Proposals shall be submitted electronically to:

Snoqualmie Tribe
Attn: Chris Sutter, Emergency Management Director/Tribal Project Manager
Email: chris.sutter@snoqualmietribe.us
Phone: 425-736-7523

Subject: RFP – Comprehensive Emergency Management Plan Update and All-Hazards Mitigation Plan

Proposal Due Date: December 2, 2026
Submission Deadline: 5:00 p.m. Pacific Time

Late proposals may be rejected at the Tribe's discretion.

21. QUESTIONS AND CLARIFICATIONS

Questions regarding this RFP shall be submitted in writing to:

Chris Sutter
Emergency Management Director/Tribal Project Manager
Snoqualmie Tribe
Email: chris.sutter@snoqualmietribe.us
Phone: 425-736-7523

Questions Due: November 15, 2026, subject to confirmation.

Responses to substantive questions may be distributed to all prospective proposers.

22. ANTICIPATED PROCUREMENT SCHEDULE

Activity	Date
RFP Issued	November 2, 2026
Deadline for Questions	November 15, 2026
Responses to Questions	November 22, 2026
Proposal Due Date	December 2, 2026
Proposal Evaluation	December 2026
Interviews, if Required	December 2026
Notice of Intent to Award	December 2026
Contract Negotiations	December 2026
Contract Execution	January 2027
Project Kickoff	January 2027
Anticipated Completion	June 15, 2027

23. DESIRED FINAL OUTCOME

The Snoqualmie Tribe seeks a consultant who will serve as a strategic planning partner in strengthening the Tribe's emergency management capabilities and long-term resilience.

The completed CEMP and All-Hazards Mitigation Plan shall provide an integrated framework that enables the Tribe to:

- Prepare for emergencies.
- Protect Tribal citizens, employees, visitors, facilities, businesses, infrastructure, cultural resources, and natural resources.
- Respond effectively to emergencies and disasters.
- Coordinate with Tribal enterprises.
- Coordinate with regional, state, and federal partners.
- Reduce identified hazards and vulnerabilities.
- Prioritize mitigation investments.
- Protect critical Tribal infrastructure and economic assets.
- Improve business and governmental continuity.
- Strengthen long-term community resilience.
- Support emergency management and mitigation funding opportunities.
- Maintain and continually improve the Tribal emergency management program.

The final planning framework should recognize that the Tribe's resilience depends upon the interconnected strength of its government, enterprises, people, infrastructure, cultural resources, natural resources, and community partnerships.

The Tribe looks forward to receiving proposals from qualified firms with the expertise and experience necessary to support this important planning effort.

END OF REQUEST FOR PROPOSALS