Muscogee (CREEK) Nation

Emergency Operations Plan

2022 Update

Promulgation Document/Signatures

Muscogee (CREEK) Nation
Executive Office

To all Recipients:

Promulgated herein is the revised Emergency Operations Plan for the Muscogee Creek Nation. This plan will supersede all other versions and will serve to minimize the effects of manmade and natural disasters upon the people of the Muscogee Creek Nation and the State of Oklahoma by preparing, implementing, and exercising preparedness plans, assisting local government subdivisions with training and mitigation of disasters and by coordinating actual disaster/recover operations. To accomplish this mission, Muscogee Creek Nation must ensure its operations are performed efficiently with minimal disruption, especially during an emergency. This document provides planning and program guidance for implementing the Emergency Operations Plan and aims to ensure that the Muscogee Creek Nation can conduct essential functions under all threats and conditions.

The Muscogee Creek Nation has developed this plan with input and guidance from all departments within the Nation, along with partners throughout the tribal jurisdiction. It is a living document and will be updated on an annual basis, and/or after a major event. All included personnel in the plan will participate in the ongoing training, exercise, and revision of the EOP as needed.
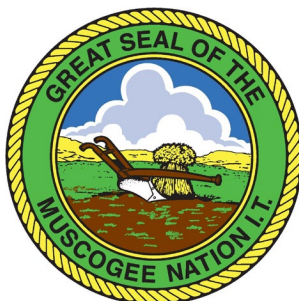
The Muscogee Creek Nation EOP was prepared by MCN staff and approved by tribal leadership. The EOP will be distributed to all relevant parties and will be accessible on the Nation's homepage. Any requested changes to the plan once adopted will be sent to the Office of Emergency Management in writing via the included form. Any changes made to the plan will be forwarded to all entities included in the distribution list.

Sincerely,

David W. Hill

Principal Chief

P.O. Box 580 Okmulgee, OK 7447-0580 1-800-482-1979

Table of Contents

Section 1 Introductory Material

1.1 Approval and Implementation

1.1.1 Approval & Introduction

This Emergency Operations Plan (EOP) was created by Muscogee Creek Nation (MCN) to provide an effective guide for readiness and response in all hazard situations. The EOP will help guide efficient coordination within and across all Tribal departments should MCN be faced with a disaster event. This plan shall apply to all Tribal facilities and personnel within. The MCN EOP can be used during any man made or natural event and is overseen by the Nation's Office of Emergency Management (OEM). Emergency Management (EM) Director will provide guided input to Principal Chief and all leadership who will determine when the plan shall be activated, to what level of response and which partners may be called upon to assist.

This EOP is hereby approved and supersedes all previous documents. It is effective immediately and endorsed by the authorities listed on the signature page below.

1.1.2 Delegation of Authority

EM Director will assign the Incident Commander position during any event that impacts the MCN. MCN EM Director has full authority and responsibility for managing the incident activities within the framework of disaster response and recovery. Delegated responsibility includes organization and distribution of assigned and ordered resources for efficient use across affected areas as needed. The EM Director is accountable to the Principal Chief or his/her designated representative. Should the EM Director be unable to delegate Incident Command (IC) duties, this authority will be transferred to a representative chosen by Principal Chief and/or designee.

1.1.3 Approval Signature Page

The 2022 MCN EOP begins with a promulgation letter signed by the Principal Chief. This signature is the only required (and authorized) signature needed in order to approve the EOP document. Once signed, the EOP becomes an active and living document in which can then be distributed to a variety of personnel and agencies across the MCN, State of Oklahoma as well as federal partners. See Table 1-2 for a complete distribution list. Additional discussion on EOP distribution can be found in Section 9.

1.2 Record of Changes

Changes to the MCN EOP will be documented in Table 1-1 below. Each change will be recorded with the notation of the change number, date in which the change was made, and signature of the person making the modification. These modifications will be made by adding or removing complete pages from the Plan, or by making direct changes by pen or pencil once approval is granted by the MCN EM Director. Additional documentation and directions for submitting changes can be found in Appendix B.

Table 1-1 Record of Changes

Change #	Date	Signature

1.3 EOP Distribution

Copies of the 2022 MCN EOP Update will be distributed to the following partners. Those listed Table 1-2 include partners within the MCN as well as with agencies at the state and federal level. Once received, recipients listed below will be responsible for distributing the plans to their respective department(s).

Table 1-2 Record of Distribution of the 2022 MCN EOP Update[1]

Agency	Date	Number of Copies	
		Hard Copy	Electronic
MCN Departments			
Principal Chief			
Second Chief			
National Council			
Tribal Administrator			
Chief of Staff			
Controller			
Director of Veteran's Affairs			
Secretary of Education, Employment, & Training			
Lighthorse			
Secretary of Interior Affairs			
Secretary of Health			
Attorney General			
Secretary of Community & Human Services			
Secretary of Nation and Commerce			
Tax Commissioner			
MCN Jurisdictional Partners			
Creek County OEM			
Hughes County OEM			
Mayes County OEM			

[1] For acronyms listed in this table, please refer to Table 11-12 for their definitions

Agency	Date	Number of Copies	
		Hard Copy	Electronic
McIntosh County OEM			
Muskogee County OEM			
Okfuskee County OEM			
Okmulgee County OEM			
Rogers County OEM			
Seminole County OEM			
Tulsa County OEM			
Wagoner County OEM			
State Partners			
OK Dept. of Emergency Management & Homeland Security (ODEMHS)			
Oklahoma Dept. of Transportation			
OK Department of Public Safety			
OK Highway Patrol			
OK Forestry Service			
OK Water Resource Board			
OK Natural Resources Conservation Service (NRCS)			
OK State Health Department			
Grand River Dam Authority			
Federal Partners			
Dempsey Kraft – *Regional Tribal Liaison (FEMA Region VI)*			
Rachel Nutter –*Tribal Relations Specialist (FEMA Region VI)*			
Shanene Thomas – *FEMA Region VI*			
Bureau of Indian Affairs			
Bill Smiley – *U.S. Army Corps of Engineers*			

Section 2 : Purpose, Scope, Situation Overview & Assumptions

2.1 Purpose

This update to the Muscogee Creek Nation (MCN) Emergency Operations Plan (EOP) is designed to provide management structure, key responsibility identification, emergency assignments and general procedural guidelines for MCN leadership and staff to follow during emergency situations. This plan shall be used to prepare for, respond to and recover from emergency events. Exercising and activating the EOP will enable MCN to respond to all hazards (small or large) and incorporates operating procedures outlined in the Incident Command System (ICS) and the National Incident Management System (NIMS). Included within is guidance for handling emergencies which could disrupt normal daily activities and business operations affecting the Nation. Activation of the EOP can happen at any time and may be a result of any of the following emergencies: fires, floods, storms, short or long-term water outages, short- or long-term power outages, natural gas leaks, earthquakes, hazardous materials incidents, terrorist threats and various other potential disasters. Any impact to the Nation may activate the EOP and each situation will need to be independently assessed to determine activation and level of response.

2.2 Scope

This MCN EOP is an all-level all hazards plan which guides the emergency response of appropriate MCN personnel and resources during an emergency. The plan is designed and intended to address numerous hazards that may affect the MCN. Through utilization of an all-hazards planning model, this plan may be used for any type of incident, whether natural, manmade or technological. This plan applies to all departments, personnel, and agents of MCN, although some departments or agencies may have more specific roles and responsibilities within emergency operations. Scope of an incident will determine which departments and agencies may be required to respond. Any combination of the identified agencies may be called upon to assist dependent upon scope of impact.

It is the mission of the MCN to respond to an emergency in a safe, effective, and timely manner. MCN personnel and equipment will be utilized to accomplish the following priorities:

     I.   Protection of Human Life
    II.   Support of Health, Safety and Basic Care Services
   III.   Protection of Muscogee Creek Nation Assets and Reputation
   IV.   Maintenance of Muscogee Creek Nation Services
    V.   Assessment of Damages
   VI.   Restoration of General MCN Operations

2.3 Planning Assumptions

Due to the uniqueness of our Tribal Campus and facilities off campus, we can and should assume that certain facts will affect us, including but not limited to the following:

♦ An emergency or disaster may occur at any time of the day or night, weekend, or holiday with little or no warning. Weather conditions can rapidly deteriorate, producing hazardous or life-threatening conditions.

♦ The succession of events in an emergency or disaster is not predictable; therefore, published operational plans, such as this plan, should serve only as a guide and checklist and may require modification to meet the requirements of the emergency.

♦ When sufficient evidence is collected, emergency events can lead to a disaster declaration – knowing the plan promotes response efficiency and helps reduce an emergency's impacts on the community.

♦ Disasters can impact single communities, or they can impact the entire Nation. Their unpredictability underscores the importance for the MCN to plan for and carry out disaster response & short-term recovery operations in conjunction with local resources.

♦ Regional and local services (including those specific to the MCN) may not be available during disasters, sometimes requiring the Nation to be self-sustaining for 72-96 hours.

♦ Utilities (such as gas, water, electricity, and/or transportation) can all be affected by a disaster, with service interruptions sometimes occurring simultaneously.

♦ One's ability to communicate with friends or family can be compromised as cellular towers or internet providers fall offline. Some emergencies require evacuations or home rescues, and in extreme circumstances those people may not be able to return home until it is safe to do so.

♦ Various departments that are tasked with response and recovery may need to be relocated.

♦ When disasters strike neighboring communities outside the 11-county jurisdictional boundary, the MCN community may become host to those seeking shelter or safety or refuge.

2.4 Situation Overview

This section of the MCN EOP is designed to provide a geographic and socioeconomic overview of the planning area as well as an analysis of the hazards faced by the Nation.

2.4.1 Geographic Characteristics

Headquartered in Okmulgee, Oklahoma, the MCN is one of five Civilized Tribes and is the fourth largest in the United States. There are more than 86,000 total Tribal Citizens, 48,000 of whom live in Oklahoma.[2] The Nation occupies over 3.36 million acres (or 5,250 square miles) and spans across all or portions of the following 11 Oklahoma Counties:

◆ Creek	◆ Muskogee	◆ Seminole
◆ Hughes	◆ Okfuskee	◆ Tulsa
◆ Mayes	◆ Okmulgee	◆ Wagoner
◆ McIntosh	◆ Rogers	

Okmulgee serves not only as the Capital of the Nation but also as the seat of the tribal government, which is comprised of an executive, legislative, and judicial branch. The executive and legislative arms are directly elected representatives, while the executive branch is composed of a Principal Chief, a Second Chief, and a cabinet with more than a dozen cabinet members.

2.4.2 Socioeconomic Profile

The MCN provides programs and services throughout the jurisdictional area, and in some cases, outside the jurisdictional area. These activities can be broadly summarized into six categories: Healthcare, History & Culture, Housing, Education, and Government Operations. The Nation's business activities can also be grouped into six categories: Finance, Real Estate, Professional Services, Manufacturing, Retail, and Gaming & Other. In FY 2021, tribal revenue from Class III gaming was over $2 billion, of which over $11.5 million were paid by the MCN.[3] Forces of economic geography and agglomeration in the state led to the concentrating of people and economic activity in the dense urban areas along the I-35 corridor and Tulsa. These economic forces leave many areas of the MCN jurisdiction facing a challenging economic reality, as economic development and population centers are weighted more in the urban areas. Tribal Citizens are concentrated in many of the urban areas that overlap with many of the counties' urban areas, with the northern parts of the Nation having more Citizens than the southern part.

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[2] "2021 Muscogee Nation Hazard Mitigation Plan Update"
[3] Oklahoma Gaming Compliance Unit Annual Report -- 2021

Figure 2-1 Muscogee Creek Nation Citizen Distribution

Social and economic characteristics may limit tribal members abilities to understand their risk to certain hazards, with all Citizens within the confines of the MCN being exposed to at least one hazard (see Section 3.4).

2.4.3 Critical Facilities and Vulnerable Populations

A variety of facilities across the Nation have been deemed "critical" if they fall under one of the following categories: Tribal Government Buildings (includes departments located at the Tribal Complex in Okmulgee), Health Care-Medical Buildings, Community Centers, and Casinos. Other structures and sites that are significant to the Nation are churches, cemeteries, and sacred grounds. A map of facilities and critical facilities across the MCN can be found in Figure 1-1 of the 2021 MCN Hazard Mitigation Plan (HMP) Update.[4] Some of the culturally sensitive locations are not shown in this map due to their confidentiality. The remaining non-critical facilities are shown in yellow to show their distribution throughout the geographic confines of the Nation.

The U.S. Census Bureau categorizes a community's population into various groups and sub-sectors, some of which help identify those who are at greater risk to natural hazards (and emergencies that follow). Both FEMA and the U.S. Census Bureau identify six groups of people who are most vulnerable: the young (less than five years old), the old (older than 65 years old), those who never graduated high school, those who speak a language at home other than English, those in poverty, and those with disabilities. For a variety of reasons, these groups are those who most likely lack the available resources/services needed during an emergency event. They also are those who lack sufficient awareness of their environment, placing them in a dangerous position when a disaster is unfolding. When time is of essence, these vulnerable groups often fail to understand/comply with instructions, translating to slower reactionary times. These groups often require assistance when it comes to transportation, childcare, health care, personal care, and language comprehension, and for these reasons are vulnerable when it comes to. There are limited datasets available on these vulnerable populations within the MCN, and the EOP aims to ensure that efforts are geared to helping protect both critical facilities as well as the vulnerable Citizens.

2.4.4 Hazard Analysis

The MCN EOP considers a variety of natural hazards so this plan can be efficiently and effectively utilized when the planning area is impacted. Of the ten natural hazards identified in the 2021 MCN HMP, the ones that will result in activation of the EOP are the following: Flooding (including Dam/Levee Incidents), Severe Winter Storm, Tornado/High Wind, Extreme Heat, and Wildfire. Chapter 4 of the 2021 MCN HMP provides an excellent assessment of each of these hazards, and it is from this document that the following descriptions are pulled.

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[4] A digital copy of the 2021 MCN HMP document is currently only available on the Nation's internal HMP Viewer. To access this file, please contact your local EM or the Director of EM for the MCN.

Figure 2-2 Total Number of Disasters Declared According to FEMA since 1953
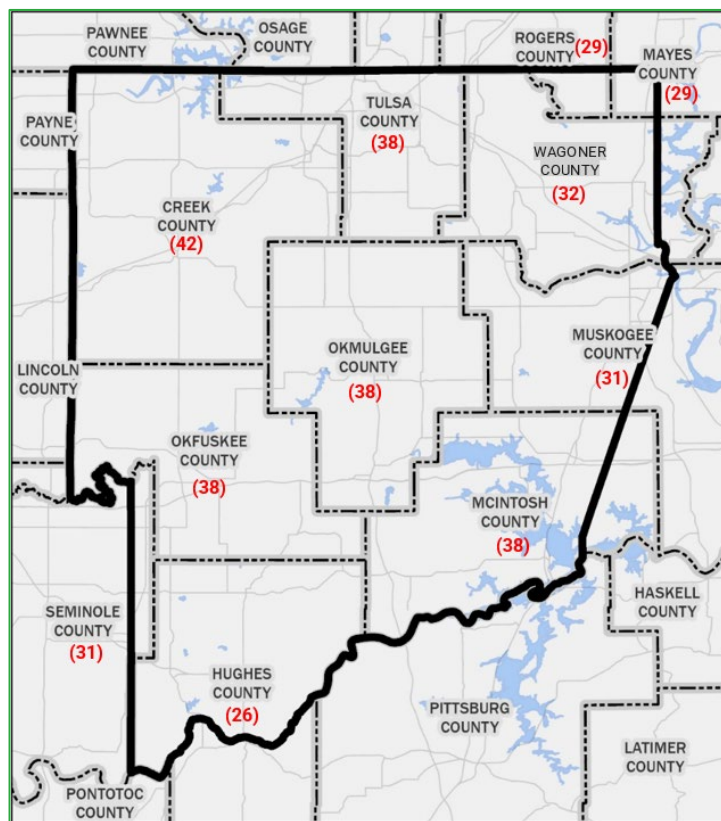
The National Center for Environmental Information (NCEI) Storm Events Database contains historical archives that detail a range of historic events since 1950. Using NCEI data in conjunction with governmental agencies such as the National Weather Service (NWS), Storm Prediction Center (SPC), and Weather Prediction Service (WPC), the scope of historical impacts can be summarized. For decades the MCN has witnessed dozens of disasters, many of which required federal assistance during recovery. In 1950 the U.S. Congress enacted an untitled disaster relief act that enabled state governments to request Federal assistance through the President, empowering the President to declare a major disaster. Figure 2-2 shows how many of these declarations have been made inside tribal boundaries since 1955 when Oklahoma saw its first major disaster declared in the state. County totals are shown in red, and today, historical archives can be accessed through Federal Emergency Management Agency's (FEMA) historical archives. Historical hazards and weather records depict a volatile history with a variety of hazard types, and together underscore the importance of EOP and their role in protecting against future disasters. Planning for future hazard events will be an evolving process as climate change begins to alter the fabric of disaster mitigation.

Today, there is unequivocal support across the academic and scientific communities that the climate is indeed changing on a global scale. Climate change magnifies disaster risk in many ways, including modifying the frequency and intensity of hazards, and altering exposure patterns. Understanding the impact of climate change is essential to comprehending and mitigating risk in the future. Disaster losses can sometimes be challenging to identify, particularly those that are indirect or non-quantifiable.

Figure 2-3 Visual Representation of Direct/Indirect and Quantifiable/Non-Quantifiable Losses[5]
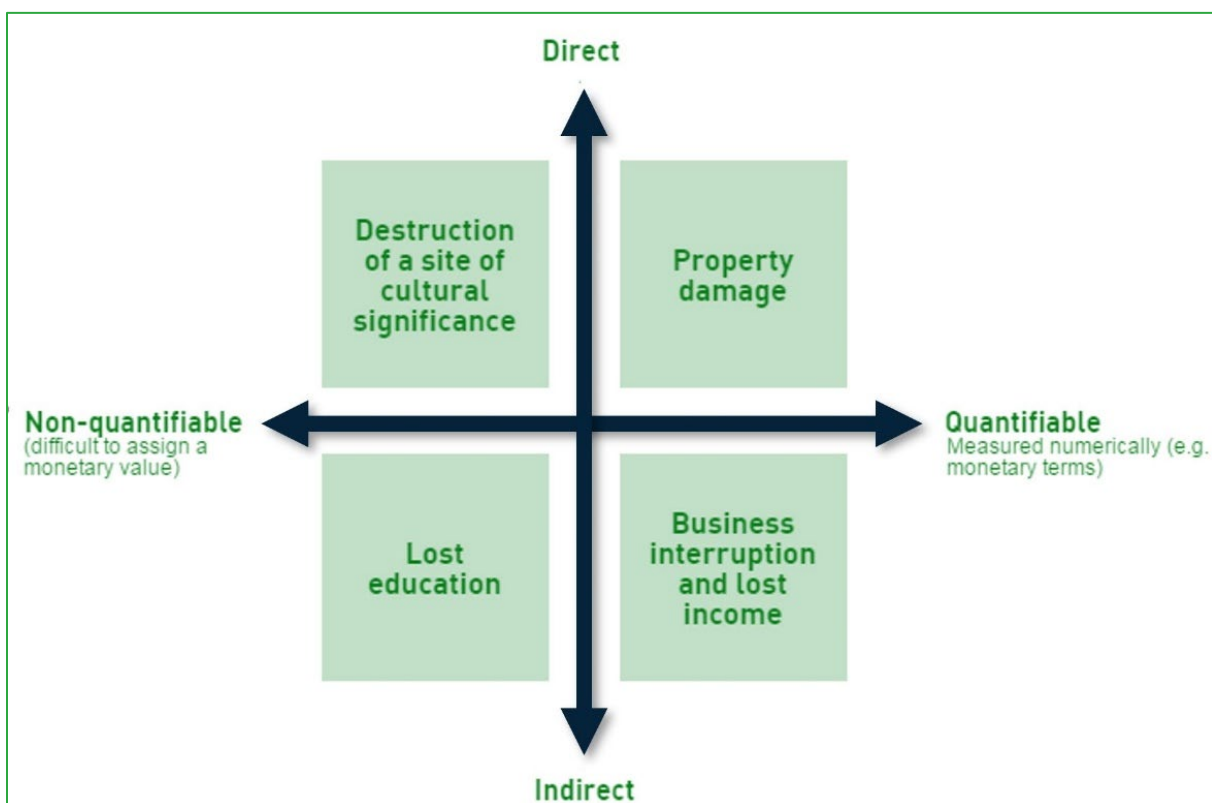
In 2021 the Southern Climate Impacts Planning Program (SCIPP) released their Planning Tool for Oklahoma Climate Hazards, and their report details the future trends of these hazards.[6] These climate forecasts have been extracted from this report and are included here so Citizens of the MCN can understand how the current climate emergency might impact their Nation.

Flooding (Ue-lvoke)

The threat for flooding exists across the entire Nation and can have serious impacts on critical facilities, cultural sites, and vulnerable populations. In addition to impacting the natural environment, flooding can impact the man-made environment as well recovery efforts can be incredibly expensive and time consuming. Parts of the Nation's infrastructure systems are at risk to flooding including transportation routes, electrical grids, and more. Depending on a storm's intensity (and its duration), rainfall can quickly lead to flash-flooding in low-lying areas. Furthermore, water on roadways poses a serious risk to drivers, especially at night, when water levels are difficult to assess. Tropical systems (or their remnants) can bring prolific and deadly flooding to the MCN, such as Tropical Storm Erin in August of 2007, which claimed 16 lives in total.[7] After a landfall near Corpus Christi, TX as a minimal Tropical Storm, Erin weakened to a tropical depression as it tracked northwest across Texas for 2 days. Incredibly, Erin re-gained Tropical Storm characteristics as it entered western Oklahoma, achieving its lowest

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[5] Direct & Indirect Losses (UNDRR)
[6] Southern Climate Impacts Planning Program (SCIPP)
[7] NWS/AHPS 24-Hour Rainfall Analysis of August 20, 2007

pressure/strongest winds on the morning of August 19th. As it pushed east toward the MCN, widespread flooding began. Tropical Storm Erin brought over 10" of rain in just 24 hours to Okmulgee County. "Most of the 16 fatalities were due to inland flooding induced by heavy rains, with several of these occurring when occupants drowned in automobiles swept away by floodwaters."[8] Since 1871, there have been 24 tropical systems to track across Oklahoma.

Figure 2-4 Tropical Storm Erin (2007)
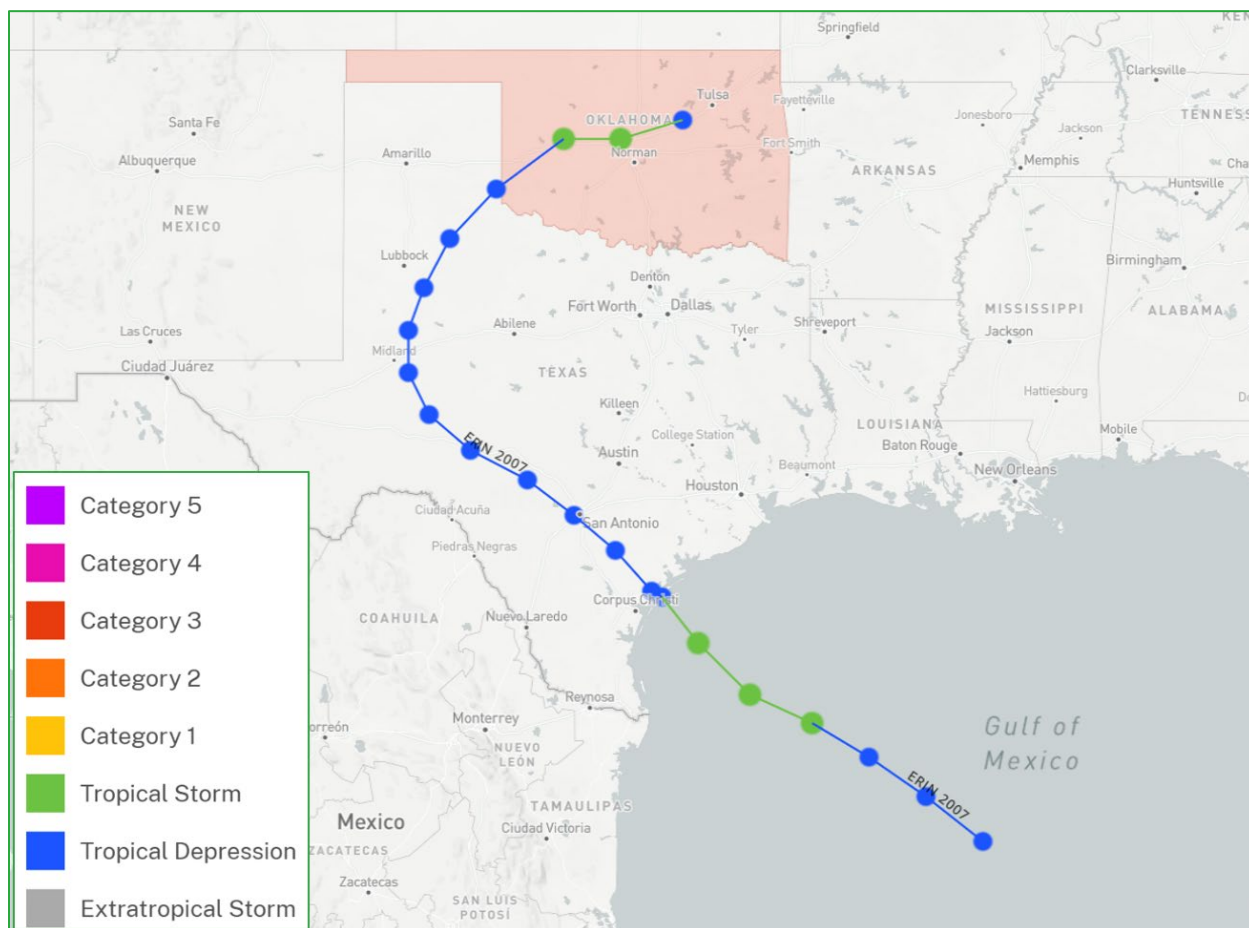
Thunderstorms can unleash flooding events that swell rivers and lakes across the area, and in extreme cases, can compromise the integrity of riverbanks, dams, as well as levees. Areas within the MCN that are susceptible to flooding are those rivers/creeks that have large drainage basins. Heavy rains that occur outside of the MCN boundary can still bring impacts to the Nation's major waterways: Arkansas River, Verdigris River, Polecat Creek, Deep Fork River, North Canadian River, and Canadian River. Dams within the MCN as well as those outside the Nation's boundaries could pose a flooding threat to certain communities should they become breached

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[8] "Tropical Cyclone Report: T.S. Erin" (NHC) https://www.nhc.noaa.gov/data/tcr/AL052007_Erin.pdf

or fail altogether. Of the 20 Federal dams and 15 Non-Federal dams, five are listed as dams in "poor" condition according to the Oklahoma Water Resources Board (OWRB).[9]

Educating the Nation's members on flood safety is prudent, as there are cultural centers, tribal facilities, critical facilities, and tribal citizens located in FEMA Zones A, AE, and BLE. The 2019 historic flooding event across the State led to Casino closures and road closures across the Nation, however, thanks to the well-coordinated efforts prior to the event, MCN greatly reduced their impacts.[10]

Climate Changes
◆ Seasonal rainfall is projected to increase during the winter & spring and decrease during the summer & fall by the end of the 21st century, but projected changes are small compared to natural variation.
◆ There is strong confidence that there will be an increase in the frequency and intensity of heavy rainfall events (and flooding potential) over the 21st century
◆ Climate changes to atmospheric patterns may result in heavier rainfall events which could produce more stress on dam/levee infrastructure across the Nation. At this time, however, no direct link is made between the climate and the performances of these manmade structures.

Severe Winter Storm (Rvfo Rakke)

Winter storms moving through the Nation can bring a multitude of impacts, including blizzards, ice storms, extremely cold temperatures, as well as life-threatening wind chill temperatures. The severity of winter storms is determined by the storm's extent (what kind of severe winter weather) as well as its duration. Heavy snows and high winds can produce dangerous driving conditions as travel becomes treacherous. Ice storms can also produce extremely dangerous conditions to the Nation as weighted tree branches and limbs fall on power lines, homes, and vehicles. Tree debris can knock out power to areas for an extended period, which may leave Citizens without heat or other essential services. Extreme cold is particularly threatening to tribal Citizens. Among the most vulnerable populations are the young, the Tribal elders and/or Citizens who live in low-income housing. Limited resources and/or housing conditions may expose them to brutal temperatures. Furthermore, capacity to seek assistance during severe winter events is limited, thus they are reliant on assistance from others when help is required. The NCEI provides statistical information on several different types of winter weather events. These include Blizzards, Cold/Wind Chill, Extreme Cold/Wind Chill, Heavy Snow, Ice Storm, Winter Storm, and Winter Weather. According to NCEI records, since 2000, the 11 counties that make up the MCN have recorded 346 different winter weather events.

Infrastructure systems within the MCN are also vulnerable to severe winter storms. Utilities such as electric and water systems, as well as transportation and health care networks are at risk. Cascading impacts from winter events include limited EM services, higher heating costs, and broadscale economic ripple effects. The Citizens of the Nation also see many of the

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[9] Dam Safety (OWRB)
[10] https://www.muscogeenation.com/mcn-and-fema-announces-partnership/

impacts, including injuries or fatalities due to exposure. Storms of this nature can also damage or destroy cultural facilities such as churches or locations that serve as a wellspring of cultural knowledge.

Climate Changes
♦ Historically unprecedented winter warming is projected by the end of the 21st century.
♦ Extreme cold events will continue to impact Oklahoma; however, they will occur less frequently and with less intensity.
♦ Warmer winters signify temperatures will remain warm for a longer amount of time, shortening the cold season which will subsequently lead to a longer frost-free period and growing season.
♦ By mid-century, models are projecting that OK will see 10 to 30 fewer days below freezing, with the greater reduction being across the northern $^2/_3$ of the state.
♦ By mid-century, the coldest day of the year is projected to be 5°F warmer, and the most intense cold wave is projected to be 10°F warmer.

Tornado (Hotvle Rakko) & High Wind

Severe weather impacts the Nation on an annual basis and can include tornadoes and high wind events. Frequently, these types of hazard events produce widespread power outages and place constraints on the Nation's resources. Downed trees and tree limbs may cut power to communities, block transportation routes, and directly impact residential and commercial structures. Tornado and high winds produce injuries and fatalities each year due to debris being lofted into the air as well as structural damage along their path.

Table 2-1 Tornado fatalities/injuries through 2020[11]

County	Deaths	Injuries
Creek	66	584
Hughes	29	144
Mayes	60	368
McIntosh	28	161
Muskogee	42	299
Okfuskee	29	262
Okmulgee	12	166
Rogers	75	749
Seminole	5	103
Tulsa	53	678
Wagoner	2	83
TOTAL	401	3,597+

The NWS Norman office provides historic summaries of tornadoes across the state, breaking down each event by County. Table 2-1 shows the total number of fatalities and injuries that have been recorded in each of the 11-county jurisdiction since records began.

As noted in the NWS data, tornadoes can produce a surge in the number of injuries, which can sometimes strain the Nation's healthcare system. Cultural impacts are also possible as well. High winds and tornadic impacts can occur at

[11] source: Oklahoma Historic Tornado Data Web Pages by County

cultural resources, community centers, and other critical facilities, like water/wastewater treatment facilities. After a tornado event occurs, short-term impacts that follow may include interruptions to key services to the MCN, like food/water deliverables during recovery efforts.

Climate Changes	
♦	Records over the past 40 years show that there has been an increase in the frequency of days with a large number of tornadoes (i.e., tornado outbreak). However, there has also been a decrease in the frequency of days with tornadoes. In other words, when tornadoes occur, they are increasingly more likely to occur in conjunction with a tornado outbreak.
♦	Because tornadoes occur on such a small spatial scale, climate projections of this hazard are difficult to pin down, and more research is needed to understand how climate change influences tornadoes.
♦	Progress has recently been made, however, in understanding how the large-scale climate system relates to the conditions that support tornadoes.
♦	Climate models project an increase in frequency and intensity of severe thunderstorms (which can include tornadoes), most commonly during the months of March, April, and May.
♦	More favorable environments for severe thunderstorms are expected and increases in severe wind occurrences are projected.
♦	Climate models project an increase in the frequency and intensity of severe thunderstorms over the Southern Great Plains, especially during the peak storm season (March, April, May)

Extreme Heat (Hiye Rakko)

Heat means different things to different people depending on where they live, with Oklahoma frequently seeing rich Gulf of Mexico moisture. A heatwave can occur anywhere that a high-pressure system develops over a large area, forcing air downward and trapping the warm air close to the ground. Heatwaves can be accompanied by high humidity or very dry conditions, which can intensify wildfires and air pollution. The length, frequency, and intensity of heatwaves are expected to increase due to climate change. Heatwaves have a major impact on health and on infrastructure, like electricity, water, and transportation.

According to the NWS fatality statistics, extreme heat is the leading weather-related killer in the United States. This can be especially true in urban areas where population density, the urban heat island effect, and building construction exacerbate the effects of excessive heat. This hazard often produces heat-related illnesses such as cramps, heat exhaustions, and/or heat stroke.[12] The NCEI database explains how heat results "from a combination of high temperatures (well above normal) and high humidity. Excessive heat events occur and are reported whenever heat index values meet or exceed locally/regionally established excessive

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[12] These illnesses occur when the body is unable to cool itself or when there are insufficient fluids or salt in the body due to excessive sweating/dehydration. In 2020, the 10-year average of heat-related deaths across the nation stood at 107 while the 30-year average was 143. 80-Year Fatality Stats (NWS)

heat warning thresholds. Depending on the part of the country experiencing high temperatures, the heat effects are modulated by relative humidity, cloud cover, wind speeds, duration of the hot spell, time of year, and other factors, including mortality rates and types of housing."[13]

Climate Changes	
♦	The frequency and intensity of heatwaves and extreme heat events are projected to continue increasing.
♦	Warming in OK has occurred mostly during the winter and spring seasons. As the global temperature continues to increase, the occurrence and intensity of extreme heat events are projected to increase.
♦	The historical top 2% of hot days per year (about 7 days per year) range between 95˚F and 100˚F across the state. By mid-century, there is a 20 to 27 day increase in days per year that exceed those temperatures.
♦	Historical top 2% of warmest nights (about 7 days per year) for OK fall between 70˚F and 75˚F and by mid-century it is expected than an additional 35 nights per year will exceed those thresholds.

Fire (Totkv)

A wildfire is any outdoor fire that is not controlled, supervised, or prescribed and occurs in rural or wilderness areas. Wildfire probability depends on local weather conditions, outdoor activities such as camping, debris burning, and construction, and the degree of public cooperation with fire prevention measures. Because wildfires can result in widespread damage to property and loss of life, wildfire risk to the Nation is serious. The zone of transition between unoccupied land and human development is defined as the Wildland Urban Interface (WUI)—it's the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuels. For maps of the MCN communities located in the WUI, please refer to Section 4.7 of the 2021 MCN HMP.

Organizing and executing mass evacuations can be a particular challenge for officials, particularly when those efforts involve the vulnerable populations discussed above. Raising awareness across the Nation's communities will facilitate future evacuations and wildfire response activities. While the Bureau of Indian Affairs (BIA) only responds to tribal trust property, the MCN Office of Emergency Management (MCNOEM) relies on local fire departments (FD) within the Tribal boundaries for fire protection. Various factors come into play when evacuating a community, including socioeconomic vulnerabilities, location, and evacuation routes. The MCNOEM supports local FDs with equipment, water, water buffalos, etc. Historical wildfire frequency and past disaster declarations underscore the likelihood of future fires in the Nation. Tribal Citizens, especially those with pre-existing health conditions, may be impacted as air quality deteriorates. Consideration should be given for evacuations those with special needs or those without transportation would require assistance. Furthermore, cultural assets of the Nation are of significant importance when it comes to fire protection, and the highest concentration of cultural components can be found in western Tulsa, eastern Creek, and

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[13] Storm Data Preparation (NWS Directive)

throughout Okmulgee Counties. Residential and/or commercial structures that do not meet modern fire codes can also be problematic, as these types of structures can be at greater risk to fire. The MCN and all those who live within its boundaries understand that wildfire awareness and planning can save lives.

Climate Changes
♦ Wildfires are complex hazards that originate from a multitude of circumstances, such as current weather conditions, seasonal climate patterns, vegetation conditions, and an available source for ignition. Given this complex relationship, little is known regarding how climate change will impact wildfires.
♦ Projected increases in temperatures that can dry fuels such as grasses and enhanced wet/dry cycles that promote vegetation growth and drying or dormancy, coupled with population growth along the WUI, suggests the risks of wildfires is likely to continue to increase.

2.4.5 Capability Assessment

The MCN has a unique set of capabilities to facilitate response actions as well as future mitigation plans when it comes to emergencies. Because the Nation acts as its own sovereign government, the Nation bears the authority, policies, programs, staffing and funding to respond to emergencies. The MCNOEM aims to minimize the effects of technological and natural disasters upon the people of the Nation by preparing, implementing, and exercising preparedness plans as well as assisting local government entities with appropriate training for disaster events.

Specific resources on hand varies widely across the MCN. In addition to the items listed below the Nation also maintains resources within the array of tribal departments and agencies, some of which include the Tribal Construction, Arbor Care, and Tribal Driveways Departments. Tribal Facilities is another asset that helps assist with various operations during and after an emergency event. For example, the City of Okmulgee, the County of Okmulgee, and local businesses are actively pursuing the development of a flood warning system that would supplement existing weather sirens across the jurisdiction to aid in emergency preparedness activities.

A summary of a few of the Nation's capabilities are provided below, but a more extensive narrative can be found in Chapter 3 of the 2021 MCN HMP.

Department of Health

Public Health – As one of the largest tribal healthcare systems in the state, this department also employs several full-time staff dedicated to emergency management and preparedness for public health emergencies.

Muscogee Health Care System – Seven hospitals and clinics are available across the eleven-county tribal jurisdictional boundary.

Facilities[14] – Various health facilities across the MCN can assist with a range of operations during & after an emergency for support.

Department of Interior Affairs

Arbor Care Services (ACS) – Helps mitigate damage caused by trees to people, important cultural facilities like Churches and Ceremonial grounds, tribal governmental properties, and the Nation's infrastructure systems. In the case of emergencies, his department is on-call 24 hours a day for tree branch, tree limb, and tree removal from homes, driveways, and entrances for emergency access/egress only.

Tribal Driveways – The Tribal Driveways Program provides maintenance of accessible driveways for MCN tribal members enrolled in the program as well as property owners who reside within the geographic jurisdiction of the MCN. It helps address the Citizen's needs surrounding driveway repair or replacement. The Program Manager determines applicants' eligibility. During a disaster or emergency event and after the Principal Chief has declared a State of Emergency, the MCN Emergency Management will be allowed to call upon the MCN Tribal Driveways department. The Driveways department may be utilized during a disaster by being called upon to use their four-wheel drive vehicles to access citizens that may be stranded or left without power.

Water Resource Management – provides immediate benefit in the Nation's efforts to reduce the risk of climate change and natural hazard impacts. Their services can be used in-kind when the Nation seeks funds for Federal construction projects

Storm Shelter Program – Created in 2017 with limited budget, this program allows for the purchase and installation of storm shelters for eligible Citizens.

Geospatial Department (GIS) – Charged with mapping/documenting the Nation's resources to facilitate decision-making. The department employs three Certified Floodplain Managers and in involved in the Nation's participation in the National Flood Insurance Program (NFIP).

Tribal Transportation Program – Provides transit services within the Reservation and are available to anyone, including non-tribal Citizens. A partnership with Ki Bois Area Transit (KATS) allows transit services to expand to areas where Muscogee transit system is not available. This can be used during emergency and disaster declarations to provide transportation out of areas of risk or areas that have already been impacted.

Tribal Construction Department – Provides engineering services, administers planning & construction QA for projects involving stormwater management, transportation, and other infrastructure. Tasked with enforcing the 2021 International Building Codes as well as compliance.

Department of Administration

Fleet Management Department (FMD) – The FMD operates a centralized maintenance program for City vehicles and equipment, offering both regular preventative maintenance as well as unscheduled repairs through internal maintenance operations & contracted services

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[14] Hospitals & Clinics - MCN Division of Health

with commercial vendors. The FMD also provides fuel, oil, and grease to all on-road and off-road City equipment as well as providing collision repairs. provides maintenance to approximately 716 vehicles as well as doing preventative maintenance for Citizens and employees.[15]

Department of Commerce

Planning and Grants Department[16] – Expertise within the department centers around the stream of funding from sources like tax dollars and FEMA Hazard Mitigation Assistance (HMA) opportunities.

Tribal Utility Authority – Legislation currently under review by Tribal leadership in hopes of approval, this would help give MCN more tangible control and ability to mitigate disruption in utility services during hazard events.

Department of Community & Human Services

Hazard Mitigation & Response Activities – Provides elders with air conditioners to minimize impacts of heat; provides shelter assistance & utility costs to Citizens who have experienced a natural disaster

Department of Housing

Provides Citizens access to safe and affordable housing opportunities including rental assistance and emergency home repair options.

Emergency Management Department

Emergency Operations Center (EOC) – As of this writing, the EOC is under construction and will likely be located in the Housing Complex at Headquarters in Okmulgee, OK.[17] The EOC is operated by the EM Director & staff and will serve as a centralized management center for emergency operations. Emergency situations vary in size and at times may require extensive coordination of resources, labor, and information sharing. Upon activation of the MCN EOP, appropriate members of the Management Team and other designated employees will be notified and will report to the EOC. The MCN EOC does not command or control the on-scene response or tactics -- tactical decisions are made by the IC. The EOC provides strategic support including policy guidance, logistics, and information.

Other Independent Agencies

Lighthorse Administration[18] – Comprised of 58 employees, the Nation's Communications Division serves as the central hub for the Lighthorse Tribal Police. It provides radio, telephone, and teletype services to all counties and cities within the Nation while also working with other police jurisdictions within and outside the Creek Nation on a 24-hours-a-day, seven-days-a-week basis.[19]

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[15] Fleet Management Department
[16] Planning and Grants Department
[17] MCN EOC address is not yet available at the time of this writing
[18] MCN Lighthorse Tribal Police
[19] MCN Lighthorse Communication Division

Mutual Aid Response Network

Various local, state, and federal entities partner for efforts such as firefighting services and law enforcement, along with Emergency Management. The Nation interfaces directly with the BIA branch of Wildland Fire Management, local EMs, and local fire departments to conduct fire suppression activities and to respond to fire emergencies. Mutual Aid agreements both active and future are discussed at length in 4.4 of this document.

Other Capabilities

Water Buffaloes – MCNOEM has several water buffaloes of various sizes available for deployment during emergency situations, such as water outages or towers going offline.

Food Banks – There are four food banks within the MCN in the towns of Coweta, Okmulgee, Muskogee, and Wetumka. These are used to serve the citizens of the Nation and also as storage locations for emergency supplies.

Small Equipment – Small equipment including backhoes and snow blades are available and can be used during or after emergency events. A complete list of resources can be found in Appendix C.

Emergency Point of Distribution (POD) Locations – MCN has seven CONEX boxes filled with supplies like cots, blankets, etc. Each POD is positioned to support shelter operations when needed. (See Figure 2-5)

Flood Warning System – As discussed above, this system is currently in development phase with Okmulgee County, the City of Okmulgee, as well as other business partners.

Outdoor Warning Sirens – Of the 11 counties that make up the MCN, emergency outdoor sirens are generally found in the more densely populated, urban areas. While the Nation is not charged with operating these sirens, they support the locals who do, providing funding for new equipment when applicable. In February of 2021, for example, the MCN partnered with the City of Okemah Emergency Management to help install a much-needed warning siren south of town. The funding support provided by the Nation expanded siren coverage to include a nearby hospital, casino, and community center as well as all Okemah citizens living within a two-mile radius. Joint partnerships such as these show the strong ties that link the Nation and community in which they live.[20]

Community Shelters – Across the MCN are 15 community centers which can be utilized after a disaster to serve as shelters if needed. Combined with the supplies available at the POD locations, community shelters can be operated for the short or long term.

Emergency events that require resources or additional assistance beyond those which are available to the Nation, supplemental resources can be requested from external sources. As emergencies escalate to disasters there are ways in which the Nation can make formal requests to state agencies, such as the Oklahoma Department of Emergency Management &

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[20] https://www.facebook.com/TheMuscogeeNation/videos/okemah-oklatoday-was-the-culmination-of-a-joint-venture-between-muscogee-nation-/411889073434596/

Homeland Security (ODEMHS), in order to receive resources for recovery efforts. Section 3 further explains the processes and procedures that open the door to state or federal assistance.

2.4.6 Asset Inventories

Each department within the MCN has provided to the EOP planning team a list of resources available for deployment or movement should a disaster event impact the Nation. After making inquiries during stakeholder meetings, the planning team compiled the various MCN departments' responses & inventories in Appendix C. Should another department or jurisdiction require the use of another's equipment, a call or formal request should be directed toward the MCNOEM prior to any mobilization.

Figure 2-5 Emergency POD Locations within the Muscogee Creek Nation
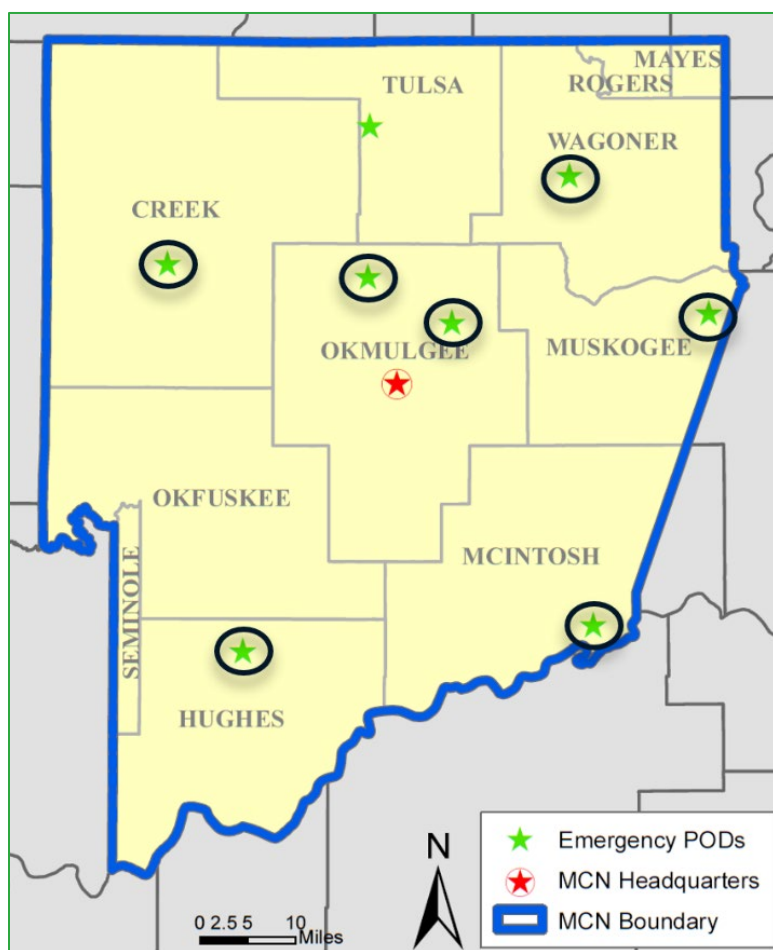
As departments and communities acquire new equipment, or after existing resources are upgraded in the future, it will remain prudent for jurisdictions within the MCN to help maintain accurate details of any changes. Such efforts will allow the MCN EOP to remain a working, functional resource during future emergency events. See Appendix B for further details about the procedures policies pertaining to making future changes to the EOP document.

2.5 Mitigation Overview

In alignment with the 2021 MCN HMP, the EOP seeks to create a disaster-resistant community by preserving the MCN's culture and to improve the safety and well-being of the MCN by reducing deaths, injuries, property damage, environmental and other losses from natural and technical hazards in a manner that advances community goals, quality of life, and results in a more livable, viable, and sustainable community.

Section 3 : Concept of Operations

3.1 Plan Activation & Authority

3.1.1 Plan Activation

There are many situations when activation of the plan can and will be considered. The Muscogee Creek Nation (MCN) Emergency Operations Plan (EOP) is intended to be flexible enough to expand and contract for all situations. Each incident will require varying actions. Incident's affecting MCN and requiring activation of the EOP will be reviewed and if needed, updates to the plan may be made. Activation of the EOP is at the discretion of the Principal Chief, with guided input from the Emergency Management (EM) Director. Muscogee Creek Nation Emergency Management (MCNEM) will monitor daily activities across the MCN including coordination with all 11 county EMs within Tribal boundaries.

The Nation's emergency activation status is divided into four categories described in Table 3-1. Level IV (daily) operations will include weather situation monitoring and general situational awareness. If an impact should occur affecting tribal citizens, land and/or facilities, MCNEM will determine if the emergency operations plan shall be activated and if an increase of operational status to Level III or greater is required. When the EOP is activated, an Incident Action Plan (IAP) will be provided to all senior leadership as the impact evolves for tribal leaders to possess a clear picture of who may need to be activated, what equipment and resources may be required and an overall timeline. The forms to be included in the IAP are provided in Table 3-2.

EOP activation will also require MCN to begin documentation collection outlined in 3.2.2 below. Should it be determined that operational status be elevated beyond Level IV, MCNEM and its staff will include in all provided briefings an outline detailing the scope of the situation, actions taken to date, and any perceived escalation of status and/or movement of resources.

The EOP is considered in effect should the following events occur:

- ◆ An incident, emergency or disaster has occurred or is imminent
- ◆ The Principal Chief declares a State of Emergency
- ◆ A Presidential Disaster Declaration or State of Emergency is issued

Other trigger points may/will occur, and each shall be evaluated independently for requirement of EOP activation.

3.1.2 Levels of Activation

Tribal resources will be used for initial response to an incident, and this activation of Tribal assets will be an initial trigger for EOP initiation. Tribal resource depletion will serve as one indicator of level escalation as described in Table 3-1 below. Once tribal resources are stressed and/or exhausted, request for assistance to mutual aid partners will be required. Should MCNEM begin to see depletion of local resources as well as those provided by mutual aid, or Memoranda of Understanding (MOU) partners, ODEMHS and/or FEMA will be contacted for additional assistance.

Resources and Level Activation:

◆ Tribal Resources – **Level IV** & **III**
◆ Mutual Aid Assistance – **Level II**
◆ ODEMHS/FEMA Assistance – **Level I** & **II**

As an event begins to expand and grows beyond the scope of what MCN and MOU partners can offer in terms of emergency support/aid or with resource allocation, this will serve as an indicator to escalate level activation and steps will be taken to begin a request for assistance to State partners, via calling the Duty Officer line or a resource request entry into WebEOC. Should the situation warrant an increase to a Level II position, a State of Emergency will be declared and consideration for direct assistance will be considered. Information will be collected for impact estimates to all residences, critical facilities, and business within tribal boundaries. Coordination between all departments within MCN to document and report to MCNEM any damage information will also be considered for county impacts within the eleven counties MCN covers. Ultimate authority of MCN to request a direct federal declaration lies with the Principal Chief. In order to qualify for support in the form of direct assistance from FEMA (when applicable), evidence must be provided that show not only an activation of the EOP but also sufficient documentation of all resources have been utilized/exhausted up to that point.

Table 3-1 Levels of Emergency Management Activation

Level	Operation Status	Explanation	Trigger
Level IV	Normal Operations	MCNEM will operate at steady state, monitor local events, and assist with coordination of any requested resources.	Steady state operations. No significant impacts, minimal movement of required resources.
Level III	Minimal Activation	MCNEM will operate at elevated status. In addition to duties as stated in Level IV, MCNEM will operate in anticipation of coordinating resources for impacts in multiple jurisdictions.	An impact (natural or manmade) that requires response from one or more departments w/in Nation boundaries. Requested resources can be filled via MCNEM and/or equipment/personnel from established MCN partners within boundaries. Impact is minor with limited damage.
Level II	Extended Operations	MCNEM will operate extended hours. MCNEM will be active in supporting multiple local jurisdictions with significant impacts and will prioritize and coordinate resource assistance requests.	Scope of impact begins to stress MCN capability, requiring notification and/or activation of MOU's and/or partnership from ODEMHS/FEMA to fill requested resources across Nation boundaries. Impact is moderate and can still be largely managed via MCN & mutual aid partners.

Level	Operation Status	Explanation	Trigger
Level I	Full Scale Activation	MCNEM will operate at 24-hour status. Multiple operational periods will be required and coordination of response and resources throughout jurisdiction will demand all levels of involvement, local, state & federal.	Impact requires full activation of all partnerships – local, state and federal, in order to protect citizens and critical facilities. Impact is considered massive and damage levels are significant.

3.1.3 Authority

Authority to activate the EOP lies with Principal Chief, supported by guidance and intelligence gathering from EM personnel and department heads within the Tribe. If the Principal Chief is unavailable or unable to trigger activation, responsibility will lie with the Director of EM. Supervision of level escalation process will be monitored by all senior leadership along with the Director of EM.

3.2 Tribal Coordination

Among the 11 counties, MCN tribal coordination takes place on many levels thanks to a dynamic and diverse group of Tribal Departments and Agencies. Cross coordination extends beyond these groups, with County level Emergency Managers coordinating with the Director of EM for the Nation. Inter-tribal coordination also facilitates preparedness, response, and recovery efforts, with Figure 11-5 showing all Oklahoma Tribal jurisdictions in the state. These partners and coordination efforts help facilitate and streamline emergency response activities that may impact the MCN.

3.2.1 Response

Within each county listed above, the MCN holds a variety of critical facilities, residences, and lands. During a disaster event, response efforts may be needed in both tribally controlled and non-tribally controlled areas. When this occurs, damage surveys at the local level will help communicate the type and scope of assistance that is needed. Damage reports from the event will be collected and submitted to MCNEM in a report which will then be reviewed. Along with this assessment, locals communities can also submit requests for resources or assistance from the MCNEM that would help facilitate any specific recovery efforts. MCNEM will work within the Nation to provide the equipment needed, supplies, and/or support for targeted response efforts. This may also include contacting the County Emergency Manager to help provide aid and/or resources on behalf of MCNEM. Should an impact be sustained within the tribal jurisdiction but not affect a Tribal controlled land/building/facility/Citizen, the local Emergency Manager may require assistance beyond local capability, and they can contact MCNEM for support and/or resources.

If response operations begin to stress and/or deplete the capabilities of the MCN and local MOU partners, MCNEM and tribal leadership will consider a request for resources made to

ODEMHS via WebEOC. Once the resource request is granted, MCNEM will be in contact with ODEMHS personnel and will accept and distribute any equipment, personnel and/or resources within the tribal boundaries as the situation warrants. During large scale events impacting multiple areas within not only the MCN but other regions of Northeastern Oklahoma, MCNEM frequently provides support as needed for ODEMHS on a regional basis and when requested by ODEMHS personnel.

3.2.2 Information Collection & Documentation

As an emergency event unfolds and once the EOP is activated, critical information will need to be collected for use during and after the event. Information collected may include (but is not limited to) the following:

- Time records
- Equipment usage
- Personnel Involved
- Resource movement
- Photographs of damage (roads, buildings, residences, equipment)

MCNEM will advise department heads how/when to collect information and where to provide any documentation for support of Level activation, declaration and/or direct request for assistance. Once an impact has been stabilized, MCNEM staff and other departments dispatched will use Survey123, an ArcGIS software, for data collection. Equipment and training will be provided by Emergency Management Director for use, and all information collected will be available for Tribal Leadership as well as ODEMHS and/or FEMA. Damage information that is logged into Survey123 will help to determine all levels of impact, including to tribal homes, tribal facilities, roads, and equipment along with overall financial loss. By logging details of the emergency event, data can quickly be exported and combined with other information that will help facilitate and expedite recovery efforts.

3.2.3 Damage Assessment

In addition to physical damages, collecting financial damage/damage estimates is also crucial, and this includes damages pertaining to critical facilities, grounds, homes and apparatus, resources, and businesses. There are multiple ways to collect and disseminate information, and the most effective method will be determined by MCNEM and staff. Damage assessment information could take anywhere from a few hours up to a few days, and a concerted effort will be used to gather as much detail as possible. Multiple departments within the MCN may be required to provide support for a damage assessment operation, and all findings will be reported to MCNEM. Once the damage assessment phase has been completed, a report and summary of findings will be provided to Tribal Leadership.

3.2.4 Liability & Protection of Responders

Mutual Aid Agreements in the form of MOUs will be introduced between multiple jurisdictions during process of the EOP update. To date, local EMs within the eleven-county Tribal jurisdictional area work with the MCNEM when an impact to any jurisdiction is sustained. MCNEM provides support to local emergency management programs via resource allocation,

procurement or other channels as deemed necessary after the local needs have been assessed. MCNEM continuously monitors all tribal interests and keeps in contact with all municipalities. Section 4 expands on MCN MOUs and the role in which these agreements play during emergency events.

3.3 Requesting Assistance

Recovery efforts following an event can sometimes exceed the Tribe's capabilities, and additional assistance or resources will be urgently needed from external entities, such as the State or Federal governments. To be eligible for these types of additional resources, there are certain procedures which must be followed in order for funds to begin flowing to the Tribal community impacted. Resource allocation can come from the ODEMHS or from FEMA, and to receive this type of aid, the MCN must adhere to certain procedures/processes. In general, there are three avenues in which tribes can receive FEMA assistance: as a direct recipient, recipient, or as a sub-recipient.

- **Direct Recipient** – the Tribe receives a declaration directly from FEMA. All criteria and decision points for the disaster are based on conditions specific to the tribe, and assistance is provided directly to the Recipient.
- **Recipient** – the Tribe becomes a Recipient through a State disaster declaration. All criteria and decision points are made on a county-by-county basis, within the State jurisdiction
- **Sub-Recipient** – the Tribe receives assistance through the State (Recipient; Pass-through entity)

When the impact of an incident is so severe that the State, Tribal, and local governments lack the capability to perform or contract eligible Emergency Work, the Recipient may request that the Federal Government provide this assistance directly.

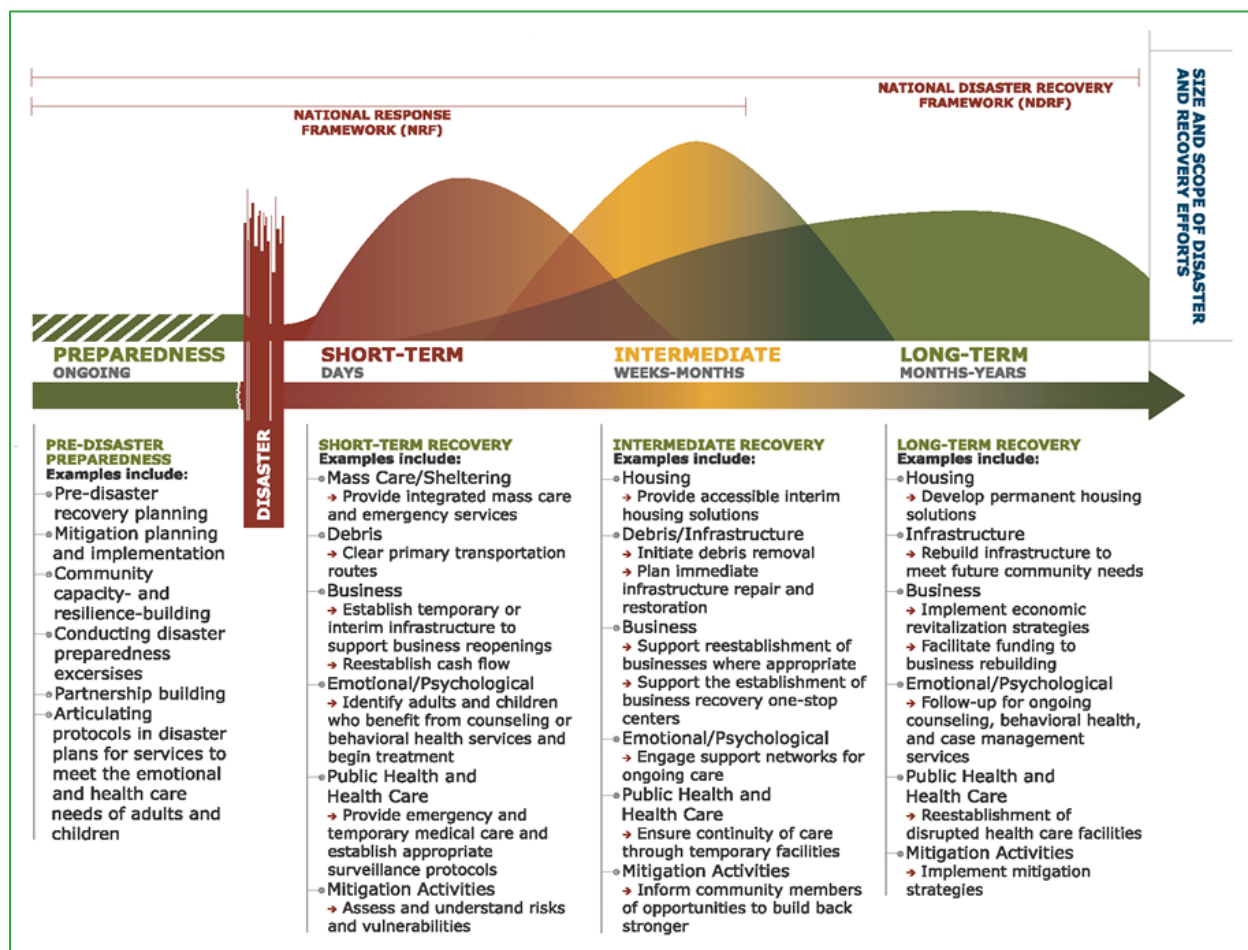## 3.3.1 State of Emergency Declarations

Should it be determined that the MCN has or will move beyond the scope of its ability to recover within the Tribe's financial parameters, a declaration of emergency may be made. Tribal leadership will review situational awareness briefs and summary of damage assessments prior to executing a State of Emergency Declaration. While a State of Emergency Declaration is not required to receive federal assistance, it does document impact to the Nation, and it also provides evidence that supports further action, should it be sought after in the future. In order to qualify for direct federal public assistance, the Nation must provide evidence of total qualifying losses incurred being at least $250,000 in damage.[21] If the completed damage assessment determines that the MCN losses have exceeded this threshold amount, leadership will take into consideration the needs of the Tribe and coordinate within to determine next steps. There are two avenues the Tribe may consider, Direct Federal Assistance to FEMA (as the Direct Recipient), or by applying for relief as a Sub Applicant through the State of Oklahoma (Recipient/Sub-Recipient) should the state qualify and receive a Presidential Declaration. Step-

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[21] This threshold may change in the future, much like it does on the County-level when an area's population changes

by-step information for direct requests for federal assistance are provided in the Tribal Declarations Pilot Guidance document (see Table 10-1) and shall be followed exactly. Sub applicant instructions are also linked in Table 10-1 as well.

Following the declaration of a State of Emergency and/or the request for federal assistance recovery efforts will arrive in stages. Figure 3-1 outlines the three stages of recovery efforts as described by FEMA – short-term, intermediate, and long-term.[22]

Figure 3-1 Recovery Phases per FEMA[23]

[22] FEMA, "Disaster Recovery Framework & Recovery Support Function Guide" http://www.bayareauasi.org/sites/default/files/resources/FINAL%20Local%20Government%20DRF%20and%20RSF%20Guide%20Templates%20April%202015.pdf

[23] FEMA, "Disaster Recovery Framework & Recovery Support Function Guide" http://www.bayareauasi.org/sites/default/files/resources/FINAL%20Local%20Government%20DRF%20and%20RSF%20Guide%20Templates%20April%202015.pdf.

3.3.2 Direct Federal Assistance & Sub Applicant Assistance

Should assistance be required, either from ODEMHS or FEMA, Tribal leadership will follow all protocols to acquire documentation and provide all relevant information to the necessary agency. As stated in the introduction of the 2021 MCN HMP, a Tribal Nation can apply directly to FEMA for federal disaster assistance (Direct Recipient). One qualifier for consideration of full benefit is an approved HMP, which the MCN accomplished in the Fall of 2021. Another qualifier to apply for assistance is activation of the Tribal EOP. The 2022 EOP not only fulfills this requirement but it also provides updated guidance for preparedness, response and recovery for any event impacting the MCN.

The Sandy Recovery Improvement Act (2013) changed the scope of applications for direct federal assistance for federally recognized tribes. Under this legislation, whenever a Tribe, such as the MCN, is impacted by a natural hazard event immediate damage assessment will take place to understand the scope of damage as they relate to all MCN residents, land, critical facilities, and the impact to communities within the eleven county Tribal jurisdictional boundary. Federal guidance for direct declaration is as follows:

According to the 2017 FEMA Tribal Declarations Pilot Guidance, "The major disaster declaration request must include confirmation that the Chief Executive has taken appropriate action under tribal law and directed the execution of the tribal emergency plan. The request should also include the date on which the Chief Executive directed execution of the emergency plan. FEMA understands that tribal law may not allow the Chief Executive to unilaterally execute the emergency plan and may require the Chief Executive to receive approval from the Tribal Council or other appropriate governing body to take such action. As long as the tribal government takes appropriate action under tribal law and the emergency plan is activated, this requirement will be satisfied. The Chief Executive must certify in the declaration request that these actions have been taken and list the date when the action was taken".[24] Further information and a step-by-step guide for application of a major disaster declaration can be found in Section 10 of this document.

As outlined above, the MCN also has the option to apply for assistance as a sub applicant through the State (Recipient/Sub-Recipient), should a major disaster declaration be provided by FEMA for the State of Oklahoma. Emergency Management and Tribal leadership will assess the situation and impact, thereafter, deciding on which avenue benefits MCN and how to further proceed. Figure 3-3 summarizes each avenue in which additional assistance can be requested.

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[24] Tribal Declarations Pilot Guidance

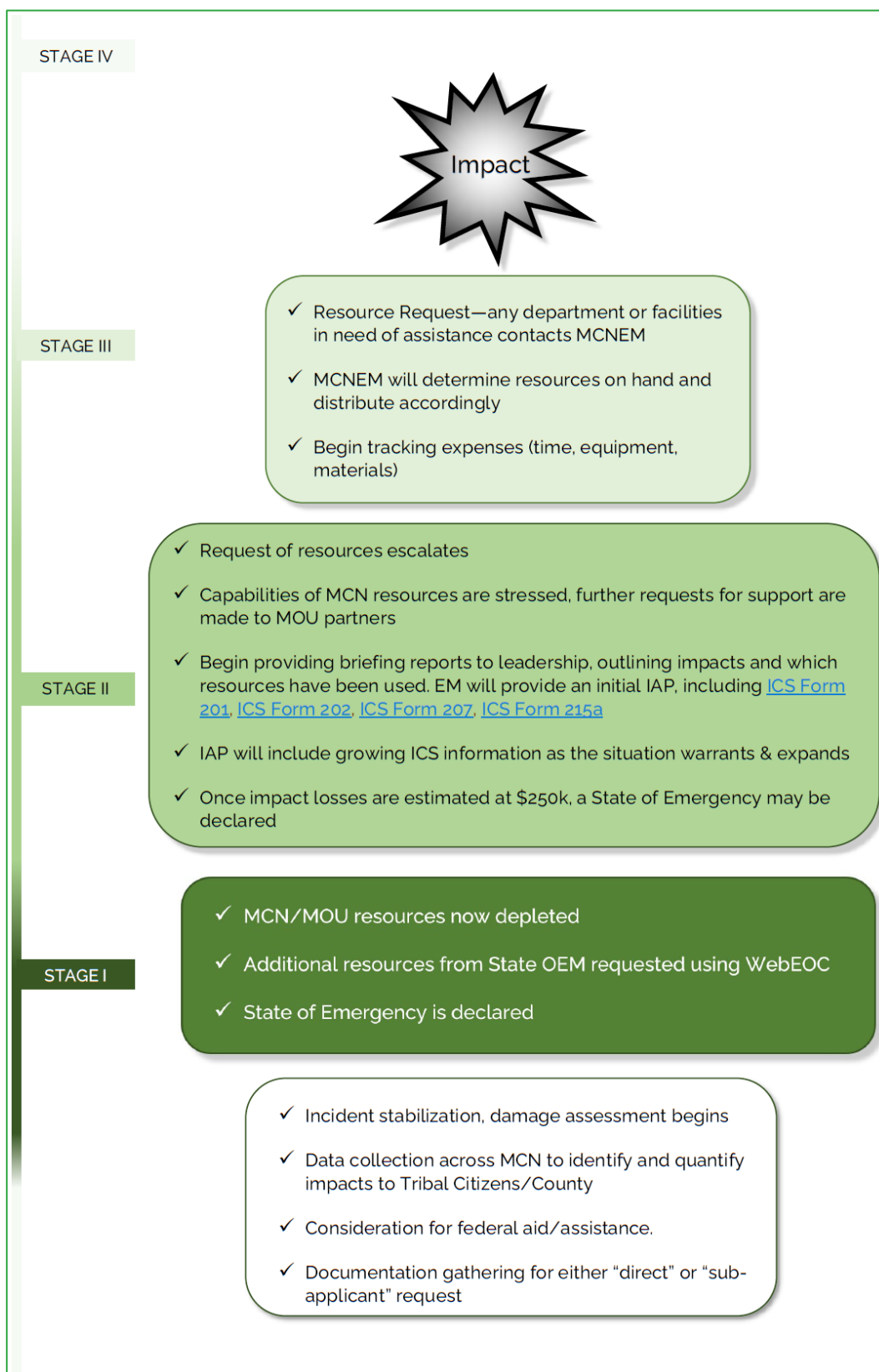Figure 3-2 Impact of an Emergency and the Stages of Activation

STAGE IV

Impact

STAGE III

- ✓ Resource Request—any department or facilities in need of assistance contacts MCNEM
- ✓ MCNEM will determine resources on hand and distribute accordingly
- ✓ Begin tracking expenses (time, equipment, materials)

STAGE II

- ✓ Request of resources escalates
- ✓ Capabilities of MCN resources are stressed, further requests for support are made to MOU partners
- ✓ Begin providing briefing reports to leadership, outlining impacts and which resources have been used. EM will provide an initial IAP, including ICS Form 201, ICS Form 202, ICS Form 207, ICS Form 215a
- ✓ IAP will include growing ICS information as the situation warrants & expands
- ✓ Once impact losses are estimated at $250k, a State of Emergency may be declared

STAGE I

- ✓ MCN/MOU resources now depleted
- ✓ Additional resources from State OEM requested using WebEOC
- ✓ State of Emergency is declared

- ✓ Incident stabilization, damage assessment begins
- ✓ Data collection across MCN to identify and quantify impacts to Tribal Citizens/County
- ✓ Consideration for federal aid/assistance.
- ✓ Documentation gathering for either "direct" or "sub-applicant" request

Figure 3-3 Avenues for MCN to Request Assistance[25]

Assistance Needed

Direct Recipient

- Request for Presidential Disaster
- Cover Letter
- State of Emergency Declaration
- Documentation
- Proof of Initial Damage Assessment
- Describe EOP Activation
- Request Joint Damage Assessment
- Specific Work Requested
- Reasons Why Beyond
- Submission within 30 days to President via FEMA Region VI

Recipient or Sub-Recipient

- Letter of Formal Request for Assistance (to include evidence of EOP activation, summary of actions taken, resources used, type of assistance requested)
- State of Emergency Declaration
- Documentation (photos, cost estimate, etc.)
- Damage Inventory
- Proof of Incident with Entry into WebEOC

Table 3-2 Resources for Requesting Assistance*

Resource	Link
Incident Briefing – **ICS 201**	ICS Form 201
Incident Objectives – **ICS 202**	ICS Form 202
Incident Organizational Chart – **ICS 207**	ICS Form 207
Incident Action Plan Safety Analysis – **ICS 215a**	ICS Form 215a
Direct Federal Assistance (COVER LETTER)	Cover Letter
Sub-Applicant Assistance (TEMPLATE)	Figure 11-1
State of Emergency Declaration (EXAMPLE)	Figure 11-2
FEMA: Requesting Presidential Disaster Declaration (TEMPLATE)	Request for Presidential Disaster Declaration

*the resources and documents linked in Table 3-2 above are also provided in Section 10 and Section 11

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[25] Please note – items in this flow chart are informational only. This visual summarizes *what* must be done for each. The ordering of items may vary. Contact the MCNEM for any clarification you may need.

3.4 Elder Care & Vulnerable Populations

Information collected by the American Community Survey (ASC) depict how vulnerable populations are distributed across the 11-county tribal jurisdiction. Most children under the age of five can be found in the urban concentrations of the greater Tulsa metropolitan areas (eastern Creek County, southern Tulsa County, and western Wagoner County). Similarly, populations in poverty and those older than 65 years of age are also concentrated in these same regions. Elsewhere across the MCN, each county seat (such as Okmulgee, Okemah, and Muskogee, OK) are local hot spots for vulnerable populations, as to be expected. While these maps are estimates based on U.S. Census Bureau statistics, they underscore the variance in the MCN. These vulnerable population groups are particularly at risk due to their limited ability to help themselves during times of emergencies. Local and Tribal EM plans should take into account these people, and outline plans as to how they will be served during the next emergency event.

3.5 Supplemental Plans & Information

All the required training according to the NIMS document for the various groups are listed in Table 3-3. Additional Plans that can be referenced are the following:

- ◆ 2021 Muscogee Creek Nation Hazard Mitigation Plan Update
- ◆ NFIP (see Table 10-1)

Table 3-3 NIMS Training Matrix

Focus Areas		All Incident Personnel	Incident Personnel w/ Leadership Responsibilities	Incident Personnel Designated as Leaders/Supervisors
	ICS	IS-100 IS-700	IS-800 IS-200	G0191 E/L/G0300 E/L/G0400
	EOC	IS-100 IS-700	IS-800 IS-2200 G0191	E/L/G2300
	JIS/PIO	IS-100 IS-700 IS-29	IS-800 IS-2200 or IS-200 G0290	G0191 E/L/G2300 or E/L/G0300 E/L/G0400
	MAC Group			G0402/ICS-402 Briefing from the EM Director

In addition to the NIMS training courses above, there are supplemental tribal courses provided by FEMA's Emergency Management Institute (EMI). These courses are tailored for Tribal training and can be accessed publicly on the EMI website (see Table 11-12)

♦ **E0580** – **Emergency Management Framework for Tribal Governments**. This course assists tribal communities to understand emergency management principles and develop and implement comprehensive emergency management systems.

♦ **E0581** – **Emergency Operations for Tribal Governments**. The purpose of this course is to assist Tribal officials to develop organizational structures, operational procedures, and resources for effective emergency operations

♦ **E0582** – **Mitigation for Tribal Governments**. This course aims to give Tribal governments a foundation for reducing or preventing potential losses from natural or other hazards.
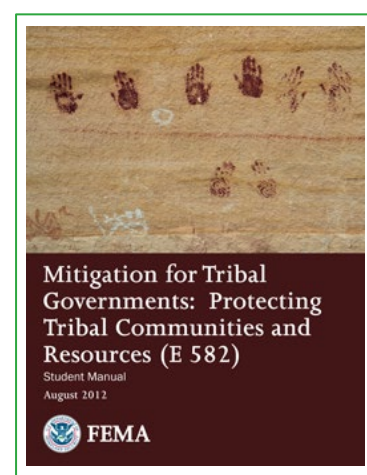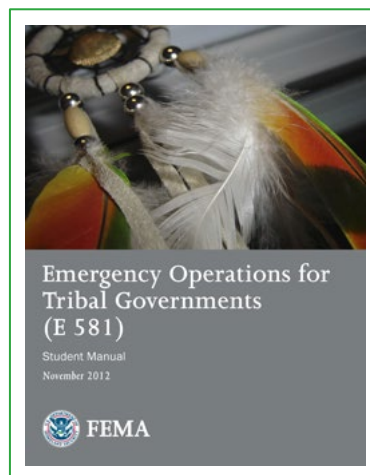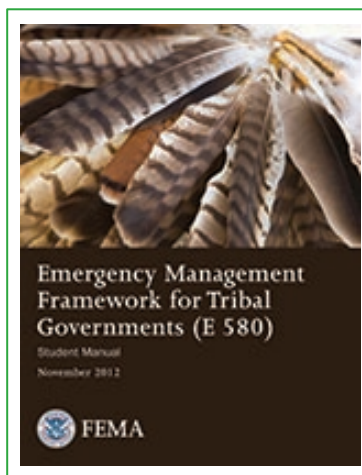
Section 4 : Organization & Assignment of Responsibilities

4.1 Organizational Chart

There are multiple levels of political and jurisdictional players that work together during and after an emergency event. The organizational chart shown in Figure 4-1 provides a high-level overview of various authoritative figures and departments that are involved when the Muscogee Creek Nation (MCN) Emergency Operations Plan (EOP) goes into effect.

Figure 4-1 EOP Activation Organizational Chart
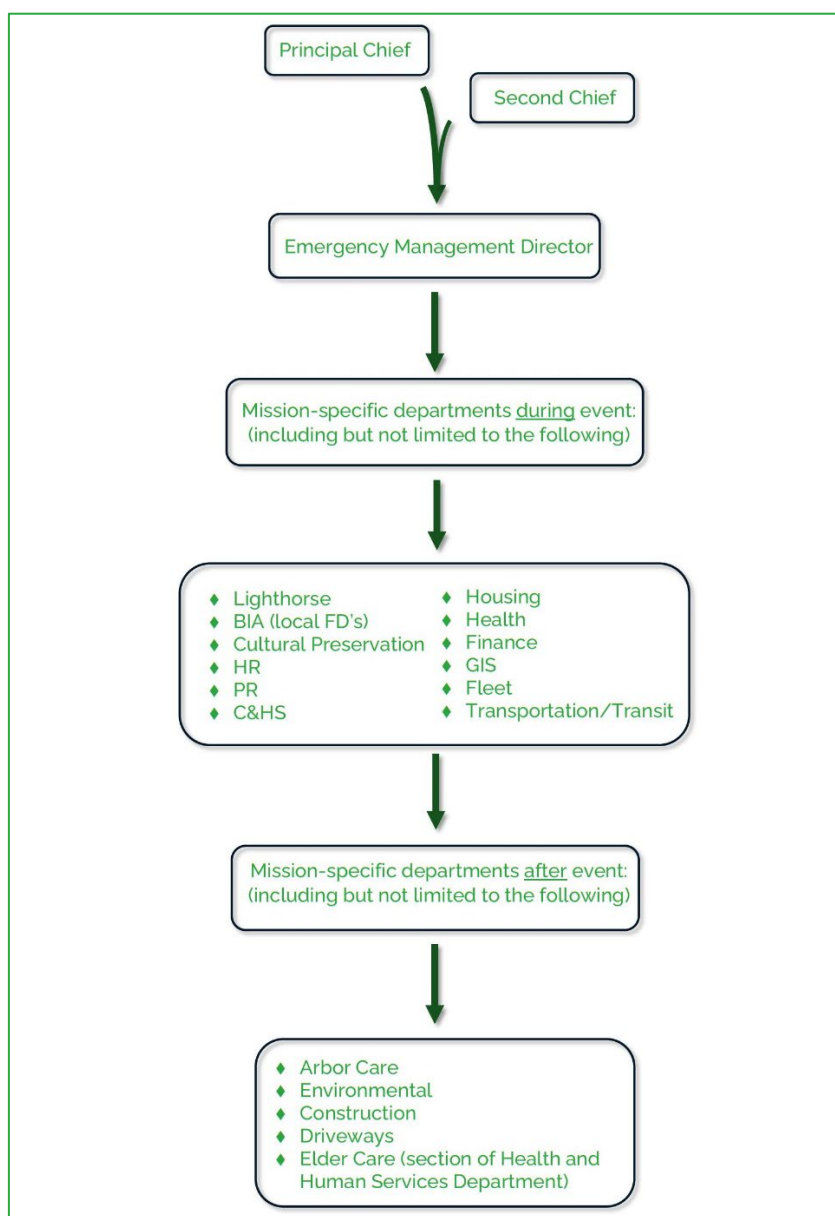
4.2 Department Matrix

The matrix shown in Table 4-1 lists all the departments within the MCN that may be involved in an emergency. There are two phases of response, the primary and secondary, and a collaborative effort provides efficiency during response. Each department's duties are assigned to either of the two phases.

Table 4-1 Departmental Response Duties in the MCN

Department(s)	Primary	Secondary
Lighthorse	◆	
BIA (& local FDs)	◆	
Cultural Preservation	◆	
Human Resources	◆	
Public Relation	◆	
C&HS, Health, and Housing	◆	
Finance	◆	
GIS	◆	
Fleet	◆	
Transportation/Transit	◆	
Arbor Care Services (ACS)		◆
Environmental		◆
Construction		◆
Driveways		◆
Elder Care		◆

4.3 Roles and Responsibilities

4.3.1 Local Agencies

The MCN is led by a Principal Chief and Second Chief -- together, they head the executive branch of the Nation and are the two most senior elected officials. The Director of Emergency Management (EM) oversees all EM activities in the Nation and collectively, helps manage operations during emergency events. The following Tribal Departments have mission-specific duties when it comes to emergency events and are first to act after an event has impacted the

Nation, as shown in Table 4-1. Descriptions of departmental roles and responsibilities are examined below.

Office of Emergency Management (OEM)

The MCN OEM (MCNOEM) aims to minimize the effects of technological and natural disasters upon the Citizens and Oklahoma by preparing, implementing, and exercising plans, assigning local government subdivisions with training and mitigation of disasters, and by coordinating actual disaster response/recovery operations. The staff includes the Director, Risk Management Manager, and Safety/Risk Management officer.

Once a disaster has occurred and when the MCN Emergency Management (MCNEM) Department has been notified it is the responsibility of the EM Department to relay that information to the Principal Chief's office so that a collaborative decision can be made to declare a State of Emergency. The MCNEM Department relies on information gathered or given by agencies within or outside of the MCN. Information received will be submitted to the Principal Chief's Office in a timely manner. Once the Principal Chief has declared a State of Emergency it is the responsibility of the MCNEM Department/Emergency Operations Center (EOC) to assess needs within the MCN jurisdiction. Those needs include damage to MCN owned facilities, number of MCN citizens displaced due to the disaster, needs of opening shelters within or close to the affected areas. During an event, some of the larger roles performed by the MCNOEM include (but are not limited to) the following:

- ◆ Establish EOC and notify all personnel needed
- ◆ Contact MCN Lighthorse for additional information
- ◆ Contact MCN Community Centers within or around affected areas to open and make centers available for Shelter Operations.
- ◆ Process all information received and transfer that information to the MCN Public Information Officer (PIO) so that information is given out correctly and to the right sources
- ◆ Assist open shelters by providing cots, sleeping bags, toiletry items, basic first aid supplies, food, water and portable generator if needed. It is the Communities responsibility to staff the shelter and keep all receipts of items bought.
- ◆ Contact MCN Departments needed to assist with disaster
- ◆ Continually monitor situation and provide information to Principal Chief's Office
- ◆ Make site visits to ensure all shelters are running smoothly
- ◆ Activate MCN Emergency Response Team (ERT)

Lighthorse Tribal Police[26]

The mission of the MCN Lighthorse Police Department is to protect the lives and property of the people they serve, reduce crime, and preserve peace all while providing a safe environment when working in partnership with Tribal and non-Tribal communities. Comprised of 58 employees, the department aims to work in a spirit of cooperation with public safety associates both within and outside the Nation. The Lighthorse Department is divided into multiple Divisions which include Patrol, K9, Criminal Investigations, and Communication. Of these, the Communications Division acts as the central hub for the Department. It not only provides radio, telephone, and teletype services to all the counties and cities within the MCN but also works with other police jurisdictions within and outside the Nation on a 24-hours basis. During emergency events, they receive incoming calls for requests and help relay critical information to assets in the field. They prioritize emergency requests, dispatch calls, and maintain constant awareness of field personnel, amongst other required duties. Should an emergency event require evacuations, the Lighthorse Department acts as a supporting role to the municipal and county emergency managers, so evacuation proceedings go according to plan.
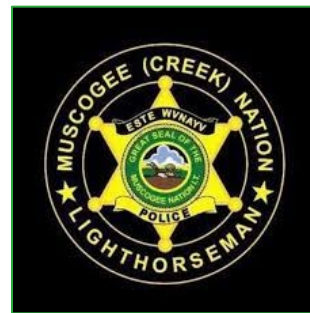
Once a disaster of any type has occurred the MCN Lighthorse dispatch officer will notify MCN Emergency Manager along with the Lighthorse Chief of Police and Deputy Chief of Police. The MCN Lighthorse officers as a part of their daily duties will respond to affected areas and assess the situation. All information gathered will be relayed back to dispatch which then will be relayed to MCNEM. It is also the duty of the Lighthorse officers to protect the citizens who are hurt or displaced by the disaster. The MCN Lighthorse Police may be requested to check on citizens in the affected areas as well as transport citizens to shelters once opened. All communications and request will go through the Lighthorse Chief, Deputy Chief or person assigned to handle said disaster. Lighthorse officers will be responsible for:

- ◆ Policing disaster areas
- ◆ Responding to Emergency Calls
- ◆ Assisting MCNEM Department
- ◆ Staging a representative in the EOC
- ◆ Tracking of man hours, use of vehicles and equipment, all receipts of expenditures during the disaster
- ◆ Cooperating with other agencies within the disaster area

BIA/Local Fire Departments

When fires threaten the MCN, the local fire departments will work alongside one of two agencies—the Bureau of Indian Affairs (BIA) or the Oklahoma Forestry Service (OFS). The determining factor which dictates one or the other revolves around the land's ownership. BIA joins local fire departments when working on trust land and/or restricted lands. For all other

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[26] Lighthorse Tribal Police

lands in the MCN, coordination efforts are assumed by the OFS. On trust and/or restricted lands, local fire departments in the 11-county jurisdictional area join the BIA to address the fire emergency or response efforts. The BIA implements prevention and recovery activities, which include burn permits, wildfire investigations, and public outreach, and the MCN interfaces with BIA's branch of Wildland Fire Management for fire management activities. Together, the BIA and local fire departments help conduct fire suppression activities and serve as first responders during emergency events. When circumstances arise where fires threaten the safety or health of the public, all residents are welcome to utilize the Tribal Transportation Program (TTP), because the BIA jointly administers this service alongside the Federal Highway Administration (FHWA) office of Federal Lands Highway (FLH).

Tribal Transportation Program/Transit

This program provides transit services within the Nation and are available to anyone and is jointly managed by the BIA and the Federal Highway Administration (FHWA) office of Federal Lands Highway (FLH). The Muscogee transit system not only provides mobility throughout the Nation, but they also partner with other Transit organizations to extend the communities transportation boundaries. The TTP can be utilized during emergency events and disaster declarations to help provide transportation out of areas that could be hazardous or ones which have already been impacted.
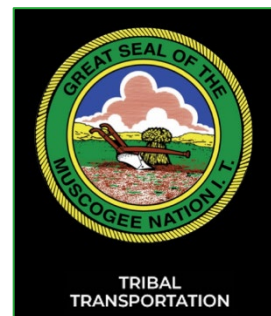
The MCN Transit Department will assist the MCNEM Department during a declared disaster in the following ways. Once the Principal Chief declares a State of Emergency needs will be assessed in regards to transportation of displaced citizens and those tribal citizens in need of keeping doctor's appointments. The MCN Transit Department will be utilized to transport tribal citizens from their residence to a MCN Shelter closet to them. The MCN Transit Department may also utilize their 50+ passenger bus for a warming station if needed. The MCN Transit Department will be contacted when information is gathered to show a relevance of using this department. The MCN Transit Department will have staff on standby or bring staff in during a disaster to meet the tribal citizen's needs. Once the staff has been called in, the MCN Transit Department will send one representative to the MCN EOC to work closely with all other departments during the incident period. The MCN Transit Department will also make available vehicles to be used by MCN employees to help transport supplies and citizens. The MCN Transit Department will keep accurate records of man hours, overtime hours, vehicle mileage, vehicle type, number of hours vehicle used, all receipts such as gas, oil, oil changes, any fluids, etc. The MCN Transit Department will gather all receipts and turn those into the MCNEM Department for possible reimbursement from the State and Federal Government. Appendix C shows the extensive resource list held by the Transit Department and helps underscore their importance to the MCN communities.

Cultural Preservation Department

The purpose of the Historic and Cultural Preservation Department is to ensure the protection and preservation of valued historic and cultural resources throughout the MCN for future generations. The Office serves as the contact for statutory and regulatory compliance consultation while also directly addressing/researching any information needs by any public

inquiry surrounding the history and culture of the MCN. Furthermore, the Cultural Preservation Department also spearheads the Cemetery Project, which is a documenting and preservation project necessary for sustaining an integrated culture. They provide cleaning for family cemeteries that may have been neglected and help preserve them as sacred sites. Using photographs and global positioning system (GPS) measurements, the Cultural Preservation Department preserves these sites and serves as an integral member of emergency response so these sites remain protected.

Human Resources (HR)

The HR Department manages and serves benefit plans for the employees of the MCN and is comprised of seven staff members, three of whom specialize in Tribal Government matters. Together with the Secretary of Community, HR is generally responsible for the development and implementation of community and social serve programs for Tribal Citizens. They help assess the social/economic needs of Citizens, provide support information to the administrative information system, prepare applications and grant proposals for the funding of service programs, and also manage division facilities, equipment, inventory, and monitor building security/maintenance.

Public Relations (PR)

PR handles the media relations for the executive branch of the Nation while promoting the Nation as a whole. They also assist with MCN promotions and events. During emergency events, a response from PR places them in a position to serve as a link between the emergency itself and any external inquiries by non-Tribal entities surrounding the emergency event. One avenue for such communications is through live streams or social media outlets like Facebook and Twitter. It has been shown during previous disasters that social media platforms such as these serve as a convenient and easy tool for EM officials to relay time sensitive or life-saving information.

Official communication on behalf of the MCN, on the other hand, will be handled by the Nation's PIO. This position will be utilized during a disaster once the Principal Chief has declared a State of Emergency. The PIO will have the responsibility of conferring with all members of the MCN EOC and gathering the right information to be given to the media as well as MCN Departments. All information gathered will be reviewed by the MCNEM Department before it is distributed. The MCN PIO will be responsible for speaking on behalf of the MCN with all information being approved by the Principal Chief or his designee prior to the speaking engagement. It will be the MCN PIO who fields all calls from the media concerning the MCN involvement in the disaster that is at hand. He/she will also contact the MCN Communications Department and direct them in gathering appropriate news for the MCN newspaper, radio show and television show. During a disaster, the MCN PIO will office in the MCN EOC.

Department of Community & Human Services (C&HS), Department of Health, and Department of Housing

The C&HS encompasses ten client-based social service programs committed to providing services which promote self-sufficiency all while fostering positive relationships with Tribal, State, and Federal entities. C&HS provides elders with air conditioners through a program that

helps alleviate the impacts of heat, and they also provide sheltering assistance and utility costs to Citizens who have experienced impacts from a natural disaster. Assistance includes the replacement of necessary items such as clothing, personal hygiene, groceries, furniture, housing, and/or emergency shelter. Programs within the MCN Department of Human Services (MCNHS) include the following:

- Adult Protective Services
- Children & Family Services Administration
- Childcare Assistance
- Childcare
- Community Research & Development (R&D)
- Elderly Nutrition

- Food Distribution
- Native American Caregiver Program
- Reintegration
- Social Services
- School Clothing
- Senior Services

- Social Security
- Temporary Assistance for Needy Families (TANF)
- Warriors Honor Women
- WIC Program[27]
- Youth Services

Following an emergency event, the Food Services division of the MCN Department of Health (MCNDH) has several crucial assets that are available should they be needed. Appendix C describes the agency's resources and shows their importance during major events.

The Department of Housing provides MCN Citizens access to safe, efficient, and affordable housing. The department's mission is accomplished by providing housing opportunities for home ownership, rental assistance, and emergency home repair options. They help assist with grants that target these initiatives. Programs through the Department specifically target the vulnerable Tribal populations, like the elderly or those with low-income. The Housing Administration also provides Arbor Care Services (ACS) with a list of homes categorized by county, then city that need service.

Accounting/Finance

During a disaster, finances play a major role in response and recovery of the situation at hand. At any given time, the MCNEM Department may need funds to help purchase supplies and equipment for the disaster. Upon a State of Emergency signed by the Principal Chief, the MCN Accounting/Finance Department will be authorized to wave the procurement procedures to allow the MCNEM Department to purchase needed items. This allows all involved and affected to receive supplies in a timely manner without having to wait for purchase orders, cash advances, etc. The MCN Accounting/Finance will also assist in reimbursements (for manpower or resources used such as generators, light towers, and other emergency equipment) back to the MCN communities and MCNEM Department and all other entities of the MCN that expend monies during a disaster. The MCNEM Department will also work closely with the MCN Accounting/Finance Department in monies received back from the Federal and State government. The MCN Accounting/Finance Department will be in constant contact with the

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[27] Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)

MCN EOC during the disaster period. The MCN Accounting/Finance department will have a representative available at all times during a disaster to assist the different department within the EOC.

Geographical Information Services (GIS)[28]

Housed within the Department of Interior Affairs[29], the GIS division is charged in part with mapping and documenting the Nation's resources that in turn, help facilitate decision making, particularly after an emergency event. Not only does the GIS work help prepare the MCN for future response but it also functions as a tool that can make for more efficient and timely decisions when urgent matters arise. The agency employees three Certified Floodplain Managers and makes GIS an integral part in the Nation's participation in the National Flood Insurance Program (NFIP). Capabilities provided by GIS also allow first responders to see a more accurate picture of the current emergency. Whether recovering from a tornado or mapping of an expanding wildfire, GIS helps relay evolving developments surrounding an emergency to Tribal and EM Officials.

Fleet Management

Fleet Management is responsible for many aspects of the Nations vehicle's, including their inspection, tax, title & license (TT&L), as well as preventative maintenance. They help assess vehicles that need repair and determine whether it will be repaired internally or if outside assistance is required from a car dealership, for example. In doing so, Fleet Management helps ensure that the MCN has appropriate capabilities during an emergency, and when a vehicle is needed, it is functioning properly.

During emergencies and in the days after, Fleet Management has several assets available to assist with recovery efforts. Those resources can be found in Appendix C. The MCN Fleet Management Department will assist the MCN EM department during times of disaster and emergencies. Fleet Management will be responsible for making vehicles assessable to the MCN EM department and or MCN ERT members. Four-wheel drive vehicles will be utilized first so that affected areas can be accessed and MCN Citizens can be moved out of dangerous situations. Other vehicles may also be utilized if that vehicle is appropriate for road conditions. The MCN Fleet Management Department will be notified by the MCN EM department if vehicles are needed and arrangements will be made to access the proper keys for each vehicle. Each driver of MCN Fleet Vehicles will be an approved driver for MCN and follow any regulations that MCN Fleet Management has in place. MCN Fleet Management will document all miles, fuel, etc. so that it may be turned in to MCN EM for possible reimbursement should the disaster or emergency become a Presidentially declared disaster.

Arbor Care Services (ACS)

ACS Department is geared towards providing MCN Citizens, Tribal entities, and other Tribal Departments with tree maintenance services with zero out of pocket expenses. Their mission is to provide complete arbor care services to Tribal Citizens in times of disasters and to perform hazard mitigation needs in the realm of arbor care to the Citizens and on all Tribally owned

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[28] Geospatial Department
[29] https://mcngov.twin41.com/muscogee-nation-agencies/department-of-interior-affairs/

properties free of charge. In doing so, this department helps maintain an ease of access for emergency services in times of need as well as removing any obstruction that might prevent aid. Information surrounding each project is passed along to GIS so potential data needed during emergencies is current.

Environmental Services

The MCN Office of Environmental Services provides effective environmental management to the Nation so that the Tribal members may live confidently in a safe and healthy environment. Services provided by this group are the following:

- Native American Housing and Self Determination Act (NAHASDA)
- Department of Housing & Urban Development (HUD) funded to provide environmental reviews & assessments for Native American Housing Programs
- FEMA floodplain review
- Archaeological Surveys
- Indoor air quality/mold investigations
- Lead-based paint testing

- Asbestos inspections
- Methamphetamine investigation/testing
- Community awareness/educational outreach
- Water quality sampling/stream assessments
- Illegal dumping investigations
- Recycling
- General environmental support
- Water resource management

Tribal Construction

The Construction Department provides a variety of engineering services as well as an administration of planning & construction quality assurance on projects that involve stormwater management, transportation and other infrastructure endeavors. The MCN employs this department to oversee construction and renovations of the Nation's properties. They are tasked with enforcing 2021 Building Codes but during emergencies, this department responds with resources and a multitude of assets based out of Okmulgee County. Specific assets and resources can be found in Appendix C.

Tribal Driveways

The Tribal Driveways Program provides maintenance of accessible driveways for MCN tribal members enrolled in the program as well as property owners who reside within the geographic jurisdiction of the MCN. It helps address the Citizen's needs surrounding driveway repair or replacement. The Program Manager determines applicants' eligibility.

Tribal Driveway will function during a disaster as follows. Once the Principal Chief has declared a State of Emergency the MCNEM will be allowed to call upon the MCN Tribal Driveways department. Tribal Driveways may be utilized to maneuver machinery in and out of affected areas cleaning debris from roadways so that emergency vehicles may enter. They also may be utilized during a disaster by being called upon to use their 4-wheel drive vehicles to access

citizens that may be stranded or left without power. The MCN Tribal Driveways department will keep track of all records, receipts and man hours used during the disaster period. Additionally, they will also keep track of all driveways and roads that are repaired due to the disaster. All receipts and invoices incurred during the disaster should include GPS coordinates so that MCNEM can submit the appropriate paperwork to the Federal and State government.

Elder Care

The Vculvke Vfvstetv Elder Service Department was created as a responsibility to further develop and enhance services for the growing elderly population, which MCN defines as 55+. This responsibility includes supportive services to improve quality of life for citizens 55 or older, the frail, the impaired, and for those citizens who are in need. The departments mission is to follow the guidance of the Elder Citizens to meet their present needs by providing supportive service through a community-based system for all elders.

Division of Agriculture & Natural Resources

This division of the MCN provides programs and services like agribusiness, natural resources, and the storm shelter program. The Storm Shelter Program offers two types of shelters to citizens: below-ground shelters and above-ground, and preference is given to Elder citizens, handicapped and/or disabled, veteran citizens, or those that reside in mobile homes or in rural areas away from city limits. For complete information on this program, please visit the Storm Shelter Program's webpage which can be found in Table 10-2.

4.3.2 State Agencies

Following an emergency event, a variety of state agencies are available to provide assistance and/or resources to the MCN should it be needed. Those agencies and their respective functions are listed below.

Oklahoma Department of Transportation (ODOT)

The internal departments within the MCN partner with ODOT crews following weather emergencies to help clear roads from any obstructions. While the MCN crews work primarily on tribal lands and County Commissioners have jurisdiction over County Roads & bridges, ODOT facilitates the recovery efforts by handling many of the interstate and turnpike roadways and bridges that may have seen impacts during a disaster.

Oklahoma Water Resources Board (OWRB)

The OWRB coordinates the Oklahoma Dam Safety Program to ensure the safety of more than 4,700 dams in the state. The geographic location of dams which concern the MCN are not confined to the MCN jurisdictional boundaries. To learn more about the 20 Federal and 15 non-Federal dams, please see Section 4.5 of the 2021 MCN Hazard Mitigation Plan (HMP) Update. The OWRB also monitors and makes assessments on water quality using the Water Quality Portal which is a cooperative service sponsored by the United States Geological Survey (USGS), the United States Environmental Protection Agency (EPA), and the National Water Quality Monitoring Council. [30] Following a disaster, OWRB resources are used to ensure the safety of

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[30] Water Quality Portal

MCN citizens living downstream of the dams while simultaneously providing any alerts on water quality should they be detected. Additionally, the OWRB is the NFIP State Coordinator and together with local, state and federal partners, they aim to prevent and mitigate potentially catastrophic effects of flooding disasters in Oklahoma.

Oklahoma Department of Emergency Management & Homeland Security (ODEMHS)

ODEMHS not only functions as the parent EM agency in the state of Oklahoma but also as a partner and resource provider for the MCN during times of emergencies. While tribal nations such as the MCN can apply directly to FEMA for financial assistance following a disaster, ODEMHS can also act as a facilitator and contributor to financial recovery efforts. One way in which resources can be appropriated is through a state of emergency declaration. The Director of ODEMHS speaks frequently with the MCN Director of EM to stay abreast on any developing or ongoing emergencies and any request by the MCN for assistance can be directed to ODEMHS.

Other functions of the ODEMHS include implementing a comprehensive statewide homeland security strategy; implementing a statewide response system; administering the homeland security advisory system; coordinating, applying for & distributing federal homeland security grant funds; and the implementation of national homeland security plans. This department encompasses the following programs: Oklahoma School Security Institute (OSSI), Regional Response System (see Figure 11-4), Training and Exercise, Statewide interoperability Communications, Law Enforcement Liaison, Critical Infrastructure Protection, National Incident Management System (NIMS) Compliance, Public Outreach and Preparedness, and Grants Administration. The ODEMHS also serves as a resource to the public and local agencies in homeland security efforts. Their vision is to effectively coordinate Homeland Security efforts within the State of Oklahoma to prevent, protect against, respond to, and recover from potential hazards.

Oklahoma Department of Public Safety (DPS)

As a multi-service safety and law enforcement organization, the DPS is led by the Commissioner of Public Safety, who is appointed by the Governor. The department is staffed with nearly 1,500 civilian and uniformed employees across the state. The DPS also engages with communities under evacuation or emergency situations to help respond and keep order during the event.

Oklahoma Highway Patrol (OHP)

OHP is a division of the Oklahoma DPS, and works to provide a safe, secure environment for the public through courteous, quality, professional services. State troopers provide safety and protection for drivers on Oklahoma highways and could facilitate the MCN during evacuation or recovery phases of an emergency.

Oklahoma Forestry Service (OFS)

For fire response and coordination efforts, these duties are shared with the OFS only for parcels of MCN territory that is *not* classified as "tribal trust" or "restricted" lands. Fire departments join this state agency for the conservation, management, and protection of Oklahoma's valuable

forest resources. Foresters provide technical assistance to individuals and communities, while OFS personnel provide suppression assistance to fire departments in the form of wildland fire crews, aircraft, and/or tactical wildfire support. Additionally, the MCN GIS department will join those working for the OFS for any wildfire mapping. In addition to response efforts, the OFS provides a wealth of training and educational material that relates to all Oklahoma residents, helping those residents to understand their vulnerabilities to wildland fires. Furthermore, the OFS contracts with the Oklahoma Association of Regional Councils (OARC) to provide rural fire coordinators who then work closely with communities and rural fire departments to provide expertise and experience in solving local problems related to equipment, staffing, and funding. The MCN is served by four different OFS Rural Fire Coordinator Districts as seen in Figure 4-2.

Figure 4-2 OFS Rural Fire Coordinator Districts
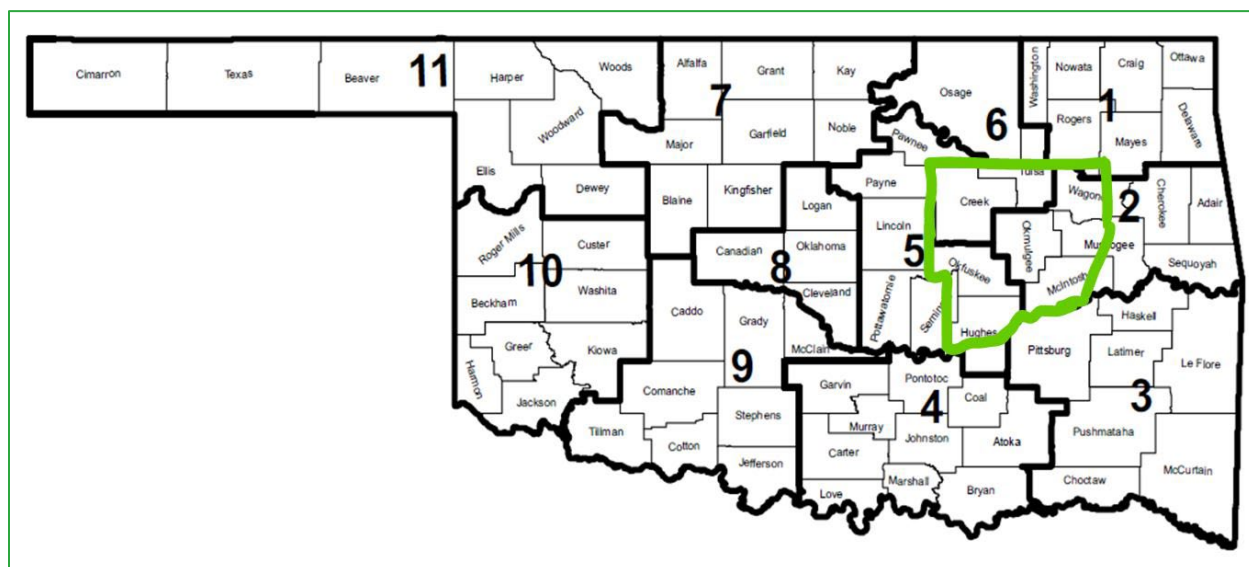
4.3.3 Federal Agencies

Federal Emergency Management Agency (FEMA)

As the parent EM resource, FEMA provides guidance, information as well as standards for disaster preparedness. HMP's, for example, offer a highly detailed and comprehensive overview of the hazards, risks, and vulnerabilities that the Nation faces. FEMA also is the source for grants and funding following an emergency event. Through a series of procedures, Hazard Mitigation Assistance (HMA) can be provided to the MCN, allowing the Nation to procure funding and allocate fiscal resources toward projects and/or recovery efforts facing the Nation.

U.S. Office of Homeland Security (DHS)

Communities impacted by incidents require guidance, tools, equipment, and resources to delivery necessary aid and relief to Americans in their time of need. Working with stakeholders across the country, DHS supports and promotes the ability of emergence response providers and relevant government officials to communicate in the event of a natural disaster. One of the

overarching priorities of the DHS is expanded regional collaboration. The state of Oklahoma has been divided into eight (8) regions for the purpose of planning, protecting, providing funding and responding to an incident. Both ODEMHS and DHS utilize these regions.

Federal Aviation Administration (FAA)

During emergency response efforts to active wildfires, the FAA will implement what's known as a TFR, or Temporary Flight Restriction (TFR) in the vicinity of the fire. TFR's allow for fire-fighting aircraft and support functions to operate safely while keeping general and commercial aviation traffic away from the active scene.

U.S. Geological Survey (USGS)

The USGS provides EM support during floods, landslides, earthquakes, droughts, and fires. During hazards such as these, the agency provides executive direction, oversight, and support so that the USGS can fulfill their mission under all circumstances. Additionally, the USGS also provides support to certain National Response Framework emergency support function.

National Oceanic and Atmospheric Administration (NOAA)

A variety of services and resources are available from multiple parts of the NOAA family of agencies. A few of the more prominent supporters that could assist the MCN during an emergency would be NWS Norman, NWS Tulsa, Weather Prediction Center (WPC), Storm Prediction Center (SPC), Advanced Hydrologic Prediction Service (AHPS), and more!

National Weather Service (NWS)

Under NOAA, this federal agency remains connected with EMs across the state, including those within the MCN. Communication and information sharing works both ways -- the NWS is able to collect valuable and near-real time information such as local storm reports and local damage reports while at the same time passing along vital forecast and natural hazard information to local officials. Such efforts strengthen their underlying core mission – to protect life and property. Other avenues in which the NWS supplies EMs with assistance is through the exchange of wildfire hot spot notifications, particularly on high fire danger days. The locations are mapped via radar and shared with ODEMHS and local EM's. This service often allows for local fire departments to identify and control a fire quickly, in practice to mitigate an out-of-control wildfire. Forecasters from local NWS offices are deployed to survey damages following disasters and the assessments they provide are shared with local EMs and MCNEM. The

agency can also deploy Incident Meteorologists to the front lines of a disaster to support agencies who prevent and fight wildfires. They help keep the fire crews safe by enabling responders to plan operations considering one of the most variable aspects of the incident – the weather.

To obtain critical weather information, the NWS established the SKYWARN® Storm Spotter Program with partner organizations. It's a volunteer program with between 350,000 and 400,000 trained severe weather spotters which help keep their local communities safe by providing timely and accurate reports of severe weather to the NWS.

The Okmulgee County SKYWARN Association is an amateur radio club that promotes everything amateur radio as well as assisting in the efforts of SKYWARN. A regional map of the NWS StormReady Communities in which can also be found on their website (see Table 10-2 for more information). During severe weather events, storm spotters relay reports to their coordinator in the nearest EOC. Confirmed tornado sightings are relayed to the NWS that then disseminates appropriate warnings. Reports with damage, rain amounts, hail, and wind will be forwarded to the NWS directly or through the County EOC. Fixed warning devices are located throughout the MCN jurisdiction and supplement other warnings which are communicated through mobile devices or NOAA Weather Radios. Activating the warning devices will be done through the authority of the local police and fire departments and/or the County EM agencies.

4.3.4 Other Private Sector/Volunteer Agencies

The American Red Cross

As a non-profit humanitarian organization, the Red Cross provides emergency assistance, disaster relief, and disaster preparedness education across the entire county. As a disaster impacts a community such as the MCN, the Red Cross can deploy resources and supplies to victims. There are four offices that serve southern and southeastern Oklahoma, with the Tulsa Area Chapter serving Mayes, Rogers, Wagoner, Okmulgee, Creek and Tulsa counties. "The American Red Cross prides itself in responding to a disaster in a moments notice. Whether there is an ice storm, fire, tornado, flood or even an earthquake, the Red Cross is there."[31] The organization responds by providing a place to sleep, warm meals, clothing, and emotional support to those who are affected.

The Salvation Army

This international charitable organization serves approximately 30 million Americans annually and provides disaster response services to communities that are impacted by natural or man-made disasters. The organization helps those communities recover and rebuild their lives. "In any given year, [the Salvation Army] provide[s] nearly 800,000 survivors with support, hope, and healing."[32] By coordinating with local and federal authorities, the Salvation Army can be onsite immediately after a disaster. A few of the services provided are on-site mobile showers, bottled water, and clean blankets. They also stay in the months following a disaster to help with long-term recovery efforts.

The Oklahoma Mesonet/OK Climatological Survey (OCS)

Meteorological and environmental measurements recorded by the OK Mesonet are used to support first responders both before and after an emergency. Data can be extracted to understand when and where the greatest weather impacts may be. The MCN has also acquired weather stations of their own and hope to incorporate these instruments with the pre-existing network coverage provided by the Mesonet.

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[31] https://www.redcross.org/local/oklahoma/about-us/our-work.html
[32] https://www.salvationarmyusa.org/usn/help-disaster-survivors/

4.4 Memoranda of Understanding (MOUs)

MOUs play a crucial role in a community's efforts to respond to and recover from emergency events. Upon activation of the EOP, the Nation's existing MOUs could become a crucial lifeline for communities that need the greatest assistance. During the EOP planning process it was noted that there was a need for updated agreements, especially since the *McGirt v Oklahoma* decision was reached. Updated MOUs between the eleven counties would also further provide framework to FEMA when required for reimbursement following a disaster event. During stakeholder meetings, it was noted that EMs will work with their leadership to make any changes needed and continue the process with the MCN. All agreements will be directly provided from the local municipality to MCN.

4.4.1 Existing MOUs

EPA & Indian Health Services (IHS)[33]

This MOU aims to improve open dump data and solid waste projects & programs in Indian country, and it commits the IHS to improve accuracy and completeness of data characterizing open dumps. This MOU aims to better protect tribal citizens and other residents within the MCN from being affected by illegal or incorrect solid waste dumping practices. After storms and during recovery efforts, it is imperative that any storm debris (whether its household toxins or other hazardous material) be dealt with in an appropriate manner.

MCN & the U.S. Marshal's Office (draft)

A draft of an MOU was found on the MCN National Council website.[34] The bill establishes a tribal resolution of the MCN authorizing the Principal Chief to execute an MOU with the US Marshals Service to establish a fugitive task force with MCN Lighthorse Police Department.

Inter-Tribal Emergency Management Coalition (ITEMC)

The ITEMC was developed in 2004 to address the implications regarding the local, state, and national all-hazards preparedness planning process in Oklahoma, home to 39 federally recognized Native American tribes. This Coalition is comprised of Tribal Emergency Management agencies' as well as other emergency response agencies, who share information and ideas on improving emergency response for member tribes. Participants include representatives from over 22 Oklahoma tribes and representatives from the Southwest Center for Public Health Preparedness, U.S. Attorney's Office, Oklahoma State Dept. of Health, Oklahoma Office of Homeland Security, and Oklahoma Department of Emergency Management.[35] At this time, there is no signed MOU between the five big tribes in Oklahoma, however one has been drafted and is in the works to be signed in the near future.

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[33] https://www.epa.gov/tribal-lands/memorandum-understanding-between-us-environmental-protection-agency-and-indian-health

[34] http://www.mcnnc.com/images/pdf2021/bills/21-020.pdf

[35] http://www.itemc.org/

MCN Transit Department & Cherokee Transit Department

An MOU is in place between the Nation's Transit Department and the Cherokee Nation so that jurisdictional boundaries do not impede the transportation of Citizens going from one Nation to the other. The EOP planning team reported stakeholders discussing this MOU, explaining how this MOU with the Cherokee Nation is more of a courtesy for others. Before the Tribal Transit vehicles can cross jurisdictional boundaries, they typically would notify the neighboring tribe and meet with neighboring jurisdictions on that boundary line to transfer the passenger (which typically is not in town). This signed MOU with the Cherokees allows the MCN Transit Authority to enter into the Cherokee boundary (and vice versa).

Okmulgee County OEM & Muscogee Creek Nation EM

This EM MOU is between the Board of Okmulgee County Commissioners and the MCN which calls for both authorities to establish and maintain a coordinated program for enhancing EM. This mutual aid agreement facilitates and supports EM planning, response, and recovery programs. Both parties agree to cooperate in all areas of mutual interest as it relates to EM in the following ways: sharing data, information, planning, response, recovery, or other operational support programs.

National Tribal Emergency Management Council (NTEMC)[36]

The NTEMC is a tribal organization bringing Indian Country together to promote sovereignty, self-determination, self-reliance, and self-governance. The NTEMC serves as a resource of vital information pertinent to the development of tribal emergency management programs, assist with emergency planning efforts, and acts as a recognized advocate to the federal government for tribal issues (see Table 11-12).

KI BOIS Area Transit System (KATZ) & City of Okmulgee

While meeting with members of the Transit Department, there was discussion of an MOU between KATZ and the City of Okmulgee that facilitates transportation logistics of passengers and citizens. Stakeholders expressed doubt, however, that this MOU extended to Tribal Transit Department. Additionally, representatives from the MCN Transit Department also mentioned their existing partnership with KATZ.

Lighthorse Police Department & County Sheriff's Office

The Five Civilized Tribes are cross deputized regarding law enforcement. Lighthorse Police Department has currently cross deputized with various county and local police departments and continues to work on agreements with any outstanding departments within MCN tribal boundaries. An MOU specific to SWAT teams is also in the works in order to provide relief should a SWAT operation require relief of personnel.

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[36] http://www.itemc.org/images/NTEMC_-_GTKU_Final.pdf

4.4.2 Future/Potential MOU Partnerships

Discussions of future MOU ideas or proposals were noted in the EOP planning process. Below are a few of the ideas presented by stakeholders during meeting times with the planning team.

MOU between each of the 11 County Members

An internal MOU within the MCN between each of the counties would facilitate and enhance response and recovery efforts during an emergency. Furthermore, this kind of agreement would promote resources and information to be shared, making operations run more smoothly when the EOP is activated in the future. This MOU has been introduced to each of the 11 county EM Directors who will work with their local leadership and MCN to fulfill.

MOU with all ITEMC Members

As MCN EM works with all EM locations in the 11 counties, they also often go beyond MCN boundaries and provide support to other tribal entities. An ITEMC EM Member MOU would further facilitate cooperation and coordination with Tribal Emergency Management in Northeast Oklahoma and around the state (see Section 9 or Table 11-12).

4.5 Public Safety & Enforcement

Public safety across the MCN during emergencies or crisis is managed by several organizations. Cooperation and assistance between the Lighthorse Police Department as well as local County Sheriff's offices help maintain law and order. Following the *McGirt v Oklahoma* cross-deputization between County and MCN police forces are outlined in a series of Tribal Compacts & Agreements available on the Oklahoma Secretary of State's website (see Table 10-2).

Section 5 : Direction, Control & Coordination

The final responsibility of all emergency management activity belongs to the elected officials on the Tribal Council. This group is the decision-making body for all broad policy level decisions. During response operations, they will also be available to Tribal members to address non-routine matters.

The executive responsibility for emergency management is vested in the Principal Chief. As the chief administrative officer and head of the Tribal government, he shall execute laws and ordinances and administer the government of the Muscogee Creek Nation (MCN).

The Emergency Management (EM) Director maintains tactical and operational control over response assets once an emergency event has taken place. Through coordination between the various MCN departments, appropriate response assets can be delegated and distributed throughout the Nation.

5.1 MCN Response Assets

Response assets can be provided by the following departments and are listed below in no particular order. For complete departmental responsibilities, please refer to Section 4.3.

Table 5-1 Departmental Roles & Duties within the MCN[37]

Department	Roles & Duties
Arbor Care Services (ACS)	♦ Helps provide ease of access for emergency services in terms of need ♦ Removes any obstruction that might prevent aid ♦ Provides complete tree-related care to Citizens in times of disasters
BIA (& local FDs)	♦ First responders ♦ Facilitate in firefighting or fire protection ♦ Coordinated response to wildfire dangers ♦ Deploys water buffaloes, fire trucks, and more
C&HS, Health, & Housing	♦ Provides assistance to Citizens needing replacement of items such as clothing, personal hygiene, groceries, furniture, housing, and/or emergency shelter ♦ Provides A/C for elders during emergencies that require immediate cooling assistance
Construction	♦ Provides team to assess and begin recovery efforts of any buildings/structures that are impacted by an emergency
Cultural Preservation	♦ Addresses any information/research need in regards to protecting cultural assets during an emergency response

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[37] Please refer to Table 11-12 for all acronym definitions

Department	Roles & Duties
Driveways	♦ Provides maintenance and repair/replacement needs for Citizens' driveways throughout the MCN
Elder Care	♦ Provides supportive service through a community-based system for all elders
Environmental	♦ Provides effective environmental management to ensure safe and healthy environment ♦ Works alongside engineers and inspectors to ensure upstream hazardous materials remain safe and do not contaminate any MCN community
Finance	♦ Tracks reimbursable expenses (such as manpower), resource usage (generators, light towers, and other equipment like fire trucks during fire emergencies)
Fleet	♦ Helps ensure appropriate response capabilities are maintained by the Nation during emergency response ♦ Can provide vehicles and equipment needed during emergency response/recovery efforts
GIS	♦ Documents and maps Tribal resources to help facilitate emergency response decision ♦ Helps provide first responders with overview of current emergency situation so assets can be allocated appropriately
Human Resources	♦ Help address social/economic needs of Citizens ♦ Provide support information to administrative system ♦ Manage division facilities, equipment, inventory
Lighthorse	♦ First responders on scene ♦ Facilitate in emergency response logistics or evacuations
Public Relation	♦ Handles media relations ♦ Serves as link between the emergency itself and any external inquiries by non-Tribal entities
Transportation/ Transit	♦ Provides mobility/transit services for those in need during emergency events ♦ Assists in moving personnel out of danger zones as well as return displaced Citizens after an emergency event is over

5.2 Department & Jurisdiction Response

MCN Department Response

All MCN departments have provided response input and an inventory of deployable resources during a disaster event. Once it has been determined by MCN EM (MCNEM) and Tribal Leadership that an event has begun and/or is imminent, movement of identified equipment and personnel will begin at the direction of MCNEM Director. Every event will require mission specific action, and not all identified response departments may be needed to respond. Each

department requested to respond will begin tracking personnel and equipment information for use in data collection after stabilization of the incident. No department shall self-deploy to an event, avoiding over saturation of resources and confusion during response. All movement will be coordinated via the MCNOEM. Any department can contact the MCNOEM with information relevant to the situation and wait for instruction on how to proceed. Representatives from any MCN department may be requested to the MCN Emergency Operations Center (EOC) for support in tracking information or other response duties. Members of MCN departments which are deployed will relay information to their department head, who will then push data to MCNOEM, and the Director will include findings in the Incident Action Plan (IAP) to Tribal Leadership. Should the event begin to cover multiple operational periods, MCNOEM and representatives from MCN departments within the EOC will identify personnel and assignments for relief. Upon stabilization of the event, MCNOEM and EOC personnel will advise any deployed personnel and equipment of demobilization procedures. All paperwork, information, data, or relevant records will be secured by the MCNOEM EOC prior to release from duty.

5.3 Multi-Jurisdictional Coordination

Jurisdictional Overview

As stated in previous sections of the plan, MCN covers eleven counties in Northeast Oklahoma. EMs from each of those counties, along with EMs in various cities within coordinate with each other and MCN for preparedness activities and during disaster events. EMs in local jurisdictions provide situational awareness for their areas. MCNEM relies on information from each area to maintain awareness for the entire Tribal jurisdiction and to better understand where assistance may be required across the Tribal boundary, and in some cases, farther into Northeast Oklahoma, if requested.

Preparedness, Response & Recovery Operations

EMs in the 11 counties across the MCN Tribal Nation have a fairly standardized approach to their work. While there are geographical differences and varying expectations from leadership, all have adopted similar operational status -- Normal Operations (Level IV) through Full Scale Operations (Level I) as have been outlined in Section 3.1 of this EOP. All counties work on the same premise regarding use of assets and response to an event. Local jurisdictions log and monitor their resources regularly and when their jurisdiction is impacted, local assets are the first to be called upon. Once local supply (equipment and/or personnel) is close to being depleted, they will contact neighboring EM's and request resources from surrounding localities. EM's have relationships across jurisdictional boundaries and often are aware of specialized resources, teams and/or equipment their counterparts may have access to. As an event continues to escalate or at any point during a disaster, EM's can also contact MCNOEM for assistance. ODEMHS is also made aware of the situation.

MCNOEM maintains situational awareness for all 11 counties within tribal boundaries. When resources are requested, the EM Director will assess needs across the entire area and distribute resources accordingly. MCNOEM is strategic about resource placement so as not to leave one area saturated with resources and another lacking needed equipment. Local EMs can place a phone call or send a text or email to other EMs, and this can trigger the movement of resources.

Response Assets

MCNEM/Geographic Information System (GIS) will add into their interactive viewer a layer which will provide a log of all MCN resources. This will also serve as a log of local response assets by any jurisdiction which has opted to include their inventory (see Appendix C). This information will be viewed on a map as to provide an overarching picture of what resources are available across the region. All local emergency managers will have access to this GIS layer which can also be accessed by contacting the MCNEM Director. Should MCN EM or any local EM identify a needed resource, contact information for requested movement will be linked and a call with a formal request will be made to the agency which retains control of the identified resource. Appendix C also contains a complete list of contact information for current Oklahoma EMs statewide. Should any change in asset inventory arise, forms for submission can be found in Appendix B. Communicating these changes to the EM Director and MCN GIS Department will help ensure this document remains valid and up to date moving forward.

Memorandum of Understanding

There are many reasons emergency management departments create and sign memorandums of understanding between agencies and/or departments. An MOU is used to facilitate collaboration and communication between parties and further, formally document what each may be able to provide in a disaster situation. MOU's also help to provide a documented layer of agreement for assistance which can be referenced for various reasons, including possible reimbursement of cost when recovering from a declared disaster event.

Section 4.4 of this document expands more on MOUs and their importance for the MCN. Examples of a previous MOU agreement between the Tribe and Local Jurisdictions was provided during the EOP planning process. MCNEM explained the need for updated agreements, especially since the McGirt decision and to further provide framework to FEMA (when required) for reimbursement after a disaster event. Local EM's will work with their leadership to make any changes needed and continue the process with MCN. All agreements will be directly provided from the local municipality to MCN. Signed MOU's will be kept on file with each department and can be provided for reference upon request.

Oklahoma Department of Emergency Management & Homeland Security (ODEMHS)

ODEMHS Director of Operations embraces the Tribe as a valued partner of the State. ODEMHS has set up a variety of resources in a U.S. General Services Administration (GSA) warehouse on tribal property which will be restocked as needed. When local EM's have surpassed their capability and are working to engage MOU or other EM partners, the Tribe should be notified and can then release any resources they may have acquired via ODEMHS. Upon an impact to any jurisdiction within Tribal boundaries, a phone call to ODEMHS with a request for assistance can be placed. MCNEM acts as resource/asset management and can help to provide logistics in movement of those assets as needed. During "blue sky days", if ODEMHS stores resources at MCN, a notice to all 11 county EM representatives will be sent for situational awareness. During an event, any resources ODEMHS provides to MCNOEM on behalf of the region will be shared across the area and MCN EM & Local EM's can work together to deliver where needed.

Cross Tribal Coordination

There are 39 federally recognized tribes in the State of Oklahoma (seen in Figure 11-5, and a large majority of those tribes reside in Northeast Oklahoma and coordinate often with MCN and other tribal entities. MCN has a signed compact with the "Big 5" Tribes, which include Cherokee, Chickasaw, Choctaw, Muscogee (Creek) and Seminole. In coordination with the update of this EOP, MCN EM has expressed interest in pursuing an EM-to-EM MOU with all tribes who are part of the Inter-Tribal Emergency Management Coalition (ITEMC). Many discussions and agreements have been made in various areas of each tribe, across tribal boundaries. A specific EM-to-EM MOU will further facilitate the relationship and partnership of each participating tribe to support operations not only within each respective tribal boundary, but across the whole of Oklahoma.

FEMA Coordination

Upon impact to the Nation, FEMA Tribal Liaisons will be in touch with the MCNEM Director to understand the scope and approximate damage levels of the event. Information requested immediately will include specific details about what the impacts are to lifelines, and any immediate needs that might be anticipated. Resources may be requested via mutual aid partners and/or the State but cannot be procured directly from FEMA until there is a signed declaration in place. Standard practice is to use local (tribal) resources first, reach out to neighbors secondly and then work with ODEMHS to fulfill any gaps that may arise. This is also the most time efficient method and should be followed until the tribe is able to coordinate directly with FEMA. Until then, it is important to remember that FEMA will require evidence or data to be provided that details which resources have been utilized or exhausted. Federal coordination becomes available after thorough documentation has been given. See Section 6 for more information on this process.

Section 6 : Information Collection, Analysis & Dissemination

Information collection is a vital part of any emergency process as it not only helps align resources and prepare personnel for action, but it also helps produce an overall better understanding of what the Nation's capabilities are during an emergency event. Maintaining proper communication and information will allow for analysis and information to be disseminated to other parties.

6.1 Plans for Coordination

While no specific documented plans for evacuation purposes are in place, there are several avenues the Muscogee Creek Nation (MCN) can use to respond in emergency events which require such mobilization. Using MCN Transit and Transportation departments, Lighthorse Police, and others, there are a variety of vehicles and staging locations known throughout the Nation. Dependent upon the disaster at hand and the need required across the Nation, evacuation sites are identified, then departments work together to move citizens where needed. For a complete list of which departments or resources are available for evacuation purposes, please refer to Appendix C for the most up to date list of assets.

6.2 Information Dissemination

Communication throughout the MCN during an emergency is handled first locally, then expanded to neighboring counties and/or the MCN Emergency Management (EM) headquarters. Through hand-held radios, emails, phone calls, and text messages, information is spread across the jurisdiction. Updated briefings and messages to local leaders are achieved through electronic communications while information released to the public is managed by the MCN Human Resources (HR) department – more specifically, the Public Information Officer (PIO). Through tight communication with the Director or EM, they handle majority of the communications that are issued. Social media is another avenue in which critical information can be shared, though it should be noted these types of platforms are more meaningful to the general public during the preparation and response phases of an emergency.

6.3 Critical Information Needs & Collection Priorities

As an emergency event unfolds, information regarding specific needs and requested resources will be communicated through the network of local EMs and the MCNEM Director. Information on what assets need to be moved or relocated will fall under the purview of the MCNEM Director. Local EMs will begin the collection of information surrounding the emergency, so that later, items can be prioritized. All EM's in Oklahoma have access to WebEOC and often use the Local Incidents board to report any damages/impacts to their jurisdictions. EM's can also request assistance from Oklahoma Department of Emergency Management and Homeland Security (ODEMHS) via WebEOC. Keeping a log of information on this platform can help

MCNEM monitor needs from across the 11-county boundary, and also serve as a log for the Nation.

6.4 Community Lifelines

This section describes critical facilities and the Federal Emergency Management Agency (FEMA) lifelines, given their importance to maintain the continuity of basic and life-sustaining services in the planning area. Figure 6-1describes seven community lifelines that can be impacted by emergency events. Maintaining these lifelines will be crucial during response and recovery efforts in the future. Using the lifelines color coding system (see Table 6-2) will provide quick "at a glance" updates during response operations – especially in combination with the Nations GIS viewer. FEMA will also monitor lifelines elevation, which can provide a faster understanding of the impact MCN may be sustaining during an event.

Figure 6-1 FEMA Community Lifelines and Definitions

Safety and Security - Law Enforcement/Security, Fire Service, Search and Rescue, Government Service, Community Safety

Food, Water, Shelter - Food, Water, Shelter, Agriculture

Health and Medical - Medical Care, Public Health, Patient Movement, Medical Supply Chain, Fatality Management

Energy - Power Grid, Fuel

Communications - Infrastructure, Responder Communications, Alerts Warnings and Messages, Finance, 911 and Dispatch

Transportation - Highway/Roadway/Motor Vehicle, Mass Transit, Railway, Aviation, Maritime

Hazardous Material - Facilities, HAZMAT, Pollutants, Contaminants

Table 6-1 FEMA Lifelines and Corresponding Emergency Support Functions (ESFs) & Agencies[38]

FEMA Lifeline	ESF & Designated MCN Agency
Safety and Security	♦ Firefighting **(BIA)** ♦ Emergency Management **(EM)** ♦ Logistics Management & Resource Support **(GIS, GSA, Fleet, Finance, Facilities, Tribal Construction, Cultural Preservation)** ♦ Search & Rescue **(EM & Lighthorse)** ♦ Public Safety & Security **(Lighthorse, Housing, Arbor Care, Tribal Transportation)**
Food, Water, Shelter	♦ Mass Care, Emergency Assistance, Housing, Human Services **(MCNDH, MCNHS, Housing, EM, Lighthorse, Tribal Services, Tribal Transportation, Tribal Construction, Dept. of Administration)** ♦ Agriculture & Natural Resources **(Arbor Care, Division of Agriculture & Natural Resources, MCN Environmental Services, Water Resources Management)**
Health and Medical	♦ Public Health and Medical Services **(EM, Dept. of Administration, Water Resources Management, MCNDH)**
Energy (Power & Fuel)	♦ Public Works and Engineering **(Tribal Construction, Tribal Driveways, Water Resources Management, Tribal Transportation, Arbor Care, MCNDH)** ♦ Energy **(EM)**
Communications	♦ Communication **(EM, Cultural Preservation)** ♦ External Affairs **(Press Secretary, Govt. Relations Specialist)**
Transportation	♦ Transportation **(Transit, Tribal Transportation)**
Hazardous Materials	♦ Oil and Hazardous Materials Response **(Environmental Services, EM)**

FEMA assigns colors to each of the seven lifelines, based on what activation level describes the Nation's operational status. As mentioned in Section 3, EM operations fluctuate between Level IV and Level I activation levels. To help visualize the escalation/de-escalation process during an emergency event, the seven Lifelines are given a simple, 4-color scale that corresponds to each activation level. By using a simple color scheme, FEMA aims to not only help MCN agencies

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[38] See Table 11-12 for all acronym definitions

quickly understand the overall situation, but it is proposed with the intention of simplifying and expediting the communication process as changes or updates to a Lifeline are warranted. Furthermore, FEMA lifelines are also heavily incorporated in the 2021 MCN Hazard Mitigation Plan (HMP) Update. Together, the MCN HMP and EOP will become more functional and easier to understand since both incorporate FEMAs Lifeline guidance suggestions.

Table 6-2 EM Activation Levels and Corresponding FEMA Lifeline Color Changes

Level	Operation Status	FEMA Lifeline						
Level IV	Normal Operations	Safety and Security	Food, Water, Shelter	Health and Medical	Energy (Power & Fuel)	Communications	Transportation	Hazardous Materials
Level III	Minimal Activation	Safety and Security	Food, Water, Shelter	Health and Medical	Energy (Power & Fuel)	Communications	Transportation	Hazardous Materials
Level II	Extended Operations	Safety and Security	Food, Water, Shelter	Health and Medical	Energy (Power & Fuel)	Communications	Transportation	Hazardous Materials
Level I	Full Scale Activation	Safety and Security	Food, Water, Shelter	Health and Medical	Energy (Power & Fuel)	Communications	Transportation	Hazardous Materials

6.4.1 Collecting Lifeline Information
Long-Term Strategies
The departments and agencies within the MCN will be responsible for reporting Lifeline information and updates to the Director of EM. Updates will be warranted anytime normal operations are impacted by an emergency of some kind. The Lifeline colors shown in Table 6-2 will enable the MCNEM Director to quickly analyze and make assessments and prioritize response efforts. The 2021 MCN HMP Viewer serves as a fantastic resource of information and forum in which EM information can be shared between departments. It will also serve as the go-to hub for collecting Lifeline information. MCN leaders and/or departmental managers tasked with maintaining Lifeline statuses will be able to quickly submit operational status updates to the Director and his office. In addition to making this inter-tribal line of communication easier and more efficient, the Viewer will also house a variety of other MCN information and resources available to Tribal officials.

6.5 Collaboration Techniques
Collaboration during damage assessments can take place internally as well as externally. Internal collaboration includes that which takes place during post-disaster recovery efforts. Following an event, a preliminary damage assessment will be performed for all impacted sites. Information will be gathered and provided to MCNEM. The Director will compile the damage reports and provide a brief to Tribal Leadership. Should damage totals begin to overwhelm the

ability of the Nation to recover, MCNEM will request a joint damage assessment with either ODEMHS or FEMA, dependent upon which avenue of recovery is most practical for the Nation. Various departments may be called upon to perform either initial damage assessments, joint assessments, or both. Should damage area be extreme, more personnel will be required to assist. External collaboration includes reports or storm surveys shared with local or MCNEM offices which help facilitate the response/recovery phases following an emergency. An example of this would be through the shared information received from the National Weather Service (NWS) storm surveys that occur following an event. Another form of collaboration within the MCN is using Survey123. See Section 3.2.2 of this document for complete details on information and collection procedures.

Section 7 : Communications

7.1 Internal Communication Plan

While there is not a specific documented internal communications plan, the Muscogee Creek Nation's (MCNs) Emergency Operations Center (EOC) serves as the Nation's centralized communication center. All internal emergency response communication is directed to the MCN EOC and then disseminated to the appropriate agency when needed. Lighthorse Police Dispatch also serves the MCN as a primary point of contact. Once a disaster has occurred, the Lighthorse dispatch officer will alert the MCN Office of Emergency Management (MCNOEM) along with the Lighthorse Chief of Police and Deputy Chief of Police and pass along all pertinent information being gathered. While there exists multiple ways to communicate, the primary mode of contact is by telephone. Phone calls and text messaging are the most popular ways to communicate across the region.

Warning

If it is necessary to warn the MCN of threats or emergencies, the Principal Chief, Management Team, or Secretary of Interior Affairs is designated to direct MCNEM to activate warning communication systems.

Mass Notification Systems

Mass notification systems should be implemented/executed in the following manner to prevent misinformation and/or pre-mature activation of the plan

♦ Notification received by the Emergency Management (EM) department

♦ Communication established between Emergency Management with local, county or state jurisdictions to verify status of emergency

♦ Information passed along to Chief or his designee

♦ Determination made to activate plan, notify employees of delayed opening or closures, notification of essential personnel

♦ Employee reports to respective manager and mangers report to EM

Public Communication

In the event of emergencies, the main avenue for communication between MCNEM and the public is through live streams and social media outlets. This allows EM officials to disseminate live updates and warnings to social media followers in a quick and efficient manner.

Official communication on behalf of the Nation is handled by the MCN Public Information Officer (PIO). Once a State of Emergency has been declared by the Principal Chief, the PIO has the responsibility of collaboratively gathering accurate information to be given to the media and internal MCN departments. This information is reviewed by the EM department before it is distributed. The MCN PIO is also responsible for fielding all calls from the media regarding the

MCN involvement in the current disaster. During the disaster, the MCN PIO will office in the MCN EOC. For more information regarding the Nation's public relations, see Section 4**.**

7.2 Regional Communication Network

MCNEM relies on information gathered or received by agencies within or outside of the Tribal boundaries. Like internal communication, the primary point of contact usage for regional communication is currently telephone, through phone calls and text messaging. Most local EMs and MCNEM use WebEOC to report any event in their jurisdiction. This tool is used to monitor situations around the region and help support awareness of which jurisdiction(s) have been impacted and who may be able to help. Oklahoma Department of Emergency Management & Homeland Security (ODEMHS) is working on an update to WebEOC which would send text/email notifications of any significant events in surrounding areas. This update will provide support for all EMs to have a broader awareness of what is happening in their areas and surrounding areas. All EMs have voiced a request for WebEOC to have a chat function to utilize which would help cut down on phone calls and texts while monitoring activities and provide a streamline of information. MCNEM also uses the Everbridge Public Warning platform, a mass notification system, to message leadership in incorporated and surrounding communities.

7.3 Backup Communication Plan

Communications Center

In the event of systems failure at the EOC, Lighthorse Police Department serves as the primary communication center. The Nation has a communications truck that can be used as a mobile backup communication center. If there is complete communications system failure, the Nation can pass off the management of communications to another jurisdiction's EOC. Most jurisdictions in the Northern region of the Tribal boundaries are interconnected digitally through the use of the Harris Radio system.

Mode of Communication

Radios are used as a backup mode of communication, and a radio communication plan has been developed (see Appendix C for the asset inventory list). In the near future, MCN is expecting to implement the use of the Harris Radio system, which will allow MCNEM to patch into incorporated jurisdictions' radio systems.

Radios are stored in a secure location and are accessible to MCNEM and the Lighthorse Police department. Each radio has been assigned a call sign, and Lighthorse is responsible for the implementation of the radio communications plan. Radios are loaded with frequencies for the State and all incorporated counties. Radios and other communications equipment and personnel are tested quarterly to assure proper functioning.

Section 8 : Administration, Finance & Logistics

This portion of the Muscogee Creek Nation (MCN) Emergency Operations Plan (EOP) will outline policies and procedure for documentation collection and cost tracking during an emergency event along with after action review and implementation of findings into future actions. Planning for a disaster event not only entails preparing for response actions, but also establishing recovery and mitigation protocols to begin at the same time response operations start. Organization and quick dissemination of information can expedite recovery efforts by providing a clear and complete picture regarding the full impact of an event to the Nation and what kind of assistance will be called upon, both immediately and long term. Having this information as quick as possible allows tribal leadership to make fast and informed decisions during a chaotic time. All departments will understand what policies are in place, how to collect and document costs and impacts and where to submit that information before a disaster event, so there is no confusion during ongoing impact. It is customary practice to begin planning for recovery and demobilization efforts at the same time as standing up all response efforts. The following information provides a guide to achieve that standard.

8.1 Current Mutual Aid Memorandums of Understanding (MOU)

Sections 4.4 and 5.3 outline all MOUs provided to planners at the time in which the EOP was written. MCN Emergency Management (MCNEM) and other tribal departments have relationships in place across their 11-county tribal district, and across Oklahoma. Partnership exists with neighboring tribes, and other tribal entities across Oklahoma and reaching into neighboring states. Ensuring these agreements are up to date and renewed annually is the responsibility of the EM Director. Keeping current copies of all agreements on file provides quick access for any reason, including upon request during response and recovery events.

8.2 Policies

Tracking, Documenting, and Reporting Response Costs

Tracking the costs of response to an event not only assists in the recovery process, but it also provides historical damage documentation for projects in the future. This can include justification and Benefit-Cost Analysis (BCA) data for hazard mitigation grants, and it also provides a backdrop of repetitive loss and/or problem areas within the MCN for future mitigation and improvement projects.

During response and recovery operations, all responding departments are advised to begin tracking all associated costs. Retaining timecards, equipment deployed, and any resources ordered will allow the Tribe to immediately understand the financial scope of life saving activity. Continuing to document time, equipment, resources all the way through the recovery process keeps information organized and easily accessible. Each responding department will be

responsible for that documentation process and final submittal of totals will be forwarded to MCNEM for compilation and if necessary, submission for reimbursement.

Recovering Response Costs

Section 4.3 describes a wide range of Tribal programs, departments, and agencies that are available to help citizens recover from a disaster event. Additionally, the MCN works with Volunteer Organizations Active in Disaster (VOAD) programs to supplement their tribal programs. If an event receives a Presidential Disaster Declaration, there are multiple avenues for recovery assistance, however, it should be noted and communicated to the public that the Federal Emergency Management Agency (FEMA) Individual Assistance (IA) recovery funds will not make a household whole again. Ensuring compliance with insurance, collaborating with volunteers and long-term recovery operations should all be reasonably used. Reliance on IA funds will not allow for proper and full recovery. When a community has sustained an impact, there are various programs via the Tribe, the State and Federally which can be utilized.[39]

Engaging all departments, tribal leadership, and mutual aid partners in ongoing EOP exercise efforts will not only continue to educate leadership across the nation about the four phases of emergency management, but it will also provide a basis of understanding during real life events. Through annual input and continued improvements to this document all agencies involved are encouraged to update/document any departmental changes, maintain an accurate and comprehensive list of assets all while maintaining clear and concise communication with other participating organizations in the MCN. By fostering continual updates, the EOP will serve as an organic and functional document that will ensure any incoming personnel are up to date about all policies and procedures.

The MCN Risk Management Department, part of the MCNEM department, controls all insurance coverage for the Tribe. Currently the Tribe participates in the National Flood Insurance Program (NFIP) and has several insurance coverage on all facilities that help cover recovery efforts. Various programs within the MCN work to help citizens, including the elderly and underserved to be prepared and recover from impactful events when necessary.

8.3 After Action Report (AARs) & Implementation

Reporting

It is the current practice of the Emergency Management Department to conduct a review of all activity regarding a disaster event within a month of incident stabilization. These AARs are a critical part of understanding all aspects of preparedness, response and recovery. Identifying where situations can be mitigated against future impact is also an important part of this process. During this practice, all changes to any phase are noted and can be modified and updated in current plans, including this EOP. As tribal resources shift or change in any way, it is

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[39] What is IA? What is PA? (FEMA)

important to notate that—the EOP is a living document intended to be changed and improved upon as preparedness and mitigation activities proceed.

During the AAR, MCNEM takes care to identify spaces where response activities and recovery actions may have been challenged and will receive input on how to improve those shortfalls in the future. There is continued conversation within MCN departments on how to better serve citizens in very rural areas, those who may be lacking in proper notification systems and others who historically struggle post-disaster. Working to identify and document such occasions allows MCN to prepare a better strategy for the future. It also helps connect vulnerable citizens to the proper programs they need, and it helps update the approach to response and recovery across the MCN.

Implementation

There are many actions that can come from AAR meetings, including policy which needs to be changed, response plans that may need updated and/or resource capabilities which need to be filled. MCN leadership will discuss all findings in the AAR conversation and agree on how to proceed with any identified needs.

Once AARs have been completed, they are reviewed quarterly following an emergency event for any potential follow-up action as well as to check the status of the actions which have already been taken. It will be up to the MCNEM Director to understand if the identified needs can be implemented into the EOP immediately or if continuing to fluff out the need and include it in an annual review is pertinent.

Section 9 : Plan Development and Maintenance

9.1 Planning and Update Matrix

The development of the Muscogee Creek Nation (MCN) Emergency Operations Plan (EOP) was a collaborative effort between the Emergency Manager (EM) Directors, Tribal departments and agencies, and county-level EMs. Through various meetings and Q&A sessions, the EOP combines a wealth of information surrounding the MCN and how all parties involved operate during an emergency situation. Because the information presented in the EOP is so vital for response and recovery efforts, the plan's ability to serve as a reference point only will be possible through maintaining currency and relevancy. For official forms and procedures for submitting changes to the EOP, please see Appendix B.

The EM Planning Group within the MCN will coordinate with the MCNEM Director to ensure that changes and submissions to the EOP are done in a timely manner. Regular updates to the EOP should be considered at least once per year to help maintain the document's accuracy. Through regular, annual updates all stakeholders involved will understand the timeline and window of opportunity available to their agency to get involved in any edits/changes that may be warranted. Should a jurisdiction's changes warrant edits be made to the EOP more than once per year, then those jurisdictions are encouraged to submit a formal request to make changes (see Section 1.2). Examples of such events may include changes in administration or procedures, newly added resources or training, or revised phone contacts/numbers. Finally, it is strongly encouraged that the MCN EOP be updated after a major event impacts the Nation, and after an After-Action Report (AAR) has been performed (see Section 8.3). EOP updates are likely to be understood once recovery operations conclude and lessons learned are recorded.

9.2 Expansion of Current Plan

While the current EOP encompasses many aspects of emergency response/recovery efforts of the MCN, there is room for expansion of this plan. One such example would be an expansion through the creation and signing of the Inter-Tribal Emergency Management Coordination (ITEMC) agreement (see Section 4.4.2). Developed in December of 2004, the purpose of the ITEMC is to address the implications regarding the local, state, and national all-hazards preparedness planning process in Oklahoma, which is home to 39 federally recognized Native American tribes (see Figure 11-5). The Coalition is comprised of Tribal Emergency Management agencies' as well as other emergency response agencies, who share information and ideas on improving emergency response for member tribes. The mission of the participating tribes in the ITEMC is "to minimize the effects of disasters upon the Indian Tribes of Oklahoma by preparing for, responding to, recovering from, and mitigating against all natural and manmade disasters."[40]

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[40] Inter-Tribal Emergency Management Coalition (ITEMC)

Other areas of potential expansion include the through the establishment and reinforcement of Memoranda of Understanding (MOU) between departments and neighboring jurisdictions that may need revisions or updates. While existing MOUs and partnerships have proven to be successful during emergency events, changes in circumstances or resources may translate into a need for a revision of existing agreements (see Section 4.4).

9.3 Change Submission Form

Changes to the EOP are expected as jurisdictional resources fluctuate over time. As communities evolve, assets are likely to change and this, again, is why forms and procedures are included both in Section 1.2 and Appendix B. The importance of maintaining the EOP document will allow it to remain a livable and functional document that users can access at any time.

9.4 Plan for Exercise

Table 1-2 provides the official and complete distribution list of the EOP. For details on distribution procedures please (see Section 1.3). In addition to these stakeholders, the EOP will also be available to the general public on the MCN Hazard Mitigation Plan (HMP) Viewer once it goes live. For questions about the Viewer, please contact the Director of MCNEM.

9.5 After-Action Reports (AARs) & Application of Finding

As discussed in Section 8.3, AARs and meetings can facilitate and revisit key findings that arise from an emergency event. Such reports and findings can be applied to the EOP document so that the EOP remains an adaptive and meaningful document. The MCNEM Director will lead AAR and meetings and will be responsible party for noting any substantial "lessons learned" or updates that he/she feels is necessary to incorporate in the EOP document.

Section 10 : Authorities & References

10.1 References, Statutes, Etc.

Section 10 of the Emergency Operations Plan (EOP) serves as a platform to provide a comprehensive list of authoritative documents and resources used in the development of this document. Even with the EOP serving as a "living" document, direct website links and webpages will allow for users to access the direct source of a wide variety of information. Information here has been broken down into two tables, mainly so that all Federal Emergency Management Agency (FEMA) related material stands alone from the rest (see Table 10-1). Table 10-2 serves as a compilation of additional resources provided by other state and non-federal agencies.

Table 10-1 FEMA Reference Material & Resources

Document	Link
Robert T. Stafford Disaster Relief and Emergency Assistance Act	Stafford Act
44 CFR § 206 (Federal Disaster Assistance)	44 CFR Part 206 – Federal Disaster Assistance
Incident Briefing	ICS Form 201
Incident Objectives	ICS Form 202
Incident Organization Chart	ICS Form 207
Incident Action Plan Safety Analysis	ICS Form 215a
Tribal Declarations Pilot Guidance	Tribal Declarations Pilot Guidance - homepage
Tribal Declarations Pilot Guidance –Cover Letter Template	Tribal Declarations Pilot Guidance - Cover Letter Template
Tribal Declarations Pilot Guidance – Fact Sheet	Tribal Declarations Pilot Guidance - Fact Sheet
Request for Presidential Disaster Declaration for Major Disaster or Emergency	Direct-Assistance Request for Presidential Disaster Declaration
Community Lifelines Implementation Toolkit	Community Lifelines Implementation Toolkit
National Flood Insurance Program (NFIP)	National Flood Insurance Program (NIFP)
National Incident Management System (NIMS)	National Incident Management System (NIMS)
Recovery and Resilience Resource Library	Recovery and Resilience Resource Library

Table 10-2   Additional Federal and State Reference Material & Resources

Agency	Document	Link
Oklahoma Secretary of State	Tribal Compacts & Agreements	Tribal Compacts & Agreements
Muscogee Creek Nation	2021 Hazard Mitigation Plan Update	(TBD -- contact MCNEM)
Muscogee Creek Nation	Storm Shelter Program	Storm Shelter Program
Muscogee Creek Nation	Public Tribal Viewer (GIS)	MCN GIS Viewer
Muscogee Creek Nation	Natural Disaster Assistance form	MCN Natural Disaster Assistance form
Muscogee Creek National Council	Amendment to MCNCA Title 22, Ch. 3 "Fire Protection"	Muscogee Creek National Council Amendment to MCNCA Title 22, Ch. 3 "Fire Protection"
U.S. Department of the Interior: Indian Affairs	Branch of Wildland Fire Management	Branch of Wildland Fire Management (DOI Indian Affairs)
NOAA/NWS	NWS SKYWARN® Storm Spotter Program	Oklahoma NWS SKYWARN® Program
NOAA/NWS	Damage Assessment Toolkit	Damage Assessment Toolkit (2011-Current) -- NOAA/NWS
ODEMHS	2019 Oklahoma State Emergency Operations Plan	OK State EOP
Oklahoma State Legislature	Oklahoma Statutes – Title 63: Public Health and Safety	Title 63 11-1-19.pdf (page 971)

Section 11 : Appendices

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Appendix A. Templates and Example Letters

In addition to the publicly available and accessible resources listed in Table 10-2 the following figures are examples or templates which may be uses during recovery efforts following an emergency event.

Figure 11-1 Sub-Applicant Request for Assistance (Example)

Figure 11-2 Example State of Emergency Declaration Letter

EXECUTIVE ORDER NO. 21-03

PROCLAMATION DECLARING A STATE OF EMERGENCY FOR THE MUSCOGEE NATION

Authority: By virtue of the executive authority vested in me as Principal Chief by the Constitution and the laws of the Muscogee Nation ("Nation"), I hereby order the following:

1.00   Findings:

1.01   As of February 11, 2021, the entirety of our Muscogee Reservation land area is experiencing sub-zero temperatures and wind chills resulting in hazardous travel and dangerous exposure conditions. The health and welfare of our citizens is vitally important and the Nation wants to ensure our citizens that we are taking necessary precautions to keep everyone safe.

1.02   These temperatures not only inhibit travel with unsafe roadways, but combined with ice and snow accumulation can lead to electrical power and water loss to homes.

1.03   The Muscogee Nation Administration and Emergency Management officials are continually monitoring the situation with updates and information from the National Weather Service as well as community and roadway status briefings from Lighthorse Police patrolling the boundaries. With temperatures forecasted to stay below freezing for much of the week, conditions will remain.

2.00   Authority/Action:

2.01   The Office of the Principal Chief declares an Inclement Weather State of Emergency for the Muscogee Nation.

2.02   The Principal Chief is taking proactive measures to keep our citizens and communities safe; effective immediately, all community centers will implement their emergency response plans and will be free to open and access their emergency shelter plans provided by Emergency Management.

2.03   The Principal Chief authorizes all tribal agencies to take necessary steps to protect our citizens by allowing departments/programs and community centers the ability to purchase necessary items for emergency sheltering.

3.00   Distribution of the Executive Order:

3.01   Copies of this Executive Order will be distributed to the National Council, Supreme Court, Department of Justice, Office of Administration, Departments of the Administration, Managers, Independent Agencies, Boards, Commissions, and Chartered Communities within the organizational structure of the Muscogee (Creek) Nation.

4.00   Effective Date:

4.01   This Executive Order shall become effective immediately and continued until further notice.

_____
David W. Hill
Principal Chief

ISSUE DATE: February 15, 2021

Appendix B. Change Submission Form

TO: Muscogee Creek Nation Department of Emergency Management
        Attention: Preparedness and Response Division Manager
        Address

Any user of the Muscogee Creek Nation Emergency Operations Plan is encouraged to recommend corrections, additions and/or deletions. For the purpose of coordination, comment, concurrence, and approval, suggestions should be submitted to the Muscogee Creek Nation Department of Emergency Management at the above address. The format for guide modifications should be by Basic Plan or Annex, Section, Paragraph/Subparagraph and page number.

CHANGE:

SHOULD READ:

Submitted by:

_____
(Name)

_____
(Date)

_____
(Email)

_____
(Phone)

Change Submission Form

Modifications to the 2022 Muscogee Creek Nation Emergency Operations Plan will be made by adding complete pages and destroying obsolete pages or by making minor changes by pen/pencil as identified by a letter from the Director of Emergency Management. Those wishing to make changes to this document can do so using Table 1-1. Any assets or inventory changes that need to be documented can be recorded using Table 11-1.

Table 11-1 Resources/Asset Inventory Change Log

Date	Jurisdiction	Updated Resources/Assets

Appendix C. Asset Inventory

The multiple departments that operate within the Muscogee Creek Nation have response duties and assets as listed below. Additionally, stakeholders from across the Nation provided an abundant list of resources and assets specific to their jurisdiction, and those lists can all be summarized below.

MCN Departmental Assets/Resources Overview

Table 11-2 MCN Departmental Roles and Duties during an Emergency

Department	Roles & Duties
Lighthorse	♦ First responders on scene ♦ Facilitate in emergency response logistics or evacuations
BIA (& local FDs)	♦ First responders ♦ Facilitate in firefighting or fire protection ♦ Coordinated response to wildfire dangers ♦ Water buffaloes, fire trucks
Cultural Preservation	♦ Addresses any information/research need in regards to protecting cultural assets during an emergency response
Human Resources	♦ Help address social/economic needs of Citizens ♦ Provide support information to administrative system ♦ Manage division facilities, equipment, inventory
Public Relations	♦ Handles media relations ♦ Serves as link between the emergency itself and any external inquiries by non-Tribal entities
C&HS, Housing, & Health	♦ Provides assistance of Citizens needs to replacement of items such as clothing, personal hygiene, groceries, furniture, housing, and/or emergency shelter ♦ Provides A/C for elders during emergencies that require immediate cooling assistance
Finance	♦ Tracks reimbursable expenses (such as manpower), resource usage (generators, light towers, and other equipment like fire trucks during fire emergencies)
GIS[41]	♦ Documents and maps Tribal resources to help facilitate emergency response decision ♦ Helps provide first responders with overview of current emergency situation so assets can be allocated appropriately
Fleet	♦ Helps ensure appropriate response capabilities are maintained by the Nation during emergency response

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[41] Geospatial Department

Department	Roles & Duties
Transportation/Transit	♦ Provides mobility/transit services for those in need during emergency events ♦ Assists in moving personnel out of danger zones, especially when evacuation orders are in place
Arbor Care	♦ Helps provide ease of access for emergency services in terms of need ♦ Removes any obstruction that might prevent aid ♦ Provides complete tree-related care to Citizens in times of disasters
Environmental	♦ Provides effective environmental management to ensure safe and healthy environment
Construction	♦ Provides team to assess and begin recovery efforts of any buildings/structures that are impacted by an emergency
Driveways	♦ Provides maintenance of accessible driveways for MCN citizens
Elder Care	♦ Provides supportive service through a community-based system for all elders

Transit Authority

Table 11-3 Transit Authority Asset Inventory

Available Assets	Quantity	Location*
24-passenger bus	1	Transit building on Complex
19-passenger diesel bus	1	Transit building on Complex
14-passenger bus	2	1 at Transit building on Complex 1 at Wetumka Transit office @ SRO
12-passenger CNG bus	3	Transit building on Complex
11-passenger bus	3	Transit building on Complex
18-passenger trolley	1	Transit building on Complex
15-passenger express van	2	Transit building on complex
4-passenger ADA van	8	7 at Transit building on Complex, 1 at Wetumka transit office located in the SRO
6-passenger non-ADA van	2	Transit building on Complex
4-passenger non-ADA auto	2	Transit building on Complex
56-passenger coach bus	3	Transit building on Complex

28 trucks / 408 total passenger capacity. Vehicle location subject to change pending required maintenance

Fleet Management

Table 11-4 Fleet Management Asset Inventory

Available Assets	Quantity	Location
box trucks	3	GSA Building
snowplows	2	GSA Building
4x4 trucks	4	Fleet Management

Food Services

Table 11-5 Food Services Asset Inventory

Available Assets	Quantity	Location
semi-truck	1	Okmulgee Food Distribution Program
refrigerated Sprinter van	2	Okmulgee FDP and Wetumka FDP
box truck with lift	2	Wetumka FDP and Koweta FDP
Chevy 2500 HD 4WD truck	1	Okmulgee Food Distribution

Tribal Construction Services

Table 11-6 Tribal Construction Services Asset Inventory

Available Assets	Quantity	Location
skid-steer loader	2	Okmulgee
rubber tire front-end loader	1	Okmulgee
dozer	3	Okmulgee
road grader	1	Okmulgee
mini excavator	1	Okmulgee
trackhoe/excavator	3	Okmulgee
end dump trailer	1	Okmulgee
10-wheeler dump truck	4	Okmulgee
street sweeper	1	Okmulgee
chainsaw	2	Okmulgee
backhoe	1	Okmulgee
1-Ton Utility Service truck	4	Okmulgee

Available Assets	Quantity	Location
equipment trailer	3	Okmulgee

MCN Health Department

Table 11-7 Health Department[42] Asset Inventory

Portable Generators	Quantity	Location
Shindaiwa kWiet Power 45 kW portable trailer generator	1	Koweta Indian Health Facility
Terex® RL4 Light Tower 6 kW portable trailer generator	1	Koweta Indian Health Facility
Shindaiwa kWiet Power 45 kW portable trailer generator	1	Creek Nation Community Hospital, Okemah
Terex® RL4 Light Tower 6 kW portable trailer generator	1	Creek Nation Community Hospital, Okemah
Shindaiwa kWiet Power 45 kW portable trailer generator	1	Medical Center, Okmulgee
Kubota 10 kW portable generator on all-terrain wheels	1	GSA Building, Okmulgee
Kubota 10 kW portable generator on all-terrain wheels	1	Eufaula Indian Health Center
ZUMRO Air Inflatable Shelters	**Quantity**	**Location**
900 sq. ft. two-lane drive thru tent w/ zip up doors/connector doors & plumbed in HVAC capabilities	1	Koweta Indian Health Facility
900 sq. ft. two-lane drive thru tent w/ zip up doors/connector doors & plumbed in HVAC capabilities	1	GSA Building, Okmulgee
900 sq. ft. two-lane drive thru tent w/ zip-up doors/connector doors & plumbed in HVAC capabilities	1	Creek Nation Community Hospital, Okemah
400 sq. ft. one-lane drive thru tent w/ zip-up doors/connector doors & plumbed in HVAC capabilities	1	GSA Building, Okmulgee
400 sq. ft. one-lane drive thru tent w/ zip-up doors/connector doors & plumbed in HVAC capabilities	1	Eufaula Indian Health Center
311 sq. ft. shelter tent w/ zip-up doors/connector doors & plumbed in HVAC capabilities	1	Eufaula Indian Health Center

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[42] See Table 12 for POC information

311 sq. ft. shelter tent w/ zip-up doors/connector doors & plumbed in HVAC capabilities	1	Creek Nation Community Hospital, Okemah
311 sq. ft. shelter tent w/ zip-up doors/connector doors & plumbed in HVAC capabilities	1	Koweta Indian Health Facility
311 sq. ft. shelter tent w/ zip-up doors/connector doors & plumbed in HVAC capabilities	2	GSA Building, Okmulgee
311 sq. ft. multi-lane decontamination tent w/ water tank, HVAC, stretcher, wastewater bladder	1	GSA Building, Okmulgee
311 sq. ft. multi-lane decontamination tent w/ water tank, HVAC, stretcher, wastewater bladder	1	Creek Nation Community Hospital, Okemah
70 sq. ft. "ante-room" attachable shelter tent w/ HEPA air scrubbing system	1	Creek Nation Community Hospital, Okemah
70 sq. ft. "ante-room" attachable shelter tent w/ HEPA air scrubbing system	1	Koweta Indian Health Facility
70 sq. ft. "ante-room" attachable shelter tent w/ HEPA air scrubbing system	1	Eufaula Indian Health Center
70 sq. ft. "ante-room" attachable shelter tent w/ HEPA air scrubbing system	2	GSA Building, Okmulgee
Mobile Command Center Trailer w/ MCNDH network/Wi-Fi, conference room area, 4 individual workstations, radio interoperability equipment, local channel TV capable	1	Koweta Indian Health Facility

County-Level Assets/Resources Overview

The following county-level resource information was provided to the planning team from the respective Emergency Managers from the following counties.

Mayes County

Table 11-8 Mayes County Assets and POC

Available Assets	Quantity	Point of Contact
Water rescue team	1	Johnny Janzen
Wildfire task force	1	Johnny Janzen

Available Assets	Quantity	Point of Contact
Light towers	3	Johnny Janzen
Generators (20 kW, 80 kW, 36 kW)	3 Large, 5 Small	Johnny Janzen
Fire support unit that will fill SCBA	1	Johnny Janzen
Command trailer (new)	1	Johnny Janzen
500 Gallon water buffalo	1	Johnny Janzen
Fuel trailers – (100 Gallon diesel & 100 Gallon gasoline)	1	Johnny Janzen
Digital highway signs	2	Johnny Janzen
drone	1	Johnny Janzen
28-passenger bus	1	Johnny Janzen
Large building we've used for storage & to distribute supplies	1	Johnny Janzen
75 ft. ladder truck (Pryor Fire Dept.)	1	Johnny Janzen

Creek County

Table 11-9 Creek County Asset Inventory and POC

Available Assets	Quantity	Point of Contact
Generac 200 kW three-phase generator	1	Covey Murray (918-520-0227)
Generac 80 kW three-phase generator	1	Jacob Pilgrim (918-367-7747)
9700 Watt generator	2	Jacob Pilgrim (918-367-7747)
500 Gallon water buffalo	1	Jacob Pilgrim (918-367-7747)
14 ft. tracker boat	1	Jacob Pilgrim (918-367-7747)
Phantom 4 Pro drone	1	Jacob Pilgrim (918-367-7747)
Polaris RANGER UTV w/ medical skid	1	Jacob Pilgrim (918-367-7747)
6 ft. x 12 ft. enclosed trailer	1	Jacob Pilgrim (918-367-7747)

Available Assets	Quantity	Point of Contact
800 MHz handheld radios	17	Jacob Pilgrim (918-367-7747)
High pressure fire skid unit for Polaris RANGER UTV	1	Jacob Pilgrim (918-367-7747)
Light towers	1	Jacob Pilgrim (918-367-7747)

Rogers County

Table 11-10 Rogers County Asset Inventory and POC

Available Assets	Quantity	Point of Contact
20 ft. enclosed trailer	1	Scotty Stokes (918-694-1080)
16 ft. enclosed trailer	1	Scotty Stokes (918-694-1080)
17.5 KW generator	1	Scotty Stokes (918-694-1080)
Light tower 7.5 kW generator	1	Scotty Stokes (918-694-1080)
5 kW generator	3	Scotty Stokes (918-694-1080)
Hypochlorous acid production generator (sanitizing agent)	500 Gallons per day	Scotty Stokes (918-694-1080)

County EM and Other POC Information

Direct point of contact information from the above tables have been combined in Table 11-11 with state Emergency Manager contact information which is publicly available on the State's website.[43] Contacts are alphabetized according to their jurisdictions. As resources and personnel change in the future, so should this table so that the EOP contains accurate and helpful POC information for MCN partners and agencies.

Table 11-11 Emergency Manager Contact Information

Name	Phone	Title	Jurisdiction
Covey Murray	918-520-0227 (m) 918-227-6358 (w)	EM Director	Creek County
Jacob Pilgrim	918-367-7747	Assist. EM	Creek County
Michael Dockrey	405-379-8197 (w)	EM Director	Hughes County

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[43] EM contact info available at <u>OK Emergency Management Directors</u> was last updated February 17, 2022.

Name	Phone	Title	Jurisdiction
Johnny Janzen	918-825-4650 (w)	EM Director	Mayes County
Susan Whittle	918-689-3441 (w)	EM Director	McIntosh County
Bobby Howard	918-732-7891 (w)	EM Director	MCN
Kami Willis	918-758-8413	Director of EOC/EM	MCN Department of Health
Nick Smallwood	918-906-3745	Emergency Manager	MCN Department of Health
Jeff Smith	918-682-2551 (w)	EM Director	Muskogee County
Jim Copeland	918-623-1050 (w)	EM Director	Okemah/Okfuskee County
Timothy Craighton	918-759-9984 (w)	EM Director	Okmulgee County
Scotty Stokes	918-694-1080 (w)	EM Director	Rogers County
Von Wilcots	405-257-5445 (w)	EM Director	Seminole County
Joseph Kralicek	918-596-9898 (w)	EM Director	Tulsa City/Co. Area
Heath Underwood	918-279-0059 (w)	EM Director	Wagoner County

Appendix D. Acronyms

Table 11-12 below provides an alphabetical list of all acronyms and their definitions for items referenced in the 2022 Muscogee Creek Nation EOP Update. Weblinks have also been attached to each acronym when possible, so that readers can access the official source of information pertaining to each.

Table 11-12 Acronyms & definitions found in the 2022 MCN EOP Update

Acronym	Definition	Website
AAR	After Action Report	After-Action Report (FEMA)
ACS	Arbor Care Services	Arbor Care Services (ACS)
ADA	Americans w/ Disabilities Act	ADA.gov (U.S. DOJ)
AHPS	Advanced Hydrologic Prediction Service	Advanced Hydrological Prediction Service (NOAA/NWS)
ARES	Amateur Radio Emergency Services	Amateur Radio Emergency Services
ACS	American Community Survey (U.S. Census Bureau)	American Community Survey
BIA	Bureau of Indian Affairs	Bureau of Indian Affairs
BLE	Base-Level Engineering	Base Level Engineering (FEMA)
C&HS	Department of Community & Human Services	MCN Social Services Department
CNG	Compressed Natural Gas	
DHS	Department of Homeland Security	U.S. Department of Homeland Security
DOI	Department Of the Interior	U.S. Department of the Interior
DPS	Department of Public Safety	Oklahoma Department of Public Safety

Acronym	Definition	Website
EM	Emergency Manager (or Emergency Management)	MCN Emergency Management Oklahoma ODEMHS
EMI	Emergency Management Institute	EMI Home Page (FEMA)
EMS	Emergency Medical Services	EMS.gov
EOC	Emergency Operations Center	
EOP	Emergency Operations Plan	
EPA	Environmental Protection Agency	U.S. Environmental Protection Agency
ERT	Emergency Response Team	Community Emergency Response Team (U.S. DHS) Community Emergency Response Team (FEMA)
ESF	Emergency Support Function	National Response Framework (FEMA)
FAA	Federal Aviation Administration	Federal Aviation Administration (USDOT)
FD	Fire Department(s)	BIA Fire Management (MCN)
FHWA	Federal Highway Administration	Federal Highway Administration (USDOT)
FLH	Federal Lands Highway	Office of Federal Lands Highway (USDOT)
FEMA	Federal Emergency Management Agency	FEMA
FSA	Farm Service Agency	Farm Service Agency (USDA)
FTA	FEMA-Tribal Agreement	

Acronym	Definition	Website
FY	Fiscal Year	
GIS	Geographic Information System	[MCN Geospatial Department](#)
GSA	U.S. General Services Administration	[U.S. General Services Administration (GSA)](#)
GPS	Global Positioning System	
HMA	Hazard Mitigation Assistance	[Hazard Mitigation Assistance Grants (FEMA)](#)
HR	Human Resources	[MCN Human Resources](#)
HUD	Department of Housing and Urban Development	[U.S. Department of Housing and Urban Development (HUD)](#)
HVAC	Heating, Ventilation, and Air Conditioning	
IA	Individual Assistance	[Get Assistance After a Disaster (FEMA)](#)
IAP	Incident Action Report	
ICS	Incident Command System	[Incident Management (Ready.gov)](#)
IHS	Indian Health Service	[Indian Health Service (IHS)](#)
ITEMC	Inter-Tribal Emergency Management Coordination	[Inter-Tribal Emergency Management Coalition (ITEMC)](#)
KATS	KI BOIS Area Transit System	[KI BOIS Area Transit System](#)
LF	LANDFIRE	[LANDFIRE Program (USFS)](#)

Acronym	Definition	Website
MCN	Muscogee Creek Nation	[The Muscogee Creek Nation](#)
MCNDH	Muscogee Creek Nation Department of Health	[MCN Department of Health](#)
MCNHS	Muscogee Creek Nation Department of Human Services	[MCN Social Services Department](#)
MCNOEM	Muscogee Creek Nation Office of Emergency Management	[MCN Emergency Management](#)
MCNEM	Muscogee Creek Nation Emergency Management	[MCN Emergency Management](#)
MOU	Memorandum of Understanding	
NAHASDA	Native American Housing and Self Determination Act	[U.S. Department of Housing and Urban Development (NAHASDA))](#)
NCEI	National Center for Environmental Information	[NOAA/National Centers for Environmental Information (NCEI)](#)
NFIP	National Flood Insurance Program	[National Flood Insurance Program (NIFP)](#)
NHC	National Hurricane Center	[NOAA/National Hurricane Center (NHC)](#)
NIFC	National Interagency Fire Center	[National Interagency Fire Center (NIFC)](#)
NIMS	National Incident Management System	[National Incident Management System (NIMS)](#)
NOAA	National Oceanic and Atmospheric Administration	[National Oceanic and Atmospheric Administration (NOAA)](#)
NRCS	Natural Resources Conservation Service	[USDA/Natural Resources Conservation Service (NRCS)](#)
NTEMC	National Tribal Emergency Management Council	[National Tribal Emergency Management Council (NCTEMC)](#)

Acronym	Definition	Website
NTSB	National Transportation and Safety Board	[National Transportation Safety Board (NTSB)](#)
NWS	National Weather Service	[National Weather Service (NOAA)](#)
OARC	Oklahoma Association of Regional Councils	[Oklahoma Association of Regional Councils (OARC)](#)
OCS	Oklahoma Climatological Survey	[OK Climatological Survey](#)
ODEMHS	Oklahoma Department of Emergency Management & Homeland Security	[ODEMHS](#)
ODOT	Oklahoma Department of Transportation	[Oklahoma Department of Transportation](#)
OFS	Oklahoma Forestry Service	[Oklahoma Forestry Services](#)
OHP	Oklahoma Highway Patrol	[Oklahoma Highway Patrol](#)
OSSI	Oklahoma School Security Institute	[Oklahoma School Security Institute](#)
OSDH	Oklahoma State Department of Health	[Oklahoma State Department of Health](#)
OWRB	Oklahoma Water Resource Board	[Oklahoma Water Resources Board](#) [Water Quality Portal](#)
PA	Public Assistance	[Get Assistance After a Disaster (FEMA)](#)
POC	Point of Contact	
POD	Point of Distribution	
PR	Public Relations	[MCN Public Relations](#)

Acronym	Definition	Website
R&D	Research & Development	
RRCC	Regional Response Coordination Center	[Regional Offices & Response Coordination Centers (FEMA)](#)
RRF	Resource Request Form	
SCBA	Self-Contained Breathing Apparatus	
SCIPP	Southern Climate Impacts Planning Program	[Southern Climate Impacts Planning Program (SCIPP)](#)
SCOTUS	Supreme Court of the United States	[Supreme Court of the United States](#)
SPC	Storm Prediction Center	[Storm Prediction Center (NOAA)](#)
SRO	Southern Regional Office	[Muscogee Creek Nation Southern Regional Office](#)
TANF	Temporary Assistance for Needy Families	[Temporary Assistance for Needy Families (Benefits.gov)](#)
TAR	Tribal Authorized Representative	[Tribal Authorized Representative (FEMA)](#)
TFR	Temporary Flight Restriction	
TT&L	Tax, Title, and License	
TTP	Tribal Transportation Program	[MCN Tribal Transportation/Transit Program](#)
UNDRR	United Nations Office for Disaster Risk Reduction	[U.N. Office for Disaster Risk Reduction (UNDRR)](#)
USACE	United States Army Corps of Engineers	[U.S. Army Corps of Engineers](#)

Acronym	Definition	Website
USDA	United States Department of Agriculture	[U.S. Department of Agriculture](#)
USDHS	United States Department of Homeland Security	[U.S. Department of Homeland Security](#)
USDOT	United States Department of Transportation	[U.S. Department of Transportation](#)
USFS	United States Forestry Service	[U.S. Forest Service](#)
USGS	United States Geological Survey	[U.S. Geological Survey](#)
VOAD	Voluntary Organizations Active in Disaster	[VOAD](#)
WIC	Special Supplemental Nutrition Program for Women, Infants, and Children	[Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)](#)
WPC	Weather Prediction Center	[Weather Prediction Center (NOAA)](#)
WUI	Wildland Urban Interface	[Wildland Urban Interface (WUI)](#)

Appendix E. Tribal Maps & Graphics

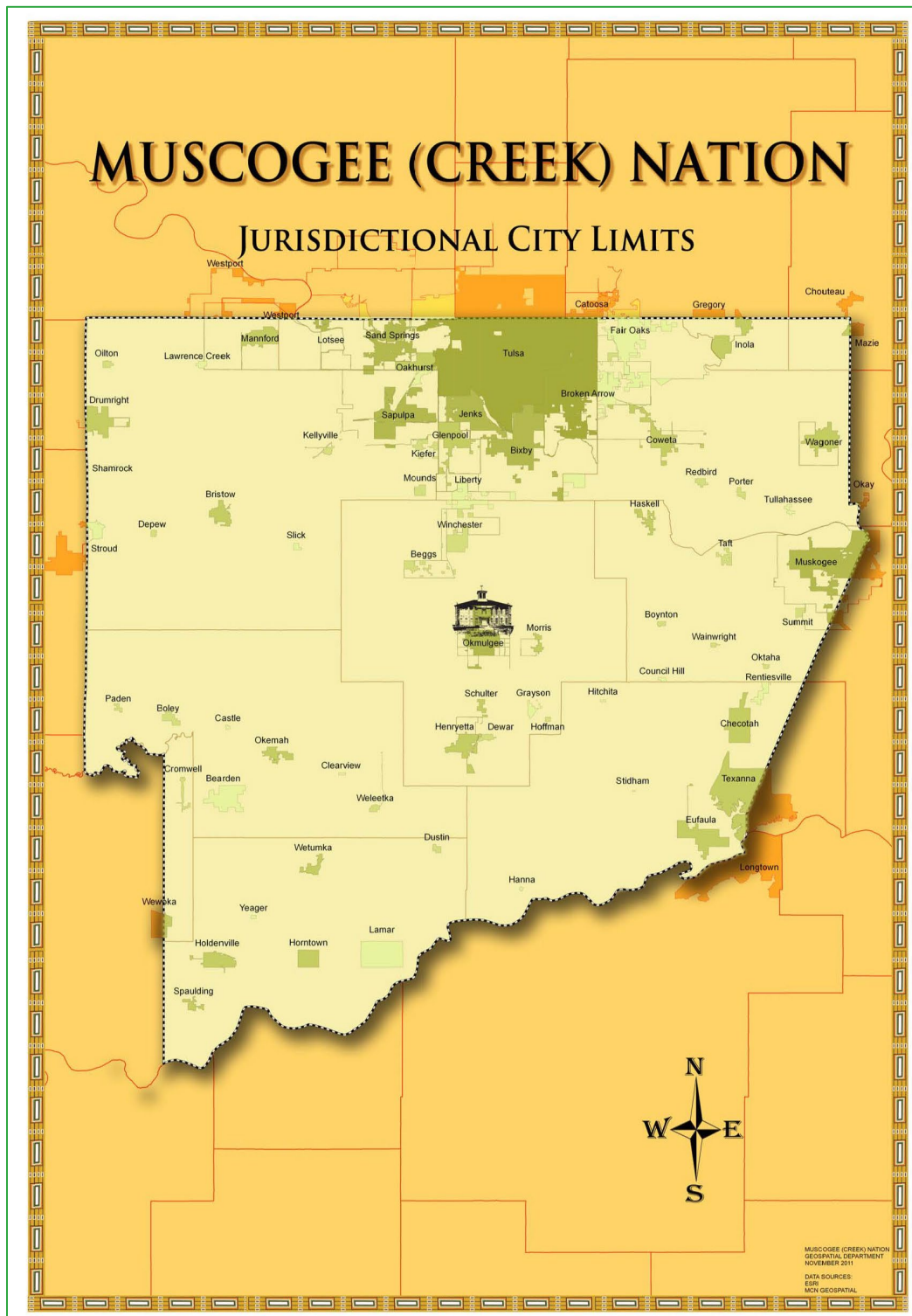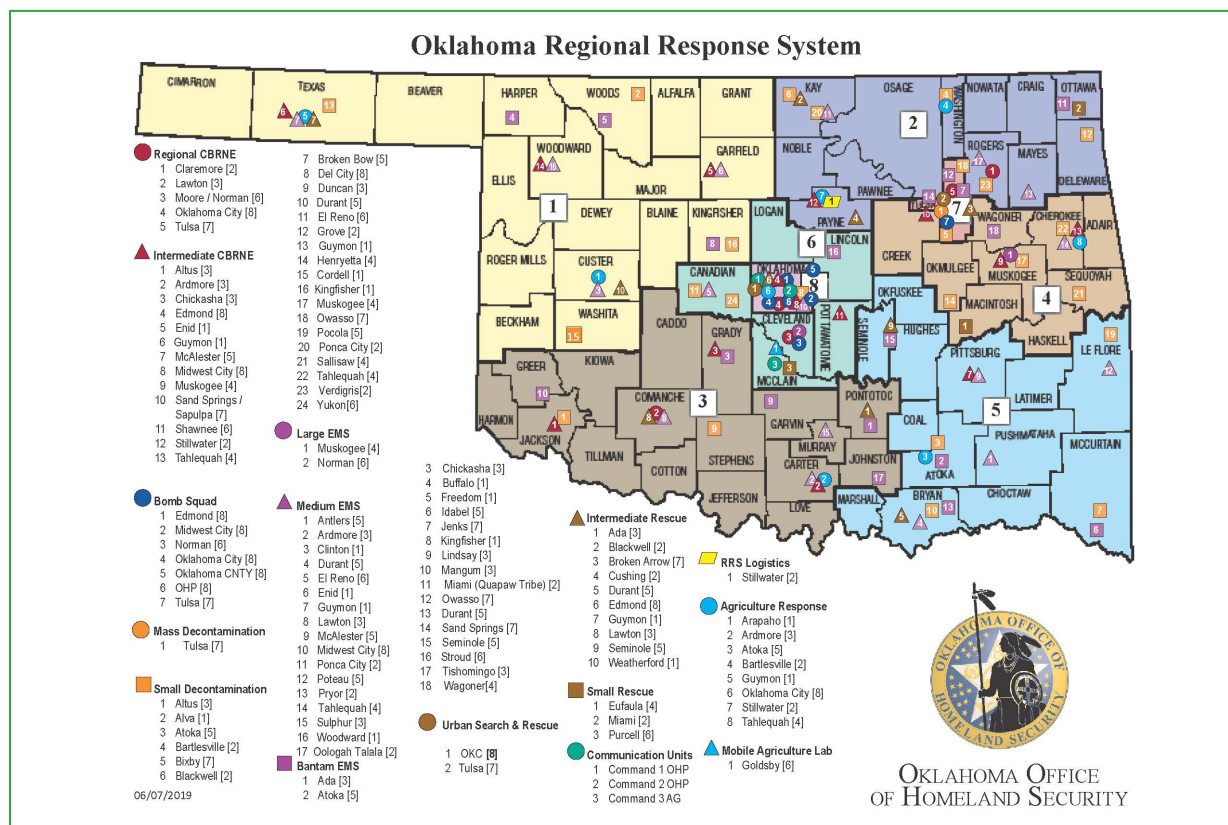Figure 11-3 City Limit Jurisdictions within the MCN[44]

Figure 11-4 ODEMHS Regional Response System

Figure 11-5 Tribal Jurisdictions in Oklahoma