

The Suquamish Tribe



Comprehensive Emergency Management Plan (CEMP)



The Suquamish Tribe
Port Madison Indian Reservation



April 22, 2019



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The Suquamish Tribe Comprehensive Emergency Management Plan (CEMP)

Prepared for:

The Suquamish Tribe, Port Madison Indian Reservation

Funded by:

The Suquamish Tribe
&
Federal Emergency Management Agency (FEMA)
Department of Homeland Security
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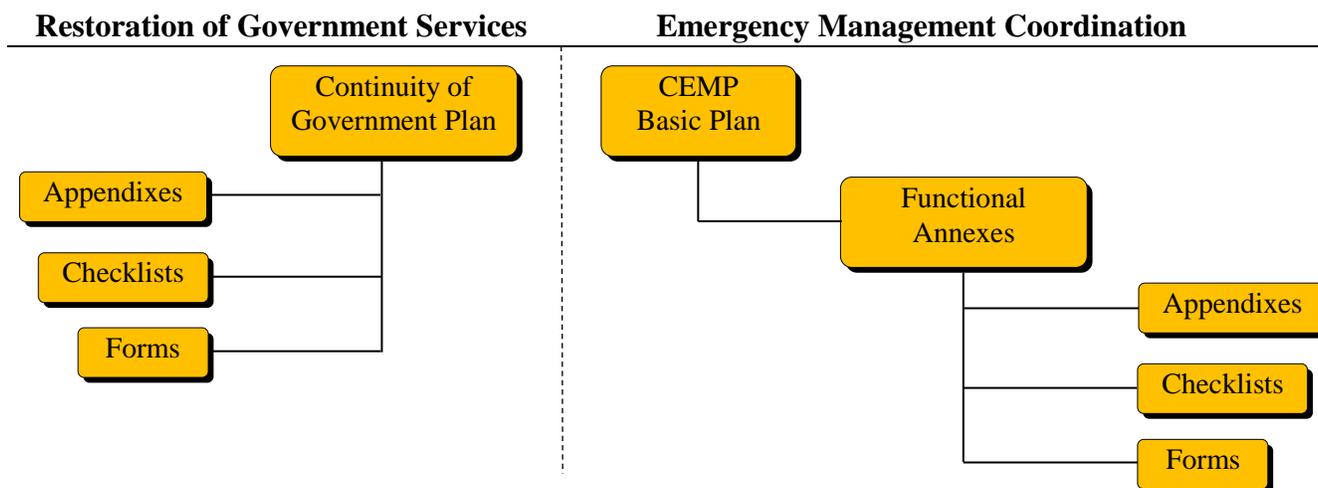
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- Annex B Public Warning & Communication
- Annex C Population Protection
- Annex D Tribal Asset Protection
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Executive Summary

The Suquamish Tribe strives to be adequately prepared, to the greatest extent possible, to respond to catastrophic events and natural disasters. The Tribe recognizes that large scale events of this nature often create regional impacts that in addition to impacting citizens within the community, will simultaneously interrupt and/or possibly destroy facilities and systems used to provide essential government services. These events necessitate managing emergency response efforts as the Tribal government’s first priority, while simultaneously restoring essential government services as a secondary priority. These become concurrent responsibilities that must be managed in a coordinated manner.

To address its dual responsibility, the Tribe’s maintains a Comprehensive Emergency Management Plan (CEMP) to establish guidelines for coordinating its emergency management responsibilities. Meant to function as a companion document, the Tribe also maintains a Continuity of Government Operations Plan (COG). The COG establishes the guidelines needed to preserve, maintain essential government services, and to reconstitute the Tribe’s ability to function effectively following a catastrophic event. The CEMP and COG are intended to coordinate with each other in a manner that enables the Tribe to simultaneously manage its dual responsibilities.

The entire CEMP is an interrelated collection of strategic and operational documents. The CEMP is structured using a Basic Plan intended to serve as the overall “document umbrella” under which all other documents operate in support. Flowing from the strategic-level Basic Plan, the series of Functional Annexes, appendixes, checklists, and forms support the Basic Plan with more detailed information and procedural guidelines. The following illustrates the CEMP’s structure and how it is intended to serve as a companion document with the COG.



Intended to be flexible, adaptable, and scalable based on the actual emergency management needs of the event, both the CEMP and COG articulate the roles and responsibilities among local, state, and federal agencies. Both plans are intended to be used in a modular fashion, implementing only those aspects that align with managing the size, scope, and complexity of the event.

Consistent with their preparedness responsibilities, each Tribal department and enterprise program is expected to maintain operational guidelines and processes specific to the essential functions of their discipline. Where applicable, this may include department specific response manuals and standard operating procedures.

The following Comprehensive Emergency Management Plan (CEMP) guidelines establish a general framework for coordinating the emergency management of catastrophic events within the Port Madison Indian Reservation. The Tribe's CEMP describes the basic preparedness strategies, planning assumptions, operational objectives, and emergency management processes through which the Tribe will mobilize resources and coordinate the support provided to first responders during response and recovery.

Authorities & References – The following document has been developed in accordance with and in consultation with the following resources.

Authorities

- Homeland Security Act of 2002 (6 U.S.C § 101 *et seq.*), November 25, 2002
- Executive Order 12472, *Assignment of National Security and Emergency Preparedness Telecommunications Functions*, April 3, 1984, as amended
- Executive Order 12656, *Assignment of Emergency Preparedness Responsibilities*, November 18, 1988, as amended
- National Security and Homeland Security Presidential Directives 20 and 51
- Presidential Decision Directive 67, *Ensuring Constitutional Government and Continuity of Government Operations*, October, 1998
- Federal Continuity Directive 1, *Federal Executive Branch National Continuity Program and Requirements*, February, 2008

References

- National Continuity Policy Implementation Plan, dated August 2007
- Federal Emergency Management Agency (FEMA) Continuity Guidance for Non-Federal Entities (States, Territories, Tribal, and Local Government Jurisdictions), July 2010
- FEMA Continuity Plan Template and Instructions for Non-Federal Governments, September 2013.
- FEMA Continuity Guidance Circular 1 (CGC 1), Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions), FEMA, July 2013
- FEMA Continuity Guidance Circular 2 (CGC 2) Continuity Guidance for Non-Federal Governments: Mission Essential Functions Identification Process (States, Territories, Tribes, and Local Government Jurisdictions), October 2013
- 36 Code of Federal Regulations, Part 1234, Electronic Records Management, Part 1236 Management of Vital Records
- National Incident Management System (NIMS), December 2008
- National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs, 2013 Edition

Tribal Adoption Resolution

The Suquamish Tribe
Port Madison Indian Reservation
Resolution # 2019-078

WHEREAS, the Suquamish Tribal Council is the duly constituted governing body of the Port Madison Indian Reservation by authority of the Constitution and Bylaws for the Suquamish Tribe of the Port Madison Reservation, Washington, as approved on July 2, 1965, by the Under Secretary of the Interior; and,

WHEREAS, under the Constitution and Bylaws of the Tribe, the Suquamish Council is charged with the duty of protecting the health, security, and general welfare of the Suquamish Tribe and Reservation residents; and,

WHEREAS, an integrated approach to emergency management will benefit all residents of the Port Madison Indian Reservation in an emergency; and,

WHEREAS, the Suquamish Tribe recognizes Comprehensive Emergency Management as a necessary element of preparing for and responding to man-made/natural disasters; and,

WHEREAS, the Suquamish Tribe does hereby adopt the Comprehensive Emergency Management Basic Plan.

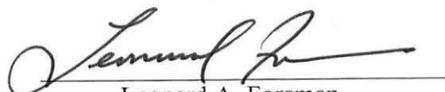
NOW THEREFORE BE IT RESOLVED, that the Suquamish Tribal Council hereby adopts the 2019 Suquamish Tribe Comprehensive Emergency Management Basic Plan for the Port Madison Indian Reservation; and authorizes the Emergency Management Coordinator to keep the plan updated, to make necessary edits and non-substantive changes, and to keep the Tribal Council apprised of Plan developments; and

BE IT FURTHER RESOLVED, that this Resolution supersedes any previous Resolution concerning the Comprehensive Emergency Management Basic Plan.

CERTIFICATION

The foregoing resolution was duly enacted by the Suquamish Tribal Council, meeting in Regular session on this 22nd day of April, 2019, by vote of 5 FOR, 0 AGAINST, 0 ABSTENTIONS, of which a quorum was present.

BY:


Leonard A. Forsman
Chairperson

ATTEST:


Nigel Lawrence
Secretary

Res. 2019-078, Comprehensive Emergency Management Basic Plan
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Section 1 – Introduction

1.1. General

The mission of the Suquamish Tribe’s Emergency Management Program is to mitigate, prepare for, respond to, and recover from and mitigate any emergency or disaster that affects the Port Madison Indian Reservation. The Tribe recognizes that the successful execution of this mission is dependent upon the collective efforts of all members of the Tribal community.

To carry out this mission, the Suquamish Tribe Emergency Response Commission (TERC) is charged with the duty of protecting the health, security, and general welfare of the Suquamish Tribe and all Reservation residents.

The TERC’s goals are to:

- develop community awareness and self-sufficiency;
- assist in the development of local first responder capabilities;
- Support development of emergency management procedures; and,
- Foster an atmosphere of interagency cooperation among mutual-aid and support agencies for managing emergency operations.

Reference: *Resolution 2007-091*

Tribal Emergency Response Commission’s Role & Responsibilities

It is the responsibility of each individual and household living or conducting business within the Port Madison Indian Reservation’s Tribal community to take the steps needed to minimize the impact of emergencies and disasters on the community. These responsibilities include, but are not limited to, the following: hazard awareness; knowledge of appropriate protective actions; knowledge of appropriate response actions; taking proactive steps to mitigate the impact of anticipated hazards; and preparations for personal and family safety and self-sufficiency for a period of at least 10 to 14 days following a major emergency or natural disaster.

Limitations – The diverse nature of any emergency or disaster makes it probable that no single government agency or jurisdiction can handle all potential incidents alone. It is neither implied nor inferred that this plan guarantees a perfect emergency or disaster response. No plan can shield individuals from all events. Reasonable effort will be made to assure timely response, however resources and systems will be severely taxed and quite probably overwhelmed. Natural disasters typically provide little or no advanced warning, making implementation of operational procedures and emergency plans dependent upon tactical execution that may be imperfect.

Sovereign Immunity – Nothing in this plan is intended to waive or shall be construed or interpreted as a waiver of the Suquamish Tribe’s sovereign immunity, its Tribal elected officials, its members, employees, agents, or entities. No action may be maintained in tribal, State or federal court without the express consent by resolution of the Suquamish Tribal Council.

1.2. Purpose & Scope

The following Comprehensive Emergency Management Plan (CEMP) outlines the Tribe’s approach to all aspects of emergency management, to include Mitigation, Preparedness, Response and Recovery. It also provides a foundation from which the Tribe can increase its capability to protect the safety, health, and welfare of Tribal staff and visitors.

The CEMP:

- Examines local hazards and the risk associated with the emergencies most likely to impact the Tribal community.
- Provides a framework for executing and managing a coordinated, multi-jurisdictional, multi-disciplinary, and multi-agency response.
- Addresses the Tribe's emergency management program in a comprehensive manner by defining potential mitigation, preparedness, response, and recovery activities.
- Identifies roles and responsibilities of Tribal departments, offices, and personnel for fulfilling positions within:
 - Emergency operations functions both on-scene and in the Emergency Operations Center (EOC)
 - Cooperating groups of public citizens - and private-sector agencies.

These emergency management activities are designed to protect lives and property, ensure continuity of government, preserve the Tribe's environment, and allow the quickest possible restoration of normal government and community activities.

1.3. CEMP Structure

The Tribe's Comprehensive Emergency Plan (CEMP) consists of a Basic Plan, Basic Plan Appendices, a series of Functional Annexes, and Appendixes used to support Functional Annexes that are described as follows.

Basic Plan – The Basic Plan details the Tribe's most basic emergency management responsibilities; identifies where and how the Tribe derives its emergency management authority; outlines where fundamental emergency responsibilities fit within Tribal government; and details the Tribe's interlocal relationships with other agencies and the role of mutual-aid agreements.

The Basic Plan establishes:

1. A series of planning assumptions based on a situational analysis of the community profile, identification of critical facilities, essential infrastructure, and hazard vulnerability, as well as capability assessment;
2. A concept of operations that outlines basic emergency management principles and the Tribe's policy level operating guidelines;
3. Policy guidelines for integrating emergency management roles and responsibilities within Tribal government;
4. General policy direction for activating emergency management coordination and control measures during a significant incident or natural disaster.

Basic Plan Appendices – A series of appendixes support the Basic Plan to address housekeeping items such as: Definitions, Acronyms, Legal Authorities and References, Interlocal Agreements, etc.

Functional Annexes – A series of Functional Annexes expand on the Basic Plan by establishing procedural and process guidelines for managing the Tribe's emergency management responsibilities. The Suquamish Tribe recognizes its resource limitations and therefore the subsequent need to integrate with the county, state, and federal use of Emergency Support Functions (ESF) when incorporating the use of outside resources during major emergency events.

The following Functional Annexes address how the Tribe's emergency management efforts will integrate traditional ESF resource support.

Annex A: Emergency Management – Outlines a series of planning assumptions, concept of operations and establishes the procedural guidelines for activating and managing the Tribes Emergency Operations Center (EOC).

Subject areas include:

- EOC Activation
- Coordination, Direction & Control
- Emergency Management Communication
- Information Collection, Analysis & Dissemination

Annex B: Public Warning & Communication – Outlines a series of planning assumptions and establishes the procedural guidelines for warning the public of an approaching hazard and to disseminate event-related public information.

Subject areas include:

- Public Warning
- Public Information

Annex C: Population Protection – Outlines a series of planning assumptions and establishes the procedural guidelines for protecting and caring for the public at large.

Subject areas include:

- Population Protection
- Mass Care & Sheltering
- Health & Medical Services

Annex D: Tribal Asset Protection – Outlines a series of planning assumptions and establishes the procedural guidelines for managing the protection of crucial Tribal assets such as but not limited to the Tribe's natural resources, fisheries, and enterprise programs.

Subject areas include:

- Terrorist Activities
- Damage Assessment
- Critical Infrastructure & Resource Restoration
- Natural Resource Department Responsibilities
- Fisheries Department Responsibilities
- Education Department Responsibilities

Annex E: Resource Management – Outlines a series of planning assumptions and establishes the procedural guidelines for managing the resources required to respond to and recover from a catastrophic event.

Subject areas include:

- Resource Management
- State & Federal Resources
- Military Support to Civil Authorities

Annex F: Finance & Administration – Outlines a series of planning assumptions and establishes the procedural guidelines and supporting information regarding the management of response and recovery expenses.

Subject areas include:

- Financial Management & Administration
- Record Keeping

Annex G: Tribal Enterprise Programs – Outlines a series of planning assumptions and establishes the procedural guidelines and supporting information for integrating roles and expectations between the Tribe’s Emergency Operations Center (Suquamish EOC) and the activities managed by Tribe’s various enterprise programs during an emergency event.

Subject areas include:

- Integration of Emergency Management Roles
- Department Operations Center (DOC) Operations
- Port Madison Enterprises
- Suquamish Seafoods
- Education Programs
- Suquamish Evergreen Corporation

Supporting Appendixes, Checklists & Forms – Functional Annexes are supported with documents such as user manuals, resource lists, activation and position checklists, forms, templates, etc.

1.4. Emergency Management Authority

The Suquamish Tribe is a sovereign nation with direct government-to-government relationships with the United States. As a sovereign nation, the Suquamish Tribe has the inherent authority to protect the public health, safety and welfare of its citizens. In the context of emergency management, the Suquamish Tribe has the authority to engage in preparedness and response activities using the methods it deems most appropriate for its communities.

This plan is designed and developed under the Suquamish Tribal Government authority as a sovereign nation according to the Suquamish Tribe’s Constitution and bylaws originally adopted in 1965 and amended in 1983. This authority empowers:

1. The Tribal Council Chairperson to serve as the Tribal Council’s lead representative during periods of emergency with the power and authority to make Temporary orders, which shall have the force of law on matters reasonably related to the protection of life and property as affected by a disaster for so long as the disaster continues.
2. The Tribal Emergency Operations Center to serve as the central authority for managing the coordination of Tribal emergency activities.
3. The Tribal Council to pass emergency ordinances, resolutions and laws governing the Tribe in a disaster event including the authority to enact the following:

Declaration of Emergency – The Tribal Chair and Tribal Council can declare a Reservation-wide emergency. If declared by the Tribal Chair, the Council must also approve the declaration within 7 days by resolution. The Tribal Council should review, update as needed, and renew the declaration every 14 days; terminating it as soon as possible, by resolution.

The Sandy Recovery Improvement Act of 2013 (SRIA) amended the Stafford Act by giving tribal governments the option to directly request a Presidential emergency independent of a state when requesting federal disaster assistance to mitigate impacts within the Tribe’s own borders. This is an alternative route to accessing FEMA's assistance through the Washington State Emergency Management Department.

Command & Control – The Suquamish Tribe’s Executive Director may direct staff and emergency response and to settle questions of authority and responsibility within the Port Madison Indian Reservation. The Executive Director shall keep the Tribal Chair reasonably informed of all such matters.

Emergency Orders & Regulations – The Tribal Chair or their designee may promulgate orders and regulations to protect life and property or to preserve order and safety within the Reservation. Such an order must be in writing and must be given widespread publicity, through whatever personnel or media that remains operational during the emergency. The Tribal Council must also confirm the orders within 24 hours after their issuance. During a declared emergency, the Tribal Chair, Vice Chair, or Executive Director may authorize the purchase of new supplies or equipment or the commandeering of Tribal government supplies/and or equipment, and request other aid for Tribal citizens.

Table 1.1 – This table summarizes a variety of emergency preparedness authorities across tribal constitutions, codes, and emergency management plans. It outlines the federal, state, and local statutory framework that informs and empowers the Tribe’s emergency management organizational framework, operational concepts and preparedness activities. The following table identifies the sources from which authority is derived in order to coordinate local emergency management efforts; it does not imply any form of authoritative hierarchy.

Table 1.1: Federal, State & Local Statutory Framework	
Federal	Homeland Security Presidential Directive 5
	National Disaster Response Framework
	National Incident Management System
	National Preparedness Goal
	National Response Framework
	Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006
	Presidential Policy Directive 8
	Robert T. Stafford Disaster Relief and Emergency Assistance Act
	Sandy Recovery Improvement Act of 2013
Washington State	Chapter 38.52 Revised Code of Washington
	Title 118 Washington Administrative Code
Kitsap County	Comprehensive Emergency Management Plan
Suquamish Tribe	No code established at this time

Note: Printed copies of these documents should be retained in a manner that keeps them readily accessible to the Council Chair, Vice Chair, and Executive Director.

1.5. Emergency Management Responsibilities

With sovereign authority, comes emergency management responsibility. Understanding this, the Tribe recognizes its responsibility to protect the safety of its members and to preserve the vitality of the Tribal enterprises their members depend on for essential services and economic sustainability. To address this, the Tribe’s administration is responsible for ensuring the development and implementation of emergency management related tasks within the Tribal government.

The Emergency Management Coordinator (EMC) operates with delegated authority from the Executive Director and is responsible for facilitating the organization, administration, and operations of emergency management for the Tribe. The EMC may delegate any of these activities to designees as appropriate, provided that adequate staff is available.

The Tribe has very limited resource capacity, but to the best of its ability and within the limitations of its resource capability, will strive to fulfill its emergency management responsibilities within the Port Madison Indian Reservation. The Suquamish Tribe assumes emergency management responsibility for:

- The public safety and welfare of Tribal members, its employees, and Reservation visitors, to include preparedness training and applicable exercises.
- Coordinating the Tribal resources needed to address the full spectrum of actions for mitigating, preparing for, responding to, and recovering from incidents spanning all hazard types.
- Suspending Tribal laws and ordinances as appropriate, directing evacuations and, in coordination with the local health authority, ordering quarantines.
- Providing leadership, disseminating public communication and assisting individuals, businesses, and organizations cope with the event's consequences within the Tribe's jurisdiction.
- Negotiating and entering into mutual-aid agreements to facilitate resource sharing.
- Requesting state assistance through the County and/or State EOC when the Tribe's capabilities have been totally committed, exceeded, or exhausted.
- Electing to deal directly with the Federal government, by requesting a presidential disaster declaration on behalf of the Tribe. Federal agencies may work directly with the Tribe in accordance with the Stafford Act.
- Determining if the Tribe will participate in the Washington Mutual Aid System (WAMAS) by opting into the system in accordance with RCW 38.56.
- Maintaining a program designed to mitigate, prepare for, respond to, and recover from the effects of hazards through the enforcement of appropriate policies, standards, and regulations.
- Maintaining cost and expenditure reports associated with disasters, including resources mobilized as a result of mutual-aid agreements.
- Participating with and supporting the process of providing damage assessments of the Tribal facilities and infrastructure affected by an emergency or disaster.
- Establishing and operating local staging areas and Community Points-of-Distribution (CPOD) in support of delivery of emergency supplies.
- Providing a trained response force capable of managing the disasters or events most likely to affect the Tribe.
- Determining the Tribe's training and exercise needs based on capabilities assessments.

1.6. Mutual-Aid and Inter-local Agreements

When an emergency or disaster occurs within the Port Madison Reservation, local agencies respond and may call upon their neighboring jurisdictions for assistance. This can occur during a variety of incidents, such as a mass casualty incident, structural collapse, a major fire, or when multiple events occur simultaneously. Inter-local, automatic-aid, and mutual-aid agreements are all mechanisms that local agencies can use to exchange the resources needed to augment their first response obligations.

During a widespread disaster such as a major storm or earthquake, these local mutual-aid agencies are likely to be equally affected, which means they would not be available to provide assistance. In this case, the Tribe would turn to the Washington State Emergency Management Division (WA EMD). The State EMD serves as the state-wide clearinghouse for interagency assistance and is thus the most practical source for information about the scope of the emergency. Their role is to coordinate access and distribution of the resources the Tribe may need. Requests for FEMA and federal resources are typically managed through the WA EMD. As a sovereign nation, the Tribe is not required to initiate requests through the state and may go directly to FEMA if it deems that route most appropriate.

Sovereignty gives the Suquamish Tribe authority to request resources directly from FEMA. However, this authority does not influence nor provide any favoritism when competing for limited resources.

Exception – Because the Tribe is a sovereign nation, it may directly request assistance from FEMA and/or other federal jurisdictions such as the Army Corps of Engineers, the Department of the Interior, other Tribes, or anyone else that might be able to provide assistance. Many of these agencies can provide aid in the absence of a Presidential Declaration of Disaster (PDD). For example, the Army Corp of Engineers is charged with providing some types of engineering and mitigation assistance, whether or not a PDD has been issued. Beyond this, FEMA funding will only reimburse expenses when a PDD is issued. When requests are routed through the state, the state assumes 12.5% of the cost share. Therefore, though the 2013 Stafford Act authorizes tribal governments to bypass the state to request a PDD, the Tribe will incur the entire 25% cost share responsibility for aid received directly from outside agencies.

It is important to note that FEMA is a support agency, not a primary response agency. As such, FEMA's resources are generally not available in the immediate aftermath of a disaster and could be delayed for two weeks or longer depending on the severity of the damage. The Tribe will account for this potential gap by taking measures to ensure its members are prepared and by working to expand its response capacity by utilizing mutual aid.

The following is a partial listing mutual aid agreements currently in place to support emergency response within the Port Madison Indian Reservation:

Public Health Agreements

- Olympic Regional Tribal Public Health Mutual-Aid Agreement

Law Enforcement Agreements

- Interlocal Cooperation Act Agreement for Mutual Aid – Kitsap & Suquamish Tribe

Fire Service Agreements

- Master Mutual Aid Agreement Clallam, Jefferson & Kitsap Fire Services
- Mutual Aid Agreement Navy Region NW & Kitsap Fire Agencies
- Technical Rescue Mutual Aid Interlocal Agreement
- Intergovernmental Agreement for EMAC & PNEMA Assistance
- Interlocal Agreement Northwest WA Incident Management Team
- Fire Mobilization Agreement with Washington State Patrol
- Forest Land Fire Response Agreement with Washington State DNR
- Interlocal Agreement Regarding Emergency Communications & Other Services

Transportation Agreements

- Kitsap Transit Interlocal Agreement for Mutual Aid

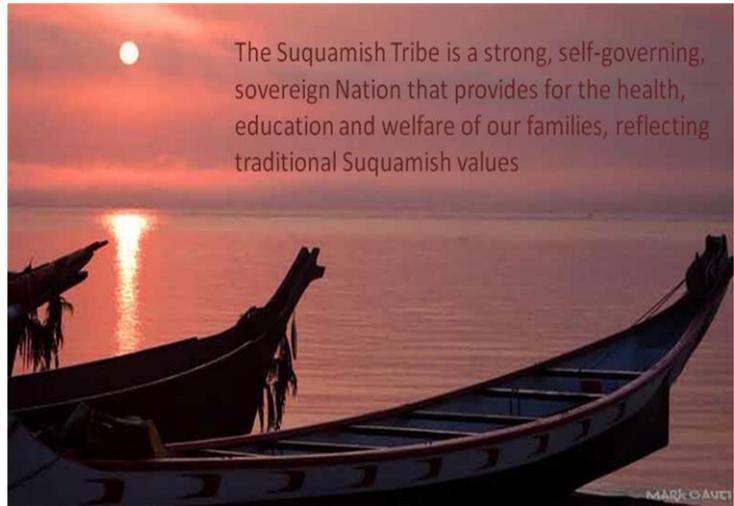
Should additional agreements be executed, the Tribe’s Emergency Management Coordinator and Legal Department will maintain copies. During an emergency situation, a local declaration of emergency may be necessary to activate these agreements and to support allocation of the resources they provide.

Section 2 – Situation Analysis & Planning Assumptions

2.1 The Suquamish Tribe

The Port Madison Indian Reservation is the primary home of the Suquamish people since time immemorial. It is the ancient place on Agate Passage, the site of Old-Man-House village, the winter home of Chief Seattle and the heart of the Suquamish people. It is here - past, present and future - that the Suquamish people live on the land of their ancestors and great-grandchildren.

The Suquamish Tribe is the successor of responsibility for political interest to tribes, bands, and groups of Indians, including those known as the Suquamish and Duwamish that were signatories to the Treaty of Point Elliot of January 22, 1855, as ratified by Congress on March 8, 1859. The Tribe is federally recognized and operates under Constitution and By-laws adopted in 1965, pursuant to the Indian Reorganization Act of 1934. A seven-member Council led by the Tribal Chairman governs the Tribe.



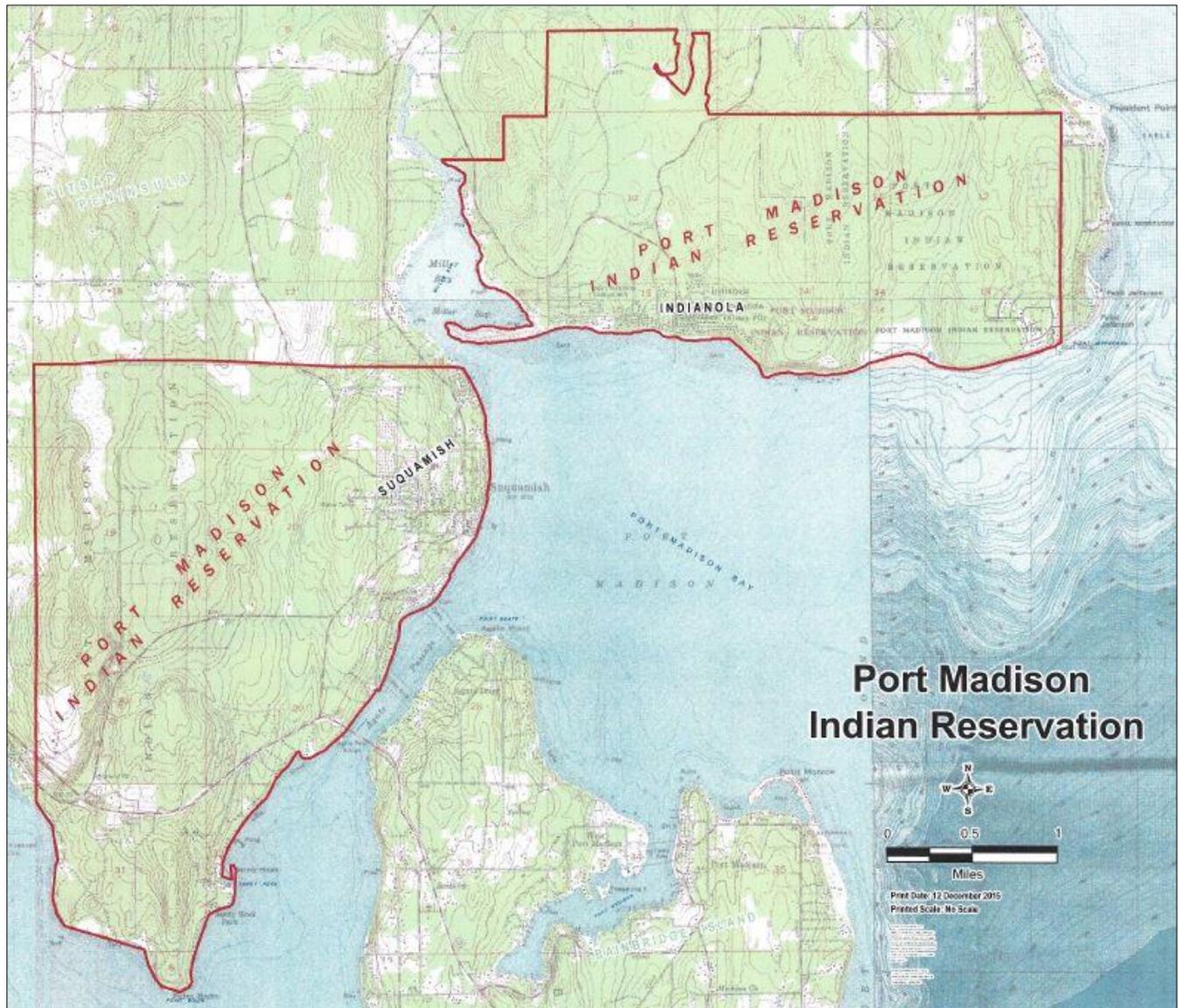
The Tribe's administrative structure includes but is not limited to the following departments: Administration, Community Development, Fisheries, Human Services, Wellness, Tribal Child Welfare, Legal, Natural Resources, Public Safety and Tribal Court, Suquamish Museum, Education, Suquamish Seafood, Maintenance, Human Resources, Sports and Recreation, Grants, Tribal Gaming, Finance, Information Services, and Tribal Council.

2.2 Geographic Profile

The Reservation is located on the north end of the Kitsap Peninsula along Agate Passage encompassing the towns of Suquamish and Indianola. Seattle lies almost directly to the east across Puget Sound with Bremerton 25 miles to the south. The Reservation is divided by Miller Bay into two portions encompassing 7,657 acres of land. Ownership of the Reservation uplands consists of 46.77% alienated fee land (3,581 acres) owned by non-Indians, 33.97% individual trust land (2,601 acres) owned by individual Tribal members, and 19.26% Tribal trust land (1,475 acres) owned by the Suquamish Tribe.

The Reservation population is approximately 7,640 (2010 Census) of which approximately 8.19% are enrolled Tribal members or of other Indian nationality. There are 268 Tribal head of households in the Suquamish housing complexes, with remaining Tribal members living throughout the Reservation. Additional residential areas are mainly clustered within the Suquamish and Indianola communities, with scattered home sites and forestry and other low-density land use applications throughout the Port Madison Reservation.

Map 2.1: Port Madison Indian Reservation – The following map identifies the two Reservation land boundaries. As the map illustrates, the Reservation is divided into two land areas that are a blended composite of alienated fee land, individual trust land, and Tribal trust land.

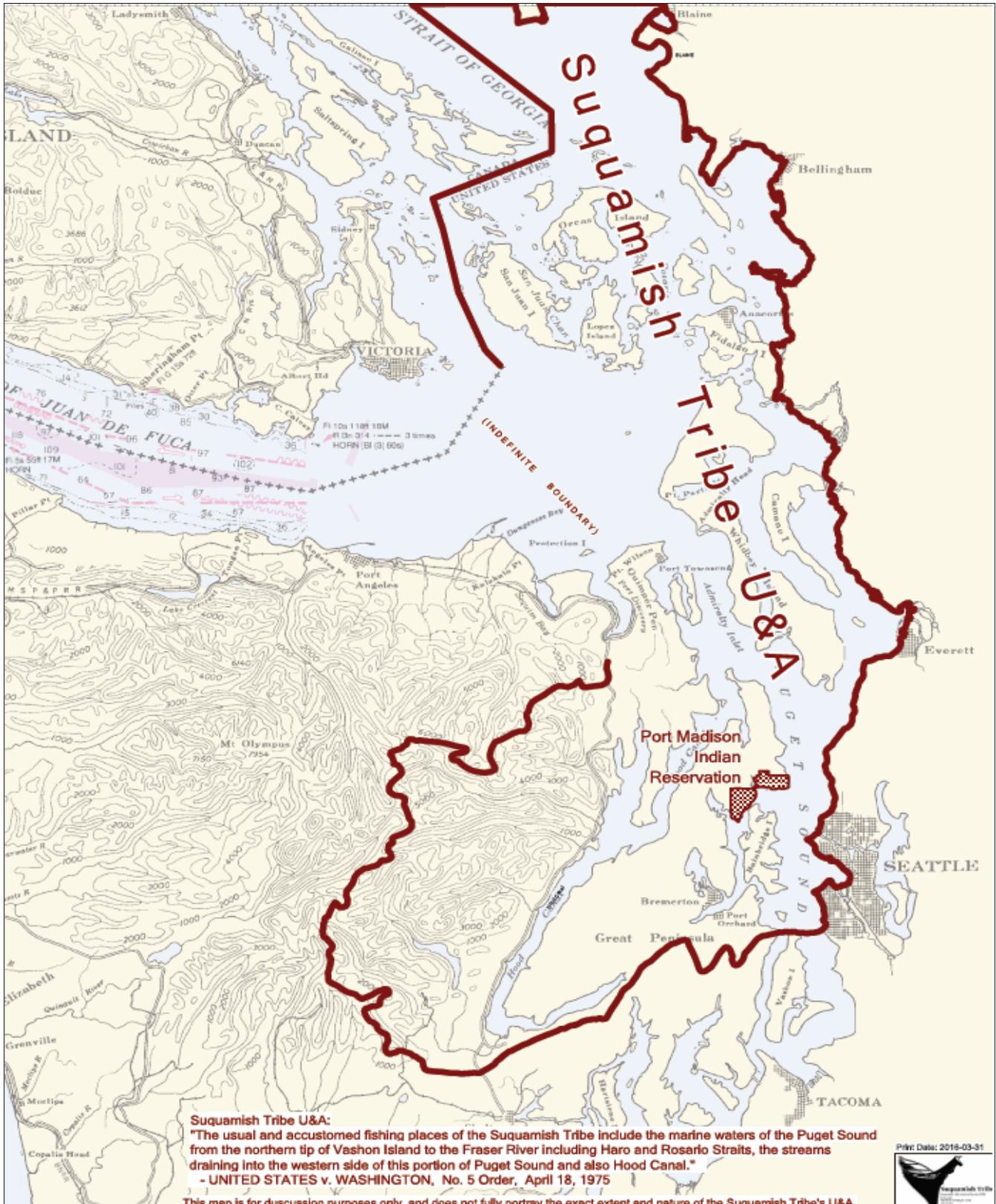


2.3 Usual & Accustomed Grounds

The 1855 Treaty of Point Elliott at Mukilteo secures the Tribe’s right to freely access and harvest resources within these treaty-reserved grounds by designating them as Usual and Accustomed Grounds for the purpose of providing subsistence, ceremonial, cultural and commercial benefits for the present and future generations of Suquamish Tribal members. These treaty rights were upheld on April 18, 1975 in the US V. WA case.



Map 2.2: Suquamish Tribe Usual & Accustomed Grounds – The following map illustrates the approximately 4,417 square mile watershed area that encompass the marine waters of Puget Sound from the northern tip of Vashon Island to the Fraser River including Haro and Rosario Straits, and the streams draining into the western side of this portion of Puget Sound and also the Hood Canal.



2.4 Tribal Governance

The Oregon Donation Land Claim Act of 1850 opened Suquamish and other tribal lands to non-native settlement. On January 22, 1855, Suquamish leaders, led by Chief Seattle, signed the Treaty of Point Elliott at Mukilteo. As a result, the Suquamish Tribe relinquished title to their lands, which encompassed most of Kitsap County, in exchange for protection of their fishing and hunting rights, health care, education, and a reservation at Port Madison. In 1994 President Clinton signed Public Law 103-413 that established the terms entered into by the U. S. and tribal organizations under the Indian Self-Determination and Education Assistance Act and to provide for tribal Self-Governance.

Tribal governance is based firmly in the principle of tribal sovereignty and the unique government-to-government relationship between the Federal government and Indian tribes. Self-governance funding is subject to the U. S. Office of Management and Budget regulations and annual audits and provides support for education, housing, employment assistance, family preservation and support activities, water resource planning, and business development.

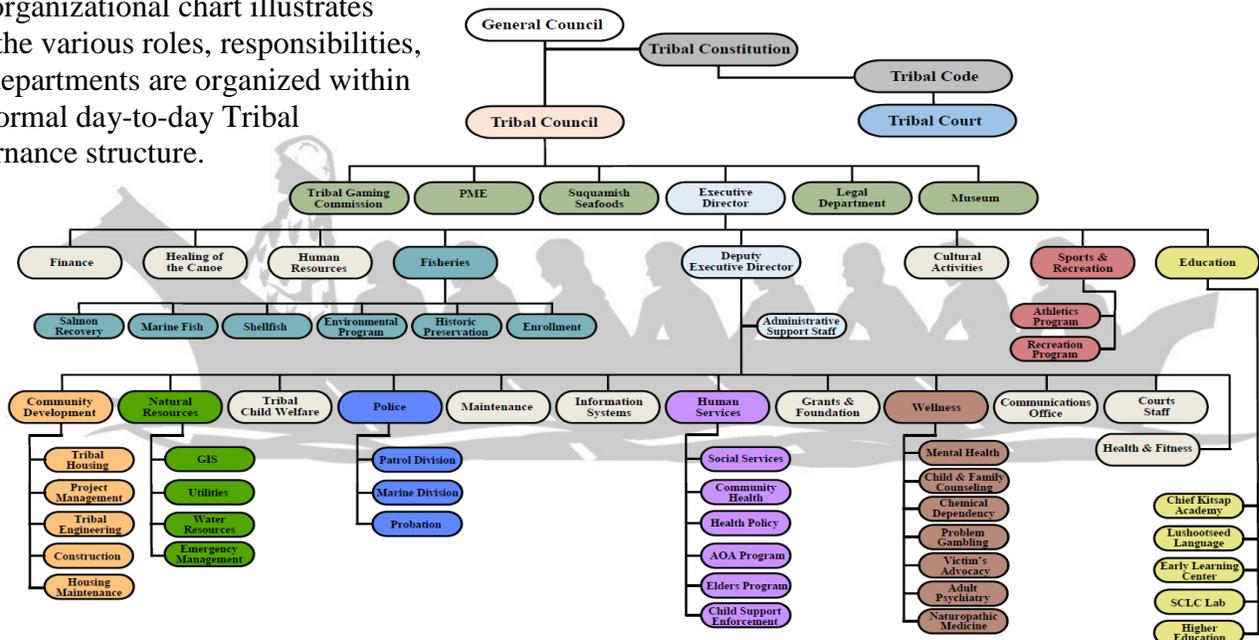
The Suquamish Tribe maintains intergovernmental relationships with Washington State through the 1989 Centennial Accord, which recognize the tribal right to govern their own citizenry. State agencies are mandated to develop their own Centennial Accord Plan through which they provide services and engage in meaningful consultation with tribes whose interests may be impacted by state programs and activities. In addition to this, the Suquamish Tribe has entered into Memoranda of Agreements with other local tribes to enhance the welfare of their common interests. The Suquamish Tribe holds a prominent position in governmental matters.



The 2019 Tribal Council (from left): Council Member Luther “Jay” Mills, Secretary Nigel Lawrence, Treasurer Robin Sigo, Chairman Leonard Forsman, Council Member Sammy Mabe, Council Member Rich Purser, Vice-Chairman Wayne George.

2.5 Government Organizational Structure

The organizational chart illustrates how the various roles, responsibilities, and departments are organized within the normal day-to-day Tribal governance structure.



2.6 Port Madison Enterprises

In 1987, the Suquamish Tribe established Port Madison Enterprises (PME) as an entity within the Suquamish Tribal Government. PME’s operations are aimed at developing community resources while promoting the economic and social welfare of the Suquamish Tribe through commercial activities. PME business operations are conducted at the direction of a PME Board of Directors, which is comprised of seven Tribal members who are appointed by the Tribal Council. The PME Board has the authority and is responsible for establishing employment policies for all of its ventures and subsidiaries. With more than 900 employees in fields ranging from information technology to hospitality, the Suquamish-owned company has become one of the largest employers in the greater Kitsap area.



2.7 Suquamish Seafood Enterprises

Suquamish Seafood Enterprises (SSE) is a fully-chartered business entity of the Tribe. Established in 1996 by Tribal charter, Suquamish Seafood Enterprises was formed to develop seafood markets for Tribal fishermen as well as to market the bountiful harvests of geoduck clams that populate the Tribe’s surrounding waters.



2.8 Demographic Information

As of 2014, the Port Madison Indian Reservation area consists of 7,657 acres, of which 1,475 acres are owned by the Suquamish Tribe, 2,601 acres are owned by Tribal members, and 3,581 acres are owned by non-Tribal members. Conventional census tracking details are as follows:

- Land area within the existing jurisdiction: 7,657 acres
- Land area within urban growth area: 0 acres
- Land area of park, forest, and/or open space: 3,276 acres
- Land area set aside as resource lands: Unspecified
- Current population: 7031 residents (Based on 2010 Census)
 - * *The average of 2.46 people per household is used in the hazard assessment sections to forecast the affected population.*
- Expected population in 2025: 15,446 residents
 - * *Kitsap County’s anticipated development and population trends project a moderate to quick increase in mixed-use commercial and residential development.*
- Number of housing units: 3,579 (Based on 2010 Census)
 - * *4,650 Structures (Suquamish GIS)*
- Predominant Home Construction: Wood Frame
- Average value of housing units: Approx. \$236,200 (Not including land or contents)
- Average value of home contents: Approx. \$177,150*
 - * *The average content value based on insurance industry standard calculation of 75% of housing unit value is used in the hazard assessment sections to forecast the structure contents values.*

2.9 Socioeconomic Profile

The Suquamish Tribe's economic vitality is supported by a rapidly growing number of Tribal business ventures that are critical to the Tribe's economy, including:

- Clearwater Casino and Resort
- Suquamish Seafood
- Kiana Lodge
- White Horse Golf Course
- Property Management Division:
 - Agate Pass Business Park
 - North Kitsap Business Park
- Multiple retail outlets such as the Masi Shop, Longhouse Texaco, Suquamish Village Chevron, Agate Dreams, etc.



As one of Kitsap County's largest employers, the Tribe is the largest employer within the Reservation. This creates a critical economic dependency on the Tribe to provide a broad range of economic benefits to the Tribe and to Kitsap County as a whole. In addition to employment and economic considerations, many of the Tribe's ventures also provide essential government services that directly support a broad range of educational programs such as housing, health, social, and economic services; law enforcement and judicial services; land management and environmental protection; and numerous other natural resource related services. Consequently, the Tribe's socioeconomic vitality is essential to the quality of life within the Reservation.

2.10 Critical Facilities & Infrastructure

Critical facilities and infrastructure are those structures that are critical to the health and welfare of the population. These become especially important after any hazard event occurs. Critical facilities consist of structure such as police and fire stations, schools, and Tribal buildings including government buildings and housing. Critical facilities within the Port Madison Indian Reservation include buildings that support businesses essential to sustaining the Tribe's economy and/or safety during and after an event such as those that supply shelter, essential goods and services such as food, water, and equipment. Critical infrastructure includes the roads and bridges that provide emergency vehicles with access to those in need and the utilities that provide water, sewerage, electricity, and communication services within the Reservation. Examples of the Tribe's Critical facilities and infrastructure include:

- Tribal government offices
- Clearwater Casino and Resort
- Chief Kitsap Academy school complex
- House of Awakened Culture
- Suquamish Youth Center
- Multiple Tribal housing sites
- Masi Shop
- Longhouse Market
- Communication towers & support buildings
- Agate Dreams
- Multiple Enterprise buildings & complexes
- Suquamish Food Bank
- Chief Sealth Grave
- Marion Forsman Early Learning Center
- Elders Lodge
- Suquamish Fitness Center
- Fish hatchery complexes
- Kiana Lodge
- Agate Passage Commercial
- Suquamish Seafoods
- Suquamish Wellness
- Whitehorse Golf Course
- Tokem processing plant
- Suquamish Museum

2.11 Community Events

Annual Tribal events elevate the community's risk and influence the need for consideration during emergency preplanning. These events include:

Chief Seattle Days – A three-day public festival established in 1911 to honor Chief Seattle, a famous leader of the Suquamish People for whom the City of Seattle is named. The event takes over the Celebration Grounds located in downtown Suquamish by local Tribal Members, community residents and civic leaders from the City of Seattle.



The event incorporates many of the Tribe's traditional cultural activities such as the traditional salmon bake, canoe races, Tribal royalty pageant, baseball tournaments, drumming and dancing, and a memorial service for Chief Seattle at his gravesite in Suquamish.

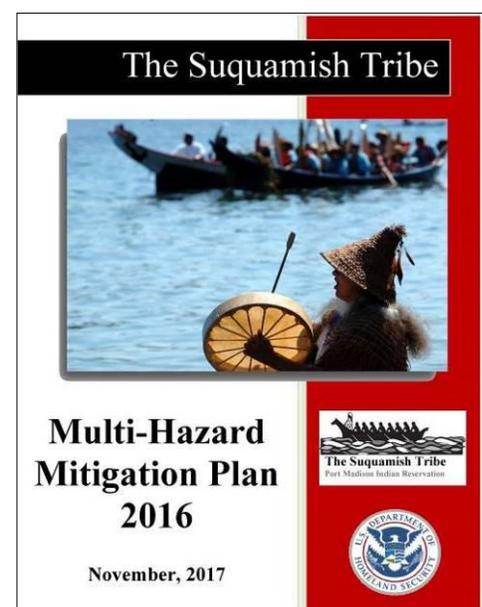
Canoe Journey – Northwest Tribes and First Nations complete their annual voyage through the Puget Sound's inside passage. Along their journey, approximately 80 canoes simultaneously paddle from the western and northern coasts of the Salish Sea. They stop in Suquamish for an overnight stay where visiting Tribes and First Nations will be given an opportunity to share their culture with one another through traditional songs and dances. The next day, they resume their way to the We Wai Kai Nation where will come together for a final five-day landing, potlatch and celebration in British Columbia's Campbell River.

Renewal Pow-Wow – The Renewal Pow-Wow is a three-day event with a new beginnings march hosted by the Suquamish Tribe Parks and Recreation Department and the Wellness Department. The Renewal Pow-Wow celebrates a new beginning in a healthy cultural lifestyle.

2.12 Threat/Hazard Identification

Community Risk can be defined as when hazards and community assets intersect. In 2017 the Tribe adopted a Multi-Hazard Mitigation Plan to identify, plan for, and mitigate potential hazards within the community. The plan identified the following seven primary natural hazards and corresponding mitigation strategies:

- Floods
- Severe Storms
- Landslides
- Earthquakes
- Tsunamis, Tidal Surges, and Seiches
- Droughts
- Wildfires



In addition to the seven primary disaster types, the Plan's risk assessment incorporated an assessment of other potential hazards to include:

- Hazardous Materials
- Terrorism & Domestic Terrorism
- Mass Casualty Incident (MCI)
- Utilities Failure
- Radiological Emergencies
- Epidemic Emergencies

2.13 Capability Assessment

The hazard assessment process included an evaluation of Tribal laws, regulations, policies, programs, and response plans relevant to hazard mitigation and response. Reviewing and monitoring development activities in hazard-prone areas is an integral part of developing mitigation strategies.

The Tribe's Administrative Offices and Emergency Management Coordinator oversee the Tribe's emergency response and disaster mitigation programs. They work with local, state, and federal partners, and other tribes, to coordinate their disaster planning efforts. The offices actively seek opportunities to secure grant funding to support the Tribe's emergency management planning and training efforts.

The Tribe coordinates with the Kitsap County Department of Emergency Management (KCDEM), FEMA and the Washington Emergency Management Department (WA EMD) to train Tribal police officers, department leads, Tribal leadership, and relevant staff in accordance with the National Incident Management System (NIMS). Adequate training ensures that the Tribe is compliant with NIMS and may effectively respond to a major event in a manner that effectively integrates with other agencies.

Communications: The following communication systems are currently available and in use on the Reservation:

- NOAA weather radios in some homes and offices
- Kitsap County 911 emergency services radio network
- Kitsap County ARES/RACES/ACS: Amateur Radio Emergency Service (ARES), Radio
- Amateur Civil Emergency Service (RACES), Alternate Communications System (ACS)

Local Partners: The Tribe works closely with each of the following partners in a variety of capacities, all of which provide and/or add to portions of the Tribe's emergency management capability. Many of these partners also have contracted assistance in the form of mutual-aid and inter-local agreements that make additional resources available from throughout the region. The list of partner agencies includes, but is not limited to:

- Washington Homeland Security Region 2
- Washington State Department of Health
- Kitsap 911 (CENCOM)
- Kitsap Public Health District
- Kitsap Mental Health
- Harrison Medical Center
- Suquamish Police Department (SPD)
- North Kitsap Fire & Rescue (NKF&R)
- Bainbridge Island Fire Department (BIFD)
- Washington State Department of Natural Resources (DNR)
- Kitsap County Department of Emergency Management (KCDEM)
- Washington State Patrol (WSP)
- Kitsap County Sheriff (KCSO)
- Kitsap Public Utilities District
- Kitsap Animal Control
- American Red Cross
- Puget Sound Energy
- Poulsbo Police Department (PPD)
- Poulsbo Fire Department (PFD)
- Kitsap Transit

Federal/Regional Capabilities: As a sovereign government entity, the Suquamish Tribe has the ability to access federal assistance directly. This includes asking for federal funding assistance and resource support, and initiating requests for Presidential Disaster Declarations.

Support Following a Presidential Declaration: There is considerable support for risk reduction measures following the declaration of a federal disaster. Some of the more significant resources include:

- The Hazard Mitigation Grant Program (HMGP) offers assistance for a wide range of mitigation projects following a presidential declaration. Eligibility is restricted to projects that have gone through a comprehensive hazard mitigation planning process in accordance with FEMA criteria.
- Minimal Repair Program funds risk reduction such as the anchoring of manufactured homes.
- The Small Business Administration will fund eligible mitigation measure to qualified owners of damaged homes.
- Outreach is available through Disaster Reconstruction Assistance Centers (DRACs), Recovery Information Centers, or Hazard Mitigation Teams.
- Benefit/Cost Mitigation support is available from FEMA for infrastructure repair. To break the damage-rebuild-damage cycle FEMA Region 10 is encouraging communities to:
 - Institute mitigation betterments taking advantage of multi-hazard, multi-objective approaches whenever possible.
 - Strengthen existing infrastructure and facilities to more effectively withstand the next disaster.
 - Ensure that communities address natural hazards through comprehensive planning.

2.14 Planning Assumptions

Disasters always vary in their scope and complexity. Some provide little or no warning (earthquake, flash flood), others might be preceded by substantial warning (volcanic ash, winter storm). Some affect large geographic areas, others small isolated areas; some strike with great impact, others with moderate or even minimal impact. Consistent with these variables, disasters can cause significant loss of life, environmental, and economic damage.

Because the Port Madison Indian Reservation will continue to experience natural, technological, or man-made incidents, emergencies, or disasters requiring Tribal government response, the following planning assumptions were developed to support emergency management planning efforts:

1. Every individual should be prepared and able to provide for personal and family safety and self-sufficiency for a period of at least 10 – 14 days following a major emergency or natural disaster. This includes providing for their own need for clothing, food, water, first-aid, medication, and sleeping materials.
2. Each of the Tribes departmental staff members will need to have sufficient emergency management training in order to effectively function in the roles they are expected to assume during a disaster and the corresponding EOC activation.
3. The Tribe's emergency management organization may need to function on its own, without significant outside resources, for at least ten days immediately following any disaster or long-term emergency.

4. The Tribe will exercise its mutual-aid agreements with other agencies as necessary in order to most effectively use its resources in response to emergencies and disasters. However, it is understood that mutual-aid agencies are expected to respond to the needs of their own area prior to assisting outside agencies. Therefore, mutual-aid resources will likely be limited.
5. Local government may need to operate without outside assistance given the nature of the incident for extended periods of time, meaning local resources available through public, volunteer and commercial means will need to augment ongoing disaster operations until relieved by state and federal support.
6. Incidents, emergencies, or disasters will require varying levels of response. It is anticipated that the Tribe's response will be conducted at the lowest possible activation level to effectively and efficiently handle the situation using the Incident Command System (ICS).
7. The EOC will be partially or fully activated to support operations in the field during a disaster or emergency dependent upon the incident's scope and complexity. Based on this assumption, the CEMP's degree of utilization should only entail those portions needed to effectively manage the needs of the incident.
8. At times, elected officials, department heads or administrators will not be available to perform their duties. The lines of succession for identifying the alternates who will be able to succeed them will be managed in accordance with guidelines outlined in the Tribal code and/or the Tribe's Continuity of Government Plan (COG). Tribal department heads and administrators will identify the lines of succession and the levels of delegated authority for key positions within their respective areas of responsibility.

Reference: *Continuity of Government Plan (COG)*

9. Demand on emergency response agencies becomes much greater in times of crisis, and prioritizing response to an emergency becomes critical. In addition, the resources of many supporting public and private organizations that normally do not interact except in a crisis may need to be mobilized on a cooperative basis.
10. Departments that don't have assigned responsibilities may be called upon to fill support functions. For example, if opening evacuation shelters becomes necessary, the Tribe will initially staff and operate them, which may require that they be initially operated by staff from the facility, supplemented as necessary by staff from other Tribal departments.

Section 3 – Concept of Operations

3.1. Emergency Management Phases

An effective emergency management programs address potential emergencies and disasters with a multi-phase approach that is detailed as follows:

1. **Mitigation** – The activities designed to reduce or eliminate the effects of future disasters upon people, property, the environment, and the economy. These are detailed separately in the Tribe’s Hazard Mitigation Plan. The Mitigation Plan’s goals are to:
 - a. Increase public awareness of hazards and mitigation opportunities.
 - b. Protect and enhance environmental quality.
 - c. Leverage partnering opportunities.
 - d. Enhance planning activities.
 - e. Develop and implement cost-effective mitigation strategies.
 - f. Promote a sustainable economy.
2. **Preparedness** – The pre-incident efforts focused specifically on developing and implementing programs aimed at reducing the risks associated with the impact these events will have on the community. This includes developing self-reliance among citizens so they are able to fend for themselves for a period of time until government services are restored, and assuring operational capabilities before an event occurs. These activities entail:
 - a. Developing and maintaining the Tribe’s CEMP.
 - b. Developing threat and hazard inventories and risk analyses (THIRA).
 - c. Developing appropriate policy, procedures and processes to support the CEMP.
 - d. Coordinating with other local, county, state and federal agencies to assure cohesive working relationships and compatibility between emergency plans.
 - e. Coordinating with community-based and volunteer organizations to assure cohesive working relationships and coordinated response.
 - f. Training and exercising Tribal employees and volunteers to prepare for all aspects of response and recovery.
 - g. Providing public education to enhance citizen and business preparedness and self-sufficiency.
 - h. Maintaining facilities, equipment, supplies, and vehicles in a state of readiness.
 - i. Developing and adopting mutual-aid agreements and interlocal agreements with resource providers from both the private and public sectors.
3. **Response** – The process of managing an emergency event based on a prescribed system of policies, procedures and process guidelines designed specifically for coordinating the efforts aimed at minimizing the consequences of an actual event. Primary responsibilities include emergency notification and warning, coordination of response actions, management of resources, dissemination of emergency public information, and liaising with various county, state, and federal agencies/officials. During an emergency or disaster event the Tribe must be prepared to:
 - a. Make proper notifications to Tribal officials and key staff.
 - b. Provide warning to the public.
 - c. Prepare and release emergency public information.
 - d. Activate the Suquamish Emergency Operations Center (EOC).

- e. Coordinate emergency response operations.
- f. Coordinate disaster health services and mass care operations.
- g. Assess the situation and request resources to meet response needs.
- h. Facilitate the transition to recovery operations.

Response may include activities involving law enforcement, fire, EMS, and rescue, urban search and rescue, emergency flood control, and protection of emergency responders' health and safety. It may also include evacuations and establishing transportation system detours. Response activities will attempt to minimize additional damage and facilitate emergency restoration of critical infrastructure, actions to clear and control debris, containment and removal of environmental contamination, etc.

4. **Recovery** – The post-incident stabilization process of restoring a community's basic services and infrastructure as it recovers from the aftermath of an event. The Recovery phase entails taking actions needed to restore governmental, health, and welfare support systems by:
 - a. Carrying out damage assessments and assessing community recovery needs.
 - b. Prioritizing recovery projects and coordinating activities with the appropriate governmental agencies and community-based organizations.
 - c. Compiling and processing event financial documentation.
 - d. Coordinating with county, state and federal agencies to provide short-term and long-term disaster assistance and recovery funding.
 - e. Conducting after-action assessments to identify gaps and process improvements.

3.2. Concept of Operations

The following Concept of Operations establishes the Suquamish Tribe's governing principles and conceptual emergency management guidelines for Response phase activities. It does not ensure a perfect response. Individuals, agencies, and/or organizations referenced in this plan may themselves be adversely impacted by the event, thereby limiting or eliminating their response capacity. Resources may not be accessible or available for extended periods. This Concept of Operations acknowledges that members of the community may have challenges from emergency impacts covered by provisions in the Americans with Disabilities Act as amended. Every effort will be made to accommodate their needs with resources as they are available.

The Tribe has primary responsibility for protection of Tribal staff and the community infrastructure located within the Port Madison Indian Reservation. The Tribe maintains a series of mutual-aid agreements that integrate the management of response and coordination of emergency incidents where responsibilities fall to other local response agencies. Examples include:

- North Kitsap Fire & Rescue (for fire, medical, and hazardous materials incidents);
- Kitsap County Sheriff's Office (for coordination of law enforcement within the Reservation)
- Kitsap County Human Services Department (for public health incidents);
- Kitsap County Public Works Department (for incidents impacting infrastructure)

It is the Tribe's intent to ensure that all Tribal staff members are trained to an awareness level and that a culture of personal preparedness is instituted. All Tribal departments are encouraged to develop their own internal plans that will enable them to:

- Provide a designee and an alternate to be assigned as an active participant in the preparation and maintenance of the Tribe's emergency management plans and supporting guidelines.

- Communicate with the EOC regarding the status of response and recovery activities during and following an incident.
- Support Reservation-wide response and recovery efforts and assist in staffing the EOC.
- Ensure continuity of government operations during and immediately following an incident.
- Provide situation reports to effectively convey requests for assistance and damage assessments of department operational capabilities, equipment, and facilities.
- Immediately following any natural or human-caused event, notify the EOC of their status including levels of readiness, availability of resources, resource needs, and any other pertinent information. All departments are expected to provide this information to the EOC immediately following a headcount and preliminary building inspection.

On an infrequent basis, the Tribe may be confronted with spontaneous or known events that escalate beyond its normal operational capabilities. These events require an increased level of response and incident management due to their size and complexity. In most cases, these are incidents that require that some level of action to be taken by the Tribe's Emergency Management staff. These actions may be minimal, such as requesting a Mission Number from FEMA or the Washington State Emergency Management Division or they may require more significant action requiring the 24-hour coordination of emergency management operations.

3.3. Response Priorities

Response activities are initiated immediately after an incident by local response agencies such as North Kitsap Fire and Rescue, Suquamish Police Department, the Tribe's Water Utilities and Maintenance Department, etc. The transition from response to recovery will occur as soon as response activities have stabilized the event. The nature of the event will dictate whether these events actually occurs one incident at a time, or concurrently. Response resources will be allocated and deployed based on the following incident management priorities:

- Life Safety efforts to save lives and implement operations to minimize risks to public health and safety, which entails:
 - Meeting the immediate life sustaining needs of the Tribal community, to include: rescue, medical care, food, and shelter.
- Incident Stabilization efforts to reduce impacts to critical infrastructure, key resources, and minimize property damage, which entails:
 - Restoring facilities essential to the health, safety, and welfare of the Tribal community;
 - Meeting the recovery needs of the Tribal community, such as provision of temporary housing and other forms of aid.
- Property & Environmental Conservation efforts to mitigate long-term impacts to the hazards that pose a threat to life, property and the environment, which entails:
 - Restoring community infrastructure, economic stability, and environmental damage.
 - Preserving the Suquamish Tribe's history and cultural heritage.

3.4. Incident Management (NIMS & ICS)

The Suquamish Tribe has adopted the National Incident Management System (NIMS) and the Incident Command System (ICS) in order to manage emergency response. Doing so enables responders from multiple jurisdictions and different disciplines to effectively work together during major emergencies. NIMS creates the National Response Framework (NRF) of interoperability that is necessary if the Tribe is to integrate with federal, state, and local jurisdictions. In addition, NIMS provides the structure and mechanism for policy for emergency management and operational coordination. Consistent with NIMS, the CEMP can be partially or fully implemented in the context of a threat's size, scope, and complexity an event. Managing events in accordance with NIMS:

- Ensures that common and proven incident management doctrine, practices and principles are used to plan for, protect against, respond to, and recover from emergent events.
- Maintains a response operation capable of expanding to meet an escalating incident and the ability to integrate a variety of resources from outside sources to meet the needs of the situation.

In accordance with NIMS, local authorities, including the Tribe, retain primary responsibility for mitigating emergencies and disaster. The overwhelming majority of these events will be handled by local resources. Incident response organizations such as fire, law enforcement, emergency medical services, must work together to in accordance with NIMS and Incident Command System (ICS) principles and procedures when the response exceeds the capability of local resources.

The Tribe complies with NIMS by using it as the foundation for planning its response to all types of hazards and by training its emergency management personnel in ICS. The Tribe also recognizes that maintaining NIMS compliance is an ongoing effort and should be evaluated regularly as personnel and organizational changes occur.

Incident management guidelines are addressed in greater detail in Section 5, Coordination & Control.

3.5. Emergency Management Concepts

The Executive Director and the Emergency Management Coordinator coordinate the activities of all the Tribe's departments for readiness, response, and recovery. The Emergency Management Coordinator also maintains coordination with the emergency management entities of neighboring jurisdictions and other levels of government.

When an emergency or disaster is imminent or has occurred, the Emergency Management Coordinator, police, and other Tribal departments will assemble as a team to coordinate and support response efforts to preserve life, property and the environment for the purpose of minimizing negative effects and to expedite recovery.

The Tribal Council may need to implement emergency statues and ordinances and may choose to mobilize and commit Tribal resources to conduct response and recovery activities to the best of their ability. Protection of life, property and the environment, along with the restoration of Tribal services and the economy are the primary organizational objectives for all departments when an event occurs, Department Directors and/or their designees will carry out their responsibilities using their best judgement and in a coordinated manner.

Each Tribal department should develop a checklist to support operating guidelines, to include:

- Accounting for personnel.
- Assessing damage to facilities and resources.
- Assessing problems and needs.
- Reporting situation and status to the EOC.
- Sending representatives to the EOC according to assignments on the EOC roster.
- Carrying out department responsibilities and assigned tasks.
- Keeping detailed and accurate records, document actions, costs, etc.

The Tribe's emergency management staff is responsible for initiating mission number requests by working through either FEMA or the Washington State Emergency Management Department (EMD) for all response actions arising from emergent incidents.

Tribal departments may request mutual-aid according to the terms specified in the respective agreements. The requesting department will manage the requested resources unless the specific mutual aid agreement indicates otherwise. The Tribe will utilize all locally available resources prior to requesting outside assistance from the county, state, and/or Federal government. All requests for outside resources are to be routed to, prioritized by, and initiated by emergency management staff within the EOC. Upon arrival of an outside resource, it may be assigned to the requesting department and will fall under their management structure for coordination and control.

3.6. Coordination & Control

The purpose of providing coordination and control is to effectively manage supervision, authority, coordination, and cooperation among the emergency management activities of multiple entities. Essential during the Response phase, this is equally important during the Recovery phase where efforts focus on the restoration of essential services. Direction and control of emergency management functions originates with the Tribal Chair, Tribal Council, and the Executive Director. Depending upon the size, scope, and complexity of the event, elected and appointed officials may be required to remain readily available for call-back to the Emergency Operations Center (EOC) for governance level direction, control, and/or to assist in overall management and coordination of response and recovery activities.

The Tribe will use a Unified Command system based on the ICS principle of integrating multiple disciplines into a unified command structure that organizes and provides oversight; gathers and disseminates information; and coordinates the requesting and allocation of the resources used to support response and recovery activities. The Unified Command structure provides and coordinates regional support to multiple incidents during the Response and Recovery associated with events that are large, complex, or that affect multiple jurisdictions.

On-scene Incident Commanders (IC) will manage their respective incident independent of the EOC by establishing a command post and managing all the resources assigned to their incident according to their established systems. Each on-scene IC will direct response and recovery operations associated with their incident and will request additional resources, including the use of mutual aid, through normal processes and procedures. Multi-departmental responses will require the establishment of Unified Command. Depending on the nature and complexity of the event, the on-scene IC may:

- Request that Emergency Management coordinate the acquisition of additional resources to adequately respond to the incident; and/or
- Request activation of the EOC.

Large events involving multiple incidents may require multiple Command Posts. In these situations, supporting these incidents providing overall coordination for the allocation and distribution of resources, facilitating the provision of community support, and managing the dissemination of public information become the EOC's responsibility.

Coordination and control guidelines are detailed in Section 5, Coordination & Control.

3.7. Suquamish Emergency Operations Center (EOC)

The Suquamish Tribe's Emergency Operations Center (EOC) is located at 18480 Suquamish Way, Suquamish WA 98392. It serves as the central coordination point of emergency operations for Tribal affairs within the Port Madison Indian Reservation. When activated, the following strategic goals for the Suquamish EOC are in effect:

- Ensuring the provision of personal safety for all emergency response personnel.
- Meeting the life sustaining needs of the community by providing the greatest good to the greatest number of people, while giving priority to Tribal members.
- Supporting the mitigation efforts needed to:
 - Provide for property preservation.
 - Provide for infrastructure preservation.
 - Minimize environmental damage.
 - Minimize human hardship and economic disruptions.

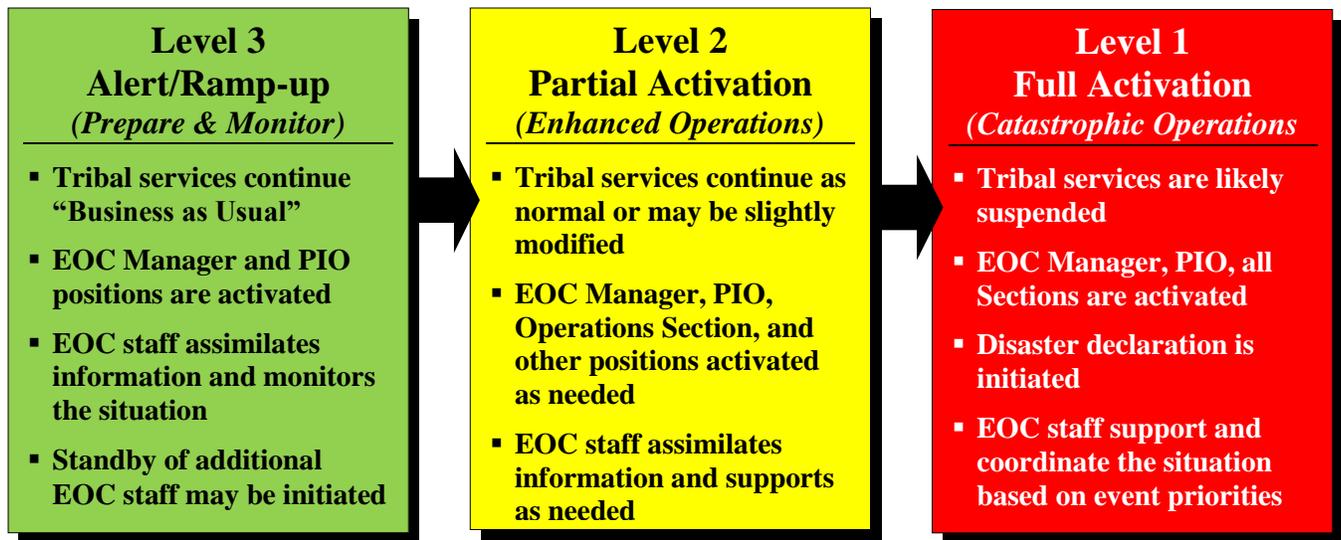
Depending on the nature of the event, implementation of the above may include any and/or all of the following actions:

- Initiating local proclamation of emergency.
- Providing public information, notification, and warning.
- Collecting, synthesizing, and managing information.
- Overseeing, prioritizing, and coordinating the effective use and allocation of resources.
- Determining the need for state and federal resources, and submitting requests as needed.
- Coordinating interdepartmental activities.
- Coordinating continuity of government operations.
- Coordinating damage assessment activities.
- Coordinating recovery activities.

3.8. Suquamish EOC Activation Levels

It is essential that EOC activation build upon the established foundation of the incident management practices that first responders use while conducting their day-to-day operations, as well as operate in alignment with the ICS principles the IC will use to manage their incidents.

The actual degree and extent to which the EOC is activated should always be based on the nature of the event. In other words, the event's size, scope, and complexity will determine the Level of EOC activation. The following emergency management actions undertaken within the EOC correspond with the activation Level and are intended to serve as baseline guidelines. The actual actions will be modified based on what is most appropriate in relation to the event. Using this concept, the individual who initiates the EOC Manager's role activates the EOC to one of three Levels and will entail managing the following actions.



EOC activation guidelines are detailed Functional Annex A, Emergency Management.

As a secondary priority, it is the Tribe’s policy, within its resource capability, to sustain essential government services to the community during emergency conditions, while maintaining concern for the safety of its staff and their families.

3.9. Responsibilities & Critical Tasks

This section of the CEMP describes the direction, control, and coordination of tactical operations. Many of the emergency services on which the Tribe relies on during an emergency are managed and obtained through mutual-aid agreements and contracts for service. Each of these entities maintains management control of their agency’s operations, possibly using a Department Operations Center (DOC). During emergency events they may assign a liaison to the Tribe’s EOC for coordination purposes. This liaison may be physically assigned to the Tribe’s EOC, or would more likely maintain a communications link with the Tribe’s EOC while operating within their agency’s DOC.

Direction and Control – The Tribe directs members of its staff and registered Emergency Workers during declared emergencies through the Tribal Chairperson. This may include but is not limited to staff operating in the Tribe’s EOC as well as staff within the Tribal organization who are assigned emergency response and/or management responsibilities. If the Tribal Chairperson is not within the jurisdictional boundaries of the Reservation, the next in line of succession shall direct the Tribes emergency actions and resources.

Direction and control of agencies and organizations whose staff are not under the jurisdiction of Tribal authority are governed by the terms identified in their mutual-aid, inter-local, or other agreements; the Washington Administrative Code governing volunteers; or contracts for service. Where additional resources are needed from agencies outside these established agreements, the Emergency Management Coordinator or designee shall contact the agency with those resources through pre-identified channels to establish availability and the terms for acquiring those additional resources. Where a declaration of emergency exists, this is largely a coordination role between the Tribe’s EOC and the agency providing the service or assistance.

Resource Requests – During Normal Operations the requesting Tribal department manages their own requests. When the EOC is activated, the process will shift to single point ordering to avoid duplication and support effective coordination. When this shift occurs, requests originate from the department and are to be routed to the Tribe’s EOC for ordering. The EOC will prioritize, authorize, and will seek to fill requests for outside assistance, typically through local agencies and vendors, the Kitsap County EOC, Washington State EOC, or directly from FEMA. During large scale events resource requests must be prioritized and coordinated. Centralized ordering becomes a necessity if orders are to be managed in a coordinated manner and are to be authorized for payment using disaster relief funding sources.

3.10. Integrating the Tribe’s Enterprise Programs

Port Madison Enterprises (PME) – The Tribe operates several enterprise programs, many of which must be viewed as vulnerable assets due to the number of occupants that would be at risk during a major event and/or their role in sustaining the Tribe’s employment and economic vitality. The most significant is Port Madison Enterprises, which operates several of the Tribe’s most important assets.

Each of these assets is supported by PME controlled resources with the capacity and expertise to manage their immediate needs during a major event. Therefore, their first line of defense during a major event relies on the Operational Plans maintained by PME to organize their resources and to coordinate their initial response efforts. This is supported by the Suquamish EOC, which is responsible for accessing outside resources, coordinating logistical support, facilitating Tribal governance support, disseminating public information, etc.

More detailed guidelines for managing the EOC’s interface with PME are detailed in Functional Annex G, Port Madison Enterprises.

Other Programs – The Tribe operates a variety of programs and enterprises that will rely on their staff to effectively manage their initial response; each requiring an Operational Plan and/or set of procedural guidelines for their staff to follow during the initial stages of a major event. Examples include procedures for shelter-in-place, lock down, security, notification, reunification, etc. These programs include but are not limited to:

- Tribal Government Offices
- Chief Kitsap School Complex
- House of Awakened Culture
- Suquamish Youth Center
- Suquamish Museum
- Marion Forsman Early Learning Center
- Elders Lodge
- Suquamish Fitness Center
- Suquamish Seafood
- Suquamish Wellness

3.11. Emergency Support Functions (ESF)

The CEMP is to be used in a modular fashion where the Basic Plan outlines the Tribe’s strategic level emergency management philosophies and operating concepts. The Basic Plan is supported by procedural and process guidelines that are detailed within a series of Functional Annexes. These Functional Annexes outline what roles and responsibilities the Tribe’s emergency management staff will assume and how they will interface with supporting agencies. This includes identifying how the Tribe’s emergency management efforts will integrate with Emergency Support Functions (ESF).

The Suquamish Tribe does not have the resource capacity to effectively fulfill the ESF function as they are intended within NIMS. Therefore, when integrating outside assistance from state and federal resources, the Tribe must be able to interface with the ESF structure. The ESF structure is a standardized method for grouping the functions most frequently used to support declared disasters and emergencies that fall under the Stafford Act as well as for non-Stafford Act events.

Each of the CEMP's Functional Annexes is based on grouping similar ESF functions together. Each Annex identifies the traditional ESFs that are incorporated within it and a matrix for how they integrate with a traditional ESF framework.

3.12. Communications, Notification & Warning

Traditional communication lines, such as landline and cellular telephones, faxes, internet/email, and radio, will be used by Tribal staff throughout the duration of the incident. The Tribal Information Technology Department is responsible for maintaining communications lines in concert with local utility providers.

In alignment with NIMS and ICS, plain language will be used during response and recovery. The ability of responders from different jurisdictions and disciplines to work together depends greatly on their ability to communicate with each other. Using common terminology minimizes confusion among responding agencies and increases their ability to communicate clearly with each other thereby enabling a more efficient, effective response.

Emergency alert systems (EAS) along with news and social media will be used to alert and keep the public informed of important emergent information. The Communications Coordinator is responsible for providing timely and accurate information to the Tribal community. The Communications Coordinator is charged with disseminating all public information regarding the Tribe's emergency operations and services in order to ensure consistent messaging.

3.13. Resource Management & Typing

The Suquamish Tribal Chairperson and/or their successor have the authority to establish priorities for the assignment and use of all Tribal resources. The Tribe will commit all its resources, if necessary, to protect life and property and may coordinate its resources with the Kitsap County EOC, Washington State EOC, when activated. Tribal resources will be tracked by the Logistics Section.

Resource typing is a NIMS approved method for standardizing nomenclature used when requesting equipment and managing resources during an incident. Requests for additional resources are required to use this system to ensure accuracy of ordering.

3.14. Emergency Worker Liability Coverage

All volunteers working under the direction of the Suquamish Tribe for emergency and/or disaster response will be registered as Emergency Workers and must operate under the direction of a Tribal representative. Emergency workers will only be used when their mission assignment can be covered under a state-provided mission number so that the liability for their personal injuries or damage to their property is covered by the State of Washington. Documentation of the Emergency Worker registration, their mission assignment, supervision, and time log will be kept by the Tribe.

3.15. Volunteer & Donations Management

Emergency management often involves support from volunteers and the collection of donations by civic and non-governmental organizations. These volunteers may be a logical resource to call upon to assist with debris removal, damage assessment, shelter management, communications or other assignments as needed. For liability purposes, all individuals operating under assignments directed by the Tribe's EOC must be registered emergency workers and operate with the supervision and direction of a Tribal representative while operating under a state mission number.

Organization's working without an assignment or directive from the Tribe must retain their own insurance coverage for damages or injuries incurred. Expenses incurred without a mission or directive from the Tribe are the responsibility of the organization or individual.

Donations management will likely become necessary immediately following a major event's occurrence. This will require rapid implementation of a process for coordinating the receipt of donation in order to avert potential problems during the Response phase. Unless specific items are identified based on actual need (i.e., bottled water, diapers, etc.), monetary donations should be directed to recognized charitable organizations. The versatility of cash donations affords greater impact when providing victim assistance. Likewise, donations of in-kind goods or services should be directed to designated local organization or to the National Donations Management Network (NDMN). Donors will be discouraged from sending unsolicited donations directly to the disaster site, unless directed by the Tribe. Monetary donations received by the Tribe will be processed and managed by the Finance Department and shall be allocated to support the recovery effort.

3.16. Protecting Vulnerable Populations

When emergencies occur, programmatic services normally available to people with disabilities are likely to be disrupted for extended periods of time. The needs of Tribal staff and visitors with access and functional needs shall be identified and planned for as directed by Tribal leaders and according to federal regulations and guidance. Such groups include the disabled, medically fragile, elderly, populations with limited English proficiency, and other vulnerable persons.

Should the need arise; the Tribe will seek assistance via mutual-aid agreement with the Kitsap Health Department for public health services. The EOC will coordinate the restoration of those services as a high priority. While every effort will be made to identify or acquire temporary emergency sheltering accommodations for people displaced by emergent events, the Tribe will likely need to rely on local non-profit organizations, faith-based groups, the American Red Cross, and assistance provided through requests made to neighboring jurisdictions or the Kitsap County EOC.

Dependent Minor Children – Emergency events affecting the Tribe may impact the community's schools and daycare facilities. Every effort will be made to accommodate the needs of children and dependents impacted by emergent events. Children may need to be systematically reunited with their families (parent/guardian/relative). Sheltering and childcare may be needed while parents attend to damages and impacts to their homes and belongings. Parents may be injured or missing. Requests for sheltering and childcare for displaced minors should be directed through the Logistics Section to Tribal Child Welfare, Department of Social Health Services, local non-profit agencies, faith-based groups, and/or the Kitsap County EOC.

Pets and Domestic Animals – The Tribe does not have the resources to house, feed, or care for pets and domestic animals impacted or displaced by an emergent event. Resource requests regarding the provision of support for pets and domestic animals should be directed through the Logistics Section to local animal shelters and/or the Kitsap County EOC.

3.17. Transition to Recovery

Short and long-term recovery requires a collaborative approach among governments, agencies, businesses, and non-profit organizations in order for the Tribal community to return to a state of normalcy. The following list provides examples of what these recovery activities typically entail:

- Defining short and long-term goals
- Damage assessments
- State and Federal Public and private assistance process
- Short and long-term shelters and mass care support
- Business and Tribal government continuity
- Identify recovery funding sources
- Manage the recovery process

**Fully returning to
“Business as Usual”
could take months or
even years**

A large-scale emergency or disaster is very likely to negatively impact the Tribe’s ability to effectively provide public services and perform essential government functions. In addition, it may disrupt business operations and overall employment; all of which can substantially impact the Tribe’s revenue stream for an extended period of time.

Recovery operations are the actions taken to protect lives and property while helping impacted areas of the Tribe meet basic needs and resume self-sufficiency. This often means returning to a “New Normal” for the community. The following activities are considered to be aligned with overall recovery efforts and are listed in order of priority:

- Damage Assessment: Working with Kitsap DEM to assess/report Tribal infrastructure damage.
- Debris Removal: Communicating with the Kitsap DEM regarding the coordination of debris collection and removal.
- Infrastructure Restoration: Facilitate restoration of critical infrastructure.

Short-term recovery involves the restoration of critical services, to include: power, public water and sewer, emergency medical service, sanitation service, and debris removal. Many of these services are currently provided by non-tribal entities such as Kitsap County, local public utility agencies, and private vendors. These functions must be restored early in the Recovery phase in order to support the life, health, and safety of the population and to support the Tribe’s government service responsibilities. The Tribe’s emergency management staff will maintain active communication with these entities in an effort to assure their restoration of these critical services are appropriately prioritized and coordinated.

Reference the Tribe’s Continuity of Government Plan (COG) for guidelines associated with resorting the Tribe’s government services.

Section 4 – Roles & Responsibilities

4.1. Assignment of Roles & Responsibilities

This section describes the roles and responsibilities of both Tribal staff and partner agencies in an effort to further clarify how each of them fits within the Tribe's plan for managing emergency preparedness and response. Given the Tribe's all risk approach to emergency management and the dynamic nature of emergencies, the actual roles and responsibilities are expected to expand, contract, shift, transform, and evolve as the event transitions from response all the way through to the recovery stage.

Departments within the Tribal organization and their partner agencies may be called upon in any combination to fill emergency management roles and to assume responsibilities during a major event affecting the Tribe. The event type along with its size, scope, and severity of impact is what ultimately determines the nature and scope of these roles. It should also be noted that these roles may be driven by the availability of local resources.

Events are situations that cause wide-spread impact, triggering a series of individual incidents

Partners include all the local, county, state, and federal agencies that may be called upon to assist with the emergency management functions that fall within their purview. Access and coordination with these partner agencies is to be managed in accordance with National Incident Management System (NIMS). In order to effectively work with its partner agencies, the Tribe adopts and follows the NIMS Incident Command System (ICS) when executing its emergency management plans, policies, and procedures. Integrating partner agencies may require delegated authority from the Tribe, which will be addressed on a case-by-case basis.

4.2. Emergency Management Organization

Tribal departments and partner agencies assume various roles and responsibilities throughout the process of managing an emergency. Their actual duties and roles will vary depending on the incident's size and complexity. Assignment of duties will also vary based on skill sets and availability of local resources.

While conducting all emergency management functions, county and state partner agencies will integrate with Tribal emergency management utilizing the National Incident Management System (NIMS). In order for the Tribe to work effectively with these partner agencies, it must ensure critical ICS Command and General staff positions are properly identified and appropriately trained to assume their roles within the management structure. The management structure must follow ICS operating principles in order enable effective execution of existing plans, procedures, and policies.

4.3. The Role of Tribal Governance

Effective emergency management relies on the Tribe's governing body to establish effective policy, provide adequate budget support, and to establish clear guidance. Therefore, the Tribal Council is ultimately responsible for establishing the Tribe's level of commitment to emergency preparedness and maintaining the capabilities needed to adequately manage emergencies. This also means the Council is ultimately responsible for the effectiveness of public services provided to the community they represent.

This section identifies the positions and/or agencies that are likely to assume emergency management roles during a major event. Each role is described in general conceptual terms to identify how their responsibilities are intended to interface and coordinate with emergency management efforts.

Tribal Council – The Tribal Council is ultimately responsible for overseeing the Tribe’s emergency management efforts and providing governance level support to the EOC. During a major event, the Council maintains their governance role; responsible for the public policies associated with emergency management. During these events, the Council may be called upon to alter, suspend, or implement changes to the Tribe’s policy. The Tribal Council’s general emergency management responsibilities include:

- Adopting emergency management related resolutions and governance policies.
- Supporting emergency management efforts by developing and issuing policy statements.
- Providing the Tribe’s political representation to visiting state and federal officials.
- Serve as the Tribe’s political liaison with other jurisdictions.
- Acting on requests to fill emergency funding and resource needs.
- Encouraging Tribal staff to be prepared and participate in volunteer organizations and preparedness training courses.

Tribal Council Chair – Elected by the Tribal General Council as the lead representative, the Council Chair also serves as the Council’s lead spokesperson during major events, representing the Council in matters of policy. The Council Chair may be called upon to authorize unbudgeted expenditures, address EOC requests to alter, suspend, or implement changes to the Tribe’s policy, etc. The Tribal Council Chair’s general responsibilities include:

- Supporting the Tribe’s staff as they participate in response and mitigation efforts within the Port Madison Indian Reservation, which includes both Tribal and non-tribal public safety interests, as will be appropriate for the circumstances.
- Supporting overall emergency preparedness in terms of assuring adequate budgetary support and organizational commitment.
- Ensuring that all Tribal departments are adequately prepared for managing emergencies by assuring they have developed, continually maintain by updating them as needed, and routinely exercise their respective areas of this plan.
- Ensuring that plans are in place for the protection and preservation of the Tribes operational and historical records.
- Encouraging emergency preparedness by encouraging Tribal members and staff to be fully prepared both at work and home, and to actively participate in applicable training courses and emergency plan functional exercises.

Legal Department – The Tribe’s Legal Department provides legal counsel as needed to support the Executive Director, Tribal Chair, and Tribal Council in the development of disaster declarations and development of public policy modifications. The Legal Department may also be called upon by the EOC to draft the contract and service agreements needed to support Response and Recovery efforts.

4.4. The Role of Tribal Departments

In order to be effective, emergency management efforts require both coordination and collaboration between the Tribe's multiple departments. Each department has its unique purpose, mission, role and series of responsibilities. These roles cannot compete with each other when managing an emergency, they must operate in a supportive manner that is collaborative and supports the needs of the Tribe as a whole. Based on this premise, the following describes the Tribe's expectations of how these responsibilities are to be assigned when preparing for, and/or managing a major event.

Executive Director – Accountable to the Tribal Council, the Executive Director, has the day-to-day authority and responsibility for overseeing emergency preparedness activities. The Tribal Council expects the Executive Director and the Administrative Staff to work in collaboration with the Emergency Management Coordinator (EMC) and Tribal Emergency Response Commission (TERC) to ensure the presence of clear goals and objectives that support the Tribe's emergency plans and emergency preparedness activities. The Tribe's Executive Director and administrative staff are responsible for:

- Establishing and maintaining strong working relationships with local jurisdictional leaders and applicable private-sector organizations, volunteer agencies, and community partners.
- Advising the Tribal Council on matters related to emergency preparedness and management.
- Coordinating the maintenance of this plan, as well as the Tribe's emergency preparedness planning and general preparedness activities.
- Assuring staff's emergency management skills are adequate and up-to-date, supporting efforts to provide the training necessary to develop and effectively maintain those skills.
- Preparing and maintaining an adequate inventory of emergency management resources.
- Establishing a liaison and maintaining communication with the County and/or other applicable response agency heads during an emergency.
- Keeping the Tribal Council apprised of the Tribe's emergency preparedness capability, its level of effectiveness, and anticipated resource needs.

Emergency Management Coordinator – The Emergency Management Coordinator (EMC) is responsible for developing, disseminating, and maintaining the Tribe's major emergency planning documents. The EMC shall serve as the primary liaison with Tribal departments and other agencies to advocate for the Tribe's interests in emergency planning and preparedness efforts. The EMC will assist with coordination of the Tribe's emergency management training and functional exercises. Working in coordination with Tribal department heads and staff, the EMC is responsible for:

- Overseeing all aspects associated with coordinating the Tribe's emergency preparedness activities.
- Ensuring the Tribe has provisions in place to assure the organization continues to function administratively and that essential services can be provided.
- Establishing provisions for maintaining lines of succession for each Tribal department.
- Overseeing the development of emergency preparedness-related planning document and governance policy items for the Tribal Council's consideration.
- Assuring the establishment of emergency purchasing policies and procedures.

- Assuring the locating, purchasing, and delivery coordination of disaster management resources in coordination with the applicable Tribal departments and/or partner agencies.
- Assisting with coordinating the delivery of ongoing hazard awareness and public education emergency preparedness programs.
- Preparing and/or coordinating the dissemination of emergency information for Tribal staff during an emergency.
- Compiling and preserving the applicable printed and photographic documentation associated with the emergency situation.
- Coordinating with the Tribe's Communication Coordinator in addressing unscheduled inquiries from the media and the public.
- Ensuring that the Tribe's designated emergency management facilities are adequately equipped and that supporting resources are readily available to perform as expected.

Tribal Emergency Response Commission (TERC) – In accordance with Tribal Resolution 2007-091, the Executive Director, in coordination with the EMC, shall appoint a Tribal Emergency Response Commission (TERC) consisting of Tribal representatives stipulated within the Resolution. The TERC shall serve in an advisory capacity as the group of representative stakeholders charged with developing the Tribe's emergency response plans, policy, and procedural recommendations to the Executive Director. General responsibilities of the TERC include:

- Contributing to the process of developing emergency planning documents, emergency management policies and procedures.
- Supporting the Tribe's commitment to effective emergency preparedness within the scope of their respective department's role and responsibility.
- Advocating for adequate emergency management capabilities within their departments.
- Supporting the planning and delivery of the training and functional exercises needed to develop and maintain the Tribe's emergency management capabilities.
- Developing and promoting the Tribe's emergency preparedness expectations and their supporting programs.

Department Responsibilities – All Tribal departments are generally responsible for:

- Establishing, in writing, an ongoing line of succession of authority for each member of their respective department.
- When called upon, assigning a representative to participate on as member of the Tribal Emergency Response Commission.
- Coordinating emergency management activities with the Tribe's Executive Director and/or Emergency Management Coordinator to ensure that their individual department goals and strategies are incorporated into recovery and mitigation activities, as appropriate.
- Tracking their department's event-related costs that are directly attributed to each specific event; and as needed, submitting expenditure reports in accordance with financial management practices. This includes all event related costs that occur during both response and recovery phases and should include an itemized accounting personnel overtime, equipment used, supplies expended, contracts initiated, etc.

- Promoting family emergency preparedness among employees.
- Dedicating the staff time and resources needed to support applicable preparedness training and active participation in functional exercises conducted by and/or prescribed by the Tribe's Emergency Management Coordinator.

Included for illustrative purposes, the following departments, as well as others, may be called upon to support emergency management efforts with specific responsibilities such as but not limited to the following:

Administration – May be called upon to:

- Provide subject matter expertise and resources
- Develop draft temporary policy and procedures
- Provide staff to assist with supporting emergency management efforts

Finance – May be called upon to:

- Establish documentation processes and to provide expertise
- Provide procurement and/or service contract expertise
- Establish procurement and payment process along with providing expertise

Legal – May be called upon to:

- Develop and/or review documents such as contracts, inter-local agreements, and declarations.
- Provide legal counsel for policy makers

Information Services – May be called upon to:

- Establish and maintain communication systems
- Establish and maintain computer, network, and/or server systems

Natural Resources – May be called upon to:

- Provide specialized mapping and subject matter expertise
- Develop environmental preservation strategies

Maintenance – May be called upon to:

- Provide heavy equipment and operators
- Provide specialized equipment
- Provide technical skills assistance

4.5. Local & Regional Response Partners

Emergency management involves multiple disciplines and therefore requires effective coordination and collaboration between them. These disciplines typically include law enforcement and legal services; fire, EMS, and rescue services; public health services; public works resources, etc. Each of these disciplines has its defined mission, set of priorities, and series of responsibilities. These roles must become coordinated when managing a major event in order to minimize duplication and effectively support the common emergency management goals. The following describes the roles and responsibilities of these disciplines; identifies the entities charged with fulfilling them; and describes what the Tribe can expect from them when preparing for, as well as when managing an emergency event.

The Community – Individuals and households throughout the Suquamish community are expected to play an important role in the Tribe's overall emergency preparedness strategy. Tribal members who do not already have specific emergency management roles and responsibilities assigned to them are expected to contribute to emergency preparedness by taking steps to provide for their self-reliance during an emergency.

This includes:

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans that provide for the needs of all the members of their household, including the elderly, children, and pets.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.

Kitsap 911 (CENCOM) – The Suquamish Tribe does not maintain a 911 dispatch center, relying on Kitsap 911 to provide these services. Therefore, all 911 calls for service from within the Reservation are managed by the Kitsap 911 center, which supports the Tribe by:

- Receiving and disseminating warning information to the Tribe.
- Receiving 911 calls, processing them, and dispatching the appropriate resources.
- Coordinating the use of public and private communication systems necessary during emergencies.

Kitsap County Department of Emergency Management (Kitsap DEM) – The Tribe is indirectly supported by Kitsap DEM, the County agency responsible for assisting with access to local, regional, state, and federal resources and expertise. When a major event is declared, Kitsap DEM exists for the purpose of supporting the emergency management needs of local communities within their jurisdiction. A Tribal liaison may be established with the County EOC for coordination purposes. Kitsap DEM may be called upon to support the Tribe by:

- Maintaining a County-wide emergency management program that will provide a coordinated response to a major emergency or disaster.
- Disseminating warning information to Tribe as necessary.
- Keeping the Tribe aware of upcoming trainings and exercises.
- Activating and managing the County Emergency Operations Center, as appropriate.
- Providing liaison with the American Red Cross.
- Disseminating public information in coordination with the Tribe.
- When a disaster or emergency happens, requesting a mission number from the State EMD.

Reference the Kitsap County CEMP for details describing the County's emergency management roles and responsibilities.

Law Enforcement Agencies – There are four law enforcement agencies that have jurisdictional authority within the Port Madison Reservation: The Washington State Patrol, Washington Department of Fish & Wildlife, Kitsap County Sheriff's Office and the Suquamish Police Department. These agencies work collaboratively and are supported by way of interagency and mutual-aid agreements. These enable other local agencies such as the Bainbridge Island Police Department, Poulsbo Police Department, and neighboring tribal police departments who all collaborate to assist as needed.

Suquamish Police Department – The Suquamish Police Department has primary responsibility for enforcing the laws protecting Tribal members. The Tribe’s Police Department maintains three divisions:

1. Patrol Division: Provides law enforcement within the Port Madison Indian Reservation;
2. Marine Division: Patrols the Tribe’s marine area, specifically to protect Tribal fisherman and their treaty rights. In accordance with the Point Elliot Treaty of 1855, this responsibility extends throughout the Tribe’s Usual and Accustomed fishing places;
3. Investigative Division: Investigates crimes and conducts follow-up investigations generated by the patrol division.

The Tribe’s policing authority extends beyond Tribal members and territory. Tribal police also have the right to detain any person suspected of a crime and can investigate any crimes that occur on the Reservation. In accordance with RCW 10.92, Tribal Police Officers, the Tribe has entered into an inter-local agreement with the Kitsap County Sheriff’s Office that expands the authority of Tribal police officers. Under the terms of this agreement, Suquamish police officers are able to complete an entire investigation, and have authority to arrest and transport a non-tribal person to the jail. This includes the authority to:

- Issue state citations to non-tribal members for state traffic violations on the Reservation.
- Pursue non-tribal traffic law violators and fleeing suspects past Reservation boundaries.
- Under certain circumstances, arrest non-tribal members for state crimes committed within the Reservation.

Kitsap County Sheriff’s Office (KCSO) – Augmenting the Suquamish Police Department, the Sheriff’s Office has county-wide jurisdiction and responsibility, which includes jurisdiction for non-tribal members and pockets of non-tribal land. KCSO collaboratively supports the Tribe by:

- Protecting life and property, and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.
- Isolating damaged areas.
- Evacuating disaster areas.

Reference: *Interlocal Cooperation Act Agreement for Mutual Aid – Kitsap & Suquamish Tribe*

Washington State Patrol (WSP) – The state-level agency has state-wide jurisdiction and responsibility for enforcing traffic laws over the State’s highway system; commercial vehicle inspection and enforcement, accident investigation, and managing the State Fire Marshal’s office. The Washington State Patrol collaboratively supports the Tribe by:

- Assisting with maintaining traffic flow and enforcing transportation usage priorities;
- Providing:
 - Officer assistance, traffic control, and accident investigation on state highways;
 - Incident command responsibility for incidents involving hazardous materials;
 - Air assets to response and recovery efforts following an emergency or disaster;
 - Law enforcement resources to assist with route identification and evacuation.

Washington Department of Fish & Wildlife – The State-level agency fills an enforcement role with protecting the State’s natural resources and the public. The agency’s Fish and Wildlife Officers are often called upon to assist local, county, and other state law enforcement agencies; tribal authorities; and federal agencies and are responsible for:

- Mitigating issues such as dangerous wildlife encounters, natural disasters (including floods, fires, and severe storms), and general law enforcement calls for service;
- Protecting fish and wildlife, and their habitat;
- Enforcing:
 - Criminal laws, including traffic violations, drugs, and warrants for arrest.
 - Regulations related to health and public safety, such as boating in state and federal waters, and law enforcement in state and federal parks and forest lands;
 - Hunting and fishing license regulations; and
 - County, state, and federal commercial fish and shellfish harvest ordinances and agreements.

Federal Law Enforcement – There are also a number of federal agencies with law enforcement authority that, when called upon, support the Tribe. This includes, but is not limited to agencies such as the Federal Bureau of Investigation, the U.S. Customs Border Patrol, U.S. Department of Homeland Security, and the U.S. Bureau of Alcohol, Tobacco and Firearms.

Fire Service Agencies – Fire protection, EMS, and rescue services are primarily provided by North Kitsap Fire & Rescue (NKFR) and Poulsbo Fire Department. The jurisdictions of both agencies incorporate portions of the Port Madison Indian Reservation. Both agencies are supported by automatic-aid agreements with Bainbridge Island Fire Department. Other county fire departments can be called upon to assist as needed in accordance with a county-wide mutual-aid agreement.

During major events, fire departments will each activate their agency’s Department Operating Center (DOC) to triage and manage distribution of their resources. Operating through the Kitsap EOC, they can access additional fire suppression resources through the State Fire Mobilization Plan. The Tribe relies on NKFR, Poulsbo Fire Department, and its mutual-aid partners to provide emergency response, which includes:

- Providing support related to fire prevention and fire code matters;
- Providing fire suppression, rescue, and emergency medical services;
- Providing first response to hazardous materials spills, emergency planning, and coordination for transferring command.

Reference:

- *Master Mutual Aid Agreement Clallam, Jefferson & Kitsap Fire Services*
- *Mutual Aid Agreement Navy Region NW & Kitsap Fire Agencies*
- *Technical Rescue Mutual Aid Interlocal Agreement*
- *Interlocal Agreement Northwest WA Incident Management Team*
- *Fire Mobilization Agreement with Washington State Patrol*
- *Forest Land Fire Response Agreement with Washington State DNR*
- *Interlocal Agreement Regarding Emergency Communications & Other Services*

Tribal Human Services – The Suquamish Tribe provides a broad range of human services to its members. This includes three important programs: 1) Community Health, 2) Member Support Services, and 3) Elder Programs. During an emergency situation, the Tribes Human Services department is responsible for, in accordance with the Olympic Regional Tribal Public Health Mutual-Aid Agreement:

- Coordinating with other health agencies in the management of disease control and immunization programs to ensure that:
 - The health care services are provided for the duration of an emergency or disaster and adequately staffed with qualified medical personnel.
 - A designated treatment center is established with the needed emergency medical supplies.
 - An adequate inventory of emergency medical and pharmaceutical supplies is established.
- Advising on public health matters as requested.
- Maintaining current suggested operating procedures for disaster responsibilities.

Reference: *Olympic Regional Tribal Public Health Mutual-Aid Agreement*

Kitsap County Health District – The Kitsap Public Health District provides guidance to agencies, and individuals on basic public health principles, involving safe drinking water, food, sanitation, personal hygiene, and proper disposal of human waste, garbage, infectious or hazardous waste; communicable disease; and biological agents. The Health District supports the Tribe's ability to:

- Provide staff and supplies for immunizations during pandemic events.
- Provide advice on sanitation measures for emergency food and water.
- Monitor garbage and waste disposal.
- Provide guidance to the Tribe and individuals to ensure the safety of food, water, and donated goods to the public.
- Analyze water samples from sources suspected of contamination recommendations.
- Develop procedures to notify residents how to treat contaminated food and water.
- Inspect and oversee the safe distribution of food, water and donated goods.

State Agency Response Partners – The Suquamish Tribe's emergency management capability relies on the support of several State agencies. These agencies, operating under the direction and control of their respective department heads, represent the State's various emergency management organizations. They are responsible for providing the Emergency Support Functions (ESF) assigned to them by the Governor. In some cases, these agencies may also call upon federal counterparts to provide additional support and resources.

Washington State Emergency Management Division (WA EMD) – WA EMD provides support with planning, training, public education and exercise assistance to local jurisdictions at the local jurisdictional and county level. WA EMD operates the Washington State Emergency Operations Center (EOC). This includes maintaining a 24-hour Duty Officer who provides for early warning and information dissemination to local jurisdictions and state agencies. When activated for disasters, the State EOC provides information, situational reports and updates, and support to tribes, and accumulates damage assessment data. After collecting and analyzing the data, the WA EOC makes recommendations to the Governor regarding response and recovery assistance needs. The Governor may proclaim a disaster to suspend normal contracting and budgetary procedures.

Reference: *Intergovernmental Agreement for EMAC & PNEMA Assistance*

If the assistance required exceeds the State's resources, the Governor may request help from the federal government. The federal government will initially begin operations to respond to a disaster from their FEMA Region X Regional Operations Center (ROC) located in Bothell, Washington. National level disaster teams may be dispatched from other areas of the country to assist with the regional damage assessment and response. A Joint Field Office (JFO) will be established jointly with the state at a location near the disaster area. The JFO will remain activated through the response effort and during the initial recovery period.

Reference the State of Washington CEMP for details describing the State's emergency management roles and responsibilities.

Federal Agency Response Partners – In the event state resources are limited or more specialized services are needed, the Tribe's capability incorporates resource assistance from a variety of federal agencies. As a sovereign nation, the Tribe has direct access to federal response partners that typically can only be requested through the State Emergency Management Division.

In most instances, Federal Emergency Management Agency (FEMA) resources become available following a formal declaration of emergency by the Governor. The Stafford Act allows for the Chief Executive of an affected tribal government to directly request a Presidential Declaration. However, the Tribe may still go through the State as well.

Reference the National Response Framework for details on the federal government's emergency management organization and detailed roles and responsibilities for federal departments.

American Red Cross – The Red Cross is the nation's largest mass care service provider. Their mission is to alleviate human suffering during an emergency by mobilizing and organizing the community resources needed to meet the immediate life-sustaining needs of individuals, families and communities affected by disaster; to lay the groundwork for long-term recovery; and to build resilience for future incidents.

The Red Cross can provide emergency assistance either as mass care, individual assistance, or a combination of the two, depending on the victims' needs. Mass care services are provided through any combination of three integrated elements:

- Individual or congregate temporary shelters.
- Fixed or mobile feeding operations.
- Distribution of relief supplies.

Individual assistance is provided to individuals and families through the purchase of needed items or services or referrals to other agencies and organizations offering assistance to disaster victims at no charge. The range of necessary services will vary based on the needs of those affected and the scale of the disaster. There is often overlap between the provision of response and the need for recovery services. The blending of the two processes is necessary for seamless service to individuals, families and communities. The Red Cross also processes welfare information requests. In addition to emergency assistance, the Red Cross participates, and can provide facilitative leadership, in community recovery programs after major disasters.

Following a disaster, the Red Cross may provide the following services:

- Food, Shelter and Emergency Supplies: Their first priority is to ensure people have a safe place to stay, food, and emergency supplies. They work with local government and community partners to open shelters. For emergency workers and people returning to their homes, they can distribute food, water, and essential clean-up items that might not be immediately available in the community.
- Welfare Information: They can support people within a disaster area by providing them with the ability to notify families and friends of their status.
- Client Casework and Recovery Planning and Assistance: They can provide casework assistance to families with verified disaster-caused needs. This includes assistance with obtaining financial assistance, advocacy, bulk distribution, or referrals to local resources.
- Disaster Health and Mental Health Services: They can deploy licensed or certified health and mental health professionals trained to address disaster caused or exacerbated needs. This can include first aid, assessment, crisis intervention, and medication or medical supplies through bulk distribution, financial assistance advocacy or referrals to community partners.

Roads and Civil Infrastructure – Roadways and other civil infrastructure components within the Port Madison Indian Reservation are maintained by the Kitsap County Public Works Department and/or the Washington State Department of Transportation. During a major event, these agencies retain responsibility for maintaining this infrastructure and have operational plans for managing their resources and response efforts. During a major event, all requests for services from these agencies will be routed through the Tribe’s EOC.

Solid Waste Management – Solid waste removal is managed through Waste Management and Bainbridge Disposal. Where debris management or solid waste problems are identified during a declared emergency, Waste Management or Bainbridge Disposal is the private entities that may be contacted to initiate these services. The personnel management and tactical operations of collecting solid waste shall remain with the organization providing the resources while receiving coordinating direction from on-scene command staff.

Waste Water and Sewer Services – Services on the Reservation are provided by Kitsap County Public Works. The Tribe’s Department of Community Development monitors and maintains Tribal homes that private septic systems and are incorporated within the Tribal housing program.

Section 5 – Coordination & Control

5.1. General

Day-to-day emergencies are effectively managed under normal operations. This state of normal operations is where the Tribe's day-to-day business is conducted in accordance with established inter-local agreements, policy, standard procedures, and routine business practices. Under normal operations, interaction with tribal policy makers remains passive, meaning that Tribal departments and their partner agencies operate in a self-reliant manner following the general oversight provided by their established policy and inter-local agreement protocol. When an incident escalates to a large-scale disaster with regional impacts, this all changes and it is no longer "business as usual". These are situations where normal operations are insufficient and fail to function effectively.

This section describes the Tribe's organizational approach for integrating coordination and control efforts with Section 3, Concept of Operations, and Section 4, Roles & Responsibilities. It's important to recognize that given the dynamic nature of sudden major emergency events, the degree of control and the processes for managing their coordination are expected to vary. Response efforts should expand and contract accordingly, based on the event's scope and complexity. They will also shift, transform, and evolve as the needs for managing the event transitions from response through recovery.

Events are situations that cause wide-spread impact, triggering a series of individual incidents

Though the Tribal Council and its Chair are ultimately responsible for command and control of Tribal departments and resources, it is inevitable that outside assistance will be required during events of this scale. Therefore, outside assistance should be embraced as both necessary and welcome. Support from partner agencies must always be integrated within the Tribe's emergency management system.

With few exceptions, outside agencies do not have authority to take over or control a response effort. They are designed to integrate within the emergency management structure in a support role so that resource utilization is coordinated effectively. Because these agencies are all accustomed to operating within standardized emergency management systems, it is essential that the Tribe manage its efforts in accordance with the National Incident Management System (NIMS), the National Response Framework (NRF), and the Incident Command System (ICS).

During an emergency, assistance from outside agencies may be necessary

5.2. Emergency Management Coordination

With jurisdictional authority comes responsibility. During a disaster, the need for survival among the impacted citizens becomes immediate and wide-spread. This creates expectations driven by a sense of urgency and desperation throughout the entire community. Emergency managers suddenly assume responsibility for a community that seeks, expects, and will come to demand, immediate and effective response from their government. Meeting these expectations places a huge responsibility on local government. Managing these events effectively requires that emergency managers fully understand the realistic limitations of their local government and recognize that community demand will quickly overwhelm the capacity of local agencies. To best serve the community, and to manage their needs effectively, the needs of the citizens are what must be prioritized during these events.

Reference: *Section 3.3, Response Priorities*

During a disaster the prevailing question should always be: *How do we best coordinate the integration of outside assistance so that the needs of the citizens we serve are addressed most effectively.*

The Tribe has the ability to activate its own EOC. When activated, the EOC can operate independently or it can coordinate efforts with the Kitsap County and/or State EOC. The form and degree of this coordination depends on the nature and scope of the event. Because the Tribe is a sovereign nation, it does not fall under the emergency management umbrella of the county and state. Therefore, the Tribe is not dependent upon the county or state for gaining access to federal resources when mitigating impacts within their own borders. However, dependent upon the nature, complexity and scope of the event; and because the Tribe may need access to resources controlled by these entities, it may be in the Tribe's best interest to coordinate with both the county and state EOCs.

Collaboration is proven to dramatically improve emergency management success

For events that are isolated to Tribal lands, the county and state may only be able to provide limited support. In this case, it makes sense that the Tribe operate independently. Overlapping jurisdictional boundaries throughout the Port Madison Indian Reservation creates a mixture of jurisdictional responsibilities. Consequently, it is highly unlikely a disaster scale event that warrants EOC activation would be exclusive to only Tribal interests. Therefore, this intertwined jurisdiction and responsibility warrants that both the Tribe and County must coordinate emergency management jurisdiction and responsibility.

5.3. Incident Command System (ICS) Overview

The Incident Command System (ICS) provides a chain-of-command organizational framework for effectively managing communication, decision-making lines of authority, span-of-control oversight, accountability, and resource coordination. ICS is a proven system that employs sound incident management principles that have been refined through decades of experience. Because ICS is used by first responders on a routine basis, it is familiar to them. This makes it compatible for expanding normal operations to effectively integrate with EOC operations and the National Response Framework.

ICS is the logical model for managing EOC operations because the principles are standardized. The system is based on principles that are flexible, its implementation is scalable, and it is well suited for all hazards. This makes ICS the "go to" choice for managing incident from response through to recovery. ICS provides a framework for managing resources and activities; supports inter-agency communication using common terminology; and supports interoperability based on nation-wide standardization.

ICS principles are well suited for EOC operations because they support effective coordination and allocation of resources throughout an event's duration and can be expanded or contracted to align with conditions as they change and evolve. ICS supports the EOC's ability to be operated by qualified personnel as well as by personnel from a variety of disciplines brought in to support EOC operations due to their subject matter expertise. As such, the system is well suited for managing any type or size of event where multiple agencies and jurisdictions are impacted.

5.4. Incident Management

During large-scale emergency events, the emergency management structure must build upon ICS principles that first responders use. Emergency services such as those provided by law enforcement, fire, rescue, and emergency medical first responders are managed by the agency having jurisdiction (e.g., Suquamish Police, the Kitsap County Sheriff's Office, the Washington State Patrol, and local fire

districts). The jurisdiction of these agencies overlaps with Tribal jurisdiction within the Port Madison Indian Reservation and they routinely integrate fire and law disciplines, combining multiple agencies through the use of multi-agency response and mutual-aid.

One of the key principles of incident command is that it can only be effectively managed by an individual Incident Commander (IC) who is actually on-scene. Therefore, each individual incident is managed by an on-scene IC utilizing the Incident Command System (ICS). The IC is ultimately responsible for the coordination and control (management) of the resources, risk and communication associated with mitigating the emergency. The on-scene Incident Commander establishes a command post and assumes full command responsibility for their individual incident.

When multiple incidents are simultaneously triggered, as would be the case in a wide-spread event such as a disaster, individual incidents continue to be managed by an on-scene IC who remains responsible for their single incident. But under these circumstances, local resource capacity is very quickly overwhelmed and the need for outside assistance becomes essential. This is when it becomes appropriate for the Tribe to consider activating Departmental Operations Centers (DOC) and its Emergency Operations Center (EOC).

During and event, each IC manages their incident.

The DOC and EOC coordinate the support they provided to each IC

5.5. Departmental Operations Center (DOC)

An agency activates its Departmental Operations Centers (DOC) when their ability to meet the demands of simultaneous calls for service severely tax their normal operations system and/or overwhelms their agency's resource capabilities. For example, fire departments activate their DOC during major weather events in order to more effectively manage their response activities.

These are events known to generate a high number of low priority calls for service where, if deployed under normal operating procedures, resources become quickly depleted. Therefore, the DOC assumes the role of triaging and coordinating deployment of their limited resources.

The DOC triages calls for service and coordinates deployment of their agency's resources

Managed without a DOC, all the agency's resources are quickly used up and mutual-aid resources are misused. Assigning resource to low priority incidents depletes the agency's capacity to address serious high priority incidents. The DOC coordinates with the dispatch center by transferring low priority calls to the DOC, where these calls are triaged and resources are assigned according to their severity-based priority.

When activated, the DOC will typically establish a link to an EOC for support and coordination. This often means assigning a liaison to serve as the direct interface between their agency DOC and the EOC. The DOC's staff remains focused inward, directing their own assets and operations. Where a DOC is department and/or agency specific, the EOC coordinates and supports multi-disciplinary activities between departments and agencies. The EOC coordinates with activated DOC's by providing support that has universal application. Examples include: dissemination of public information; establishing temporary shelters; assembling mass care facilities, reunification centers; coordinating requests for, and acquiring outside resources; establishing transportation corridors, etc.

When activated, the DOC's role is limited to only managing their agency's resources

Reference: *Appendix G.1, Departmental Operations Center (DOC) Handbook*

5.6. Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) is activated for the purpose of providing the overall policy direction, control and coordination needed to support the community's overall response to a disaster. This specifically includes coordinating the integration of support provided by assisting county, state and federal agencies.

EOC activation should occur when the demands for effectively managing large-scale, complex, concurrent, and/or long-term incidents will overwhelm local first responder capacity and the resulting competition for resources warrants doing so. The EOC is activated to varying degrees based on the activation Level and extent of support needed to appropriately match the event's size, scope, and complexity. The EOC's fundamental role is to support individual Incident Commanders by facilitating access to outside resources and coordinating their distribution between competing demands. The role of the EOC is not to manage mitigation efforts. To do so would ineffectively duplicate the Incident Commander's role. The EOC provides resource support to the IC so they can successfully manage the mitigation of their individual incident.

The EOC provides support and coordinates the distribution of outside resource to DOC's and/or individual ICs

The role of the EOC during the Response Phase begins with initiating necessary emergency alert system broadcasts; initiating damage assessment measures; and by supporting first responders by facilitating fulfillment of their resource requests. The EOC's initial role quickly expands to include coordinating resource distribution, managing the logistics of providing resource support, disseminating public information, providing community support, facilitating planning efforts, etc. Specific EOC activation procedures and operating guidelines are addressed in Functional Annex A, Emergency Management.

Reference: *Functional Annex A, Emergency Management*

5.7. EOC Activation

EOC activation is initiated at the direction of the Executive Director, Emergency Management Coordinator, or by a department director with the necessary level of delegated authority. When activated, designated staff report to the EOC to initiate any applicable community alerts and to begin coordinating support for field operations. Determined by the nature and extent of the emergency, the EOC is activated to one of three levels:

Level 1 – Monitoring

Level 2 – Elevated Status

Level 3 – Full Activation

The EOC monitors potential or developing incidents, supports resource requests, provides long-range planning and logistical support, and coordinates response and recovery efforts within the community.

To prioritize response requirements during an emergency, and to plan for sustaining continuing response and recovery activities, the EOC will work to collect, process, and develop the situational assessment information to provide a common understanding of the operating picture. This will be disseminated to Tribal departments, the public, partner agencies and stakeholders, the County and State EOCs as is appropriate to the situation.

Reference: *Appendix A.1, Emergency Operations Center (EOC) Handbook*

5.8. EOC Roles & Responsibilities

As described in Section 4, Role & Responsibilities, the primary emergency management roles within the EOC include:

Tribal Council – Maintains their governance role; responsible for the public policies associated with emergency management.

Executive Director – Facilitates the development of applicable disaster declarations and policy modifications with the Tribal Council, while responsible for providing overall emergency management priorities.

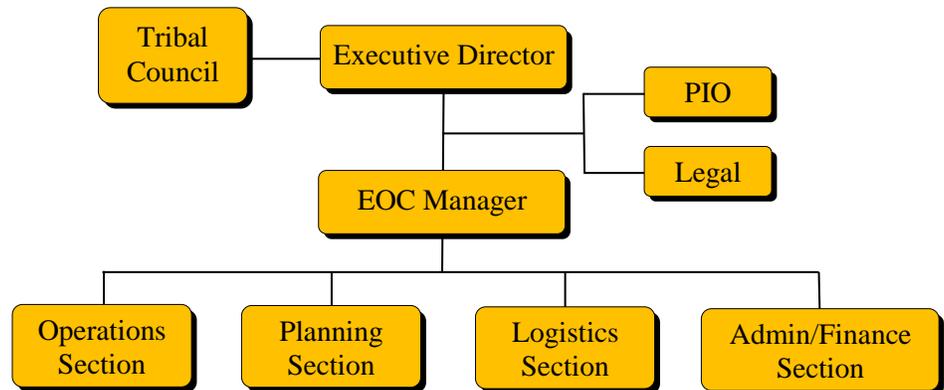
PIO – Develops and facilitates the dissemination of public information messages.

Legal – Provides legal counsel as needed to support the Executive Director and Tribal Council in the development of disaster declarations and development of policy modifications.

EOC Manager – Manages the EOC based on the Executive Director’s stated priorities and given management objectives; responsible for the EOC’s overall function and facilitating coordination between Sections.

Sections – Manages all activities within their respective Section (Operations, Planning, Logistics, and Finance).

The following organizational structure illustrates how the above described EOC emergency management roles align within the EOC using the ICS model.



The number of positions actually activated would vary based on the event’s scope, size, complexity, and stage.

EOC position responsibilities are detailed in a series of Position Checklists addressed in Functional Annex A, Emergency Management.

5.9. Emergency Management Assist Team (EMAT)

The purpose of an Emergency Management Assist Team (EMAT) is to staff the EOC with a framework of experienced personnel who are well versed in managing EOC operations. The team provides EOC oversight with an overhead team of experienced emergency management staff. This enables personnel who are not proficient with emergency management to operate within the EOC environment. With a cohesive management framework provided by an EMAT, staff who perform essential duties for the Tribe but are not familiar with EOC operations can easily integrate within the EOC to provide their essential support and subject matter expertise.

5.10. Supporting On-Scene Operations

When activated, on-scene Incident Commanders (IC) will route their resource request to the EOC instead of their normal dispatch center. This can be managed by the IC's contacting the EOC directly, via a Departmental Operations Center (DOC), or by using a combination thereof.

The harsh reality of managing a wide-spread emergency event is that community resources are quickly overwhelmed. Consequently, each incident must be triaged so that the distribution of resources is prioritized and distributed accordingly. This means that not everyone will get the immediate level of care they need. An emergency management team must manage expectations and their limited resources based on the premise of what most efficiently addresses the entire community by serving the greatest number of people in the community who have the greatest need.

This integration is essential if the inevitable competition for resources is to be managed effectively. The goal is to centralize the management of essential resource so that, request duplication is minimized, a means for triaging resource needs is established, their distribution is coordinated, the logistical support needed to sustain them can be accounted for, resources can be redistributed as they become available, demobilization can be managed, and documentation is maintained.

The activated EOC also integrates with on-scene Incident Commanders in a support role by assuming responsibility for disseminating public information, gathering and providing event related information, and facilitating regional coordination. Examples of event related information include situation reports, road closures, weather forecasts, medical treatment facility capacity for receiving patients, specialized resource availability, transportation routes, etc. Examples of this coordination include establishing reunification centers, temporary shelters, communication plans, transportation corridors, resource distribution points, refueling plans, etc.

The on-scene Incident Commanders retain tactical control over their incident, relying on the EOC for support and coordination. Once resources are assigned to an incident, the IC is responsible for tactically assigning and managing the resource. But the IC will most likely be dependent upon the EOC to provide the logistical support needed to sustain its long-term operation. This may be in the form of refueling and maintaining equipment, providing for the care and feeding of personnel, coordinating relief crews, etc.

Section 6 – On-Going Plan Management

6.1. Document Review, Approval & Revision

The Suquamish Tribe's Comprehensive Emergency Management Plan (CEMP) is a living document that is intended to provide the Suquamish Tribe with a series of functional emergency management guidelines. The CEMP will be periodically reviewed against changes to authorities and codes, federal, state, or county standards, Tribal or regional capabilities, legal agreements, and other considerations.

By design, the CEMP is formatted into a series of individual sections. Each of the sections can be updated and revised independently so that the concept of in being a living document is more efficiently supported. This allows for the CEMP to be updated on an as needed basis as the details change so that it remains, relevant, and consistent with changes in circumstances as they occur. The CEMP can also be revised based if the conditions under which it was developed change significantly (e.g., a major disaster occurs or funding availability changes). This section details the Tribe's method for managing the adoption and distribution; process for training, monitoring, evaluating, and updating the CEMP.

Responsibility - The Tribal Council has final authority and responsibility over the Suquamish Tribe's CEMP. Responsibility for the CEMP's implementation and maintenance are delegated to the Tribe's Office of Emergency Management.

Document Review – The Tribal Emergency Response Commission (TERC) serves in an advisory capacity to the Tribal Administrator and is responsible for maintaining the CEMP. The Emergency Management Coordinator (EMC) supports the TERC's role by facilitating the CEMP's periodic review and process for updating its components. As components of the CEMP are updated and revised, draft copies of the updated material will be distributed to the affected entity for their review. Each entity is expected to submit their recommendations to the EMC who will facilitate incorporating them into a final draft. Once updates are sanctioned by the TERC they are advanced for approval.

Document Approval – Approval of CEMP components will occur in steps:

1. Draft documents are reviewed and revised by the affected entity for their concurrence.
2. Draft documents are reviewed, revised and sanctioned by the TERC.
 - a. Updates to the Basic Plan are reviewed and approved by the Tribal Council.
 - b. TERC sanctioned documents other than the Basic Plan are reviewed and approved by the Executive Director.

Document Submission – Upon final Tribal Council approval of the Basic Plan or its revisions, the Plan will be submitted to FEMA for review and comment. If FEMA's review results in recommended changes, amendments will be made and the Plan will be resubmitted directly to FEMA without a repeat of the full draft approval process. The Tribal Council will be provided a notice of changes to the Plan.

Public Access to the Plan – Copies of the approved Plan will be posted on the Tribe's website and upon request, a printed copy of the Plan can be made available for viewing at the Tribe's Office of Emergency Management.

6.2. Plan Distribution

The approved CEMP is distributed to the agencies found on the Distribution List in the Introduction Section of the CEMP Basic Plan. This list covers Tribal management, its elected officials, neighboring jurisdictions, service providers, volunteer organizations, county government, state government, and the public.

6.3. Record of Changes

The record of changes to the Plan is recorded in the Plan under the Introduction Section of the Plan “Record of Changes”. The Record of Changes is a permanent part of the Plan.