

The City of Bluffdale Emergency Operations Plan (EOP)

July 2016



BLUFFDALE
— EST. 1848 —

EMERGENCY OPERATIONS PLAN ACTIVATION

This Emergency Operations Plan (EOP) plan will be activated and implemented when an emergency has been declared by a city council member (preferably the Mayor) or designee or when an emergency is considered imminent or probable and the implementation of this EOP and the activation of the Bluffdale City Emergency Operations Center (EOC) is considered a prudent, proactive response.

This EOP is effective for planning and operational purposes under the following conditions:

- An incident occurs or is imminent
- A state of emergency is declared by Bluffdale chief elected official(s) or designees
- As directed by the Bluffdale City Emergency Manager or designee

Familiarity with the EOP components will help users locate guidelines, procedures, and supplemental information in an emergency and complete tasks in a timely manner. The EOP will also provide guidance regarding official records to be kept on file after an emergency response.

The emergency management organizational structure is outlined in Emergency Support Function #5 - Emergency Management. The Bluffdale City Emergency Management Division is under the immediate operational direction and control of the Bluffdale City Manager who coordinates interdepartmental emergency operations, and maintains ultimate responsibility for resolution of conflicts regarding the application of limited resources to a variety of concurrent emergency situations.

Saving lives will take precedence over protecting property for decisions involving resource allocation and prioritization.

Responsibility for coordination of emergency activities with regional, state, and private partners resides with the Bluffdale City Emergency Management Division and will be accomplished through established liaison roles within the incident or unified command structure as outlined in the National Incident Management System (NIMS).

PROMULGATION

This plan is promulgated as the Bluffdale City Emergency Operations Plan. This EOP is designed to comply with all applicable Bluffdale City regulations and provides the policies and procedures to be followed in response to emergencies, disasters, and terrorism events.

This EOP supersedes all previous plans.

Promulgated this day of, _____

Name Title

Name Title

APPROVAL AND IMPLEMENTATION

Effective date: _____

This document is the updated integrated emergency operations plan (EOP) for Bluffdale City. This EOP supersedes any previous emergency management plans promulgated by Bluffdale City. It provides a framework for the departments and agencies of Bluffdale City to plan and perform their respective emergency functions during a disaster or national emergency.

This EOP recognizes the need for ongoing emergency operations planning by all departments and agencies within Bluffdale City.

This EOP addresses the four goals identified in the National Strategy for Homeland Security:

- Prevent and disrupt terrorist attacks.
- Protect the American people, our critical infrastructure, and key resources.
- Respond to and recover from incidents.
- Continue to strengthen the foundation to ensure our long-term success.

By integrating planning efforts in these four areas, Bluffdale City can produce an effective emergency management and homeland security program.

In accordance with the Homeland Security Presidential Directive (HSPD)-5, all departments, agencies, and organizations with responsibilities delineated in this EOP will use the National Incident Management System (NIMS). This system will allow proper coordination between local, county, state, and federal organizations.

As part of NIMS, the Incident Command System (ICS) will enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure. All on-scene incident management will be conducted using ICS.

This EOP complies with existing federal, state, and local statutes. It has been approved by the Emergency Manager. It will be revised and updated as required. All recipients are requested to advise Bluffdale City Emergency Manager of any changes that might improve or increase the usefulness this EOP.

APPROVED BY:

SIGNATURE

DATE

PRINTED NAME - TITLE

Bluffdale City
Emergency Operations Plan
BASE PLAN
Table of Contents

| | |
|---|------------|
| EMERGENCY OPERATIONS PLAN ACTIVATION | i |
| PROMULGATION | ii |
| APPROVAL AND IMPLEMENTATION | iii |
| RECORD OF CHANGES | iv |
| RECORD OF DISTRIBUTION | v |
| Section 1 INTRODUCTION | 1 |
| 1.1 Purpose..... | 1 |
| 1.2 Scope..... | 2 |
| 1.3 Phases of Emergency Management..... | 2 |
| 1.4 Disaster Condition (Situation Overview)..... | 3 |
| 1.5 Planning Assumptions..... | 3 |
| 1.6 Incident Command System..... | 4 |
| Section 2 POLICIES | 6 |
| Section 3 HAZARD ANALYSIS | 7 |
| 3.1 Hazard Analysis..... | 7 |
| 3.1.1 Natural Hazards..... | 7 |
| 3.1.1.1 Geologic Hazards..... | 7 |
| 3.1.1.2 Earthquake..... | 7 |
| 3.1.1.3 Severe Weather..... | 8 |
| 3.1.2 Technological Hazards..... | 9 |
| 3.1.2.1 Transportation Accidents..... | 9 |
| 3.1.2.2 Utility outages/shortages..... | 9 |
| 3.1.2.3 Hazardous Materials..... | 10 |
| 3.1.2.4 Chemical Stockpile Emergency Preparedness Program (CSEPP)..... | 10 |
| 3.1.2.5 Major Structure Collapse..... | 10 |
| 3.1.3 Human-Caused Hazards..... | 10 |
| 3.1.3.1 Terrorism..... | 10 |
| 3.1.3.2 Biological and Chemical Weapons..... | 11 |
| 3.1.3.3 Civil Disorder/Riot..... | 11 |
| 3.1.3.4 Urban Fires..... | 12 |
| 3.1.3.5 Epidemic and Public Health Emergencies..... | 12 |
| 3.2 Hazard Assessment..... | 12 |

| | | |
|------------------|---|-----------|
| 3.3 | Mitigation..... | 14 |
| 3.3.1 | Mitigation Planning Process and Coordination..... | 14 |
| 3.3.2 | Mitigation Programs..... | 15 |
| 3.3.2.1 | Single Jurisdictional Areas..... | 15 |
| 3.4 | Capability Assessment..... | 15 |
| Section 4 | CONCEPT OF OPERATIONS | 16 |
| 4.1 | Normal Operations..... | 16 |
| 4.2 | Emergency Operations Plan Activation..... | 16 |
| 4.3 | Declaring a Local State of Emergency..... | 17 |
| 4.3.1 | Bluffdale City Resources..... | 18 |
| 4.4 | Emergency Operations Center..... | 18 |
| 4.4.1 | Activation of the Emergency Operations Center..... | 19 |
| 4.4.2 | EOC Activation Levels of Operation..... | 20 |
| 4.4.2.1 | Level I - Full-Scale Activation..... | 20 |
| 4.4.2.2 | Level II - Limited Activation..... | 20 |
| 4.4.2.3 | Level III - Monitoring Activation..... | 21 |
| 4.4.3 | Emergency Support Functions..... | 21 |
| 4.4.4 | Emergency Operations Center Coordination..... | 23 |
| 4.4.5 | Decision Making in the Emergency Operations Center..... | 27 |
| 4.4.6 | Emergency Operations Center Action Planning..... | 27 |
| 4.4.7 | After Action Reports..... | 27 |
| 4.5 | Notification and Warning..... | 28 |
| Section 5 | ORGANIZATION AND RESPONSIBILITIES | 29 |
| 5.1 | Bluffdale City Departments and Agencies..... | 30 |
| 5.2 | County Departments and Agencies..... | 30 |
| 5.3 | State Agencies..... | 32 |
| 5.4 | Federal Agencies..... | 32 |
| 5.5 | Non-governmental Organizations..... | 33 |
| Section 6 | DIRECTION, CONTROL, AND COORDINATION | 35 |
| 6.1 | Preliminary Damage Assessment..... | 36 |
| 6.2 | Response Procedures..... | 37 |
| 6.3 | Response Recovery..... | 38 |
| 6.4 | Requesting State and Federal Resources..... | 39 |
| 6.5 | Continuity of Government..... | 39 |
| Section 7 | DISASTER INTELLIGENCE | 40 |
| Section 8 | COMMUNICATIONS | 42 |
| 8.1 | Common Operating Picture..... | 42 |
| Section 9 | ADMINISTRATION, FINANCE, AND LOGISTICS | 45 |
| 9.1 | Administration Information..... | 45 |
| 9.1.1 | Records Preservation and Restoration..... | 45 |

9.1.2 Reports and Records..... 45

9.2 Financial Management..... 46

 9.2.1 Accounting..... 47

 9.2.2 Fiscal Agreements..... 47

9.3 Logistics..... 47

Section 10 PLAN MAINTENANCE AND DISTRIBUTION 49

 10.1 Emergency Operations Plan Maintenance..... 49

Section 11 AUTHORITIES AND REFERENCES 51

 11.1 Authorities..... 51

 11.2 Supporting Documents/Plans..... 51

 11.3 Agreements..... 52

Section 12 GLOSSARY 53

Section 13 ACRONYMS 57

Section 14 EMERGENCY SUPPORT FUNCTION DESCRIPTIONS 59

List of Tables

Table 1 Record of Changes..... iv

Table 3-1 Hazard Analysis Table Legend..... 13

Table 3-2 Hazard Analysis Table..... 13

Table 4-1 Levels of Emergencies or Disasters and Corresponding Bluffdale City
 Actions..... 21

Table 4-2 Summary of Bluffdale City Emergency Support Functions..... 22

Table 5-1 Emergency Support Functions Assignment Matrix..... 33

Table 10-1 EOP Maintenance Standards..... 49

List of Figures

Figure 1 Bluffdale City Emergency Management Organization..... 22

Section 1 INTRODUCTION

1.1 Purpose

The Bluffdale City Emergency Operations Plan (EOP) establishes a framework to integrate and coordinate the emergency response and recovery actions of all levels of government, volunteer organizations, and the private sector within Bluffdale City. The EOP is a comprehensive plan that is risk-based and all-hazards in its approach. As such, it is the blueprint for all of Bluffdale City's emergency and disaster operations.

Emergency response and recovery actions undertaken by government departments, agencies, and volunteer organizations following a major disaster or emergency will ensure that the following objectives are met:

- Reduce the vulnerability of citizens and communities within Bluffdale City to loss of life, injury, damage, and destruction of property during natural, technological, or human-caused emergencies and disasters or during hostile military or paramilitary actions.
- Prepare for prompt and efficient response and recovery to protect lives and property affected by emergencies and disasters.
- Respond to emergencies using all systems, plans, and resources necessary to preserve the health, safety, and welfare of persons affected by the emergency.
- Assist communities and citizens within Bluffdale City with recovering from emergencies and disasters by providing for the rapid and orderly restoration and rehabilitation of persons and property affected by emergencies.
- Provide an emergency management system encompassing all aspects of pre-emergency preparedness and post-emergency response, recovery, and mitigation.

Bluffdale City Emergency Management Division is the lead agency for coordinating the response during a major disaster or emergency affecting Bluffdale City. The Emergency Manager is responsible for the following:

- Assist families, businesses, and industry in planning and preparing for an emergency.
- Develop effective mitigation practices for the city.
- Provide training and conduct exercises for the emergency response forces of Bluffdale City.
- Develop and implement emergency plans, operating procedures and checklists, systems, and facilities for response to community emergencies.
- Work with local government and community agencies to develop plans and procedures to recover from a disaster.
- Coordinate the city's response to disasters.

1.2 Scope

The Bluffdale City EOP establishes the fundamental policies, basic program strategies, assumptions, and mechanisms through which Bluffdale City will mobilize resources and conduct activities to guide and support local jurisdictions and to seek assistance when necessary from Salt Lake County Emergency Management and the Utah Division of Emergency Management during response, recovery, and mitigation.

The EOP is based on 15 emergency support functions (ESF) for Bluffdale City. There are clearly defined roles and responsibilities and a concept of operations for each of the primary and support agencies that make up the 15 ESFs. The EOP includes four incident-specific annexes that describe the concept of operations to address specific hazard situations that contain technical information, details, and methods for use in emergency operations for all the departments and agencies located within Bluffdale City.

The EOP addresses the various levels of emergencies or disasters likely to occur and, in accordance with the magnitude of an event, the corresponding short- and long-term response and recovery actions that state organizations will take in coordination with the Salt Lake County Emergency Management, Utah Department of Emergency Management and surrounding local jurisdictions.

1.3 Phases of Emergency Management

The Bluffdale City EOP describes basic strategies that will outline the mobilization of resources and emergency operation activities that support local emergency management efforts. The EOP addresses the following four mission areas identified in the National Strategy for Homeland Security:

- **Prevention** consists of actions that reduce risk from human-caused events. Prevention planning identifies actions that minimize the possibility that an event will occur or adversely affect the safety and security of a jurisdiction's citizens and critical infrastructures.
- **Mitigation** is a vital component of the overall preparedness effort and represents sustained actions a jurisdiction takes to reduce or eliminate long-term risk to people and property from the effects of hazards and threats. The purpose of mitigation is to protect people and structures and to minimize the costs of disaster response and recovery.
- **Response** embodies the actions taken in the immediate aftermath of an event to save lives, meet basic human needs, and reduce the loss of property and impact to the environment. Response planning provides rapid and disciplined incident assessment to ensure response is quickly scalable, adaptable, and flexible.
- **Recovery** encompasses both short-term and long-term efforts to rebuild and revitalize of affected communities. Recovery planning must be a near seamless transition from response activities to short-term recovery operations, including

restoration of interrupted utility services, reestablishment of transportation routes, and the provision of food and shelter to displaced persons.

1.4 Disaster Condition (Situation Overview)

Bluffdale City is vulnerable to natural, technological, and human-caused hazards that threaten the health and safety of citizens. Mitigation action and planning can substantially reduce the cost of responding to and recovering from a disaster.

A major disaster or emergency could produce a large number of fatalities and injuries. Many people will be displaced and unable to feed, clothe, and shelter themselves and their families. Jobs will be lost with reduced prospect for future employment in the area. The economic viability of the affected communities may be jeopardized.

Many homes, businesses and industries will be damaged or destroyed. The structural integrity of many public buildings, bridges, roadways, and facilities will be compromised. Water and utility infrastructure will be severely affected and emergency response efforts will be hampered due to transportation problems, lack of electrical power, debris, and damaged, destroyed, or inaccessible structures.

Timely deployment of resources from unaffected areas of Bluffdale City, Salt Lake County, and the State of Utah will be needed to ensure an effective and efficient response.

Planning Assumptions

- The emergency management command and control structure in Bluffdale City is based on a bottom-up approach to response and recovery resource allocation (that is, local response efforts followed by county response efforts, then state response efforts, and finally federal government assistance). Each level of government must exhaust its resources prior to elevation to the next level. Homeland security statutes and regulations may govern certain response activities. The recovery of losses and reimbursements of costs from federal resources will require preparation and compliance with certain processes.
- Bluffdale City will make every reasonable effort to respond to an emergency or disaster. However, Bluffdale City resources and systems may be damaged, destroyed, or overwhelmed.
- The responsibilities and functions outlined in this EOP will be fulfilled only if the situation, information exchange, extent of actual agency capabilities, and resources are available at the time of the emergency or disaster.
- There will likely be direct physical and economic damage to critical infrastructure. This damage will diminish emergency response abilities due to inaccessible locales, will cause inconvenience or overwhelming distress due to temporary or protracted service interruptions, and result in long-term economic losses due to the economic and physical limitations of recovery operations.
- The Bluffdale City emergency operations center (EOC) will be activated and staffed with representatives from Bluffdale City departments, agencies, and private organizations grouped together under the ESF concept. The primary agency for each ESF will be responsible for coordinating the planning and response activities of the support agencies assigned to the ESF.
- Effective preparedness requires ongoing public awareness and education programs so that citizens will be prepared, when possible, and understand their own responsibilities following a major disaster.
- Time of occurrence, severity of impact, weather conditions, population density, building construction, and secondary events (for example, fires, explosions, structural collapse, contamination issues, loss of critical infrastructure, and floods) are a few of the significant factors that will affect casualties and damage.
- Disaster relief from departments and agencies outside Bluffdale City may take 72 hours or more to arrive.
- Residents living within Bluffdale City boundaries are encouraged to develop a family disaster plan and maintain the supplies necessary to be self-sufficient for a minimum of 72 hours and preferably one week.

Incident Command System

Bluffdale City has adopted the National Incident Management System (NIMS) as the standard incident management structure within Bluffdale City. The Incident Command System (ICS) is the standard for on-scene emergency management throughout Bluffdale City. First responders are encouraged to implement the training, exercising, and daily use of ICS. ICS is a combination of facilities, equipment, personnel, procedures, and communications that operates with a common organizational structure and is designed to aid in resource management during incidents. ICS is applicable to small incidents and large, complex incidents. All operations within Bluffdale City Emergency Operations Center will be conducted using ICS.

Section 2 POLICIES

All operations under the Bluffdale City Emergency Operations Plan (EOP) will be undertaken in accordance with the mission statement of Bluffdale City Emergency Management: Our mission is to prepare for, respond to, recover from, and mitigate natural and man-made emergencies and disasters in Bluffdale, and to encourage and assist the citizens of Bluffdale to prepare themselves for these events. The following policies apply to the Bluffdale City EOP:

- County, state, and federal emergency plans and programs will integrate with the Bluffdale City EOP to provide effective and timely support to the citizens of Bluffdale City following a major disaster or emergency.
- Bluffdale City departments and agencies will develop appropriate plans and procedures to carry out the emergency responsibilities assigned to them in the EOP.
- Local emergency response is primary during an emergency or disaster. Bluffdale City will notify and coordinate with Salt Lake County officials to augment local emergency resources as needed.
- All local governments and agencies must be prepared to respond to emergencies and disasters even when government facilities, vehicles, personnel, and political decision-making authorities are affected. As part of this EOP, mission essential functions of city and private sector businesses and city services are identified and procedures are developed to support these.
- When necessary, Bluffdale City will request assistance from Salt Lake County through Salt Lake County Emergency Management. As stated in the Salt Lake County EOP, Salt Lake County Emergency Management will request assistance from the state government through the Utah Department of Emergency Management, when necessary. The Utah Department of Emergency Management may initiate requests for assistance from the federal government through the Federal Emergency Management Agency (FEMA) and may request assistance from other states through the Emergency Management Assistance Compact (EMAC).

Section 3

HAZARD ANALYSIS

After major disasters, the public looks to all levels of government for assistance. In addition to the increased potential for disasters, a number of other factors are also on the rise. These include property values, population growth, and population density within hazard vulnerable zones. This sets the stage for increased impact and economic ramifications of catastrophic events.

3.1 Hazard Analysis

A disaster can occur any time within Bluffdale City. All areas of Bluffdale City are at risk for three types of events:

- **Natural disasters** -Drought, earthquake, epidemic, flood, landslide, tornado, severe weather (rain, snow, wind, lightning, etc.), wildfires, etc.
- **Technological incidents** - Airplane crash, dam failures, hazardous materials release, power failure, radiological release, train derailment, urban conflagration, etc.
- **Human-caused hazards** - Transportation incidents involving hazardous substances, major air and ground transportation accidents, civil disturbances, school violence, terrorists or bomb threats, sabotage and conventional nuclear, biological, or chemical attack, etc.

3.1.1 Natural Hazards

Numerous natural hazards exist in the Bluffdale City area that can constrain land use. Active fault zones pose the threat of earthquakes, while steep mountains adjacent to the city create a potential for landslides, debris flows, and rock falls.

3.1.1.1 Geologic Hazards

Geologic hazards exist in Bluffdale City that can constrain land use. Active fault zones pose the threat of earthquakes, while steep mountains adjacent to the city create a potential for landslides, debris flows, and rock falls. Canals and the Jordan River have potential flooding within the city.

3.1.1.2 Earthquake

Ground Shaking

The Salt Lake Valley and Bluffdale City are susceptible to ground shaking from both nearby and distant earthquakes. The west-dipping geometry of the Wasatch Fault Zone (WFZ) will place the hypocenter of earthquakes on the Salt Lake segment of the WFZ directly beneath the heavily urbanized section of the area.

Ground Rupture

The areas of greatest ground-rupture hazard in the Salt Lake Valley are along the WFZ and West Valley Fault Zone (WVFZ). Neither fault zone has ruptured historically, but both show evidence of repeated movement during the late Quaternary time. Numerous public and private facilities and many critical lifelines are built within or across the WFZ and WVFZ and would be damaged by a surface-faulting earthquake. The Salt Lake aqueduct, which supplies much of the culinary water used in the area, crosses the WFZ more than 20 times. Large irrigation canals; buried utilities; railroads; I-80; and several large diameter, high pressure natural gas pipelines cross the WFZ.

Liquefaction

Fine-grained, saturated, lake-bottom sediments are common in the Salt Lake Valley and are susceptible to liquefaction-induced ground failure, including lateral-spread landslides and flow slides.

Other Earthquake-Related Hazards

Descriptions of 12 historic earthquakes in the Utah region between 1850 and 1986 include reports of seismically induced landslides or other kinds of ground failure. Failure types included rock falls, rockslides, soil slumps, lateral spreads and flows, and snow avalanches. Roads have been blocked, canals cut, and a water flume damaged. Future moderate-to-large earthquakes in the Salt Lake Area and Bluffdale City will undoubtedly be accompanied by similar hazards.

3.1.1.3 Severe Weather

Severe Winter Storms

Snowstorms over northern Utah have a dramatic effect on regional commerce, transportation, and daily activity, and are a major forecast challenge for local meteorologists. The region is characterized by intense vertical relief with the Great Salt Lake and surrounding lowlands located near 4,300 ft while the adjoining Wasatch Mountains to the east reach as high as 11,000. This relief has major impact on winter storms and results in large contrasts in average annual snowfall. For example, Salt Lake City International Airport receives an average annual snowfall of 58.9" while Alta ski area observes 520". Populated terrain benches surrounding the Salt Lake, which are located 480-650 feet higher than the airport, have annual accumulations near 100". Snowfall is also influenced by the Great Salt Lake, which produces severe localized snow bands several times each winter. Such snow bands are known locally as "lake effect bands" and produce some of the regions' worst winter storms, and continue to perplex operational and research meteorologists.

Flooding

Although located in a semi-arid region, Bluffdale City is subject to cloudburst and snowmelt floods, canal ruptures and river overflows.

Lightning

Lightning is Utah's number one weather-related killer. According to the National Weather Service, 18 individuals have been killed and 41 injured by lightning in Utah since 1993. Many structures have also sustained damage when they were struck by lightning.

Tornadoes

Salt Lake County is subject to severe damage resulting from tornadoes and extremely high winds. On August 11, 1999, a category F2 tornado touched down in the downtown Salt Lake City area, killing one person and injuring at least 100 people. The tornado caused widespread power outages as well as large-scale debris, mainly from downed tree limbs. Estimated costs were over \$150 million. In the spring of 2000, a category F1 tornado struck the Midvale/West Jordan area taking the roofs from many commercial and residential buildings.

3.1.2 Technological Hazards

Technological hazards include hazardous materials incidents. Usually, little or no warning precedes incidents involving technological hazards. Numerous technological hazards could affect the Bluffdale City area and the Salt Lake City metropolitan area.

3.1.2.1 Transportation Accidents

These are incidents involving interruption or failure of transportation systems, including air, rail, and ground vehicles. With daily flights, an extensive highway and rail system; the potential for serious injuries or a mass casualty incident is an ever-looming threat. If a major transportation accident occurred, the Bluffdale City EOC could be activated with limited staffing to support our neighboring communities as they respond to these events.

Also, because of canals, the Jordan River, and utility corridors that run north-south through Bluffdale City, we are very limited in east-west transportation options. Front Runner runs north-south in Bluffdale City along with other trains carrying various materials.

3.1.2.2 Utility outages/shortages

Temporary or long-term utility outages/shortages can cause massive disruptions in the operation of essential services. Many critical facilities have emergency standby power supplies; however, they are designed for short-term events and are subject to failure as well.

The electrical power grid can fail due to storm damage, sabotage, or system overload. After severe weather, restoration efforts cannot start until roads are cleared and service personnel report to work.

3.1.2.3 Hazardous Materials

Hazardous materials incidents can occur anywhere there is a road, rail line, pipeline, or fixed facility storing hazardous materials.

In an evacuation situation resulting from a hazardous material accident, responders will be responsible for determining any evacuation area that might be needed.

3.1.2.4 Chemical Stockpile Emergency Preparedness Program (CSEPP)

In December 1985, Congress directed the U.S. Department of Defense (D.O.D.) to destroy the United States stockpile of lethal unitary chemical weapons.

The first disposal facility for chemical munitions was constructed at Tooele Army Depot in Tooele County. The chemical agents being destroyed are nerve types designated as GA, GB, and VX, and blister types designated as H, HD, HT, and L.

Accidents involving explosions, fires, and/or spills could have environmental consequences of major proportions, including human fatalities, destruction of wildlife and wildlife habitat, destruction of economic resources, contamination of water resources and water supplies, and degradation of the quality of life in affected areas.

3.1.2.5 Major Structure Collapse

The collapse of major structures, especially those that are occupied at the time of collapse, pose similar problems and actions to a minor earthquake. The same priorities and rescue considerations would exist. Other jurisdictions that have had such occurrences indicate that one of the major problems was accessing the necessary equipment to lift portions of the collapsed buildings to effect rescue of possible survivors.

3.1.3 Human-Caused Hazards

Bluffdale City may not be able to prevent a human-caused hazard from happening, but it is well within their ability to lessen the likelihood and the potential effects of an incident. As with many large metropolitan areas across the county, Salt Lake City metropolitan area is also vulnerable to a variety of human-caused hazards.

3.1.3.1 Terrorism

Terrorism is the use of force or violence against persons or property in violation of the criminal laws of the United States for purposes of intimidation, coercion, or ransom. Terrorists often use threats to create fear among the public to try to convince citizens that their government is powerless to prevent terrorism and to get immediate publicity for their causes.

The Federal Bureau of Investigation (FBI) categorizes terrorism in the United States as either domestic terrorism or international terrorism.

Domestic terrorism involves groups or individuals whose terrorist activities are directed at elements of our government or population without foreign direction.

International terrorism involves groups or individuals whose terrorist activities are foreign-based or directed by countries or groups outside the United States or whose activities transcend national boundaries.

Most terrorist incidents have involved small extremist groups who use terrorism to achieve a designated objective. Local, state, and federal law enforcement officials monitor suspected terrorist groups and try to prevent or protect against a suspected attack. Additionally, the U.S. government works with other countries to limit the sources of support for terrorism.

A terrorist attack can take several forms, depending on the technological means available to the terrorist, the nature of the political issue motivating the attack, and the points of weakness of the terrorist's target. Bombings are the most frequently used terrorist method in the United States. Other possibilities include an attack at transportation facilities, an attack against utilities or other public services, or an incident involving chemical or biological agents.

3.1.3.2 Biological and Chemical Weapons

Biological agents are infectious microbes or toxins used to produce illness or death in people, animals, or plants. Biological agents can be dispersed as aerosols or airborne particles. Terrorists may use biological agents to contaminate food or water because they are extremely difficult to detect. Chemical agents kill or incapacitate people, destroy livestock, or ravage crops. Some chemical agents are odorless and tasteless and are difficult to detect. They can have an immediate effect (a few seconds to a few minutes) or a delayed effect (several hours to several days).

Biological and chemical weapons have been used primarily to terrorize an unprotected civilian population and not as a weapon of war.

3.1.3.3 Civil Disorder/Riot

Civil disorders can take the forms of peaceful and nonviolent protests or disruptive and violent occurrences that pose a threat to others and their property. Passive resistance, sit-ins, marches, picketing, blocking access or travel, and many other types of activities, including riots, destruction, looting, arson, and similar violent activities can all be considered civil disorder.

Constant attention needs to be given to the rights granted by the Constitution of the United States that allow protest and demonstration under the First Amendment Right of Free Speech. The actions of law enforcement are designed to protect those rights as well as to keep peace in the community. The same amount of attention needs to be given to the actual conduct of the participants to assure that it does not escalate into an unlawful occasion by either their actions or those of spectators or opponents.

Due to the necessity in incidents of this type to take enforcement action, the backup response will normally be other law enforcement agencies that possess police authority.

3.1.3.4 Urban Fires

The risk of an urban conflagration and wildland/urban interface fires has been reduced with the establishment and implementation of fire prevention codes and inspection programs. Arson and institutional fires may require major commitments of fire suppression resources leaving the community vulnerable to other emergency events.

3.1.3.5 Epidemic and Public Health Emergencies

Emerging and reemerging infections such as the global AIDS pandemic, dengue viruses, hemorrhagic fevers and the resurgence of tuberculosis and cholera in new, more severe forms, and the economic and environmental dangers of similar occurrences in animals and plants, attest to our continuing vulnerability to infectious diseases throughout the world. There is reason to believe that the number and incidence of emerging diseases and the risk of reemerging diseases are all increasing.

Many experts, both inside and outside governments, have warned of the need to improve capabilities for dealing with emerging infectious diseases. Invariably, a primary recommendation has been the development of an effective, worldwide infectious disease surveillance system. A global program aimed at recognizing unusual outbreaks at an early stage, in order to prevent their spread, would pay enormous dividends for the entire world as well as for the immediately affected areas.

3.2 Hazard Assessment

Salt Lake County, which encompasses Bluffdale City, has conducted an all-hazards assessment of potential vulnerabilities to the county. This assessment will assist Bluffdale City and Salt Lake County with prioritization and outline a direction for planning efforts. Bluffdale City and Salt Lake County recognize the pre-disaster mitigation plan developed by the Wasatch Front Regional Council. This pre-disaster mitigation plan serves to reduce the region's vulnerability to natural hazards. The pre-disaster mitigation plan is intended to promote sound public policy and protect or reduce the vulnerability of the citizens, critical facilities, infrastructure, private property, and the natural environment within the region.

The hazard analysis table below provides information to understand risks and their corresponding likelihood and consequences in Bluffdale City and Salt Lake County and the Wasatch Front.

**Table 3-1
Hazard Analysis Table Legend**

| Rating | Frequency | Consequences |
|--------|--------------------------|--|
| Low | Less than every 25 years | Some communitywide impact possible. Usually handled with available community resources. |
| Medium | Between 1 and 25 years | Localized damage may be severe; community-wide impact minimal to moderate. Handled with community resources and some mutual aid. |
| High | Annual | Moderate to high community-wide impact. May require state or federal assistance. |

**Table 3-2
Hazard Analysis Table**

| Hazard | Frequency | Warning Lead Times | Consequences | Population/Area at Risk |
|--------------------------------|-----------|-----------------------------|--------------|--------------------------|
| Avalanche | Low | Minutes | Low | Site |
| Landslide | Low | Hours to days | Low | Site |
| Drought | Low | Weeks to months | Medium | Countywide |
| Earthquake | Medium | Minutes | Catastrophic | Countywide |
| Epidemic | Low | Weeks to occurrence | Catastrophic | Countywide |
| Flooding | Medium | 24 hours to occurrence | High | Site |
| Snowstorm | High | 36 to 24 hours | Medium | Countywide |
| Lightning | High | Occurrence | Low | Site |
| Tornado | Low | Several minutes | High | Countywide |
| Wildfire | High | 24 to 12 hours / occurrence | Medium | Wildland urban interface |
| HAZMAT | Medium | Occurrence | High | Site |
| Radiological Incidents | Low | Occurrence | Medium | Site |
| Utility Outages/Shortages | Low | Months to weeks | High | Countywide |
| Telecommunications Disruptions | Low | Days to hours | High | Countywide |

| Hazard | Frequency | Warning Lead Times | Consequences | Population/Area at Risk |
|-----------------------------|------------------|--------------------|--------------|-------------------------|
| Urban Fires | Low | Months to weeks | High | Countywide |
| Transportation Accidents | High | Occurrence | Low | Site |
| Domestic Terrorism | Has not occurred | Days to hours | High | Locale |
| Biological/Chemical Weapons | Has not occurred | Days to hours | High | Locale |

3.3 Mitigation

Based on the hazard analysis and hazard assessment above, Bluffdale City and Salt Lake County have designed mitigation activities to reduce or eliminate risks to persons or property and to lessen the effects or consequences of an incident. These mitigation activities are detailed in the State of Utah Hazard Mitigation Plan. Mitigation activities may be implemented prior to, during, or after an incident, as appropriate, and can be conducted at the federal, state, county, or jurisdictional level. This section outlines the mitigation activities at each level of government as they pertain to Bluffdale City and Salt Lake County mitigation strategies to reduce exposure to, probability of, or potential loss from hazards.

The State of Utah Natural Hazard Mitigation Plan served as the guideline for mitigation operations in the State of Utah in general and Salt Lake County and Bluffdale City specifically. The plan is intended to promote sound public policy designed to protect citizens, critical facilities, infrastructure, private property, and the environment.

3.3.1 Mitigation Planning Process and Coordination

The State Department of Public Safety Department of Emergency Management is the lead agency responsible for coordinating the development of the State of Utah Natural Hazard Mitigation Plan. The state plan is a result of a separate planning process put into motion before to the state planning process. The initial pre-disaster mitigation planning process involved the seven associations of government. The second process initiated to complete the state natural hazard mitigation plan was a result of a strengthening and augmenting of the process used over the last 15 years to complete previous state hazard mitigation plans. The state plan and process used to create it relied heavily on mitigation and program experts from the Department of Emergency Management and state agencies.

During the planning process, subject matter experts from state and federal agencies verified information in the review of multijurisdictional mitigation plans submitted by each association of government.

The seven multi-jurisdictional plans were reviewed and information from these plans was instrumental in completing the state plan. Sections were split from the state mitigation plan for review, the plan was posted on the Department of Emergency Services website, and comments were solicited from interested parties.

Every attempt was made to coordinate other planning efforts to reduce duplication of effort. The plan was posted to the website upon completion and comments were solicited. The plan was also submitted to Federal Emergency Management Agency (FEMA) Region VIII for approval.

3.3.2 Mitigation Programs

3.3.2.1 Single Jurisdictional Areas

- Jurisdictions will develop and implement programs designed to avoid, reduce, and mitigate the effects of hazards through the development and enforcement of policies, standards, and regulations.
- Jurisdictions will promote mitigation efforts in the private sector by encouraging the creation of continuity of operations (COOP) plans and identifying critical infrastructures vulnerable to disasters or required for emergency response.

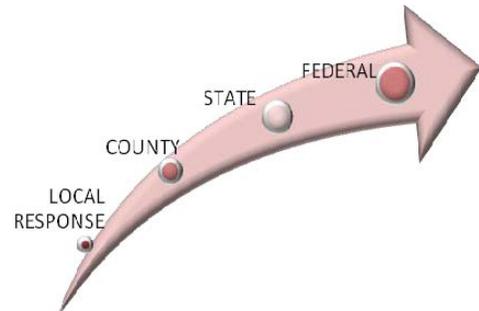
3.4 Capability Assessment

Salt Lake County has conducted a risk analysis and capability assessment using Digital Sandbox's Risk Analysis Center. This report focuses on assessing, prioritizing, and managing Salt Lake County-specific risks. The risks facing Salt Lake County were then prioritized by a set of capabilities that proves most effective at mitigating those risks. Investments have been built on those key capabilities where Salt Lake County can mitigate those risks.

Section 4

CONCEPT OF OPERATIONS

Bluffdale City uses a bottom-up approach in all phases of emergency management, with emergency activities being resolved at the lowest possible level of response. The resources of local response agencies, county, state, and federal agencies are used in this sequential order to ensure a rapid and efficient response.



4.1 Normal Operations

In the absence of a declared disaster or state of emergency, the emergency response forces of the city (EMS, fire, law enforcement, and public works) will respond to emergencies within Bluffdale City with the authorities vested to them by law and local policy. Mutual aid and shared response jurisdictions are addressed through local agreements and do not require a local declaration of a state of emergency to enable them.

Bluffdale City Emergency Management Division monitors local emergencies and provides EOC operational assistance as required. Notifications of reportable events are made to the appropriate departments and agencies and warning points. Severe weather watches and warnings are relayed to agencies when issued by the National Weather Service (NWS). The city EOC may be activated without a local declaration of a state of emergency to support local agencies in normal response or community emergencies.

4.2 Emergency Operations Plan Activation

This Emergency Operations Plan (EOP) will be activated when an emergency has been declared by the Mayor or designees, or when an emergency is considered imminent or probable and the implementation of this EOP and the activation of the Bluffdale City EOC is considered a prudent, proactive response.

This EOP is effective for planning and operational purposes under the following conditions:

- An incident occurs or is imminent
- A state of emergency is declared by the Mayor or designees.
- As directed by the Bluffdale City Emergency Manager or designee

4.3 Declaring a Local State of Emergency

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (referred to as the Stafford Act - 42 U.S.C. 5721 et seq.) authorizes the president to issue major disaster or emergency declarations before or after catastrophes occur. Emergency declarations trigger aid that protects property, public health and safety, and lessens or averts the threat of an incident becoming a catastrophic event.

An event may start out small and escalate quickly or a major event may occur at any time. The following are the steps leading to a disaster declaration:

- As soon as an incident occurs, Bluffdale City Emergency Management Division begins monitoring the situation. The EOC may be put on standby or minimally staffed.
- Bluffdale City, using the most functional and available method of communication (see 4.4.1), notifies the Bluffdale City Emergency Manager of the incident and requests assistance. An initial assessment of damages is provided if available.
- When conditions warrant, the Bluffdale City Emergency Manager, will request a declaration that a local state of emergency exists in Bluffdale City. The Mayor has the authority to declare an emergency and is the elected official charged with overall responsibility for the response and recovery during a declared local state of emergency. After 30 days, the declaration will expire unless it is ratified by the county council.
- The Bluffdale City EOP will be fully activated upon declaration of a local state of emergency.
- Damage assessment updates from the affected areas should follow at regular intervals to the city EOC.
- As specific assistance requests are received, Bluffdale City departments and agencies may respond with available resources to assist in response, recovery, and mitigation efforts.

Federal disaster law restricts the use of mathematical formulas or other objective standards as the sole basis for determining the need for federal supplemental aid. As a result, the Federal Emergency Management Agency (FEMA) assesses a number of factors to determine the severity, magnitude, and impact of a disaster. In evaluating a governor's request for a major disaster declaration, a number of primary factors, along with other relevant information, are considered in developing a recommendation to the president for supplemental disaster assistance.

The very nature of disasters—their unique circumstances, the unexpected timing, and varied impacts—precludes a complete listing of factors considered when evaluating disaster declaration requests. However, the primary factors considered include the following:

Amount and type of damage (number of homes destroyed or with major damage)

- Impact on the infrastructure of affected areas or critical facilities
- Imminent threats to public health and safety
- Impacts to essential government services and functions
- Unique capability of federal government
- Dispersion or concentration of damage
- Level of insurance coverage in place for homeowners and public facilities
- Assistance available from other sources (federal, state, local, voluntary organizations)
- State and local resource commitments from previous, undeclared events
- Frequency of disaster events over recent time period

4.3.1 Bluffdale City Resources

Bluffdale City shall use its own resources first in an emergency or disaster situation and may notify and call for assistance from the Salt Lake County EOC during events that overwhelm or threaten to overwhelm their own response and recovery resources. (Bluffdale City has mutual aid agreements with Metro Fire, UFA, and Utah-Warn.)

County, state, and federal relief will likely only be provided when damage is widespread and severe. Therefore, the Bluffdale City Emergency Management Division must develop and maintain an ongoing program of mitigation, preparedness, response, and recovery.

FEMA coordinates the federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or human-caused, including acts of terror.

When required, Bluffdale City will declare a local state of emergency and direct emergency response coordination and operations from the Bluffdale City EOC taking into account the primary factors required by FEMA for their declaration process.

4.4 Emergency Operations Center

The Bluffdale City Emergency Operations Center (EOC) will serve as the Bluffdale City command center for all disaster response operations. It is located inside Fire Station #1 at 14350 South 2200 West, Bluffdale, Utah. If a disaster or emergency situation prevents the use of the primary facility, the alternate EOC is located inside of the Bluffdale Public Works Building located at 14175 South Redwood Road, Bluffdale, Utah. As of March 2017 the new EOC will be in the City Hall located North of the Fire Station #1.

4.4.1 Activation of the Emergency Operations Center

The EOC may be activated by the Mayor or Emergency Manager during any situation where the need for EOC-level coordination is evident. Activation authority may also extend to the following:

- The Emergency Manager may activate the EOC whenever facilitation of Bluffdale City interdepartmental coordination is necessary for the successful management of an event.
- Bluffdale City emergency management on-call duty officers may independently activate the EOC when the Bluffdale City Emergency Manager is unavailable and it has been determined by the personnel commanding an emergency event that Bluffdale City interdepartmental coordination is required.
- Any department head may request the EOC be activated by contacting the Bluffdale City Emergency Management Division staff. Such requests should be related to the facilitation of interdepartmental coordination for the purposes of managing an emergency. If the EOC mission is unclear, or if the need for such a response is not evident, the matter will be referred to the Bluffdale City Emergency Manager, who may request policy group input prior to authorizing EOC activation.

Notification regarding an EOC stand-by or activation will be accomplished using communication methods that are most functional and available, such as the following:

Primary:

- Landline phone
- Cellular phone
- Text message
- E-mail
- Internet
- 800 MHZ radio

Secondary:

- Paging system
- Local media

Tertiary:

- Satellite telephone
- Satellite internet

Bluffdale City emergency management may also activate the EOC in preparation for planned events in which EOC-level coordination is needed. Examples of planned events may include but are not limited to protests and demonstrations, political events, parades, and holiday events.

4.4.2 EOC Activation Levels of Operation

Emergencies or disasters that can potentially affect Bluffdale City are divided into three levels of readiness to establish emergency operations. These levels are outlined below and mirror the Salt Lake County EOP and the Utah Department of Emergency Management Emergency Operations Plan levels to maintain consistent definitions and facilitate activation and response to an emergency.

Bluffdale City Emergency Management Division, in coordination with the city manager, is constantly monitoring events within the city. Emergency Management Division staff are on-call at all times to monitor and follow up on situations, threats, or events within the city. How severe an event is will directly affect the level of activation. Increasing or decreasing levels of activation will be directly decided by the Bluffdale City Mayor and the Emergency Manager. When the EOC is activated a centralized response and recovery will be established, with operational plans and activities focused on efficiency, quality, and quantity of resources. There are three levels of activation, which coordinate with Salt Lake County, State of Utah, and federal plan activation levels:

- **Level I:** Full-scale activation
- **Level II:** Limited activation
- **Level III:** Monitoring activation

Table 4-1 summarizes of the levels of emergencies or disasters and corresponding Bluffdale City Emergency Management EOC operational level.

4.4.2.1 Level I - Full-Scale Activation

Level I is a complete mobilization and operation of the EOC with full staffing, as **available**. The EOC may be operated on a 24-hour schedule due to the severity of the event.

4.4.2.2 Level II - Limited Activation

Level II is limited agency activation. Coordinators of primary ESFs that are affected will be notified by the Emergency Manager, or his/her designee, to report to the EOC. All other ESFs are alerted and put on standby. All agencies involved in the response may be requested to provide a representative to the Bluffdale City EOC. These emergencies require a limited staff to direct and support needed EOC **operations**. Only those functions which are necessary to support the response to the emergency are activated.

4.4.2.3 Level III - Monitoring Activation

Level III is a preparatory step taken upon the receipt of a warning for a potential disaster or emergency **condition**. The City Manager, Mayor and Emergency Manager are apprised of the event, evaluates the situation and, if conditions warrant, appropriate individuals and agencies are alerted and advised of the situation and instructed to take appropriate action as part of their everyday **responsibilities**. The EOC may be activated

with only administrative staff that assesses the situation and they may escalate the activation if needed. This level typically involves observation, verification of appropriate action, and **follow-up**. Notifications may be made to potentially affected departments and other agencies or jurisdictions. The EOC may be set up, prepared for operations, and communications equipment tested and made operational. The day-to-day operations are typically not altered and the management structure stays the same.

**Table 4-1
Levels of Emergencies or Disasters and Corresponding Bluffdale City Actions**

| Level of Emergency or Disaster | Initiating Events | EOC Operational Level | Corresponding Actions |
|--------------------------------|---|-----------------------|---|
| I | Widespread threats to the public safety; large-scale Bluffdale City, Salt Lake County, state and federal response anticipated | I | Full activation of Bluffdale City EOC. All ESF primary and support agencies send representatives to the Bluffdale City EOC. |
| II | An incident begins to overwhelm Bluffdale City response capability; some Salt Lake County assistance possible | II | Limited activation. Selected primary ESF representatives report to the EOC. Bluffdale City EOC and all other ESFs are alerted and put on standby. |
| III | Emergency incident for which local response capabilities are likely adequate | III | Emergency management staff will monitor situation and, if needed, appropriate local jurisdictional agencies and departments are notified to take action as part of their everyday responsibilities. |

4.4.3 Emergency Support Functions

The EOC is organized based on the ICS structure, which provides EOC staff with a standardized operational structure and common terminology. The EOC is organized into 15 ESFs. ESFs are composed of local departments and agencies and voluntary organizations that are grouped together to provide needed assistance.

These 15 categories or types of assistance constitute Bluffdale City ESFs and will be part of the operations section as designated under ICS. ESFs, in coordination with Bluffdale City Emergency Management Division, are the primary mechanism for providing response and recovery assistance to local governments throughout all phases of a Level III disaster. Assistance types are grouped according to like functions. Table 4-2 summarizes the services each provides.

- Bluffdale City departments, agencies, and organizations have been designated as primary and support agencies for each ESF according to authority, resources, and capability to coordinate emergency efforts in the field of each ESF.

CONCEPT OF OPERATIONS

- Primary agencies, with assistance from one or more support agencies, are responsible for coordinating the ESF activities and ensuring that tasks assigned to the ESF by Bluffdale City emergency management are completed successfully.
- ESF operational autonomy tends to increase as the number and complexity of mission assignments increases following an emergency. However, regardless of circumstance, the ESFs will coordinate with the Operations Section chief to execute and accomplish the ESFs missions.

**Table 4-2
Summary of Bluffdale City Emergency Support Functions**

| Annex | Primary Agency | Support Agencies |
|--|--|--|
| ESF #1 - Transportation | Bluffdale City Public Works Department | <ul style="list-style-type: none"> ▪ Jordan School District ▪ Utah Transit Authority |
| ESF #2 - Communications | Bluffdale City Information Technology | <ul style="list-style-type: none"> ▪ Valley Emergency Communications Center ▪ Utah Valley Dispatch District ▪ Salt Lake ARES ▪ Utah Communication Area Network ▪ Utah Department of Public Safety |
| ESF #3 - Public Works and Engineering | Bluffdale City Public Works | <ul style="list-style-type: none"> ▪ South Valley Water Reclamation ▪ Salt Lake City Public Utilities ▪ Jordan Water Conservancy District ▪ Rocky Mountain Power |
| ESF #4 - Firefighting | Bluffdale City Fire Department | <ul style="list-style-type: none"> ▪ Salt Lake Valley Fire Alliance |
| ESF #5 - Emergency Management | Bluffdale City Emergency Management Division | <ul style="list-style-type: none"> ▪ All City Departments ▪ All Volunteer Organizations |
| ESF #6 - Mass Care, Emergency Assistance, Housing and Human Services | Salt Lake County Health Department | <ul style="list-style-type: none"> ▪ Bluffdale City Public Works ▪ Bluffdale City Fire Department ▪ Bluffdale City Police Department ▪ Bluffdale City Community Emergency Response Team ▪ American Red Cross ▪ Faith-based organizations |
| ESF #7 -Logistics Management and Resource Support | Bluffdale City Public Works | <ul style="list-style-type: none"> ▪ All City Departments |

CONCEPT OF OPERATIONS

| Annex | Primary Agency | Support Agencies |
|--|---|---|
| ESF #8 -Public Health and Medical Services | Salt Lake Valley Health Department | <ul style="list-style-type: none"> ▪ Bluffdale City Fire Department ▪ Bluffdale City Police Department ▪ Bluffdale City Public Works |
| ESF #9 -Search and Rescue | Bluffdale City Fire Department | <ul style="list-style-type: none"> ▪ Bluffdale City Public Works ▪ Bluffdale City Police Department ▪ U.S.A.R. Task Force 1 |
| ESF #10 - Oil and Hazardous Materials | Bluffdale City Fire Department | <ul style="list-style-type: none"> ▪ Bluffdale City Public Works ▪ Bluffdale City Police Department ▪ South Valley HazMat Task Force |
| ESF #11 - Animal Services, Agriculture and Natural Resources | Salt Lake County Animal Services | <ul style="list-style-type: none"> ▪ Bluffdale City Public Works ▪ Bluffdale City Animal Control |
| ESF #12 - Energy | Public Utilities, Rocky Mountain Power | <ul style="list-style-type: none"> ▪ Bluffdale City Public Works |
| ESF #13 - (Law Enforcement) Public Safety and Security | Bluffdale City Police Department | <ul style="list-style-type: none"> ▪ Saratoga Springs Police Department ▪ Draper City Police Department ▪ Others as needed |
| ESF #14 - Long-Term Community Recovery | Bluffdale City Community & Economic Development | <ul style="list-style-type: none"> ▪ All city departments ▪ Salt Lake County Emergency Management |
| ESF #15 - External Affairs | Bluffdale City Mayor's Office | <ul style="list-style-type: none"> ▪ Salt Lake County Joint Information Center |
| | | |

4.4.4 Emergency Operations Center Coordination

Bluffdale City response to and recovery from an emergency and/or pending disaster is carried out through the city EOC organization as illustrated below.

Bluffdale City Emergency Management Division is responsible for emergency operations and coordination before, during, and after an event. The EOC is where incident management and policy coordination take place. The principles of this EOP comply with NIMS, which provides a core set of common concepts, principles, terminology, and technologies. The EOC will especially be needed when incidents cross disciplinary boundaries or involve complex incident management scenarios. The EOC reinforces interoperability and makes the response more efficient and effective by coordinating resources and making decisions based on agreed-upon policies and procedures.

The Bluffdale City EOC will be activated as necessary to manage the event. Bluffdale City emergency response coordination will be assigned by the Emergency Manager and have emergency responsibilities to support the following common tasks:

- Assign personnel to Bluffdale City EOC.
- Notify department personnel and implement established call-down procedures to contact key stakeholders and essential staff. Each department and agency is responsible for ensuring that critical staff are identified and trained in ICS and NIMS prior to an incident to enable effective execution of existing response plans, procedures, and policies.
- Protect vital records, materials, facilities, and services.
- Provide information and instructions to personnel on self-protection while minimizing exposure resulting from particular hazards associated with the emergency.

Collaboration and development of consensus within the EOC takes place using ICS through use of a structured method for developing priorities and objectives called the EOC action planning process. All EOC sections provide input to the Planning Section and the Policy Group for the development of EOC priorities. These priorities serve as guidance for the allocation of resources and enable the EOC to coordinate requests.

The Bluffdale City EOC is organized by levels, with the supervisor of each level holding a unique title (for example, only a person in charge of a section is labeled "chief"; a "director" is exclusively the person in charge of a branch). Levels (supervising person's title) are:

- Incident manager
- Section chief
- Branch director
- Unit leader

The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority. Standardized position titles are useful when requesting qualified personnel. Bluffdale City and county agencies and response partners may have various roles and responsibilities throughout the duration of an emergency. Therefore, it is particularly important that the local command structure

established to support response and recovery efforts is able to expand and contract as the situation changes. Typical duties and roles may also vary depending on the severity of impacts, size of the incident, and availability of local resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

4.4.5 Decision Making in the Emergency Operations Center

The EOC is activated to develop and maintain awareness of the entire situation for decision makers and to coordinate support for emergency responders. This common operating picture is critical because it provides the basis for making decisions and facilitates the release of emergency public information. Situational awareness is also vital to the effective coordination of support for responders in the field.

4.4.6 Emergency Operations Center Action Planning

EOC action plans provide designated EOC personnel with knowledge of the objectives to be achieved and the steps required for their achievement. EOC action plans also provide a basis for measuring achievement of objectives and overall system performance. Action planning is an important management tool that involves the following:

- Identification of emergency response priorities and objectives based on situational awareness
- Documentation of established priorities and objectives and the associated tasks and personnel assignments

The Planning Section is responsible for developing the EOC action plan and facilitating action planning meetings. EOC action plans are developed for a specified operational period, which may range from a few hours to 24 hours. The operational period is determined by establishing an initial set of priority actions. A reasonable timeframe is then determined for the accomplishment of those actions. EOC action plans should be sufficiently detailed to guide EOC elements in implementing the priority actions but do not need to be complex.

4.4.7 After Action Reports

As immediate threats to life and property subside and the need for sustained ESF operations diminishes, responsible individuals will be debriefed and lessons learned will be documented. Resulting information will be consolidated and reviewed by Bluffdale City Emergency Management Division personnel and a written report will be prepared. Matters requiring corrective action will be forwarded to Bluffdale City Emergency Management Division planning staff to be addressed as needed.

4.5 Notification and Warning

Emergency Dispatch (9-1-1) will be essential in the crisis management phase.

Emergency dispatchers will be equally important during consequence management as they direct emergency police, fire, EMS, and public works resources to areas of immediate need.

Local, state, and federal officials will be notified through the use of pre-established internal call-list and procedures maintained by emergency response organizations, departments and agencies.

The countywide Community Alert Network (reverse 9-1-1) can be used to rapidly contact homes, business owners, institutions and others via telephone in a specific area with emergency instructions.

The Emergency Alert System (EAS) may be utilized and activated with authorization from the Emergency Manager.

The Valley Emergency Communications Center (VECC) and Utah Valley Dispatch District (UVDD) dispatch Bluffdale City emergency response agencies. VECC is responsible for after-hours notification of the Emergency Management Division personnel. VECC is equipped with an emergency generator and computer uninterrupted power supply. VECC has paid special attention, equipage, and outfitting to ensure continuous and unaffected operation.

Section 5

ORGANIZATION AND RESPONSIBILITIES

Bluffdale City departments, agencies, and response partners may have various roles and responsibilities throughout the duration of an emergency. Therefore, it is particularly important the Bluffdale City command structure established to support response and recovery efforts is able to expand and contract as the situation changes. Typical duties and roles may also vary depending on the severity of impact, size of the incident, and availability of local resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

Each department and agency is responsible for ensuring that critical staff are identified and trained at levels that enable effective execution of existing response plans, procedures, and policies. Departments and agencies tasked by this emergency operations plan (EOP) with specific emergency management responsibilities should complete the following:

- Maintain current internal personnel notification rosters and standard operating procedures to perform assigned tasks (notifications, staffing, etc.).
- Negotiate, coordinate, and prepare mutual aid agreements as appropriate.
- Analyze need and determine specific communications resource needs and requirements.
- Provide the Emergency Management Division with current contact information, facsimile numbers, and e-mail addresses.
- Identify potential sources of additional equipment and supplies.
- Provide for continuity of operations by taking action to accomplish the following:
 - Ensure orders of succession for key management positions are established to ensure continuous leadership and authority for emergency actions and decisions in emergency conditions.
 - Protect records, facilities, and organizational equipment deemed essential for sustaining government functions and conducting emergency operations.
 - If practical, ensure, that alternate operating locations are available if the primary location suffers damage, becomes inaccessible, or requires evacuation.
 - Protect emergency response staff. Actions include the following:
 - Obtain personal protective equipment for responders.
 - Provide security at facilities.
 - Rotate staff or schedule time off to prevent fatigue and stress.
 - Make stress counseling available.

ORGANIZATION AND RESPONSIBILITIES

- Encourage staff to prepare family disaster plans including arrangements for the safety and welfare of emergency worker's families if sheltering is required.

The following are Bluffdale City, county, state, federal, and non-governmental agencies and departments tasked with primary or support responsibilities as detailed by the EOP. Assignments that are more specific can be found in the functional area, ESFs, and incident annexes and appendices to this EOP.

5.1 Bluffdale City Departments and Agencies

- Bluffdale City Public Works Department
- Bluffdale City Information Technology, Finance, and Human Resources
- Bluffdale City Fire Department
- Bluffdale City Community & Economic Development
- Bluffdale City Administration
- Bluffdale City Police Department
- Bluffdale City Attorney's Office
- Bluffdale City Building Official

Bluffdale City Emergency Management Division

- Initiate and coordinate amateur radio service for the EOC if disaster conditions cause the radio system to fail.
- Maintain the computer-driven information management programs and ensure the training of adequate personnel on their operation and use.
- Provide disaster management-related information using the information management and response planning computer programs and provide this information to the EOC and others as determined by the director of emergency services.
- Maintain incident logs, mission-tracking log, and mutual aid request log and document all EOC briefings, meetings, and other information tracking procedures.

5.2 County Departments and Agencies

Salt Lake County Emergency Management

- Maintain ESF #5's computer-driven information management programs and ensure the training of adequate personnel on their operational and utilization.

ORGANIZATION AND RESPONSIBILITIES

- Provide disaster management-related information using ESF #5's information management and response planning computer programs and provide this information to the county EOC and others as determined by the director of emergency services.
- Maintain incident logs, mission-tracking log, and mutual aid request log and document all county EOC briefings and meetings, plus other information tracking procedures.
- Develop division procedures that increase capabilities to respond to and recover from emergencies and disasters to local jurisdictions.
- Coordinate, supervise, and manage the procurement, distribution, and conservation of supplies and resources available for use by County government in supporting recovery.

Salt Lake Valley Health Department

- Provide subject matter expertise, consultation, and technical assistance to ESF #8 partners on disaster human services issues.
- Provide medical staff and support to augment health services personnel as appropriate.
- Provide medical care and mental health services for affected populations either within or outside the shelter locations in accordance with appropriate guidelines.
- Provide technical assistance for shelter operations related to food, vectors, water supply, and wastewater disposal.
- Assist in the provision of medical supplies and services, including durable medical equipment.
- Coordinate overall needs assessment and monitors potential health hazards
- Identify critical personnel and responsibilities, emergency chain of command, appropriate emergency notification procedures and alternate work locations.
- Endeavor to provide accurate and timely emergency public information.

Animal Services

- Provide support to ensure an integrated response to provide for the safety and well-being of household pets and companion animals
- Serve as the coordinating agency for all other animal support organizations in the County.
- Identify and provide qualified veterinary medical personnel for incidents/events requiring veterinary medical services or public health support for household pets and service animals.

ORGANIZATION AND RESPONSIBILITIES

- Coordinate and provide emergency and disaster-related veterinary medical care services to affected animal populations within or outside of shelter locations until local infrastructures are reestablished.
- Provide veterinary public health, zoonotic disease control, environmental health, and related service coordination.

Valley Emergency Communications Center (VECC)

- Operate as a 24-hour 7-day a week 911 police, fire, and emergency medical services dispatch center
- Provide after-hours notification for the emergency management staff, responders, and the media if conditions, such as threat to life and property and safety of the responders.

Utah Valley Dispatch District (UVDD)

- Operates as a 24-hour 7-day a week police dispatch center

5.3 State Agencies

Utah Department of Emergency Management

- Coordinate the State of Utah's response to disasters.
- Support Bluffdale City and Salt Lake County emergency management efforts when local resources are unable to cope with the situation and when a particular capability or resource is required but unavailable.
- Contact the federal government for assistance if the state is unable to fulfill the request.

5.4 Federal Agencies

Federal Emergency Management Agency

- Coordinate the federal government's role in preparing for, preventing, mitigating the effects of, responding to, and recovering from all domestic disasters, whether natural or human-caused, including acts of terror.

National Weather Service

- Issue severe weather watches and warnings.

5.5 Non-governmental Organizations

American Red Cross

- Provide staff to work in support of mass care and sheltering activities.
- Provide subject-matter expertise on regulations, policy, and all relevant ARC issues, including general mass care planning, preparedness, and response and recovery activities as ARC-specific activities in these areas.
- Provide information on current ARC mass care activities as required.
- Support reunification efforts through its Safe and Well Web site and in coordination with government entities as appropriate.
- Provide public health and safety, and lessen or avert the threat of an incident becoming a catastrophic event.
- Provide staff and support as part of an integrated case management system.

**Table 5-1
Emergency Support Functions Assignment Matrix**

| Bluffdale City: EOC Organization by ESF P = Primary Agency S = Support Agency | ESF #1 Transportation | ESF #2 Communications | ESF #3 Public Works and Engineering | ESF #4 Firefighting | ESF #5 Emergency Management | ESF #6 Mass Care, Emergency Assistance, Housing and Human Services | ESF #7 Logistics Management and Resource Support | ESF #8 Public Health and Medical Services | ESF #9 Search and Rescue | ESF #10 Oil and Hazardous Materials | ESF #11 Animal Services, Agriculture and Natural Resources | ESF #12 Energy (Public Utilities) | ESF #13 (Law Enforcement) Public Safety and Security | ESF #14 Long Term Community Recovery | ESF #15 External Affairs |
|---|-----------------------|-----------------------|-------------------------------------|---------------------|-----------------------------|---|---|---|--------------------------|-------------------------------------|---|-----------------------------------|---|--------------------------------------|--------------------------|
| Bluffdale City Public Works Department | P | | P | | S | S | P | S | S | S | S | S | | S | |
| Bluffdale City Information Technology, Human Resources, & Finance | | P | | | S | | S | | | | | | | S | |

ORGANIZATION AND RESPONSIBILITIES

| Bluffdale City: EOC Organization by ESF P = Primary Agency S = Support Agency | ESF #1 Transportation | ESF #2 Communications | ESF #3 Public Works and Engineering | ESF #4 Firefighting | ESF #5 Emergency Management | ESF #6 Mass Care, Emergency Assistance, Housing and Human Services | ESF #7 Logistics Management and Resource Support | ESF #8 Public Health and Medical Services | ESF #9 Search and Rescue | ESF #10 Oil and Hazardous Materials | ESF #11 Animal Services, Agriculture and Natural Resources | ESF #12 Energy (Public Utilities) | ESF #13 (Law Enforcement) Public Safety and Security | ESF #14 Long Term Community Recovery | ESF #15 External Affairs |
|---|-----------------------|-----------------------|-------------------------------------|---------------------|-----------------------------|---|---|---|--------------------------|-------------------------------------|---|-----------------------------------|---|--------------------------------------|--------------------------|
| Bluffdale City Fire Department | | | | P | S | S | S | S | P | P | | | | S | |
| Bluffdale City Emergency Management Division | | | | | P | | S | | | | | | | S | |
| Bluffdale City Administration | | | | | S | | S | | | | | | | S | P |
| Salt Lake Valley Health Department | | | | | | | | P | | | | | | | |
| Bluffdale City Police Department | | | | | S | S | S | S | S | S | | | P | S | |
| Salt Lake County Animal Services | | | | | | | | | | | P | | | | |
| Bluffdale City Attorney's Office | | | | | S | | S | | | | | | | S | |
| Bluffdale City Community & Ec. Dev | | | | | S | | S | | | | | | | P | |
| Public Utilities | | | | | | | | | | | P | | | | |

Section 6

DIRECTION, CONTROL, AND COORDINATION

The emergency response forces of the city (EMS, fire, law enforcement, and public works) are the primary forces of Bluffdale City in response to city emergencies and disasters.

Bluffdale City Emergency Management Division coordinates response to major events when required through the Bluffdale City EOC. The Bluffdale City Emergency Manager, in collaboration with the Bluffdale City Mayor, will focus on a declaration of a local state of emergency when necessary. If the emergency exceeds locally available resources of the emergency response forces, the Bluffdale City Emergency Manager can request county assistance from Salt Lake County Emergency Management. Salt Lake County Emergency Management is the agency charged with coordinating local jurisdictions located within Salt Lake County response to disasters.

The Bluffdale City EOP components will be coordinated as follows:

1. This promulgated EOP is effective immediately upon approval and implementation.
2. All departments, agencies, and organizations involved in the execution of this EOP will be organized, equipped, and trained to perform all designated responsibilities contained in this EOP and its implementing instructions for preparedness, response, and recovery activities.
3. All organizations are responsible for developing and maintaining their own internal operating and notification procedures.
4. All responding organizations are responsible for filling any important vacancies, recalling personnel from leave if appropriate, and alerting those who are absent due to other duties or assignments.
5. Unless directed otherwise, existing organization/agency communications systems and frequencies will be employed.
6. Unless directed otherwise, the release of information to the public or media will be handled through the City's Joint Information System using the concepts outlined in ESF #15 - External Affairs.
7. Personnel designated as representatives to the EOC will make prior arrangements to ensure that their families are provided for in the event of an emergency to ensure a prompt, worry-free response and subsequent duty.
8. Once the EOC has been activated, organizational and agency representatives will complete the following:
 - a. Report to EOC check-in immediately upon arrival to receive a situation update and to confirm table/telephone assignments.

- b. Provide name, agency, and contact information on EOC staffing chart.
- c. Ensure adequate 24/7 staffing for long-term EOC activations.
- d. Ensure that their departments/agencies are kept constantly informed of the situation, including major developments, decisions, and requirements.
- e. Maintain coordination with other appropriate organizations and agencies.
- f. Thoroughly brief incoming relief personnel and inform the EOC incident manager of the changeover prior to departing. The briefing will include, at a minimum, information on what has happened, problems encountered, actions pending, and the location and phone number of the person being relieved.
- g. The safety of the affected population and response or recovery personnel will be a high priority throughout an emergency. All actions contemplated will consider safety prior to any implementing decision, and safety will be constantly monitored during the operation.

6.1 Preliminary Damage Assessment

A preliminary damage assessment is conducted within the framework of a declaration process. The preliminary damage assessment assists the Emergency Manager and the Mayor in determining resources available and additional needs that may be required. Damage assessments are to be relayed to the city EOC through damage assessment components. Bluffdale City will work with Salt Lake County Emergency Management to assemble assessments in the EOC environment.

A preliminary damage assessment team may be composed of personnel from the Federal Emergency Management Agency (FEMA), the state emergency management agency, county and Bluffdale City officials, and the U.S. Small Business Administration. The team's work begins with reviewing the types of damage or emergency costs incurred by the units of government and the impact to critical facilities, such as public utilities, hospitals, schools, and fire and police departments. They will also look at the effect on individuals and businesses, including the amount of damage and the number of people displaced as well as the threat to health and safety caused by the event. Additional data from the American Red Cross or other local voluntary agencies may also be reviewed. During the assessment, the team will collect estimates of the expenses and damages compiled by the EOC.

This information can then be used by the governor to support a declaration request that will outline the cost of response efforts, such as emergency personnel overtime, other emergency services shortfalls, community damage, citizenry affected, and criteria to illustrate that the needed response efforts are beyond state and Bluffdale City recovery capabilities. The information gathered during the assessment will help the governor certify that the damage exceeds state and local resources.

6.2 Response Procedures

Bluffdale City Emergency Management Division in coordination with the city manager will monitor impending emergencies and actual occurrences. If the readiness level indicates, the Bluffdale City Emergency Management Division staff will notify any key response organizations. When events are such that normal response procedures are inadequate, Bluffdale City will declare a state of emergency and activate the EOP, mutual aid agreements, and the Bluffdale City EOC. The Bluffdale City Emergency Manager directs the activation and operation of the EOC.

For those situations where response is beyond the capability of Bluffdale City due to the severity or the need for special equipment or resources, Bluffdale City will declare a state of emergency and notify and possibly request assistance from Salt Lake County Emergency Management.

The Bluffdale City EOC serves as the central location for direction and control of response and recovery activities. When the EOC is fully activated, it will be staffed by the Bluffdale City's Emergency Management Division staff and personnel from each of the ESFs that are activated. Each ESF will designate a lead who will direct that ESF operation. These individuals will report to the Bluffdale City Emergency Management Division.

Emergency response actions may be undertaken and coordinated with or without activation of the Bluffdale City EOC, depending on the severity of the impending or actual situation. The decision to activate the city EOC will be made by Bluffdale City Emergency Management Division in conjunction with field command staff.

Response priorities will focus on life safety; then basic survival issues (water, food, basic medical care, shelter); restoration of the city's vital infrastructures (water/waste systems, electric, phones, roads); clean up and emergency repairs; and then recovery.

When Bluffdale City requires shelter facilities, ESF #6 - Mass Care, Emergency Assistance, Housing and Human Services will be notified to coordinate sheltering operations. A verbal announcement to school officials should be followed by a written notification.

The joint information center (JIC) will organize notifications to the public, business community, and other parties of developments and activities via the local media.

If Bluffdale City resources cannot cope with an emergency, Bluffdale City Emergency Management Division will request mutual aid or Salt Lake County assistance. Salt Lake County is a participant in the Utah Inter-local Mutual Aid Agreement.

All requests for mutual aid and Salt Lake County/state/federal assistance will be coordinated by the Bluffdale City EOC and forwarded to the Salt Lake County EOC. The Salt Lake County liaison will assist Bluffdale City with appropriate procedures to accomplish these efforts.

6.3 Response Recovery

Bluffdale City emergency and public works personnel, volunteers, humanitarian organizations, and other private interest groups provide emergency assistance required to protect the public's health and safety and to meet immediate human needs.

If necessary, the Mayor can declare a state of emergency and activate the Bluffdale City's EOP to augment individual and public resources as required.

The Bluffdale City EOC will conduct a needs assessment immediately after a disaster occurs. The needs assessment shall identify resources required to respond to and recover from the disaster. This will form the basis for the notification and request Salt Lake County, state, and federal assistance.

ESF agencies shall report to the Bluffdale City EOC as their first priority. They will prioritize their needs as quickly as possible accordingly:

1. Search and rescue operations
2. Human requirements (such as water, food, shelter, and medical support)
3. Property and infrastructure (transportation, communications, and utilities systems)

The EOC will compile damage assessment information to determine the fiscal impact and dollar loss associated with a disaster. Damage assessment information is needed to secure a presidential disaster declaration (not normally required before federal assistance is requested in a catastrophic disaster).

Emergency public information and rumor control are coordinated by ESF #15 - External Affairs. A JIC will be established when the Bluffdale City EOC is activated or when a state of emergency has been declared for Bluffdale City. The JIC will be under the direction of the ESF #15 - External Affairs primary coordinator. The JIC will handle rumor control.

Mutual aid agreements will be used for support from other local governments. Mutual aid requests will be coordinated with Bluffdale City EOC and Salt Lake County EOC if operational to ensure coordination with other affected jurisdictions.

When the emergency has diminished to the point where the normal day-to-day resources and organization of Bluffdale City can cope with the situation, the Bluffdale City Mayor terminates the state of emergency. The EOP and Bluffdale City EOC may continue to function in support of limited emergencies and the recovery process.

The Mayor may determine, after consulting with local government officials, that the recovery appears to be beyond the combined resources of both the county and local governments and that state assistance may be needed. The Mayor must certify the severity and magnitude of the disaster exceed county and local capabilities; certify state assistance is necessary to supplement the efforts and available resources of the city, county and other local governments, disaster relief organizations, and compensation by insurance for disaster-related losses; confirm execution of the Bluffdale City's EOP; and certify adherence to cost-sharing requirements.

If Bluffdale City and Salt Lake County receives a presidential disaster declaration, a recovery team will be implemented to address long-term recovery issues.

6.4 Requesting County, State, and Federal Resources

Requests for assistance will be forwarded to Salt Lake County EOC then to the Utah Department of Emergency Management from the Salt Lake County EOC when Bluffdale City resources are exhausted or Bluffdale City capabilities are unable to meet the need. The Utah Department of Emergency Management can orchestrate and bring to bear outside resources and materials to meet the situation. The State of Utah is able to contact the federal government for assistance if it is unable to fill the request.

6.5 Continuity of Government

Continuity of government is an essential function of emergency management and is vital during a community emergency or disaster situation. All levels of government (federal, state, and local) share a constitutional responsibility to preserve life and property of its citizenry. Local continuity of government is defined as the preservation and maintenance of the local civil government ability to carry out its constitutional responsibilities. Ordinances, administrative rules, and departmental procedures address continuity of government in Bluffdale City.

Section 7

DISASTER INTELLIGENCE

Disaster intelligence relates to collecting, analyzing, and disseminating information and analyses that describe the nature and scope of hazards and their impacts. Intelligence and information sharing in the EOC is important, especially for each ESF that is activated. It will be vital in evaluation of ESF resources, capabilities, and shortfalls (for example, availability of trained personnel, equipment, and supplies) and will help to determine the level of assistance that is needed, according to each ESF. This information will become part of the planning and response process as ESF shortfalls are relayed to the Bluffdale City EOC command staff.

Fusion centers provide analytical products (for example, risk and trend analyses) that are derived from the systematic collection and evaluation of threat information. Fusion centers provide access to national-level intelligence and can serve mechanism to de-conflict information.

ESF #5 - Emergency Management is responsible for establishing procedures for coordinating overall information and planning activities in the EOC. The EOC supports local emergency response and recovery operations; provides a nerve center for collection and dissemination of information to emergency management agencies in order to qualify for Salt Lake County, state, and federal assistance; gauges required commitment of resources; and supports other emergency response organizations in their assigned roles.

Disaster intelligence incorporates essential elements of information, which include but are not limited to the following:

- Information element
- Specific requirements
- Collection method
- Responsible element
- Deliverables

Situational rapid assessment includes all immediate response activities that are directly linked to initial assessment operations to determine life-saving and life-sustaining needs. It is a systematic method for acquiring life-threatening disaster intelligence after a disaster has occurred. In an event that occurs without warning, a rapid assessment must be conducted using local resources. This assessment will lay the foundation for determining immediate response efforts and provide adequate local government response. Coordinated and timely assessments allow for prioritization of response activities, allocation of resources, and criteria for requesting mutual aid and state and federal assistance.

Bluffdale City Emergency Management Division staff in coordination with the city administrator monitors events 24/7, which provides immediate information management. Bluffdale City will activate local rapid assessment following any event where disaster intelligence is needed. Rapid assessment involves teamwork and requires personnel who are in place and know their responsibilities. The rapid assessment will be organized for information flow to a source that will most likely reside in the EOC. This person will prepare documentation necessary for continuing response operations and EOC activation if necessary.

Assessment is accomplished in three phases:

- Rapid assessment, which takes place within hours and focuses on life-saving needs, hazards, and critical lifelines
- Preliminary damage assessment, which affixes a dollar amount to damage
- Combined verification, which includes a detailed inspection of damage to individual sites by specialized personnel

Development of rapid assessment procedures will provide guidance to all participating agencies that will be involved in the process. Rapid assessment procedures will include the following:

- Developing a jurisdictional profile.
- Sectoring Bluffdale City and performing an assessment by sector
- Looking at Bluffdale City staffing patterns and possible resource needs
- Developing communication procedures
- Testing and exercising

Development of rapid assessment forms will assist pre-identified personnel as they collect intelligence. These checklists will ensure uniformity for information gathered, disseminated, and collected.

Section 8

COMMUNICATIONS

Emergency communications is defined as the ability of emergency responders to exchange information via data, voice, and video. Emergency response at all levels of government must have interoperable and seamless communications to manage emergencies, establish command and control, maintain situational awareness, and function under a common operating picture for a broad spectrum of incidents.

Emergency communications consists of three primary elements:

- **Operability** - The ability of emergency responders to establish and sustain communications in support of the operation.
- **Interoperability** - The ability of emergency responders to communicate among jurisdictions, disciplines, and levels of government using a variety of communication mediums. System operability is required for system interoperability.
- **Continuity of communications** - The ability of emergency response agencies to maintain communications in the event of damage to or destruction of the primary infrastructure.

8.1 Common Operating Picture

A common operating picture is established and maintained by the use of integrated systems for communication, information management, intelligence, and information sharing. This allows a continuous update of data during an incident and provides a common framework that covers the incident lifecycle across jurisdictions and disciplines.

A common operating picture accessible across jurisdictions and functional agencies should serve the following purposes:

- Allow incident managers at all levels to make effective, consistent decisions.
- Ensure consistency at all levels of incident management.

Critical aspects of local incident management are as follows:

- Effective communications
- Information management
- Information and intelligence sharing

A common operating picture and systems interoperability provide the information necessary to complete the following:

- Formulate and disseminate indications and warnings

- Formulate, execute, and communicate operational decisions
- Prepare for potential requirements and requests supporting incident management activities
- Develop and maintain overall awareness and understanding of an incident within and across jurisdictions

An emergency operations center (EOC) uses a combination of networks to disseminate critical information that constitutes a common operating picture, including the following:

- Indications and warnings
- Incident notifications
- Public communications

Notifications are made to the appropriate jurisdictional levels and to private sector and nongovernmental organizations through the mechanisms defined in emergency operations and incident action plans at all levels of government.

The types of communication used in an incident or event will vary depending on the complexity of the incident or event and consist of both internal communications and external communications. They may cross a broad spectrum of methods such as the following:

- Internal Communications
- Landline
- Cellular phone
- Texting
- Paging/notification
- 800 MHZ
- Internet/WebEOC
- Amateur Radio Emergency Service (ARES)

External Communications

- Landline
- Fax
- Cellular phone
- Text
- 800 MHZ
- Internet/WebEOC
- Joint Information System/joint information center
- Emergency Alert System

- Emergency telephone warning through VECC
- Press releases
- News media

Departments and agencies must plan for the effective and efficient use of information management technologies such as computers and networks for the following purposes.

- Tie together all command, tactical, and support units involved in incident management.
- Enable these entities to share information critical to mission execution and the cataloguing of required corrective actions.

Prior to an incident, entities responsible for taking appropriate pre-incident actions use communications and information management processes and systems to inform and guide various critical activities. These actions include the following:

- Mobilization or pre-deployment of resources
- Strategic planning by the following:
 - Preparedness organizations
 - Multiagency coordination entities
 - Agency executives
 - Jurisdictional authorities
 - EOC personnel

During an incident, incident management personnel use communications and information processes and systems to inform preparedness organizations, multiagency coordination entities, agency executives, jurisdictional authorities, and EOC personnel of the formulation, coordination, and execution of operational decisions and requests for assistance. Sustained collaborative effort over time will result in progress toward common communications and data standards and systems interoperability.

Section 9

ADMINISTRATION, FINANCE, AND LOGISTICS

9.1 Administration Information

- The EOC monitors events continuously 24 hours per day and is administered by Bluffdale City Emergency Management Division
- The operational readiness of the EOC is the responsibility of the Emergency Management Division.
- Narratives and operational journals of response actions will be kept.
- All written records, reports, and other documents will follow the principles of the NIMS.
- Agreements and understandings must be entered into by duly authorized officials and should be formalized in writing whenever possible prior to emergencies.
- Organizations with responsibilities for implementing this EOP are responsible for their own administrative and logistical needs and for the preparation and maintenance of a resource list for use in carrying out their emergency responsibilities.

9.1.1 Records Preservation and Restoration

All affected governments in Bluffdale City must ensure protection of their records so normal operations can continue after the emergency. Such records may also be vital to the rapid recovery from the effects of an emergency. The Bluffdale City Emergency Management Division and information technology department is charged with the maintenance of plans for the safety, recovery, and restoration of the Bluffdale City's data and telecommunication systems during a disaster.

9.1.2 Reports and Records

General: The planning and activation of an effective emergency response requires timely and accurate reporting of information and the maintenance of records on a continual basis.

Reporting guidelines: Bluffdale City and Salt Lake County will submit consolidated reports to the Utah Department of Emergency Management to include information from Bluffdale City. Bluffdale City will submit situation reports, requests for assistance, and damage assessment reports to Salt Lake County Emergency Management by the most practical means and in a timely manner. City and county governments will use pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations. Narrative and written log-type records of response actions

will be kept by the municipal emergency management agency. The logs and records will form the basis for status reports to the county and state.

Initial reports: Initial reports (needs assessment) are the basis for the governor's decision to declare a state of emergency and to request a presidential disaster declaration. These reports determine the specific types and extent of assistance made available to the affected area.

Updates: Situation reports outlining new developments and information that is more complete will be forwarded as often as necessary in the most expeditious manner available. At a minimum, a daily situation report will be forwarded to the county and state EOCs during a local activation.

Post-emergency reports: Salt Lake County Emergency Management will submit the appropriate post emergency reports to the:

Utah Department of Emergency Management

Department of Public Safety
1110 State Office Building
Salt Lake City, UT 84114
801 538-3400

9.2 Financial Management

The Bluffdale City EOP assigns lead and support agencies for 15 functional areas of disaster response. Each agency assigned to an ESF and is responsible for mobilizing existing personnel, equipment, materials, supplies, and other resources under their control.

When agencies require additional resources, these requests will be referred to ESF #7 - Logistics Management and Resource Support in the Bluffdale City EOC. ESF #7 - Logistics Management and Resource Support is tasked with identifying the most appropriate and economical method of meeting the resource request. There are four basic methods of meeting a resource request as follows:

- Local forces are those resources under direct control of the city EOC. They can be assigned based on priorities established by the EOC organizational response agencies.
- Mutual aid can be requested by the Bluffdale City EOC to augment staff during a locally declared state of local emergency. Salt Lake County is a signature party of the Utah Interlocal Mutual Aid Agreement for Catastrophic Disaster Response and Recovery. All requests for mutual aid must follow the procedures established by the Utah Department of Emergency Management under this agreement. Bluffdale is a signer of the Metro Fire Automatic Aid Agreement.

- State and federal agencies' response may be required when either mutual aid or contracting can meet the resource request. It is anticipated that this response would occur early in the disaster for short time periods.
- All ESF procurements and expenditures will be documented. All receipts and invoices with explanations and justifications will be forwarded to the finance department in a timely fashion. The auditor will ensure all documentation is complete, recorded on the appropriate forms and proper in all respects. If the Bluffdale City is federally declared, the auditor will submit for reimbursement. If Bluffdale City is not declared, the documentation will serve as a recorded history of activity with expenditures.

9.2.1 Accounting

Complete and accurate accounts of emergency expenditures and obligations, including personnel and equipment costs, will be maintained. Such records are essential to identify and document funds for which no federal reimbursement will be requested and funds eligible for reimbursement under major emergency project applications. When federal public assistance is provided under the Disaster Relief Act, local projects approved by FEMA are subject to state and federal audit. The finance department will coordinate the reimbursement documentation for the FEMA Public Assistance Program during a presidentially declared disaster for county government.

9.2.2 Fiscal Agreements

A clear statement of agreement between all major agencies responding to an emergency concerning payment or reimbursement for personnel services rendered, equipment costs, and expenditures of materials used in response to an emergency is mandatory.

9.3 Logistics

- Bluffdale City Emergency Management Division maintains current resource information on supplies, equipment, facilities, and skilled personnel available for emergency response and recovery operations.
- ESF #7 - Logistics Management and Resource Support provides logistical and resource support, including locating, procuring, and issuing resources (such as supplies, office space, office equipment, fuel, and communications contracting services, personnel, heavy equipment and transportation) to agencies and departments involved in delivery emergency response and recovery efforts.
- The Mayor or designee has the authority to appropriate services and equipment from citizens as necessary in response to a disaster.

ADMINISTRATION, FINANCE, AND LOGISTICS

- Detailed information on logistical assets may be found in the resource and logistics annex.
- Unless covered in a mutual aid agreement/memorandum of understanding, emergency resources may not be sent outside Bluffdale City unless the Mayor, the Bluffdale City Emergency Manager, or other designated representative grants approval.

Section 10

PLAN MAINTENANCE AND DISTRIBUTION

Bluffdale City Emergency Management Division is responsible for the overall maintenance (review and update) of this EOP and for ensuring that changes and revisions are prepared, coordinated, published, and distributed.

This EOP will be reviewed and updated at least annually based on deficiencies identified in simulated or actual use or due to organizational or technological changes. All changes shall be recorded by the receiving department or agency.

EOP revisions will be forwarded to all organizations or agencies assigned responsibilities in the plan. Contact names and telephone numbers (for emergency operations center [EOC] staff, departments, agencies, special facilities, schools, etc.) shall be maintained by appropriate departments and agencies.

10.1 Emergency Operations Plan Maintenance

To maintain EOP capabilities and to be prepared for any emergency or disaster that may affect Bluffdale City, Bluffdale City Emergency Management Division has developed and maintains a multiyear strategy. Table 10-1 provides a standardized list of activities necessary to monitor the dynamic elements of the Bluffdale City EOP and the frequency of their occurrence.

**Table 10-1
EOP Maintenance Standards**

| Activity | Tasks | Frequency |
|---|--|--------------------------------------|
| Plan update and certification | <ul style="list-style-type: none"> ▪ Review entire plan for accuracy. ▪ Incorporate lessons learned and changes in policy and philosophy. ▪ Manage distribution. | Annually |
| Train new Bluffdale City emergency management staff | <ul style="list-style-type: none"> ▪ Conduct EOP training for new Bluffdale City emergency management staff. | Within 90 days of appointment |
| Orient new policy officials and senior leadership | <ul style="list-style-type: none"> ▪ Brief officials on existence and concepts of the EOP. ▪ Brief officials of their responsibilities under the EOP. | Within 90 days of appointment |
| Plan and conduct exercises | <ul style="list-style-type: none"> ▪ Conduct internal EOP exercises. ▪ Conduct joint exercises with Bluffdale City emergency support functions. ▪ Support and participate in state-level and local-level exercises. | Semiannually, annually, or as needed |

PLAN MAINTENANCE AND DISTRIBUTION

Section 11

AUTHORITIES AND REFERENCES

11.1 Authorities

Under the provisions of Homeland Security Presidential Directive (HSPD)-5, the secretary of homeland security is the principal federal official for domestic incident management.

Federal Authorities

Federal Civil Defense Act of 1950, (PL 81-950), as amended

Disaster Relief Act of 1974, (PL 93-288) as amended

Title III, of the Superfund Amendments and Reauthorization Act (SARA) of 1986, (PL 100-700)

Code of Federal Regulations (CFR), Title 44. Emergency Management and Assistance
October 1, 2008

National Flood Insurance Act (42 U.S.C 4027)

Executive Order 12146 of July 20, 1979

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended)

The authorities under which this emergency operations plan (EOP) may be activated include the following:

State of Utah

Title 63, Chapter 3, "State Emergency Management Act."

Salt Lake County

Ordinance 2.86.010-120

State of Utah, Emergency Operations Plan

National Response Framework (NRF)

Policy 1410

Ordinance 2.28.160

Ordinance 2.28.170

11.2 Supporting Documents/Plans

- State of Utah Emergency Operations Plan
- State of Utah Hazard Mitigation Plan
- Federal Emergency Management Agency (FEMA) 501, National Incident Management System (NIMS)

- FEMA 501-3, NIMS Basic - Preparedness
- FEMA 501-7, NIMS Basic - Ongoing Management and Maintenance
- Comprehensive Preparedness Guide (CPG) 101
- Salt Lake County Emergency Operations Plan, June 2010
- Federal Response Plan
- Federal Bureau of Investigations Contingency Plan

11.3 Agreements

Bluffdale City is part of the Utah Interlocal Mutual Aid Agreement for Catastrophic Disaster Response and Recovery.

Bluffdale City has entered into reciprocal Mutual/Automatic Aid Agreements with all of the emergency response agencies within Salt Lake County as well as South Davis Fire District, Bountiful City Fire Department, Park City Fire District, and Lehi City Fire Department.

Bluffdale City has passed the following resolutions:

- 2006-30 - Supporting Bluffdale City's Emergency Committee/Citizen Corp Council
- 2008-44 - Adopting the National Hazard Pre-Disaster Mitigation Plan
- 2008-23 - Interlocal Cooperation with other water resource agencies for sharing emergency services
- 2008-13 - Interlocal Cooperation agreement with other fire-suppressant agencies for sharing emergency services.

Section 12

GLOSSARY

All-hazards: Describes all incidents, natural or human-caused, that warrant action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Emergency management: The preparation for, mitigation of, response to, and recovery from emergencies and disasters. Specific emergency management responsibilities include but are not limited to the following:

- Reducing vulnerability of Utah people and communities to damage, injury, and loss of life and property resulting from natural, technological, or human-caused emergencies or hostile military or paramilitary action
- Preparing prompt and efficient response and recovery to protect lives and property affected by emergencies
- Responding to emergencies using all systems, plans, and resources necessary to preserve adequately the health, safety, and welfare of persons or property affected by the emergency
- Providing for the rapid and orderly start of restoration and rehabilitation of persons and property affected by emergencies

Emergency Manager: Staff member who is in charge of the Emergency Management Division and serves as the incident manager when the Bluffdale City Emergency Operations Center is activated.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency operations center (EOC): A designated site from which public, private, or voluntary agency officials can coordinate emergency operations in support of on-scene responders.

Emergency operations plan (EOP): Overview of Bluffdale City's emergency response organization and policies. It cites the legal authority for emergency operations, summarizes the situations addressed by the EOP, explains the general concept of operations, and assigns responsibilities for emergency planning and operations.

Emergency support function (ESF): A functional emergency management responsibility established to facilitate assistance required during mitigation, preparedness, response, and recovery to save lives, protect health and property, and maintain public safety.

ESF assignment matrix: Organizational grouping of all primary and support ESF agencies.

Federal Emergency Management Agency (FEMA): Agency of the U.S. government tasked with disaster mitigation, preparedness, response, and recovery planning

Finance/Administration Section: Responsible for tracking incident costs and reimbursement accounting.

Homeland Security Presidential Directive (HSPD)-5: Enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive National Incident Management System.

Incident Command System (ICS): An all-hazard, on-scene functional management system that establishes common standards in organization, terminology, and procedures.

Joint information center (JIC): The primary location for the coordination of media relations located in or near the EOC.

Joint Information System: Provides the public with timely and accurate incident information and unified public messages. This system employs JICs and brings incident communicators together during an incident to develop, coordinate, and deliver a unified message. This will ensure that federal, state, and local levels of government are releasing information during an incident.

Local government: Local municipal governments, the school board, and other government authorities created under county or municipal legislation.

Local nonprofits: Nonprofit agencies active in providing local community services that can either provide assistance during an emergency or would require assistance to continue providing their service to the community. United Way agencies are an example of local nonprofits under this category.

Logistics Section: Provides facilities, services, and materials (including personnel to operate the requested equipment) for the incident support.

Municipality : Legally constituted municipalities are authorized and encouraged to create municipal emergency management programs. Municipal emergency management programs shall coordinate their activities with those of the county emergency management agency. Municipalities without emergency management programs shall be served by their respective county agencies. If a municipality elects to establish an emergency management program, it must comply with all laws, rules, and requirements applicable to county emergency management agencies. Each municipal EOP must be consistent with and subject to the applicable county EOP. In addition, each municipality must coordinate requests for state or federal emergency response assistance with its county. This requirement does not apply to requests for reimbursement under federal public disaster assistance programs.

National Incident Management System (NIMS): A systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental

organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

National Response Framework (NRF): The guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies. It establishes a comprehensive, national, all-hazards approach to domestic incident response.

Operations Section: Directs and coordinates all operations and assists the emergency management bureau chief in development of incident operations.

Planning Section: Responsible for collecting, evaluating, disseminating, and using information about the development of the incident and status of resources.

Primary ESF agency: Agency assigned primary responsibility to manage and coordinate a specific ESF. Primary agencies are designated based on their having the most authorities, resources, capabilities, or expertise relative to accomplishment of the specific ESF.

Primary ESF coordinator: The entity with management oversight for that particular ESF. The coordinator has ongoing responsibilities throughout the preparedness, response, and recovery phases of incident management. Responsibilities of the ESF coordinator include the following:

- Coordinating before, during, and after an incident, including pre-incident planning and coordination
- Maintaining ongoing contact with ESF primary and support agencies
- Conducting periodic ESF meetings and conference calls
- Coordinating efforts with corresponding private sector organizations
- Coordinating ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate

Policy Group: Consists of executive decision-makers who must collaborate to manage the consequences of the disaster. This group makes critical strategic decisions to manage the emergency.

Public information: Emergency information that is gathered, prepared, and coordinated for dissemination during a disaster or major event.

Safety/security: Safety/security is monitored and measures are developed for ensuring a safe and secure environment in which to run emergency operations.

State liaison: Individual appointed by the Utah Department of Emergency Management to act as liaison during emergencies to coordinate state actions for providing effective coordination and communications during the event.

Standard operating procedures: States in general terms what the guideline is expected to accomplish.

Support ESF agency: Entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF.

Section 13 ACRONYMS

ARES - Amateur Radio Emergency Service
COG - Continuity of Government
CFR - Code of Federal Regulations
COOP - Continuity of Operations Plan
EMAC - Emergency Management Assistance Compact
EMS - Emergency Medical Service
EOC - Emergency Operations Center
EOP - Emergency Operations Plan
ESF - Emergency Support Function
FEMA - Federal Emergency Management Agency
HazMat - Hazardous Materials
HSPD - Homeland Security Presidential Directive
ICS - Incident Command System
ICP - Incident Command Post
JIC - Joint Information Center
JIS - Joint Information System
NIMS - National Incident Management System
NRF - National Response Framework
SARA - Superfund Amendment and Reauthorization Act
SOP - Standard Operating Procedures
TRAX - Light Rail System
UVDD—Utah Valley Dispatch District
VECC - Valley Emergency Communications Center
WFZ - Wasatch Fault Zone
WVZF - Wasatch Valley Fault Zone

Section 14

EMERGENCY SUPPORT FUNCTION DESCRIPTIONS

I. INTRODUCTION

The following pages detail each of Bluffdale City ESFs, including listings of primary and support agencies for each ESF, policies under which each ESF will operate, assumptions made in planning for each ESF, concepts of operation, and responsibilities.

II. POLICIES

All departments and agencies, both support and primary, operating within each ESF will act in accordance with the Bluffdale City EOP, the emergency plans of each individual agency, and applicable state and federal guidelines.

III. SITUATION

Emergency or disaster response is led by Bluffdale City until the situation overwhelms the city capabilities and resources. Bluffdale City will then call upon Salt Lake County Emergency Management for assistance. In disaster or emergency situations when extensive Bluffdale City assistance is delivered in support of Bluffdale City, Bluffdale City Emergency Management Division will activate or place on standby all needed ESFs.

IV. CONCEPT OF OPERATIONS

ESFs operate as part of the Operations Section under ICS. A primary agency coordinates the activities of the ESF with help from supporting agencies. Bluffdale City will request assistance from the Bluffdale City Emergency Management Division, the Operations Section chief will task ESFs with missions to respond to those requests and meet the needs the requests address. ESFs will coordinate with other ESFs, their local counterparts, private organizations and vendors to accomplish their missions. ESFs will properly document their activities and keep fiscal records for costs incurred while performing assigned tasks.

V. RESPONSIBILITIES

The primary agency of each ESF is responsible for coordinating all activities falling under that ESF. In addition, each ESF is responsible for accomplishing mission tasks assigned to it by the Operations Section chief.

VI. REFERENCES

Documents any plans, standard operating procedures, etc. that will assist an ESF.

EMERGENCY SUPPORT FUNCTIONS
