

LUMMI NATION COMPREHENSIVE EMERGENCY MANAGEMENT PLAN



June 30, 2015



For Official Use Only

June 30, 2015

To: Lummi Nation
From: Chief Ralph Long
Subject: Lummi Nation Comprehensive Emergency Management Plan

The Lummi Nation considers the safety of its residents, visitors, employees, students, the public, and clients of the utmost importance. In this regard, the Lummi Nation has published this Lummi Nation Comprehensive Emergency Management Plan.

This document is a continually evolving document and will be updated on a regular basis, at least annually.

As part of this plan, the Lummi Nation will also be conducting periodic drills, exercises and workshops to ensure that the elements outlined in this plan are in familiar and part of the daily work environment.

Members of the Lummi Nation are urged to submit suggestions, concerns, or ideas anytime to the Lummi Nation Police Department.

Thank you,

Ralph Long, Chief, Lummi Nation Police Department



TABLE OF CONTENTS

RECORD OF CHANGES..... 5

INTRODUCTION..... 6

PURPOSE..... 6

SCOPE..... 6

LIMITATIONS..... 7

EMERGENCY POWERS 8

 DECLARATION OF EMERGENCY8

 COMMAND AND CONTROL.....8

Emergency Authority8

Emergency Contracts 8

LAWS AND AUTHORITIES..... 8

COORDINATION WITH LOCAL, STATE & FEDERAL AGENCIES..... 9

 LOCATIONS9

Lummi Nation9

City Of Ferndale..... 10

Lummi Island 10

 SERVICES.....10

Lummi Nation 10

Fire & Ems Services.....10

Law Enforcement Services..... 11

Public Health Services..... 11

Community Services 11

CONCEPT OF OPERATIONS 12

 NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)12

 LEVELS OF EMERGENCY..... 12

 PLAN ACTIVATION..... 12

 LUMMI NATION EMERGENCY COORDINATION CENTER (LNECC) 13

ESSENTIAL OPERATIONS..... 15

INCIDENT COMMAND SYSTEM (ICS) 16

 UNIFIED COMMAND REPRESENTATIVE / INCIDENT COMMANDER 18

 COMMAND STAFF 20

Liaison Officer (LNO) 20

Safety Officer (SO)..... 22

Public Information Officer (PIO)..... 23

Legal Officer (LO) 24

 GENERAL STAFF..... 25

Operations Section..... 25



Planning Section27
Logistics Section28
Finance/Administration Section29
ASSIGNMENT OF GENERAL RESPONSIBILITIES31
ASSIGNMENT OF DEPARTMENT SPECIFIC RESPONSIBILITIES32
Lummi Nation Tribal Council – Policy.....32
Legal Counsel - Liaison32
Chairman32
Chairman/Director Of Public Information33
Director, Lummi Community Services.....33
Director Of Facilities And Maintenance - Logistics.....33
Director For Human Resources – Human Resources33
Lummi Nation Police Department – Plan Development34
Director, Lummi Nation Accounting.....34
Information Systems Manager34
Accounting – Risk Management.....35
Site Directors And Managers.....35
Director Of Planning – Structural Mitigation/Damage.....35
APPENDIX 1 – LUMMI NATION ORGANIZATIONAL CHART.....36
APPENDIX 2 – LUMMI NATION ICS ORGANIZATION37
APPENDIX 3 – EMERGENCY NUMBERS38
APPENDIX 4 – ACCOUNTABILITY CHECKLIST39
APPENDIX 5 – SUSPICIOUS PERSON GUIDELINES.....40
APPENDIX 6 - ASSAULT INCIDENT GUIDELINES41
APPENDIX 7 – LOSS OF BUILDING INFRASTRUCTURE GUIDELINES42
APPENDIX 8 – CHILD INCIDENT GUIDELINES43
APPENDIX 9 – ACTIVE SHOOTER GUIDELINES44
APPENDIX 10 – EARTHQUAKE GUIDELINES45
APPENDIX 11 – FIRE/FIRE ALARM GUIDELINES46
APPENDIX 12 – FLOODING GUIDELINES47
APPENDIX 13 – HAZARDOUS MATERIALS GUIDELINES.....48
APPENDIX 14 – HOSTAGE TAKING GUIDELINES.....49
APPENDIX 15 –PANDEMIC GUIDELINE50



RECORD OF CHANGES

NOTICE TO PLAN HOLDERS: In order to maintain a current Lummi Nation Risk, Safety, Security Emergency and Crisis Management Plan, the Lummi Nation Police Department will issue changes periodically. Please make those changes upon receipt, and record them on this page. If a previous change number shows no entry you may not have an up-to-date version of the plan.

CHANGE #	DATE MADE	LOCATION/PAGE (S) CHANGED	INITIALS
01			
02			
03			
04			
06			
07			
08			
09			
10			
11			
12			
13			
14			
15			



Lummi Nation

Comprehensive Emergency Management Plan

INTRODUCTION

Disruptive events can happen suddenly, creating a situation in which the normal staff support services for the Lummi Nation can become overwhelmed. During these events, the Lummi Nation requires special programs to address the needs of response operations and recovery management. To address disruptive events, the Lummi Nation has established this Risk, Safety, Security, Emergency & Crisis Management Plan, which is the framework for the management of the immediate actions and operations required to respond to, and recover from, a disruptive event. The overall priorities of the Lummi Nation during a disaster are the protection of lives, property, the community, and the environment. The overall objective is to effectively respond to disruptive events in a safe manner and manage the process of restoring Lummi Nation programs and services.

PURPOSE

This plan provides the management structure, key responsibilities, assignments, and general procedures to follow during and immediately after a disruptive event. The Lummi Nation has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:

- Save and protect the lives of the residents, visitors, employees, students, the public, and clients both living and working in Lummi Nation facilities and the Lummi Indian Reservation;
- Manage immediate communications and information regarding response operations and safety;
- Provide essential services and operations;
- Provide and analyze information to support decision-making and action plans;
- Manage Lummi Nation resources effectively in the emergency response.

This plan does not supersede or replace the procedures for safety or other procedures that are already in place at the Lummi Nation. It supplements those procedures with a management structure that provides for the immediate focus of management of response operations and the transition to recovery operations.

SCOPE

This plan applies to the residents, visitors, employees, students, the public, and clients of the Lummi Nation. Where other agencies and institutions are mentioned, the plan describes understandings or agreements about their expected actions.



Whatcom County, the State of Washington, and the U.S. Federal Emergency Management Agency (FEMA) maintain separate emergency plans and operations. In general, during emergencies the Lummi Nation may request assistance from the other jurisdictions when its response resources are depleted, or the incident characteristics require outside expertise and/or legal notifications/response from other local, state or federal agencies.

During any type of disruptive event, the Lummi Nation is responsible for coordinating operations within its facilities on and off of the Reservation.

For the purposes of this plan, the term “disruptive event” means an event that will: (1) present a real immediate threat to the proper performance of essential functions, (2) will likely result in material loss or damage to property, bodily injury, or loss of life, or (3) will likely result in a significant economic impact. A disruptive event may, or may not, mean the situation is beyond the capabilities of the Lummi Nation to respond to.

This plan is consistent with the National Response Framework (NRP), the Washington State Comprehensive Emergency Management Plan, and the Whatcom County Comprehensive Emergency Management Plan.

In all disruptive events, Lummi Nation efforts will proceed according to these priorities:

1. Eliminate major threats to life and safety.
2. Maintain essential management continuity.
3. Protect critical assets.
4. Eliminate major threats to public and private property.
5. Protect the environment.
6. Restore essential systems and services.
7. Minimize economic disruption.
8. Restore normal business and management operations.

LIMITATIONS

The diverse nature of any emergency or disaster makes it likely no single management agency or jurisdiction can handle all potential incidents alone. It is neither implied nor inferred that this plan guarantees a perfect response. No plan can shield individuals from all events. While every reasonable effort will be made to respond to disruptive events, resources and/or systems may be overwhelmed. Some events provide little or no warning to implement operational procedures, and all emergency plans are dependent upon tactical execution that may be imperfect.



For Official Use Only

EMERGENCY POWERS

DECLARATION OF EMERGENCY

The Chairman or designee has the sole authority to make a Declaration of Emergency for the Lummi Nation.

COMMAND AND CONTROL

The Police Chief or designee has the power to direct Lummi Nation staff responses, and decide questions of internal authority and responsibility.

EMERGENCY AUTHORITY

The responsibility for all administration and Lummi Nation operations rests with the Police Chief.

In the case of absence, the Chairman may designate one or more senior Lummi Nation staff to act in the place of the Police Chief with regard to the power and duties required for response to an emergency.

EMERGENCY CONTRACTS

When any disruptive event shall require the immediate execution of a contract, the Treasurer or designee is authorized to execute any contract for acquisition of materials, equipment, supplies, and services necessary to respond to the existing disruptive event at an amount not to exceed their sole spending authority.

LAWS AND AUTHORITIES

This plan is established under the following laws and authorities:

- Lummi Nation Resolution #2015-086
- Memorandum of Understanding Between the Lummi Nation and the Whatcom County Health Department Relating to Disease and Contamination Control Measures
- Emergency Planning & Community Right to Know Act
- Sandy Recovery Improvement Act of 2013
- Public Law 93-288 as amended by Public Law 100-707 Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Federal Civil Defense Act of 1950, as amended
- Tribal Relations Support Annex to National Response Plan
- Lummi Nation Spill Prevention and Response Plan
- Local Operating Plan Relating To Bureau of Indian Affairs/Department of Natural Resources Offset and Other Agreements (Fire Protection Services Operating Agreement)



COORDINATION WITH LOCAL, STATE & FEDERAL AGENCIES

LOCATIONS

LUMMI NATION

The Lummi Nation is a Self-Governing Nation within the United States established by the Treaty of Point Elliot in 1855. It is the third largest tribe in Washington State, serving over 5,000 members. The Lummi Nation manages nearly 20,000 acres of uplands and tidelands on the Lummi Reservation with civil jurisdiction over its usual and accustomed grounds. The Administrative Offices are located at 2665 Kwina Road, Bellingham, WA 98226.

The Lummi Nation owns, leases or works in numerous properties in Whatcom County including the City of Ferndale, Un-Incorporated Whatcom County, and the Lummi Indian Reservation. In Whatcom County the Lummi Nation facilities currently owns multiple properties.

Local response organizations and the Lummi Nation have adopted the NIMS Incident Command System as the standard for management of disruptive events.

The Lummi Nation Police Department, the Whatcom County Sheriff's Office, and other Whatcom County Fire Departments, are the primary response agencies for incidents at the Lummi Reservation. The Department of Emergency Management (DEM) is responsible for maintaining the Whatcom County Comprehensive Emergency Management Plan. Under the Plan they will coordinate disaster operations and resource assistance in support of the Lummi Nation. In addition to assisting with on-scene response for disruptive events:

- The Lummi Nation Police Department may open an Emergency Operation Center (EOC) in their headquarters building. The primary location is at 2665 Kwina Road, Bellingham, WA 98226.
- The Whatcom County Sheriff's Office DEM may open an Emergency Operation Center (EOC) in any number of locations appropriately sized for the magnitude of the disaster. The primary location would likely be at Whatcom Unified Emergency Management (3888 Sound Way, Bellingham, WA 98225).
- The State of Washington Emergency Management Division (EMD) maintains an EOC at Camp Murray in Tacoma. It is responsible for maintaining the state Comprehensive Emergency Management Plan and for coordinating with local emergency management agencies and obtaining outside resources.
- The Federal Emergency Management Agency (FEMA) provides emergency management services and resource management under the National Response Plan. FEMA Region X maintains an EOC in Bothell.

The Lummi Nation has properties, infrastructure and operational facilities within the boundaries of multiple jurisdictions.



For Official Use Only

CITY OF FERNDALE

Ferndale Police has jurisdictional law enforcement responsibilities within the City of Ferndale limits while Whatcom County Fire District #7 has responsibility for response fire, hazardous material and emergency medical service incidents. The Washington State Patrol maintains Incident Command at Hazardous Materials Incidents in Ferndale.

LUMMI ISLAND

On Lummi Island the Whatcom County Sheriff's Department have jurisdictional law enforcement responsibilities while Whatcom County Fire District #8 has responsibility for response fire, hazardous material and emergency medical service incidents. The Washington State Patrol maintains Incident Command at Hazardous Materials Incidents on Lummi Island.

SERVICES

LUMMI NATION

On the Lummi Indian Reservation and on other lands owned by the Lummi Government, the Lummi Nation Police Department have jurisdictional law enforcement responsibilities while Whatcom County Fire District #7, #8 and #17 have responsibility for response to fire, hazardous material and emergency medical service incidents. Depending on the specific incident, Incident Command for Hazardous Materials incidents within the boundaries of, or affecting the Lummi Nation, The Environmental Protection Agency (EPA), the U.S. Coast Guard, Washington State Department of Ecology, Region 10 Regional Response Team, or other agencies will, depending on the location, maintain Incident Command of Hazardous Materials Incidents within Lummi Nation boundaries but at a minimum this will be coordinated through and with the Lummi Natural Resources Department.

FIRE & EMS SERVICES

Typical responsibilities of Whatcom County Fire Services include:

- Establishment and staffing of Incident Command;
- Fire suppression;
- Emergency Medical Services (*While all Whatcom County Fire Services have responsibilities for Basic Life Support (BLS) EMS service, the Whatcom Medic One program administered by the Bellingham Fire Department is responsible for county-wide Advanced Life Support (ALS) EMS service*);
- Specialized rescue services;
- Request necessary personnel and equipment in accordance with existing mutual aid agreements and the State Resource Mobilization Plan;
- Establish liaison with the responding police department for landside traffic and crowd control, scene security, and evacuation;
- Hazardous materials response (*All Whatcom County Fire Services have the ability to provide basic defensive response to hazardous materials incidents. Higher-level offensive responses are referred to the Specialized Emergency Response Program (SERP) Hazmat Unit or to private contractors.*)



For Official Use Only

LAW ENFORCEMENT SERVICES

In addition to expected law enforcement activities, specialized response capabilities include:

- Boat and Dive Teams;
- Bomb disposal;
- Crisis negotiations;
- Criminal investigations;
- Crowd control;
- K-9 response;
- Special Response Teams

The Federal Bureau of Investigation (FBI) is the investigative arm of the U.S. Department of Justice (DOJ). The FBI's investigative authority can be found in Title 28, Section 533 of the U.S. Code.

PUBLIC HEALTH SERVICES

The Lummi Nation provides health services through its Lummi Tribal Health Center in cooperation with the Northwest Washington Indian Health Board and the Whatcom County Public Health Department that is tasked with response to public health incidents affecting populations within Whatcom County. The Lummi Tribal Health Center shall be responsible for coordination and facilitation of any response by Public Health authorities to events within the Lummi Nation jurisdictional boundaries.

COMMUNITY SERVICES

The Lummi Nation provides community services through its Lummi Tribal Community Services. Community Services is tasked with managing food sources, energy resources, food management during disruptive events, manages emergency worker and clients needs for food preparation, provides transportation to feed, house, or assist clients during inclement weather and works with Natural Resources to develop and update vulnerable population mapping within the Lummi Nation jurisdictional boundaries.



CONCEPT OF OPERATIONS

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The NIMS provides a consistent nationwide template to enable Federal, Tribal, State, Local, and private-sector and non-governmental organizations (NGOs) to work together effectively and efficiently to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity, including acts of catastrophic terrorism.

NIMS is comprised of several components that work together as a system:

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance

LEVELS OF EMERGENCY

Emergency conditions vary with each incident. As a guide, three levels of emergency are specified, as follows:

1. Level 1 Disruptive Event is handled within the Lummi Nation by “normal” checklists and/or response activities. While there may be some damage and/or interruption, the conditions are localized and the Lummi Nation can coordinate and manage the event and site of the event remains open. Implementation of the Lummi Nations internal Notification Policy should be considered (see Notifications on page 14).
2. Level 2 Disruptive Event exceeds the capabilities of the Lummi Nation to manage the event and the disruptive event causes damage and/or interruption to Lummi Nation operations. The Lummi Nation may be the only affected entity but outside resources are needed to stabilize or mitigate the emergency. On-scene command should be established. Activation of the Lummi Nation Emergency Team may or may not be needed. The Lummi Nation’s internal Emergency Notification Policy must be implemented (see Notifications page 14). The situation must be monitored with regular situation reports issued.
3. Level 3 – Disruptive Event exceeds the capacity of the Lummi Nation to address immediate emergency response. The event may involve a single location or may be widespread. The Lummi Nation may need to be self-sufficient for a period of hours to several days. The Lummi Nations internal Emergency Notification Policy must be implemented (Notifications see on page 14).

PLAN ACTIVATION

This plan is activated whenever disruptive events occur in which normal operations cannot be performed and immediate action is required to:



For Official Use Only

1. Eliminate major threats to life and safety.
2. Eliminate major threats to public and private property.
3. Protect the environment.
4. Maintain essential management continuity.
5. Protect critical assets.
6. Restore essential systems and services.
7. Minimize economic disruption.
8. Restore normal business and management operations.

LUMMI NATION EMERGENCY COORDINATION CENTER (LNECC)

The Lummi Nation Police Department (2665 Kwina Road, Bellingham, WA) is designated as the primary Emergency Coordination Center for the Lummi Nation. The room has sufficient infrastructure to accommodate the data hubs and telecommunications needed in an Emergency Coordination Center.

The Lummi Nation does not currently have an alternate Emergency Coordination Center formally identified. Other possible alternate locations include the Silver Reef Casino Hotel and Spa (4876 Haxton Way, Ferndale, WA) or the Northwest Indian College (2522 Kwina Road, Bellingham, WA).



INITIAL NOTIFICATIONS

For the purposes of this Plan, any Level 2 or Level 3 Disruptive Event needs to be reported that:

1. Presents a real immediate threat to the proper performance of essential Lummi Nation functions, or;
2. Will likely result in material loss or damage to property, bodily injury, or loss of life if immediate action is not taken, or;
3. Has a likelihood of attracting media attention.

It is Lummi Nation policy that upon the discovery of a disruptive event that immediate actions to mitigate or stabilize the event will be undertaken to the best of the ability of the person(s) witnessing the disruptive event. This includes, but is not limited to, rendering first aid and/or calling 911.

At the first opportunity, if the reporting person is an employee, the employee must report the emergency directly to their immediate supervisor. The supervisor is responsible for ensuring the emergency is reported via voice to the following as soon as practical:

1. Lummi Nation Police Department
2. Chairman's Office
3. General Manager's Office
4. The Chairman or designee will notify and update Council members and affected Commissions.

In the event that any supervisor or director is not available, the reporting individual will make notification to the next highest level in the Chain of Command (e.g. in the absence of a supervisor, the reporting party will make notification to Lummi Nation Police Department. If the Lummi Nation Police Department is also unavailable, notification will be made directly to the Chairman's Office). Leaving a voice-mail does not constitute an acceptable notification.

The supervisor / manager or their designees must ensure that additional notifications are made in accordance with any site or incident specific plans or regulatory requirements.

Whenever a disruptive event occurs, all necessary efforts should be made to protect human life, then property and then the environment, without endangering employees or the general public. As soon as possible after the emergency measures have been taken, the employee in charge is to ensure that a full written report is provided to the Lummi Nation Police Department. Broader notifications may be made via the Lummi Nation text notification system.



ESSENTIAL OPERATIONS

The following are regarded as essential internal operations of the Lummi Nation during disruptive events:

1. Command, Control & Communications
2. Logistical /Maintenance Operations
3. Finance & Administration
4. Legal Counsel



INCIDENT COMMAND SYSTEM (ICS)

The Incident Command System is designed to enable effective and efficient incident management by integrating facilities, equipment, personnel, procedures, and communications to operate within a common organizational structure. The ICS can be used to organize operations for a wide spectrum of emergency incidents, near-term and long-term, from small to complex, whether natural or man-made. All levels of government and NGOs responding to Lummi Nation disruptive events use ICS. The system is flexible and provides for the inclusion of private-sector representation that may not be familiar with the principles of Incident Command. The ICS is normally structured to facilitate the activities in five functional sections: Command, Operations, Planning, Logistics, and Finance/Administration.

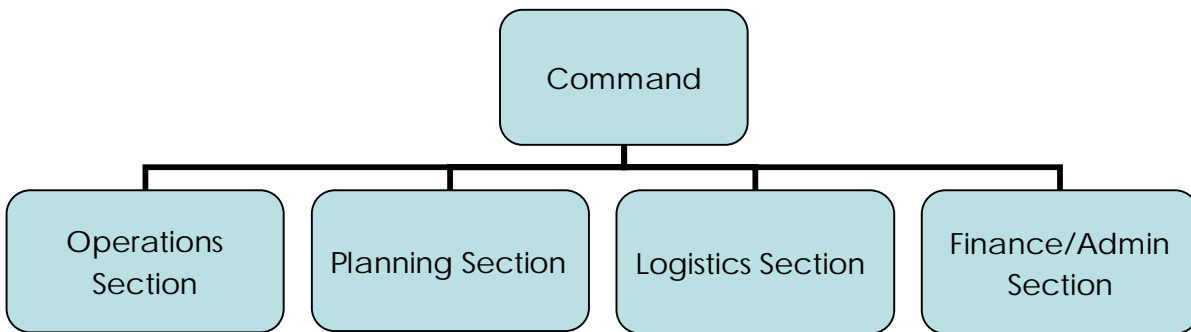


Figure 1 - Incident Command System Functional Structure

Unified Command is the application of this same functional structure during a multi-jurisdictional, multi-agency/organization response. A Unified Command overcomes much of the inefficiency and duplication of effort that can occur when a diverse response community operates without a common system or organizational framework. Under a Unified Command, representatives of the various groups work together to determine incident response objectives, strategies and priorities. This teamwork method is accomplished without affecting individual entity authority, responsibility or accountability. Whenever possible, decisions with regard to the response will be made by consensus and documented through a single Incident Action Plan (IAP). When a consensus cannot be reached, the agency commander with the primary responsibility under the circumstances will have ultimate decision-making authority.

There are three possible ways that the Lummi Nation may be involved with Incident Command System (ICS) structures:

- An outside agency such as a fire department may respond to an incident on Lummi Reservation property with Lummi Nation personnel interacting as “agency representatives” with the outside agency’s ICS structure.
- The Lummi Nation may provide personnel to serve in various ICS positions at an On-Scene Command Post, in a city or county Emergency Operation Center.
- The Lummi Nation may initiate the ICS in its own On-Scene Command Post and/or Emergency Coordination Center.



Jurisdictional agencies and organizations that may be involved in the Unified Command structure during an emergency incident with the Lummi Nation include:

Tribal Agencies / Authorities

- Tribal On-Scene Coordinator (TOSC)
- Lummi Natural Resources
- Lummi Nation Police Department
- Office of the Chairman
- Lummi Tribal Health
- Northwest Indian Health
- Indian Health Services
- Other Tribal Government Representatives

Federal Agencies / Authorities

- Federal On-Scene Coordinator (FOSC)
- Center for Disease Control (CDC)
- Environmental Protection Agency (EPA)
- Federal Bureau of Investigation (FBI)
- Federal Emergency Management Agency (FEMA)
- U.S. Customs and Border Protection (CBP)
- U.S. Coast Guard (USCG)
- U.S. Immigration and Customs Enforcement (ICE)
- U.S. Army Corps of Engineers (COE)

State Agencies / Authorities

- State On-Scene Coordinator (SOSC)
- Washington State Office of Superintendent of Public Instruction (OSPI)
- Washington State Department of Social & Health Services (DSHS)
- Washington State Department of Public Health (DOH)
- Washington State Emergency Management Division (EMD)
- Washington State Department of Ecology (DOE)
- Washington State Labor and Industries (L&I)
- Washington State Patrol (WSP)

Local Jurisdictional Response Agencies / Authorities

- Local On-Scene Coordinator (LOSC)
- Bellingham Fire Department / Medic One
- Ferndale Police Department
- Whatcom County Division of Emergency Management (DEM)
- Whatcom County Fire Districts #7, #8 and #17.
- Whatcom County Health Department
- Whatcom County Medical Examiner
- Whatcom County Sheriff's Office (WCSSO)
- Lummi Nation Police Department

Local Non-Governmental Organizations (NGOs)

- American Red Cross Mount Baker Chapter (ARC)



For Official Use Only

- Business Owner / Operators
- Kinder-Morgan
- BP Cherry Point
- Phillips 66
- Puget Sound Energy (PSE)
- Burlington Northern Santa Fe (BNSF)
- Peace Health St. Joseph Hospital

UNIFIED COMMAND REPRESENTATIVE / INCIDENT COMMANDER

The Lummi Nation Command Representative represents the Lummi Nation in the Unified Command and/or when appropriate serves as the Incident Commander (IC).

The Chairman, or appropriate delegate, is responsible for all incident management at the Lummi Nation. This responsibility is delegated to department directors who delegate the responsibility to operational managers. The first person on-scene is responsible for initiating command. As long as successive levels of management are satisfied that the incident is being well managed, they may continue to monitor events. It is critical that all levels of management are kept aware of the incident details, objectives and management. Management may assume command at anytime. If a transfer of command occurs, it must be communicated to all on-scene response and to incoming response.

The transfer of command is best accomplished when done face-to-face with the outgoing Incident Command. It should include a briefing that covers:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations
- Incident potential

Incident Commander Responsibilities:

- Responsible for incident management and coordination;
- Initiate and maintain an incident position log;
- Establish and announce the Command Post (CP) location;
- Validate incident assessment and determine scale of Lummi Nations's response;
- Ensure all required internal and external notifications have been made;
- Assign personnel to appropriate Command and General staff positions;
- Establish incident operational periods and objectives;
- Implement sufficient resources to achieve the objectives for the operational period;
- Provide incident response guidance to tenant(s);



For Official Use Only

- Facilitate communications between the Command Post and the Lummi Nation Emergency Coordination Center (if activated).

Primary: Lummi Nation Police Chief or designee

Alternate: Director of the department responsible for location where incident is occurring or building administrator of the location where incident is occurring

Applicable Checklists: Facility specific Plans and/or Checklists, Incident Command Position Checklist as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide, and External Notifications Policy



COMMAND STAFF

In an Incident Command / Unified Command structure, command staff consists of various special purpose staff positions. The special staff positions are specifically designated, report directly to the Incident Commander, or Unified Command, and are assigned responsibility for key activities that are not a part of the general staff functional elements. Typically, three special staff positions are utilized during a major incident: Safety, Liaison, and Public Information. For the purposes of this plan a Legal Officer has been added to the command staff. The command staff positions may be activated as needed for Lummi Nation disruptive events or to be assigned to multi-agency Unified Command structures.

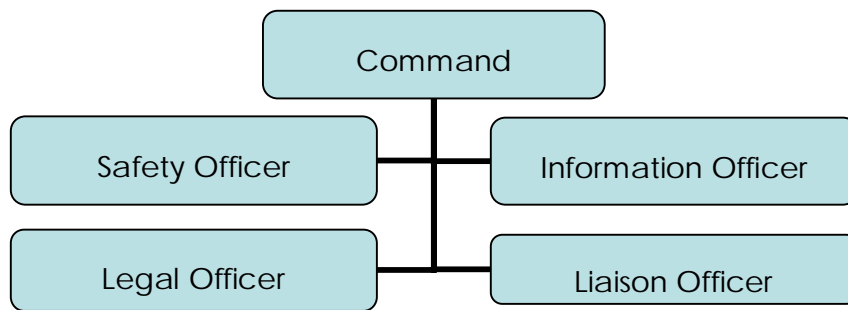


Figure 2 - Incident Command System Command Staff

LIAISON OFFICER (LNO)

The Liaison Officer is the initial point of contact for representatives of other governmental agencies, NGOs and/or private entities. Representatives from responding agencies and organizations coordinate through the LNO. Assistants and personnel from other agencies or organizations may be assigned to the LNO to facilitate interagency coordination.

In large responses, the Lummi Nation may assign an appropriate Liaison to another Emergency Operations Center, Coordination Center or Command Post to represent the Lummi Nation's interests and to keep the Lummi Nation informed of incident developments.

LNO Responsibilities:

- Oversee all liaison activities, including coordinating outside agency representatives assigned to the incident;
- Initiate and maintain an incident position log;
- Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed;
- Ensure that position specific checklists, directives, situation reports and a copy of the current Incident Action Plan (IAP) is provided to agency representatives upon check-in;



For Official Use Only

- Maintain a contact roster of agency representatives not assigned to specific sections of the Incident Command System;
- In coordination with Incident Command and security, provide orientations for VIPs and other visitors to the Emergency Operations Center, Coordination Center or Command Post.

Primary: Manager, Director or Supervisor of Affected Location

Alternate: Department Manager

Applicable Checklists: Liaison Officer Checklist as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide



For Official Use Only

SAFETY OFFICER (SO)

The safety of staff and personnel from responding agencies is a high priority objective. The Safety Officer advises Command on all matters relating to operational safety, including the health, safety and accountability of the emergency response personnel. A Safety Officer may not be necessary for every scene or in the Emergency Operations Center, Coordination Center or Command Post. Command, however, should strongly consider appointing a Safety Officer when an on-scene incident has or could develop health or safety hazards. Unless delegated, the scene safety remains the responsibility of the Command.

Depending on situational hazards and/or responding agencies, the Safety Officer may be selected from operational Lummi Nation staff that is most familiar with the health and safety hazards of the incident. Responding agencies often will designate a Safety Officer who may need technical assistance from knowledgeable Lummi Nation staff.

Safety Officer Responsibilities:

- Organize, assign tasks and supervise all personnel mobilized to support the safety functions;
- Implement procedures necessary to ensure ongoing assessment of hazardous environments;
- Implement measures to promote emergency responder safety and general safety of incident operations;
- Provide coordination of multi-agency safety efforts;
- Maintain awareness of active and developing situations and ensures the preparation and implementation of the incident response Safety Plan;
- Conduct safety briefs as necessary; and
- Stop and/or prevent unsafe acts during incident operations.

Primary: Operational Lummi Nation staff familiar with site-specific risks

Alternate: Personnel from responding outside agencies

Applicable Checklist: Safety Officer Checklist as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide



PUBLIC INFORMATION OFFICER (PIO)

The Public Information Officer serves two critical functions at the scene of an emergency: (1) to coordinate and control the interface with the media, the public and other agencies with incident-related information requirements and (2) to activate or represent the Lummi Nation in a Joint Information Center (JIC) when activated.

Public Information Officer Tasks and Responsibilities:

- Ensure that only authorized information is released;
- Organize, assign tasks and supervise all personnel mobilized to support on-scene public information functions;
- Identify staffing needs for support of public information functions and direct mobilization or demobilization of personnel;
- Develop accurate and complete information on the incident's cause, size, current situation, resources committed and other matters of general interest for both internal and external consumption;
- Monitor public information coverage of the situation;
- Managing Social Media and Communication;
- Activate or represent the Lummi Nation in a Joint Information Center as needed;
- Supervise the preparation for and conduct on-scene media briefing(s); and
- Supervise VIP tours of the incident site including providing for controlled/guided escorts.

A Joint Information Center (JIC) is a location where public information specialists and volunteers from local, state, tribal, federal jurisdictions, NGOs and/or private companies meet to coordinate the dissemination of emergency public information. The goal of the JIC is to provide accurate, timely, and coordinated information during an emergency to the media and the public. Some of the services provided are:

- News briefings and conferences to keep the media abreast of new developments.
- Background data to help news media.
- Spokespersons to elaborate on and explain the event.
- An information center the public can contact regarding the emergency.

Primary: Chairman or Designee

Alternate: Not Identified

Applicable Checklists: Public Information Officer Checklist as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide



For Official Use Only

LEGAL OFFICER (LO)

The appointment of a Legal Officer is not typical, however, in complex or extended incidents or in events that may have civil or criminal complications the addition of legal counsel to the command staff can be very useful. The LO may be assigned to advise Command on legal matters, such as emergency proclamations, the legality of evacuation orders, and legal rights and restrictions pertaining to media access.

Legal Officer Responsibilities:

- Advise Command on related matters;
- Interpret laws and regulations as they pertain to achieving incident objectives;
- Ensure the protection of incident records and documents that may be needed for future legal actions; and
- Represent the Lummi Nation on all outside legal matters

Primary: Reservation Attorney or Designee

Alternate: Not Identified

Applicable Checklists: None as of date



GENERAL STAFF

The General Staff represents and is responsible for the functional aspects of the incident command structure. When fully activated the General Staff typically consists of the Operations, Planning, Logistics and Finance/Administration Sections. The General Staff positions may be activated as needed for Lummi Nation disruptive events or to be assigned to multi-agency Unified Command structures.

OPERATIONS SECTION

The Operations Section is responsible for the management of all operations directly applicable to the primary mission. The Operations Section, led by the Operations Section Chief, activates and supervises organization elements in accordance with the Incident Action Plan (IAP) and directs its execution. This Section also directs the preparation of Unit operational plans, requests or releases resources, makes expedient changes to the IAP, as necessary, and reports such to Incident Command / Unified Command. A typical Operations Section organizational structure is shown in Figure 3.

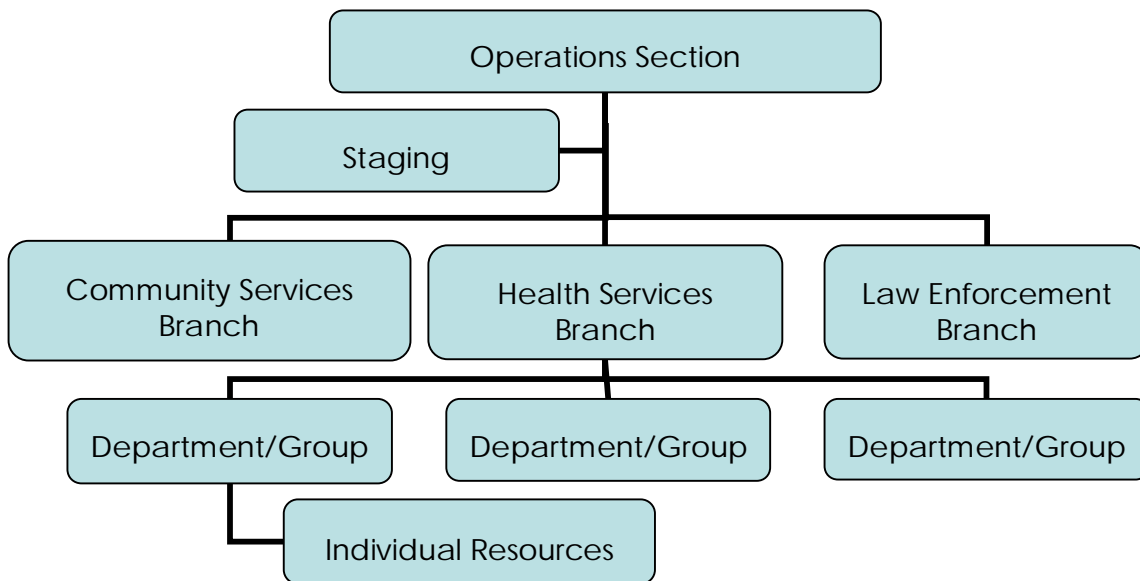


Figure 3 - ICS Operations Section

Operations Section Responsibilities:

- Manage all incident-related operational activities;
- Develop and implement appropriate tactical strategies to meet operational objectives and priorities;
- Establish an appropriate level of staffing and continuously monitor the effectiveness of the organization and modify as required;
- Ensure section objectives as stated in the IAP are accomplished;
- Keep Command informed of all significant issues relating to the section;



For Official Use Only

- Facilitate communications between on-scene Operations and the Lummi Nation Emergency Coordination Center when activated;
- Interface with the Planning and Logistics Sections, and
- Within a Unified Command, represent the Lummi Nation in Operations Section discussions, decisions and actions;

Community Services Responsibilities:

- Manages and reports to appropriate funding sources food sources from USDA FDPIR, Food Bank and Emergency Food Program.
- Manages and reports to appropriate funding sources use of energy resources from LIHEAP, Lummi Hard Dollars, Wood Program, and CITGO for clients in needs of urgent assistance.
- Maintains records of food purchases made during times of urgent need.
- Sets up and staffs the food preparation and distribution site for emergency workers and clients in need.
- Prepare vehicles belonging to Community Services to provide transportation to locations to feed, house, or assist clients during inclement weather.
- Working with Natural Resource GIS staff to develop and update vulnerable population mapping for servicing community.

Primary:

For site-specific incidents the General Manager or Director of the impacted Facility or Department;

For Lummi Nation wide incidents: Lummi Nation Police Chief or designee

Alternate:

For site-specific incidents - the Manager or Administrator of the impacted Facility or Department;

For Lummi Nation wide incidents: Lummi Nation Police Chief or designee

Applicable Checklists: Operation Section Checklists as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide

PLANNING SECTION

The Planning Section is responsible for the collection, evaluation, and dissemination of tactical information pertaining to an incident. This section maintains information and intelligence on the current and predicted situation, as well as the status of logistics assigned to the incident. The Planning Section prepares and documents the IAP, incident maps and gathers and disseminates information and critical intelligence. The Planning Section also maintains all records associated with the incident. The organizational structure of a fully implemented Planning Section is shown below in Figure 4:

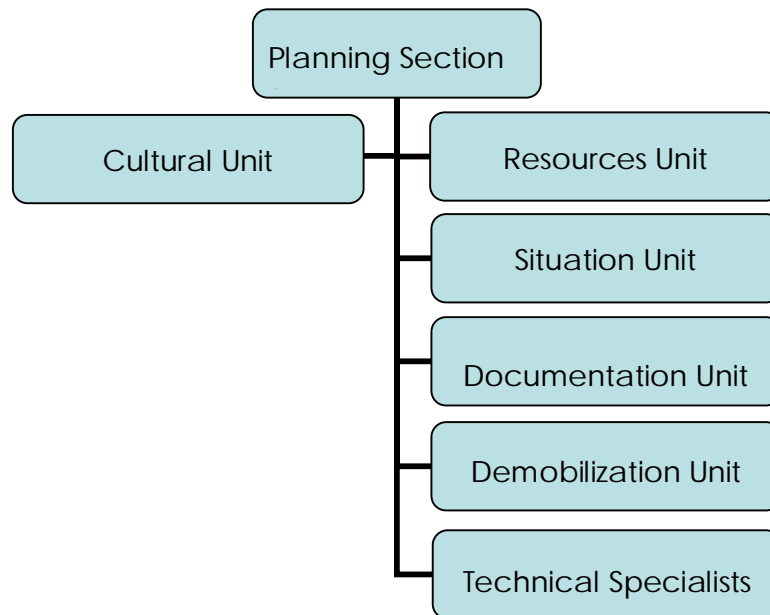


Figure 4 - ICS Planning Section

Planning Section Responsibilities:

- Collect, analyze and display situation information;
- Prepare periodic Situation Reports;
- Prepare and distribute the Incident Action Plan;
- Evaluate the impact on Cultural sites and traditional cultural properties;
- Facilitate planning meetings;
- Plan for incident demobilization;
- Document and maintain incident files;
- Establish an appropriate level of staffing and continuously monitor the effectiveness of the organization and modify as required;
- Ensure section objectives as stated in the IAP are accomplished; and
- Keep Command informed of all significant issues relating to the section.

Primary: Planning

Alternate: Not Identified



Applicable Checklist: Planning Section Checklists as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide

LOGISTICS SECTION

The Logistics Section is tasked with meeting incident support needs, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, lodging, communications, and medical services for incident personnel. The organizational structure of a fully implemented Logistics Section is shown below in Figure 5:

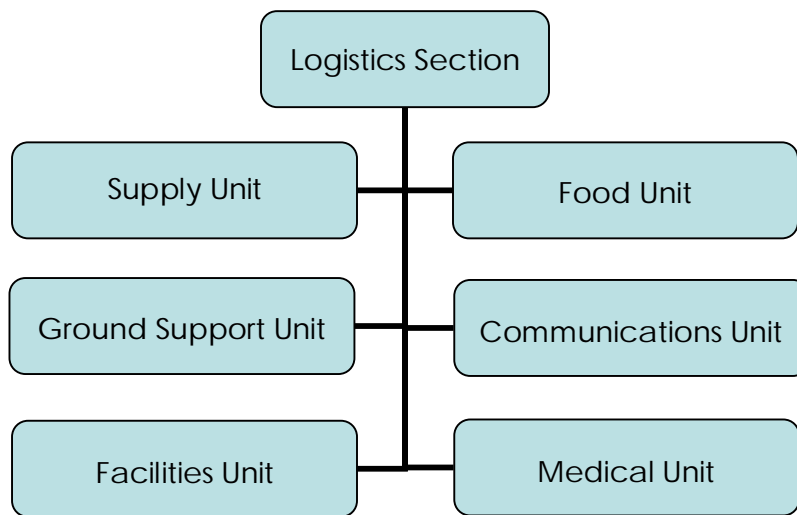


Figure 5 - ICS Logistics Section

Logistics Section Responsibilities:

- Ensure that incident logistical requirements are met. This includes providing communications, resource tracking, and the acquisition of equipment, supplies, personnel, facilities and transportation services;
- Arrange for food, lodging and other support services as required;
- Establish an appropriate level of staffing and continuously monitor the effectiveness of the organization and modify as required;
- Ensure section objectives as stated in the IAP are accomplished;
- Closely coordinate with the Operation Section Chief to establish priorities for resource allocations; and
- Keep Command informed of all significant issues relating to the section.

Primary: Maintenance Supervisor or OMB Staff

Alternate: Community Services



Applicable Checklists: Logistics Section Checklists as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide

FINANCE/ADMINISTRATION SECTION

The Finance Section is responsible for addressing specific needs for financial, reimbursement and/or administrative services to support incident management activities. Not every incident will require a Finance Section. Such a single position can best be placed under planning as a technical specialist. In large, complex or extended incidents a Finance Section is an essential part of the organization. The organizational structure of a fully implemented Finance Section is shown below in Figure 6:

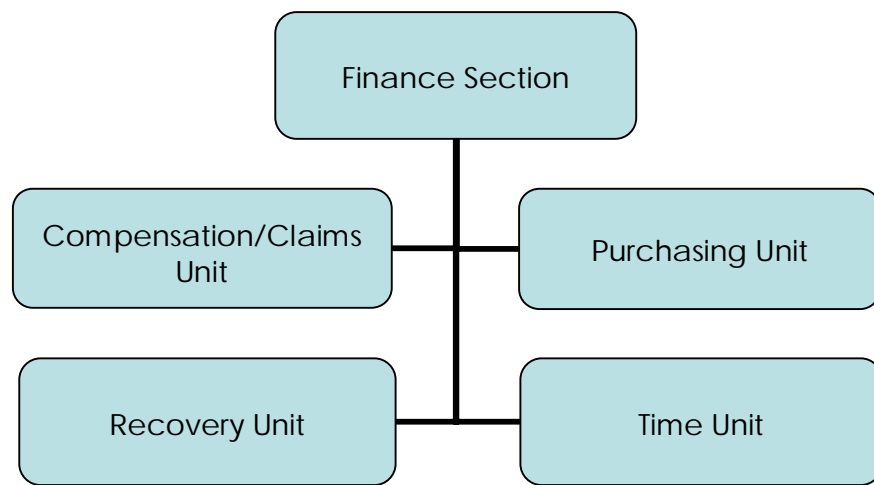


Figure 6 - ICS Finance Section

Finance Section Responsibilities:

- Ensure financial records are maintained throughout the event;
- Ensure all on-duty time is recorded for all response personnel;
- Ensure all on-duty time sheets are collected from supervisors;
- Ensure there is a continuum of the payroll process for all employees;
- Ensure all contracts are consistent with federal and state requirements and Lummi Nation procurement policies;
- Process all travel and expense claims within a reasonable time;
- Provide administrative support to all sections as required;
- Ensure recovery documentation is accurately maintained during the response and ensure the information is submitted on appropriate forms for reimbursement from insurance or FEMA Public Damage Assistance;
- Establish an appropriate level of staffing and continuously monitor the effectiveness of the organization and modify as required;
- Ensure section objectives as stated in the IAP are accomplished; and
- Keep Command informed of all significant issues relating to the section.

Primary: Chief Financial Officer or Designee



For Official Use Only

Alternate: Treasurer

Applicable Checklists: Finance Section Checklists as contained in the National Incident Management System Incident Command System Emergency Responder Field Operations Guide



RESPONSIBILITIES

ASSIGNMENT OF GENERAL RESPONSIBILITIES

1. This section covers general emergency responsibilities of the Lummi Nation departments. Additional "department specific" responsibilities follow the general responsibilities.
2. It is the policy of the Lummi Nation that each department is responsible for the following:
 1. Ensuring the safety and protection of the Lummi Nation Community (life/safety).
 2. Securing buildings and facilities where the disruptive event occurred.
 3. Providing for the continuation of essential departmental services and functions after a disaster.
 4. Providing for the identification and preservation of essential department records.
 5. Ensuring appropriate notifications are made in accordance with this plan.
 6. Providing damage assessments and situation reports.
 7. Appointing a liaison to work with Emergency Management in the development and maintenance of this plan.
 8. Establishing 24-hour departmental contacts.
 9. Developing the capability to continue operations in an emergency/disaster and to carry out the responsibilities outlined herein.
 10. Developing procedures that address the following:
 - a. The department's chain of command
 - b. Location of the departmental emergency coordination center and alternate locations including equipment and supplies
 - c. The resources needed to manage departmental emergency operations
 - d. The information needed to manage departmental emergency activities and how it will be obtained
 - e. Departmental capabilities and responsibilities
 - f. Departmental resources
 - g. How the department will coordinate with the Emergency Coordination Center
 - h. Ensuring that department staff is aware of the contents of this plan.
3. It is the policy of the Lummi Nation that departments make staff available for appropriate training and emergency assignments, such as Emergency



Coordination Center (ECC) activities, documentation, damage assessment, and liaison with other agencies and organizations. All costs for these activities shall be the responsibility of the respective department.

ASSIGNMENT OF DEPARTMENT SPECIFIC RESPONSIBILITIES

LUMMI NATION TRIBAL COUNCIL – POLICY

1. Exercise the powers provided to the Tribal Council by the Lummi Nation Constitution.
2. Develop strategic goals, objectives and policies.
3. Ensure that sufficient administrative powers and duties have been delegated to the Chairman to allow an effective operational response to disruptive events.
4. Evaluate and ratify the Chairman's findings of emergencies.
5. Ensure the filling of Tribal Council vacancies that may occur.

LEGAL COUNSEL - LIAISON

1. Respond on-scene or to the Emergency Coordination Center upon request of the Incident Commander.
2. Obtain briefings and situation reports and provide legal counsel as needed.

CHAIRMAN

1. Exercise the delegation of administrative powers and duties as provided by the Tribal Council and the Lummi Nation Constitution.
2. Assume or delegate the position of Incident Commander to ensure effective management of incidents involving the Lummi Nation.
3. Establish spending authorities and delegate administrative authorities to Lummi Nation personnel.
4. Make and issue orders that shall have management authority on matters reasonably related to the protection of life and property as affected by disruptive events.
5. Make findings of an emergency as needed and take or authorize the taking of immediate actions to address emergency situations.
6. Ensure the Tribal Council is kept informed of the situation and the actions being taken to address the situation.
7. Seek Tribal Council ratification of emergency findings as prescribed in the delegation of authority resolution.
8. Activate this plan and the Emergency Coordination Center as needed.
9. Maintain a written log of all actions taken to address the emergency.
10. Seek local Proclamations of Emergency as may be needed to implement extraordinary spending authorities or to obtain state or federal assistance.
11. Participate in "After Action Reviews" and support identified corrective actions.



CHAIRMAN/DIRECTOR OF PUBLIC INFORMATION

1. Maintain up-to-date contact information for local and regional media outlets.
2. Assume the position of Public Information Officer (PIO) for all incidents.
3. Establish or participate in a Joint Information Center (JIC) as needed.
4. Obtain briefings on all emergencies.
5. Monitor media for accuracy and for any new information.
6. Establish rumor controls as needed.
7. Develop news releases for approval by the Superintendent or Incident Commander.
8. Manage Social Media.
9. Participate in PIO/JIC training.
10. Update the Lummi Nation website as needed.

DIRECTOR, LUMMI COMMUNITY SERVICES

1. Manages and reports to appropriate funding sources food sources from USDA FDPIR, Food Bank and Emergency Food Program.
2. Manages and reports to appropriate funding sources use of energy resources from LIHEAP, Lummi Hard Dollars, Wood Program, and CITGO for clients in needs of urgent assistance.
3. Maintains records of food purchases made during times of urgent need.
4. Sets up and staffs the food preparation and distribution site for emergency workers and clients in need.
5. Prepare vehicles belonging to Community Services to provide transportation to locations to feed, house, or assist clients during inclement weather.
6. Working with Natural Resource GIS staff to develop and update vulnerable population mapping for servicing community.

DIRECTOR OF FACILITIES AND MAINTENANCE - LOGISTICS

1. Leads the Logistics Section, Facilities Unit.
2. Arrange for suitable facilities to meet incident requirements.
3. Facilitates the setting up and taking down of facilities as needed.
4. Assists in the setting up of the Emergency Coordination Center and Alternate Coordination Center as needed.
5. Assists community response and recovery by lending available assets as directed by the Chairman or Incident Commander.

DIRECTOR FOR HUMAN RESOURCES – HUMAN RESOURCES

1. Ensure up-to-date personnel files for all staff members.
2. Maintain off site employee/emergency contact roster.
3. Establish/maintain systems for continued benefit(s) enrollment/cancelation.
4. As needed, provide liaison with all personnel and their families.
5. Participate in the Logistics Section Supply Unit to provide and coordinate incident staffing.
6. Maintain up-to-date lists of employment agencies.



7. Support HR staff who are processing worker compensation claims.

LUMMI NATION POLICE DEPARTMENT – PLAN DEVELOPMENT

1. Develop and maintain the Lummi Nation’s Risk, Safety, Security, Emergency and Crisis Management Plan.
2. Is responsible for staff training and exercise of the plan.
3. Act as the Lummi Nation’s primary liaison with outside emergency management agencies.
4. As needed, develops and maintains hazard specific contingency plans and site-specific security plans.
5. Employ pre-disruptive event mitigation strategies to prevent or minimize disaster impacts to tenant and Lummi Nation properties.
6. Responsible for maintaining compliance with the National Incident Management System.
7. Responsible for maintaining a key accountability management program.
8. Activate this plan and the Emergency Coordination Center as needed
9. May serve in a variety of ICS positions.
10. Conduct “After-Action Reviews” to capture lessons learned and needed improvements following significant incidents.
11. Following Lummi Nation rules and guidelines, establish and coordinate regular agency safety meetings.

DIRECTOR, LUMMI NATION ACCOUNTING

1. Maintain all financial records and produce and maintain budget documents, financial reports.
2. Provide adequate internal controls to ensure financial accountability.
3. Assume or delegate the position of Finance Section Chief as needed.
4. Supervise Accounting and Risk Administration.
5. Account for all employee incident time.
6. Provide a continuum of the payroll process for all employees, including the ability to pay via physical check.
7. Function as the Lummi Nation’s Applicant Agent in seeking post-disaster federal public assistance for eligible response and recovery expenses.

INFORMATION SYSTEMS MANAGER

1. Oversee the Lummi Nation’s computer, fiber optic and telecommunication networks.
2. Provide vital record protection for all digital information.
3. Provide technical assistance to activate the Emergency Coordination Center.
4. Is assigned to the Communications Unit within the Logistics Section.
5. Develop the incident Communications Plan.
6. Is the Lummi Nation’s Point-of-Contact for the Government Emergency Telecommunications System and Wireless Priority Service.



For Official Use Only

ACCOUNTING – RISK MANAGEMENT

1. Manage the Lummi Nation's insurance program.
2. Receive Incident reports and monitors incidents for possible claims.
3. Process claims when they occur.
4. Is assigned to the Finance Section to process claims and seek reimbursement for eligible expenses.

SITE DIRECTORS AND MANAGERS

1. Act as a Liaison Officer(s) to interface with outside agencies and jurisdictions.
2. May be assigned as a liaison to represent the Lummi Nation in activated city or county EOCs.
3. Develop or provide assistance in the development of grant applications as needed.
4. Employ pre-disaster mitigation strategies to prevent or minimize disaster impacts to tenant and Lummi Nation properties.
5. Coordinate classroom interruption resources.

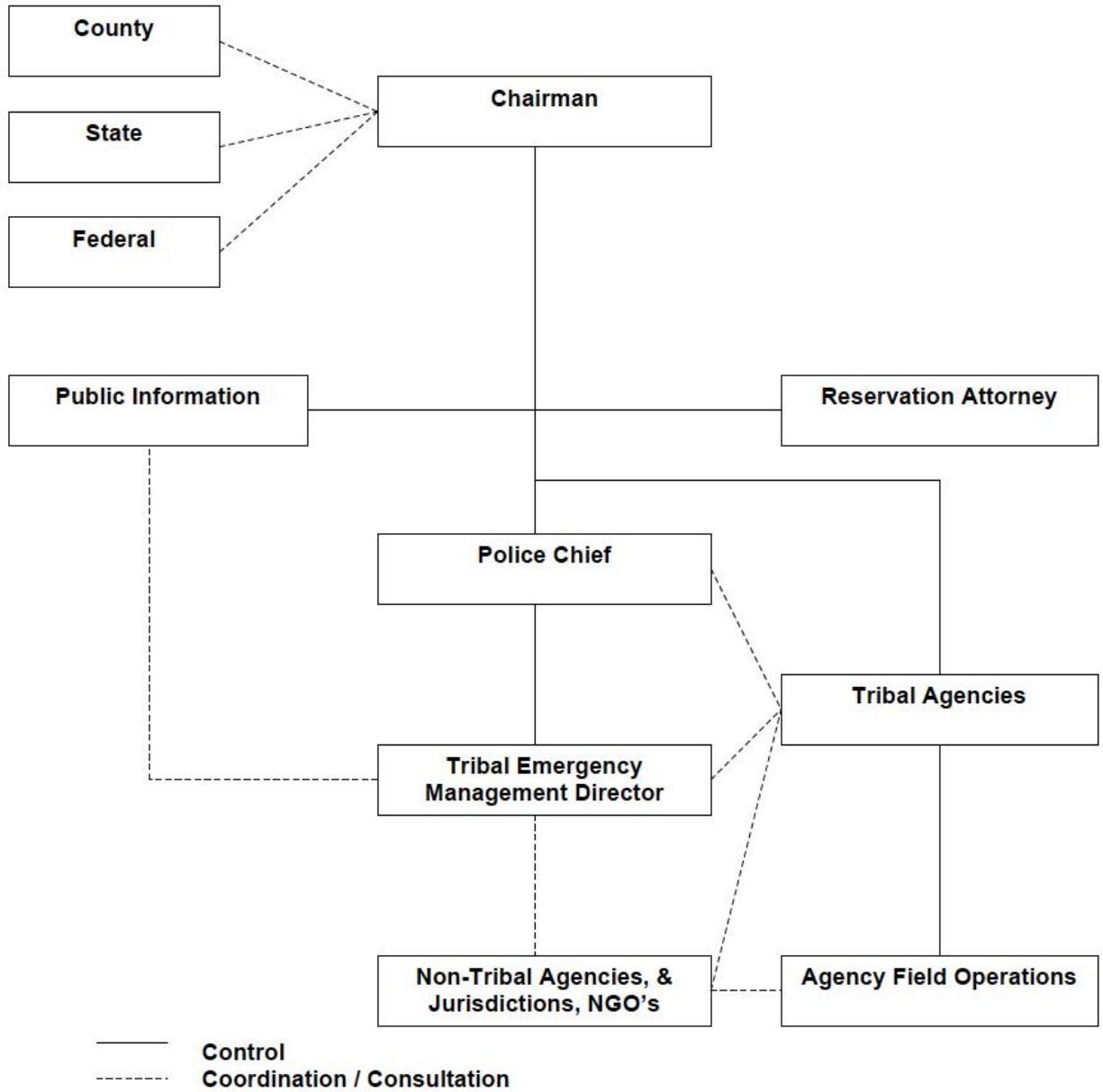
DIRECTOR OF PLANNING – STRUCTURAL MITIGATION/DAMAGE

1. Provide pre-disaster structural mitigation expertise.
2. May be assigned to either the Operations Section for direct operational response or the Planning Section as Technical Specialist.
3. Serve as the Lummi Nation's Structural Evaluation Team (SET) to assess the safety of Lummi Nation facilities and infrastructure following significant events.
4. Make recommendations on occupancy based upon an evaluation of structural integrity.
5. Provide damages assessments as needed.
6. Provide floor plans, drawings, maps and aerial photographs as needed.
7. Working with project sponsors and outside contractors as needed, analyzes damages and designs, permits and constructs capital improvements and major repairs.
8. Develop project cost estimates as needed for assistance or insurance claims. Oversees site cleanup, regulatory compliance and environmental stewardship within the Lummi Nation's jurisdictional authority.
9. May be assigned to either the Operations Section for direct operational response or the Planning Section as Technical Specialist.
10. Conducts post-disaster assessments to ensure containment of hazardous substances.
11. Is assigned to the Logistics and/or Operations Sections as needed.
12. Provides damage assessments as needed.
13. Performs emergency and planned repairs.
14. Provides ground transportation support.

APPENDIX 1 – LUMMI NATION ORGANIZATIONAL CHART

Insert Current
Organizational
Chart

APPENDIX 2 – LUMMI NATION ICS ORGANIZATION



APPENDIX 3 – EMERGENCY NUMBERS

Name	Direct	Emergency
Lummi Nation Police Department	(360) 312-2274	911
Whatcom County Division of Emergency Management (DEM)	(360) 676-6681	911
Whatcom County Fire District #7	(360) 384-0303	911
Whatcom County Fire District #8 / Medic One	(360) 778-8400	911
Whatcom County Fire District #17	(360) 384-1480	911
Whatcom County Health Department	(360) 676-6724	After Hours (360) 715-2588
Whatcom County Medical Examiner	(360) 738-4557	
Whatcom County Sheriff's Office (WCSO)	(360) 676-6650	911
Whatcom Unified Emergency Management (OEM)	(360) 778-8440	Same

APPENDIX 4 – ACCOUNTABILITY GUIDELINES

Note – This is included as reference and should copied and tailored for each Location to include staff and students as appropriate.

Staff Accountability Checklist							
<input type="checkbox"/>	Last Name	First Name	Office Phone	Cell Phone	Department	Office Location	Notes

Instructions

Staff Accountability Checklist

- 1) After assembling at the primary or secondary assembly point, use the checklist to systematically perform a roll call of everyone at the assembly point.
- 2) For everyone who answers the roll call, place a checkmark (✓) in the left hand column next to his or her name.
- 3) Check with supervisors for known explanations as to the whereabouts of individuals who did not answer the roll call, such as vacation, illness, is out of the building on other business, etc. Use the notes section of the checklist to record the explanation.
- 4) If there are still unaccounted for individuals, check with their co-workers for any viable explanations as to their whereabouts.
- 5) If there are still individuals who have not been accounted for or there are doubts about the whereabouts of any individual, attempt to call their cell phone (if listed) to determine their well-being.
- 6) If you cannot account for everyone on the list, report the missing person(s) to emergency responders.

APPENDIX 5 – SUSPICIOUS PERSON GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

General Guidelines For Identifying Suspicious Persons

- Wearing oversized or inappropriate attire that may conceal a hidden object (e.g. wearing a long heavy coat in warm weather).
- Entering premises without prior notification or on the pretext of being engaged to perform some form of work within the facility or building.
- Loitering near facility or building for an extended period of time.
- Wandering within the facility or building without a valid pass authorizing entry.
- Asking specific questions concerning the security of the premises (e.g. the number of security guards deployed at the premises and the type of security hardware installed at the premises).
- Asking questions about the personal movement of a specific staff or students (e.g. arrival & departure times).
- Not able to provide a reasonable explanation or are uncooperative when asked for their purpose of visit.
- Making an unexpected delivery of a package to an office or to a specific person.
- Placing an object or a parcel within or outside facility or building and departing from the area.

APPENDIX 6 - ASSAULT INCIDENT GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

General Guidelines For Dealing With an Assault

- The incident should be immediately reported to the Lummi Nation Police Department.
- The details of the incident should be recorded in an Incident Book.
- Situations in which persons have been intimidated or threatened with physical violence should also be recorded.
- Where necessary, immediate medical assistance should be sought.
- The Tribal Council may be notified of the incident and, where necessary, an emergency meeting of the Tribal Council should take place.
- The Tribal Council may notify its legal advisors of the assault. The Tribal Council's insurance company should also be notified.
- Where the assault is by a Lummi Nation Member the matter should be dealt with in accordance with Lummi Nation Code of Law.

APPENDIX 7 – LOSS OF BUILDING INFRASTRUCTURE GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

In the event of the loss of any of the infrastructure of a building, including the loss of electricity, water, natural gas, or the failure of the heating, ventilation, air conditioning or cooling (HVAC) the following are guidelines that should be considered:

- Report the outage to your manager or supervisor.
- If the electricity is out, unplug computers or other sensitive electronic equipment until the power is restored.
- Determine, as soon as possible, when the utilities that are out may be restored.
- Coordinate with your manager or supervisor to determine what actions may be taken in the event the outage may be longer term.
- In classrooms, labs or workshops that use natural gas turn off the gas to devices that are accessible in the rooms.
- Ensure that there is an understanding that actions are being taken to understand the situation and that decisions will be made shortly.
- If it is winter and heat has been lost, consider having affected persons put on a jacket or hat to preserve warmth.
- If the water is out, consider alternative plans for bathroom needs.

APPENDIX 8 – CHILD INCIDENT GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

Child incidents do happen in schools and anywhere kids play, are enrolled in or are active. When an incident happens, the actions taken are based on what has occurred. The best way to guard against a child incident is to take mitigation measures that might include:

- Provide paths through hallways, stairways, kitchens, gymnasiums, and locker rooms that are uncluttered and of adequate size to support the number of students and staff members using each space.
- Ensure flooring surfaces are slip-resistant.
- Confirm that stairways have sturdy guardrails.
- Ensure that poisons and chemical hazards in custodial areas, chemistry laboratories, arts classrooms, and vocational education classrooms are labeled and stored in locked cabinets. Students and faculty are instructed regarding the proper use of these chemicals.
- Verify that shop and vocational education equipment is maintained and functioning properly, and safety equipment is in its proper place.
- Inspect that first aid equipment is available throughout the facility or building as well as notices describing procedures to be followed in the event of an injury.
- Be aware of areas that are not readily observable by school staff members, both inside and outside school buildings are regularly monitored by staff members or adult volunteers.
- Verify that sufficient lighting is installed in dark or dimly lit areas.

APPENDIX 9 – ACTIVE SHOOTER GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

Prepare – Be aware that an active shooter scenario could happen and be ready for it by training, exercising and discussing what can be done with law enforcement and first responders.

Run - The first instinct may be to freeze and hide, but if possible, you should get yourself and others out. If there's a special needs student or someone else who may be disoriented, grab him or her if possible.

If You Are Outside When A Shooting Occurs - Drop to the ground immediately, face down as flat as possible. If you are within 15-20 feet of a safe place or cover, duck and run to it. Otherwise, move or crawl away from gunfire, trying to utilize any obstructions between you and the gunfire. Remember that many objects of cover may conceal you from sight, but may not be bulletproof. When you reach a place of relative safety, stay down and do not move. Do not peek or raise your head in an effort to see what may be happening. Wait and listen for directions from Public Safety and/law enforcement personnel.

Leave The Personal Items– The last thing you want to worry about are the items you entered the building with. You want to get out of the building.

If You Can't Run, Hide - do all you can to prevent the shooter from entering the room and causing injury. Lock the door and use a doorstop if there is one. Put a chair, a sofa, and even a desk in front of the door. Turn the lights off. The more weight and objects, the greater the distraction to the shooter trying to get in. This not only makes it harder for him to shoot at you, it lets time be your ally. Stay on the floor, away from doors or windows, and do not peek out to see what may be happening. Make a plan with others in the room about what you will do if the shooter enters. Make a total commitment to action and act as a team with others. If possible and safe to do so, report the location of the assailant.

Silence Your Cellphone - When you get everything set up in the room, if you have not already done so, silence your cellphone and using a landline call 9-1-1 and, whispering, let them know what floor you're on and what you're seeing and hearing. If you're calling from a landline, and something happens and you drop the phone, the address is going to be displayed in the dispatch center. That is not necessarily true for a cellphone.

Fight – If it comes to no other choice, and then fight for your life and those around you. Scissors, hot coffee, the coffee carafe, other glass objects from an office pantry, for example are potential weapons. Fire extinguishers, either engaged or as a weapon to inflict blunt force trauma, are good.

Whatever You Do, Do Something - The first five seconds of an active shooter incident are critical. Don't freeze in disbelief, react immediately.

APPENDIX 10 – EARTHQUAKE GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

- When the earthquake starts duck and cover.
- When the shaking stops, look around to make sure it is safe to move. Then exit the building.
- Help injured or trapped persons. Give first aid where appropriate. Do not move seriously injured persons unless they are in immediate danger of further injury. Call for help.
- Look for and extinguish small fires. Fire is the most common hazard after an earthquake.
- Inspect utilities.
- Check for gas leaks. If you smell gas or hear blowing or hissing noise, open a window and quickly leave the building. If possible, turn off the gas at the outside main valve. Do not turn the gas back on.
- Look for electrical system damage. If you see sparks or broken or frayed wires, or if you smell hot insulation, quickly leave the building. If possible, turn off the electricity at the main fuse box or circuit breaker. Do not step in water to turn off electricity. Do not turn electricity back on.
- Check for sewage and water line damage. If you suspect sewage line(s) are damaged, avoid using the toilets. If water pipes are damaged, do not use water from the tap.
- Expect aftershocks. These secondary shockwaves are usually less violent than the main quake but can be strong enough to do additional damage to weakened structures and can occur in the first hours, days, weeks, or even months after the quake.
- Listen to a battery-operated radio or television for the latest emergency information.
- Use the telephone only for emergency calls.
- Stay away from damaged areas unless police, fire, or rescue organizations have specifically requested your assistance.
- After it is determined that its safe to return, your safety should be your primary priority as you begin clean up and recovery.

APPENDIX 11 – FIRE/FIRE ALARM GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

- Unless faced with immediately life threatening circumstances, quickly lock up any cash, gather personal belongings (keys, purses, coats) and evacuate the building, escorting any guests or visitors. Walk; do not run, to the nearest exit.
- Fire extinguishers are located throughout all facilities. Employees are neither obligated nor expected to use the extinguishers in an effort to suppress a fire if such actions exceed the employee's level of training.
- Do not use the elevator.
- Give assistance to anyone having difficulty using the stairs. If necessary, carry disabled people to safety. Request assistance if you have mobility impairment. In the event no one renders help, go to the nearest stairway landing, shout for help and wait there until help arrives.
- Close, but do not lock, doors as you leave. The last person leaving a room or floor should do a final check to make sure no one is left behind.
- Do not allow anyone except emergency responders back into the building.
- Once clear of the building, proceed to the primary assembly point identified for your building. If the primary assembly point is unsafe, please go to the secondary site identified for your building.
- Do not interfere with responding emergency personnel except to assist in their gaining entry into the building or to answer any questions they may have.
- Participate in efforts to account for all who were known to be in the building and follow any further instructions.
- Do not return to the building until permitted by fire officials.
- Do not leave the area until released by your supervisor.

APPENDIX 12 – FLOODING GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

- Listen to local radio and television stations for possible flood warnings and reports of flooding in progress or other critical information such as local road closures.
- Be prepared to evacuate at a moment's notice.
- When a flood or flash flood warning is issued for your area, contact your supervisor and determine if operations should be suspended.
- Stay away from floodwaters if you come upon a flowing stream where water is above your ankles, stop, turn around and go another way.
- If you come upon a flooded road while driving, turn around and go another way.
- If you are caught on a flooded road and waters are rising rapidly around you, get out of the car quickly and move to higher ground. Most cars can be swept away by less than two feet of moving water.
- Keep children out of the water.
- Be especially cautious after dark when it is harder to recognize flood danger.

APPENDIX 13 – HAZARDOUS MATERIALS GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

- Upon detection or notification of a spill of any hazardous materials, notify 911.
- If Shelter in Place Procedures are implemented, close off all outside air intakes and curtail all outdoor activities.
- If Evacuation Procedures are implemented, discuss closing facilities or buildings.
- Determine evacuation procedure in conjunction with Incident Commander.
- If evacuation is to an off-site location, notify Public Information Officer.
- All persons evacuated from the facility(ies) or building(s) are accounted for when everyone has reached the assembly area. Missing persons should be reported to emergency personnel.
- Based on advice from responders, curtail or cease operations.
- Notify the Chairman's Office of the Hazmat event.
- Notify the Lummi Nation Police Department.
- With assistance of responders, determine cause and extent of incident.
- If necessary for cleanup, notify the EPA to assist with development of a cleanup plan.
- Incident Commander gives the all clear and normal operations resume.
- Call staff meeting to hold a review of the incident and discuss changes to procedures.

APPENDIX 14 – HOSTAGE TAKING GUIDELINES

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

- Evaluate the situation. Can this person be approached or controlled without the use of force? How many individuals are involved? What kinds of weapons do they have? What is their demeanor? Is negotiation an option?
- Isolate the perpetrator from other innocent bystanders or potential victims.
- Secure the perimeter.
- Evacuate individuals who can be safely removed from the vicinity.
- Remain calm. The more intense the situation, the greater the need for calmness.
- Get help immediately from whatever source is possible.
- Report the incident to law enforcement.
- Negotiate, if possible.
- Avoid heroics. Don't threaten or intimidate. Keep a safe, non-intimidating distance. Keep your hands clearly visible. Avoid abrupt, sporadic movements.
- Look for a place to dive or jump. Be thinking about a potential escape plan for yourself and others.

APPENDIX 15 –PANDEMIC GUIDELINE

1. Remain calm and take all safe and prudent actions to protect lives and ensure safety.
2. Call 911 for an immediate threat to life, safety or property and be prepared to answer other questions asked by the 911 Operator.
3. If a non-immediate threat to life, safety or property, notify the Lummi Police Department.

Pandemic Response Grid	
Outbreak Characteristics/ Trigger Points	Response Strategy or Tactic
Sustained Human-to-Human transmission with seasonal flu-like virulence	Review plan with planning team
	Planning team meetings as needed
	Consider reassignments of personnel as needed to fulfill critical functions
	Consider deploying hand sanitizers and disinfectant wipes
Sustained Human-to-Human transmission with unknown virulence	Engage with local Pandemic Command Structure
	Planning team meetings as needed
	Consider reassignment of personnel as needed to fulfill critical functions
	Consider deploying hand sanitizers and disinfectant wipes
Sustained Human-to-Human transmission with Mortality less than 10%?	Review plan with planning team
	Engage with local Pandemic Command Structure
	Planning team meetings as needed
	Deploy hand sanitizers and disinfectant wipes
	Implement pandemic leave policy
	Implement an employee communication plan
	Consider implementation of "social distancing" practices
Sustained Human-to-Human transmission with Mortality greater than 10%?	Review plan with planning team
	Engage with local Pandemic Command Structure
	Planning team meetings as needed
	Deploy hand sanitizers and disinfectant wipes
	Implement pandemic leave policy
	Implement an employee communication plan
	Implement "social distancing" practices
	Deploy N95 masks
	Provide family support
	Consider policies to assist with business survivability and recovery
	Consider the need for an Lummi Nation declared emergency