



Comprehensive Emergency Management Plan

2023 Edition

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EXECUTIVE SUMMARY

The Alpine City Comprehensive Emergency Management Plan (CEMP, or the Plan) establishes a framework through which Alpine City (the City), county, state, and federal agencies will respond to, recover from, prepare for, and mitigate against all hazards that threaten the city. The plan also establishes guidance that supports implementation of the National Incident Management System (NIMS) and the Utah Governor Executive Order 2004-0012. It is written in compliance with Utah State Code (53-2a-104). It details response and recovery procedures, conveys the goals and objectives of a response operation, and describes the actions needed to achieve them. The plan is a flexible living document that should be followed as far as it applies to a given circumstance.

The information contained in the CEMP provides guidance on how Alpine City will respond to an emergency or disaster while utilizing the Four Phases of Emergency Management: Response, Recovery, Mitigation, and Preparedness. In addition, the CEMP will provide an overview of city policies, procedures, and legal authority during an emergency. CEMP components include:

- **Base Plan-** information regarding policy and operations focused on coordination, command and control structures, roles and responsibilities, procedures, and resources for the City that support response, recovery, preparedness, and mitigation for all hazards.
- **Appendix-** reference materials and tools to support operations that include sensitive data.
- **Annexes-** standalone documents that focus on specific emergency functions.

RESOLUTION No. R2023-36

**A RESOLUTION ADOPTING THE EMERGENCY RESPONSE PLAN
FOR THE CITY OF ALPINE**

WHEREAS, the City of Alpine recognizes the importance of proactive emergency preparedness and response in safeguarding the well-being and safety of its residents, visitors, and infrastructure; and

WHEREAS, the unpredictable nature of emergencies, including natural disasters, public health crises, and human-caused incidents, necessitates the development and implementation of a comprehensive emergency management plan; and

WHEREAS, an emergency management plan provides a framework for coordinating and integrating emergency response efforts, allocating resources efficiently, and minimizing the impact of emergencies on the community; and

WHEREAS, the City of Alpine acknowledges the need for a clear and concise emergency management plan that outlines the roles, responsibilities, and procedures for all relevant city departments, agencies, and partners involved in emergency response and recovery; and

WHEREAS, the City Council recognizes the importance of public participation, transparency, and accountability in emergency management and desires to engage the community in preparedness activities, including education, training, and drills; and

WHEREAS, the City of Alpine has collaborated with emergency management professionals, experts, and stakeholders to develop a comprehensive emergency management plan tailored to the unique needs and characteristics of our city.

WHEREAS, the City Council deems it to be in the best interest of the City and the health, safety and welfare of its residents to adopt the Emergency Response Plan as set forth in the attached **Exhibit A**;

THEREFORE, be it resolved by the City Council of the City of Alpine that the adopted Emergency Management Plan as set forth in **Exhibit A** is hereby adopted as the Emergency Management Plan of the City of Alpine.

This resolution shall become effective immediately upon its passage.

Dated this 14th day of November, 2023.



By: 
Carla Merrill, Mayor

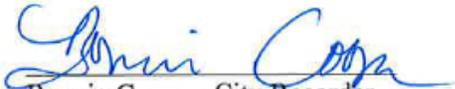
VOTING:

Jessica Smuin
Lon Lott
Kelli Law
Jason Thelin
Greg Gordon

Yea Nay
Yea Nay
Yea Nay
Yea Nay
Yea Nay

Excused

ATTEST:


Bonnie Cooper, City Recorder

DEPOSITED in the office of the City Recorder this 14th day of November 2023.

RECORDED this 14th day of November 2023.

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1 INTRODUCTION

The basic function of government is to provide for the health, safety, and general welfare of citizens. It is a fundamental responsibility of Alpine City to engage in comprehensive emergency management planning in order to protect life and property from the potential impacts of an emergency or disaster. The Alpine City Comprehensive Emergency Management Plan (CEMP, or the Plan) establishes the framework through which Alpine City (the City) will respond to, recover from, prepare for, and mitigate against all hazards that threaten the City.

The Alpine City Emergency Management Committee

The CEMP was developed by the Alpine City Emergency Management Committee composed of the Mayor, City Council representative, City Administrator, Assistant City Administrator, city department representatives, and assistance from Utah County Emergency Management. This committee reviews and approves of changes or additions to the CEMP as needed. Committee responsibilities include:

- Develop and implement emergency plans, operating procedures and checklists, systems, and facilities for response to community emergencies.
- Coordinate the community's response to disasters.
- Develop plans and procedures to recover from a disaster.
- Develop effective mitigation practices for the community.
- Provide training and conduct exercises for those involved in the City's emergency response.

1.1 Purpose

The Comprehensive Emergency Management Plan establishes the framework through which the City will respond to, recover from, mitigate against, and prepare for all hazards. Objectives include:

- Identify operational functions, capabilities, processes, roles and responsibilities of the City to support all-hazards response, recovery, mitigation, and preparedness.
- Establish command and control structures for effective coordination and communication between city, county, state, and federal organizations.
- Identify organizational structures and leadership roles to assist in recovering from disasters through the restoration and rehabilitation of persons and properties.
- Identify roles, responsibilities, and procedures to support emergency financial operations.
- Support emergency preparedness through necessary training and exercises.
- Increase community preparedness by engaging in community outreach.

1.2 Scope

The CEMP consists of various components that establish a mutual understanding of authority, responsibilities, and functions of local government during the disaster cycle. It is compatible with and supports Utah County and Utah State emergency plans and the National Response Framework.

- **Base Plan**- Information regarding policies, processes, and operations focused on command and control, coordination, and roles and responsibilities that support all phases of disaster.
 - **Section 1 Introduction**- describes the Plan's purpose, scope, planning assumptions, and maintenance procedures.
 - **Section 2 Risk Analysis**- reviews the City's hazards and vulnerabilities.
 - **Section 3 Concept of Operations**- describes command and control structures, operations, and mechanisms used in each phase of disaster.
 - **Section 4 Financial Management**- outlines the fiduciary responsibilities of the City during and following an emergency or disaster.

- **Section 5 Roles and Responsibilities-** details the roles and responsibilities of government entities, non-governmental organizations, and private sector entities.
- **Section 6 Authorities and References-** lists sources and acronyms used in the Plan.
- **Appendix-** Reference materials and tools providing detailed information about the City's organization, infrastructure, and other sensitive data that supports planning and operations.
- **Annex A: MAG 2022 Pre-Disaster Mitigation Plan**
- **Annex B: Emergency Operations Center Guide**
- **Annex C: Volunteer and Donations Management Plan**
- **Annex D: Damage Assessment Handbook**
- **Annex E: Training Guide**
- **Annex F: Evacuation Plan**
- **Annex G: Communications Plan**
- **Annex H: Culinary Water Emergency Response Plan**

1.3 Planning Assumptions

Planning assumptions define what was assumed to be true when the plan was developed. The following table shows the planning assumptions considered in the development of the Alpine City Comprehensive Emergency Management Plan.

Group	Assumptions
Coordination Structures	<ul style="list-style-type: none"> ● Alpine City utilizes NIMS to respond to and recover from incidents. ● Under the Statewide Mutual Aid Act (Utah Code, 53-2a-301), mutual aid will be rendered when the City exhausts or anticipates exhausting their resources. ● Emergency coordination and resource allocation starts at the city level and extends to county, state, and federal resources as availability and capabilities are exhausted. ● The Alpine City Emergency Operations Center (EOC) follows ICS structure and is staffed with city employees and representatives from assisting organizations.
Response	<ul style="list-style-type: none"> ● The City makes every reasonable effort to respond in the event of an emergency. ● Factors such as the time of occurrence, severity of impact, weather conditions, and cascading events could have significant effects on casualties and damage. ● Damaged infrastructure/ equipment may diminish response speed and capabilities, interrupt communications or essential services, or harm to the environment. ● Disaster relief from agencies outside the City may take 72 hours or more to arrive.
Recovery	<ul style="list-style-type: none"> ● Federal reimbursements for recovery costs require strict compliance to federal regulations. ● Recovery operations may be complicated by economic and physical limitations, resulting in temporary or prolonged interruptions to some services.
Mitigation	<ul style="list-style-type: none"> ● Effective mitigation may reduce the impacts of certain hazards or prevent them from occurring altogether.
Preparedness	<ul style="list-style-type: none"> ● Effective preparedness requires ongoing public awareness and education programs to ensure citizens are prepared and understand their responsibilities in a disaster. ● Residents are encouraged to have a family emergency plan and maintain the supplies necessary to be self-sufficient for a minimum of 72 hours following a disaster.

1.4 Plan Maintenance

The CEMP and its components are maintained by the Alpine City Emergency Management Committee and are updated regularly to ensure content is accurate, current, and operational. The following table describes plan maintenance actions and frequency.

Plan Review Action	Frequency
General Review and Update	Annually or as needed following trainings, exercises, or real-world incidents
Hazard Mitigation Plan	Every five years
Training and Exercises	Regular basis

1.4.1 Plan Improvement

The Homeland Security Exercise and Evaluation Program (HSEEP) is a capabilities and performance-based exercise program that provides standardized guidance for exercise design, development, conduct, evaluation, and improvement planning. Consistent with HSEEP, Alpine City develops and conducts exercises to test the CEMP's response and recovery capabilities, concepts, and procedures. Findings from these exercises are incorporated into revisions of the CEMP.

1.4.2 NIMS Compliance

In compliance with HSPD-5, Alpine City follows county, state, and federal response organizations in utilizing the National Incident Management System (NIMS). This CEMP is written utilizing the Incident Command System (ICS) structured under NIMS. As defined in the [National Incident Management System, 2017](#), the core components of NIMS include:

- **Resource Management:** Standard mechanisms to systematically manage resources (e.g., personnel, equipment, supplies, terms, and facilities) both before and during incidents, to help organizations more effectively share resources when needed.
- **Command and Coordination:** Leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels, and an explanation of how these structures interact to manage incidents effectively and efficiently.
- **Communications and Information Management:** Systems and methods that help ensure incident personnel and other decision makers have the means and information they need to make and communicate decisions.

Incident Command System Baseline Training

NIMS training is one piece of a comprehensive incident management program involving a continuous cycle of planning, organizing, equipping, exercising, evaluating, and taking corrective actions. City staff who may participate in emergency response, recovery, mitigation, or preparedness are encouraged to complete baseline ICS training available online through FEMA's Independent Study Program. These courses provide an overview of ICS, NIMS, and emergency management concepts. These baseline courses include:

- [IS-700: An Introduction to the National Incident Management System](#)
- [IS-800: National Response Framework, An Introduction](#)
- [IS-100: Introduction to the Incident Command System](#)
- [IS-200: Basic Incident Command System for Initial Response](#)

2 RISK ANALYSIS

2.1 City Situation

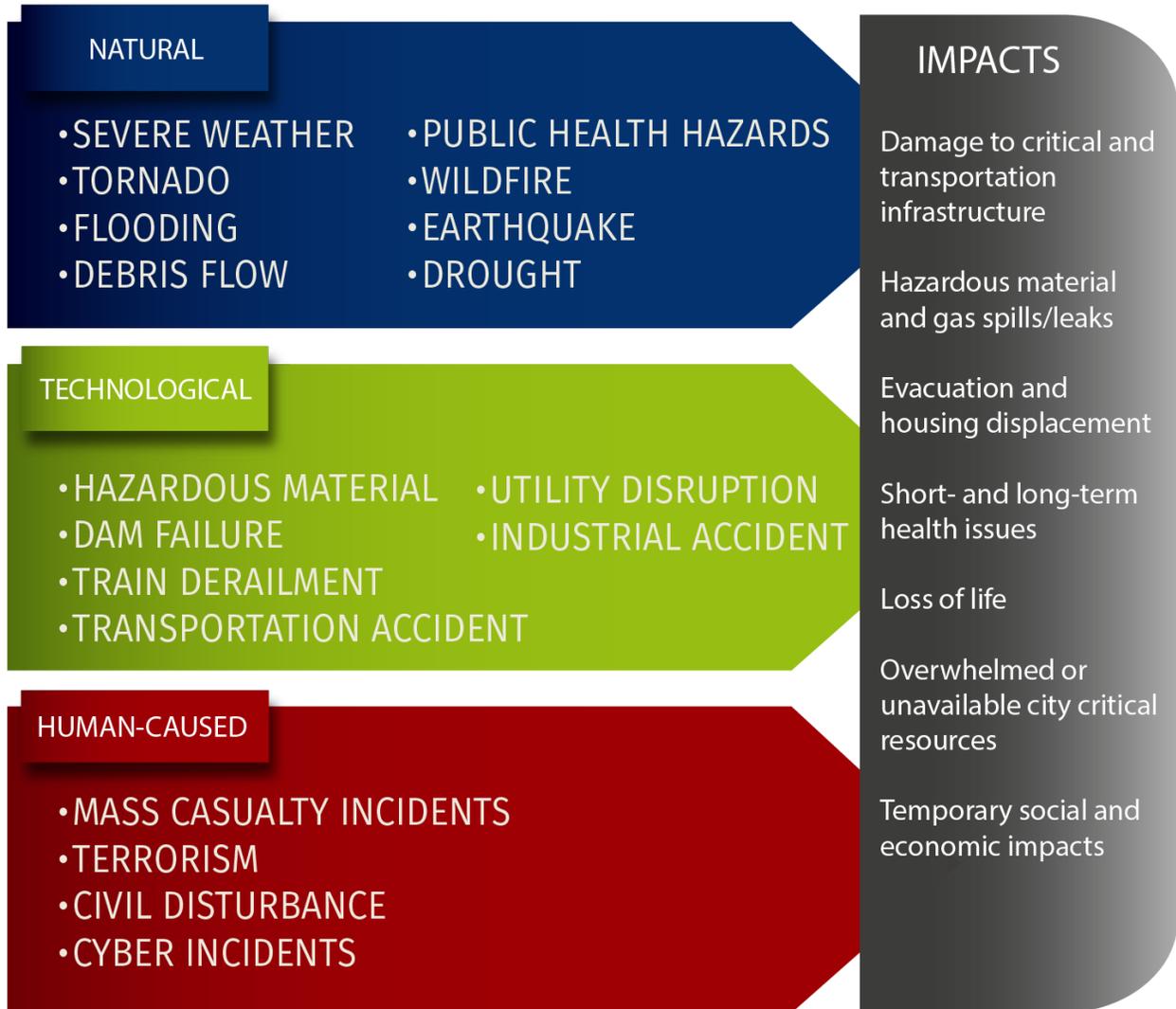
Alpine City is a bedroom community located in the northern part of Utah County just at the base of the Wasatch Mountains. Alpine is home to many neighborhood parks, sports complexes, special use parks, community parks, green ways and natural resource areas. It is surrounded by national forests and there are many trails and paths well suited for hiking and biking along the mountains. The 2020 census information states that Alpine has a population of 10,495 with 2,689 homes.

The City is a part of the Lone Peak Public Safety District that provides police, animal control, and fire services. The hills surrounding Alpine have been affected by several brush fires, the most devastating of which was the Quail Fire, which consumed over 2200 acres on the north-east side of town in July 2012. The following figure provides an overview of the City's geographic and demographic information which guides response, recovery, mitigation, and preparedness actions. For more detailed information, see the [Appendix](#).



2.2 Hazard Analysis

Alpine City has adopted by resolution the Mountainland Association of Governments (MAG) Pre-Disaster Mitigation Plan on April 12, 2022 (Resolution No. R2022-19). This plan identifies and documents the hazard vulnerabilities that exist in Summit, Utah, and Wasatch Counties. A section is included regarding Alpine City’s hazard threats and mitigation strategies. The following figure identifies potential natural, technological, and human-caused hazards and their impacts.



2.2.1 Hazard Vulnerabilities

When assessing the impacts or potential impacts of disaster or emergency incidents, decision-makers should consider social and physical vulnerabilities as well as community conditions. The following figure describes hazard vulnerability considerations. Additional detail on Alpine City hazards and vulnerabilities can be found in the [2022 MAG Pre-Disaster Mitigation Plan](#).

SOCIAL VULNERABILITIES

The demographics of a community and impacts on various groups within the population including vulnerable populations.



PHYSICAL VULNERABILITIES

The built environment including housing stock, business structures, and critical infrastructure; such as transportation, energy, and water systems.



COMMUNITY CONDITIONS

The network of systems of a community that are critical to disaster recovery. These include the status of indicators such as economic, environmental, social, and governmental.



2.3 Hazard Descriptions

The following tables describe the natural, technological, and intentional hazards that pose a threat to Alpine City and the potential impact these hazards may cause.

2.3.1 Natural Hazards

Natural Hazard Description	Potential Impacts
<p>Avalanches are a rapid flow of snow down a hill or mountainside. Although avalanches can occur on any steep slope given the right conditions, certain times of the year and types of locations are naturally more dangerous.</p>	<ul style="list-style-type: none"> • Damage to infrastructure • Displaced residents • Loss of life
<p>Drought is a period of unusually dry weather that persists long enough to cause serious problems such as crop damage and/or water supply shortages. The severity of the drought depends upon the degree of moisture deficiency, the duration, and the size of the affected area (National Weather Service).</p>	<ul style="list-style-type: none"> • Socioeconomic impacts to agricultural community • Water conservation mandates • Wildfires • Dust storms • Reduced air quality
<p>Earthquakes are defined as the abrupt, rapid shaking of the earth caused by sudden breakage of rocks that can no longer withstand the stresses that build up deep beneath the earth's surface.¹</p>	<ul style="list-style-type: none"> • Damage to infrastructure • Loss of life • Hazardous materials spill

¹ Utah Geological Survey

Natural Hazard Description	Potential Impacts
<p>There is a 57% probability that the Wasatch Front region will experience at least one magnitude 6.0 or greater earthquake and a 43% probability of at least one magnitude 6.75 or greater earthquake in the next 50 years.²</p>	<ul style="list-style-type: none"> • Disruption of major transportation routes • Soil liquefaction • Landslides and avalanches • Destructive waves on Utah Lake
<p>Flooding is when normally dry land is submerged with a large amount of water. There are multiple types of flooding events, including the following:</p> <ul style="list-style-type: none"> • Snowmelt Floods are caused by rapid spring snowmelt of mountain snowpack. In addition, intense spring rainfall increases the flood magnitude, causing further rapid river rises. • Flash-Flooding results from powerful thunderstorms and subsequent intense rainfall. Rain may accumulate in low-lying areas with no outlet or where storm drains are overwhelmed. • Post-Fire Debris Flow Flooding are enhanced runoff conditions from a fire-damaged watershed, which can result in debris flows. 	<ul style="list-style-type: none"> • Damage and destruction to property from water and debris flow • Contaminated water • Damage to or inaccessible transportation infrastructure • Displaced residents • Raw sewage/health risks • Electrical fire • Gas spills • Loss of life
<p>Public Health Hazards are chemical, physical, or biological factors in the environment that can have negative impacts on short- or long-term health.</p> <ul style="list-style-type: none"> • An epidemic is a localized disease or virus outbreak that spreads rapidly and affects many people or animals in a community. • A pandemic is an epidemic that occurs worldwide or over a vast area and affects many people or animals. 	<ul style="list-style-type: none"> • Overwhelmed public health resources • Loss of life • Temporary social and economic impacts
<p>Severe Weather includes multiple weather events that can occur simultaneously or independently within the City.</p> <ul style="list-style-type: none"> • Extreme Cold is defined as a period that sustains lower than average temperatures. • Extreme Heat is defined as “summertime weather that is substantially hotter or more humid than average for a location at that time of year.” This can result in heat cramps, heat exhaustion, or heat stroke. Vulnerable and homeless populations are particularly susceptible to the impacts of extreme heat. • Fog is formed by temperature inversions that trap cold, moist air on the Wasatch Front valley floor. The fog can cause visibility restrictions and icy surfaces. • Hailstorms are formed by freezing water in thunderstorm clouds accumulating in layers around an icy core and falling to the earth. • Heavy Rain is a large amount of precipitation that can result in flash-flood events. • High, Strong, and Thunderstorm Winds can occur with or without the presence of a storm and are unpredictable regarding time and place. Canyon winds can bring wind gusts greater than 100 mph through the canyon mouths into populated areas. • Lightning is electricity discharged from a thunderstorm that can severely injure or kill an individual and cause damage to structures. • Thunderstorms are formed when rising air currents bring moist surface air into the upper atmosphere and condense, forming 	<ul style="list-style-type: none"> • Loss of life from exposure to severe temperatures • Damage to property • Traffic accidents • Damage to transportation infrastructure • Damage to agriculture

² earthquakes.utah.gov

Natural Hazard Description	Potential Impacts
<p>heavy rains, hail, strong winds, and/or lightning. While thunderstorms can occur anytime, they often occur during spring and summer.</p> <ul style="list-style-type: none"> • Tornados are a mobile, destructive vortex of violently rotating winds having the appearance of a funnel-shaped cloud and advancing beneath a large storm system. • Winter Storms can cause extreme cold, traffic from icy roads, damage to agriculture and electrical and telephone infrastructure, and economic impacts from snow removal. 	

2.3.2 Technological Hazards

Technological Hazard Description	Potential Impacts
<p>Hazardous Materials incidents occur when chemical, biological, or radioactive materials are released, posing a risk to individuals, the natural environment, and property in the area.</p> <ul style="list-style-type: none"> • Transportation incidents occur on any road, rail line, or pipeline where hazardous materials are transported. • Fixed Site incidents occur at facilities where hazardous materials are stored. 	<ul style="list-style-type: none"> • Evacuation • Environmental damage • Loss of life or injury • Drinking water contamination • Agriculture contamination

2.3.3 Intentional Hazards

Intentional Hazard Description	Potential Impacts
<p>Mass Casualty Incidents are events where the number of casualties overwhelm resources and personnel who then may not be able to respond efficiently.</p> <ul style="list-style-type: none"> • Active Shooter events are characterized by the use of firearms, the potential for large numbers of fatalities, and the need for responding organizations and resources to resolve the incident. • Terrorism is the unlawful use of violence and intimidation, especially against civilians and property, to pursue political aims and violate criminal laws of the United States. The purpose is to intimidate, coerce, or get ransom. <ul style="list-style-type: none"> • Domestic terrorism originates within the country and directs its attention to the government or population without foreign direction. • International terrorism activities are foreign-based or directed by countries or groups outside the United States or whose activities transcend national boundaries. 	<ul style="list-style-type: none"> • Building or infrastructure collapse • Mass transportation accidents and disruptions • Mass casualties • Disruption or destruction of critical infrastructure • Federal investigation • Resources and personnel become overwhelmed
<p>Civil Disturbances may come in the form of looting and rioting. Many are a reaction to a specific event, a response to extreme change or hazards.</p>	<ul style="list-style-type: none"> • Damage to facilities and structures • Law enforcement response
<p>Cyber Incidents and Cyber Terrorism are breaches and attacks on electronic systems that can affect their availability or integrity. Such breaches and attacks can happen to individuals, organizations, or government agencies.</p>	<ul style="list-style-type: none"> • Breach or leak of confidential information • Unavailability of critical systems

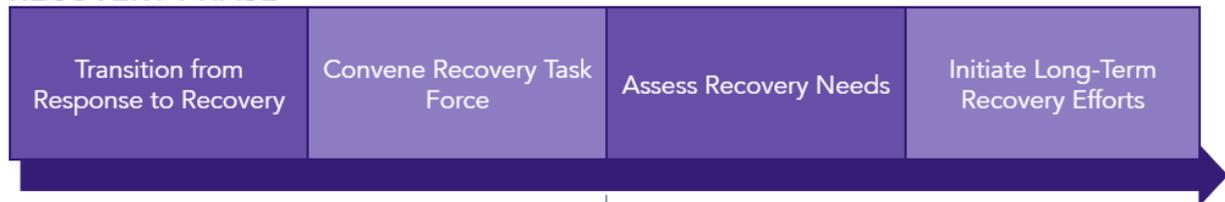
3 CONCEPT OF OPERATIONS

The concept of operations describes command and control structures, operations, and mechanisms utilized by Alpine City to prepare for, mitigate against, respond to, and recover from all hazards. The following figure illustrates the general sequence of events during emergencies and disasters which are expanded upon in the concept of operations.

RESPONSE PHASE (steps to be repeated as many times as necessary)



RECOVERY PHASE



MITIGATION PHASE



PREPAREDNESS PHASE



3.1 Response

Response efforts begin immediately after an incident is identified or occurs. Response starts at the city level and can expand up through county, state and federal support once needs exceed capabilities. An effective response depends on proper incident evaluation, rapid interagency coordination, and efficient utilization of available resources. All emergency and disaster incidents are unique; they require the ability to be flexible in order to expand and contract as the situation changes. Therefore, operations are guided by the scope of impacts, capabilities, and available resources. The following figure illustrates the general sequence of events during response.

RESPONSE PHASE (steps to be repeated as many times as necessary)



Key Activities

- Upon arrival, first responders perform immediate life-saving and protective actions.
- The Emergency Manager, in coordination with the Executive Group, assesses potential or actual emergencies to determine needs and EOC activation.
- The Emergency Manager notifies required personnel to report to their stations.
- The EOC:
 - Coordinates information sharing to establish a common operating picture and maintain situational awareness.
 - Organizes the assessment and stabilization of Community Lifelines.
 - Collects incident-related documentation.
 - Identifies, requests, and coordinates distribution of resources.
 - Issues warning and status updates to the community.
- Incident Command directs operations in order to coordinate the actions of first responders, supporting agencies, and the EOC.
- Rapid damage assessments (RDA) are conducted to provide initial damage estimates for determining the immediate needed response and begin estimates of monetary damages.
- The City may declare an emergency and request further assistance through Utah County if required resources are not available or have been exhausted.

Field Response and Tactical Operations

First responder agencies are often the first on the scene of an emergency. Their response is to protect life, safety, and property based on their own internal Standard Operating Procedures (SOPs). These agencies often set up ICS structures to coordinate interagency operations.

EOC coordination with field response may be done through the EOC Resource Support Section and first responder agency liaisons. The EOC will take guidance from the CEMP to support field response by identifying additional resources, coordinating mass care operations, and disseminating public information.

3.1.1 Assess the Emergency

Initial emergency response is often carried out by first responders at the city level. Notification of an imminent or occurring disaster may be relayed to Alpine City through various means including Public Safety Answering Point (PSAP) Centers, local authorities' observations, or citizens. The Emergency Manager is responsible to monitor potential and developing incidents and follow up on situations as needed. Considerations when assessing the scope or potential impacts include:

- Potential for loss of life or injury
- Potential damage to property, roads, electricity, water, and other infrastructure
- Amount of time before incident impact
- Potential economic disruption

Once an initial assessment has been made, the City should determine the next steps including activation of resources, plans, communication, scaling up of operations, and coordination.

Public Safety Answering Point (PSAP) Centers

There are two PSAP Centers in Alpine City.

- **Central Utah 911** dispatches law, fire, and EMS for multiple cities, including Alpine, as well as the unincorporated areas of Utah County.
- **Utah Highway Patrol** dispatches Troopers on all State designated roadways.

3.1.2 Activate Resources

Effective and timely life-saving and property preserving operations depend on prompt identification of the emergency or disaster and the activation of resources thereafter.

3.1.2.1 Notify the Executive Group

The Executive Group consists of elected officials, relevant city staff, and incident-specific leadership which may include: the Mayor, City Council, City Administrator, Emergency Manager, and City Attorney. Notification is given to members of the Executive Group through established communication channels, starting with the Emergency Manager. Executive Group responsibilities may include:

- Providing command and control to ensure efficient response and recovery.
- Overseeing and participating in emergency decision making.
- Ensuring adequate staff and resources to meet response and recovery needs.
- Establishing financial directives and spending parameters for disasters.
- Authorizing large expenditures and atypical spending activity during an emergency.
- Approving the waiver of standard policies and procedures to facilitate response.
- Promulgating local emergency plans.
- Supporting participation in local mitigation efforts.
- Advocating laws that support emergency management programs and response activities.

3.1.2.2 Activate Facilities and Staff

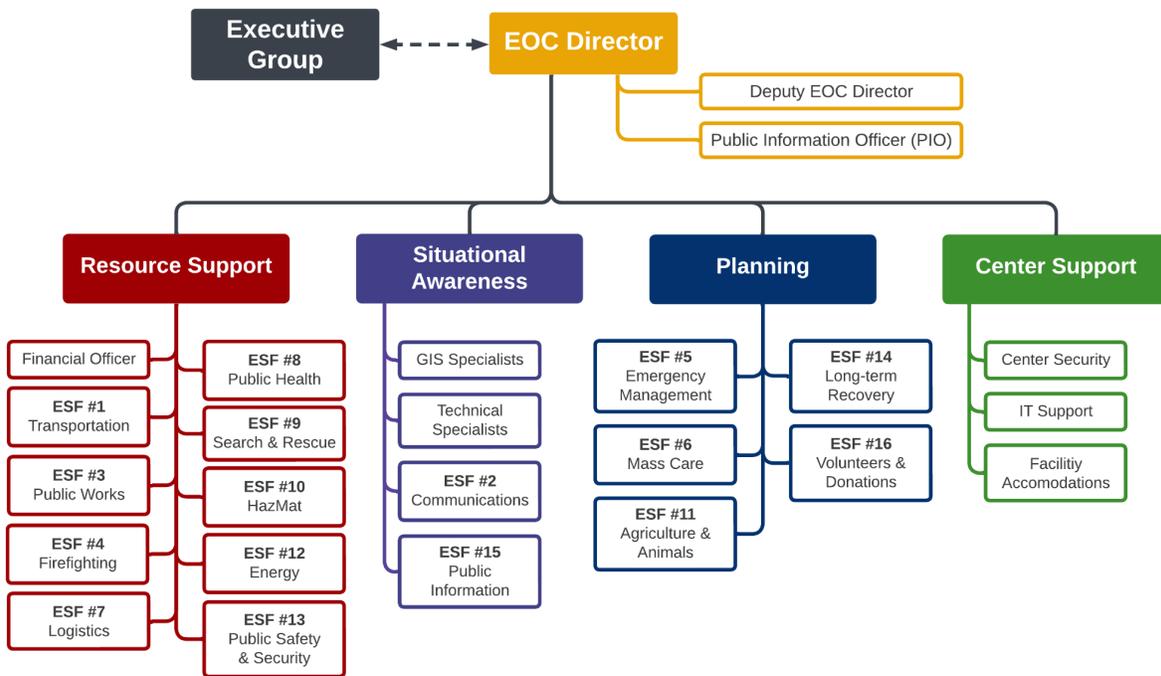
Based on the needs of the incident, Emergency Management may decide to activate specific facilities and staff to support response and recovery. The following table describes coordination facilities and operational areas, their roles in response and recovery, and those authorized to activate them.

Facility	Activation Authority	Description
Emergency Operations Center (EOC)	<ul style="list-style-type: none">• Emergency Manager• Mayor• City Council• City Administrator	<ul style="list-style-type: none">• Coordination center for all disaster response operations.• Upon activation, it is staffed with designated city personnel.• Additional staff and external response partners to support the EOC are activated as necessary.• May relocate to an alternate EOC or location if a disaster or emergency prevents the use of the primary EOC.
Donation Center	<ul style="list-style-type: none">• Emergency Manager• Mayor• City Council	<ul style="list-style-type: none">• Central location for collecting, storing, and distributing donations received by the City.• May be located at the City Offices or other designated location.
Incident Command Post (ICP)	<ul style="list-style-type: none">• Incident Commander• Unified Command	<ul style="list-style-type: none">• Serves as the on-scene location where first responders are responsible for executing incident response operations.• Located as close to the scene of an incident as safely possible.• Coordinates operations through an Incident Command System (ICS) structure as appropriate for scale of incident.

Facility	Activation Authority	Description
		<ul style="list-style-type: none"> Coordinates and communicates with the EOC Operations Section to provide situational awareness of on-scene operations and identify resource needs.
Joint Information Center (JIC)	<ul style="list-style-type: none"> Emergency Manager Public Information Officer (PIO) 	<ul style="list-style-type: none"> Coordinates with appropriate city, county, state, and federal jurisdictions, as well as media representatives to ensure timely and accurate information is provided to the community. Provides public messaging to the community through channels such as press conferences, social media, and emergency alerts.
Recovery Operations Center (ROC)	<ul style="list-style-type: none"> Emergency Manager Mayor City Council 	<ul style="list-style-type: none"> Coordination center for all disaster recovery operations. Managed by the Recovery Task Force (RTF). May be located virtually, in the EOC, or at an alternate site.
Staging Sites	<ul style="list-style-type: none"> Incident Commander Emergency Manager 	<ul style="list-style-type: none"> Houses personnel, supplies, equipment, and other resources prior to operational assignment.
Volunteer Reception Center (VRC)	<ul style="list-style-type: none"> Emergency Manager Mayor City Council 	<ul style="list-style-type: none"> Central location for volunteers to gather. Allows first responders the ability to fulfill their duty without the added responsibility of managing volunteers. May be located at the City Offices or other designated location.

Emergency Operations Center

The Emergency Operations Center (EOC) provides a central location for the management and coordination of an incident. The primary EOC is located at Alpine City Hall, 20 N Main St, Alpine, UT 84004. Additional details regarding EOC structure, staff, operations, and other information can be found in [Annex B: Emergency Operations Center Guide](#). The following figure shows the EOC's organizational structure.



Joint Information Center

In some circumstances, it may be necessary to open a Joint Information Center (JIC). Activating a JIC provides resources to facilitate the collection, deconfliction, and dissemination of information while presenting a unified message when interacting and coordinating with the media and public. When determining whether to open a JIC, consider the size and complexity of the incident and the number of entities involved. The primary JIC is located at the Lone Peak Fire Building, 5582 Parkway West, Highland, UT 84003. The JIC may also be co-located in the EOC or located in an alternate location.

Recovery Operations Center

Depending on the scope of the emergency or disaster, the City may activate a Recovery Operations Center (ROC) in order to coordinate recovery operations. The ROC is managed by the Recovery Task Force with representatives from each RSF that is activated. The primary ROC is located at the Alpine City Offices, 20 N Main St, Alpine, UT 84004. It may also be co-located within the EOC, an alternate location, or a virtual location.

Staging Areas

The Incident Commander or EOC Director may decide staging areas are necessary to support response and recovery activities. These designated sites are used to house personnel, supplies, equipment, and other resources prior to their operational assignment. When determining a location for a staging area, consider convenience for operation, site security, accessibility, the type of equipment or supplies being stored, and the area of space needed. The City's predetermined staging site is at the Public Works Building, 181 E 200 N, Alpine, UT 84004. Alternate staging site locations may be determined by the Incident Commander.

Volunteer and Donations Centers

The Volunteer Reception Center (VRC) and Donation Center provide locations for safe, efficient, and scalable volunteer and donation management in the event of an emergency or disaster. These centers are equipped to receive, process, and distribute a wide variety of donated goods and

services that are given or sought to assist disaster victims. The VRC and Donation Center may be located together or separately at the Alpine City Offices or other designated locations. Additional information regarding the setup and operations of the Volunteer Reception Center and Donations Center can be found in [Annex C: Volunteer and Donations Management](#).

3.1.2 Establish a Common Operating Picture

A common operating picture provides the foundation for accurate information sharing as well as timely response and recovery operations. Establishing a common operating picture early and throughout response allows responding agencies to properly scale resources and staff. Maintaining situational awareness over real-time events is essential to facilitate information sharing and ensures incident leadership can make effective and consistent decisions. Procedures and integrated systems used to establish a common operating picture may include:

- Updates through phone, text, email
- Recurring scheduled meetings providing status updates
- Development and dissemination of Situation Reports (SitReps)
- Information and data management tools

3.1.3 Determine Incident Priorities

Initial decisions and objectives should be established based on LIPE. Though they are often performed simultaneously, LIPE stands for the following incident priorities in order of importance:

1. Life Safety
2. Incident Stabilization
3. Property Preservation
4. Environmental Conservation

3.1.4 Respond to the Emergency

The following procedures are conducted during emergency and disaster situations. These operations are repeated and sustained as necessary until the transition to recovery takes place.

3.1.4.1 Prioritize Response Activities

Response activities should be based on the four primary incident priorities of LIPE and reassessed frequently. During initial response, priority efforts should also focus on stabilizing community lifelines. Incident priorities may be documented in an Incident Action Plan (IAP) and distributed to response personnel to facilitate a common operating picture among all responders.

Incident Action Plan

The Incident Action Plan (IAP) organizes goals, priorities, resources, and staffing for response operations and is updated as required by the pace of operations. The EOC Planning Section coordinates with all other sections within the EOC to develop an IAP. Each section in the EOC is responsible for developing their associated IAP elements and coordinating with the Planning Section to provide any missing information. Elements of the IAP include:

- Overall incident response priorities and goals
- Safety protocols
- Organizational charts
- Communications lists and radio plans

- Resource allocation
- Maps, charts, and other key information

ICS Forms

ICS forms are intended for use as tools for the creation of IAPs and for supporting documentation of ICS activities and other incident management activities. Fillable forms and their descriptions are available online at FEMA's [ICS Resource Center](#).

The Planning Section may also produce and distribute Situation Reports (SitReps) to provide a condensed summary of critical information and the status of Community Lifelines. SitReps are produced more frequently than IAPs based on the speed and pace of response operations. More information about SitReps and IAPs can be found in [Annex B: Emergency Operations Center Guide](#).

FEMA's Community Lifelines

FEMA's Community Lifelines concept was created to assess and prioritize critical infrastructure stabilization following an emergency. The seven lifelines enable the continuous operation of critical business and government functions and are essential to health, safety, and economic security. The following figure shows the seven community lifelines and their components.



Lifeline statuses represent a snapshot of critical infrastructure and services. They may be displayed in the EOC or included in IAPs or SitReps. Lifeline statuses should be determined collaboratively and continually assessed as circumstances evolve over the course of an incident. The table below describes the four color assessment statuses for operational reporting on impacted lifelines.

Color	Lifeline Status	Necessary Actions
Grey	Extent of disruption and impacts are unknown	Perform assessments to determine lifeline status
Red	Services disrupted; no solution identified	Develop and implement plans for stabilization
Yellow	Services disrupted; solution in progress	Prioritize lifeline stabilization
Green	Services are stable and available	No action necessary; continue to monitor

3.1.4.2 Communicate with the Community

Timely dissemination of emergency information is crucial to the response effort. Through the PIO, the EOC may use various media platforms and alert systems to disseminate timely, accurate information to the community regarding incident status and protective actions. Public information responsibilities of the City include:

- Coordinating with appropriate government entities and media representatives to ensure timely and accurate information is provided to the community.
- Using various channels to push public messaging out to the community.

Issue Warning and Status Updates

As timely dissemination of information is crucial to a successful response and recovery effort, Alpine City provides notification of an emergency or disaster as soon as practical and with as much advance notice as possible. Warning, notification, and status updates to partner agencies and the community are issued through a variety of methods depending on the scope and size of the incident. The following table describes mediums utilized to provide warning, notification, and status updates.

Notification Platform	Audience	Description
Internal Notification System	City Staff	Through the alert system, personnel and volunteers may be notified to respond in an emergency, or given specific instruction pertaining to an incident.
Emergency Alert System	Alpine Citizens	Emergency Management utilizes a multi-nodal emergency notification system which has the capability to send out messages to citizens through email, phone, or text.
Integrated Public Alerting and Warning System (IPAWS)	General Population	IPAWS is a federal portal through which Wireless Emergency Alerts (WEAs) and broadcast alerts can be sent via radio, TV, satellite, and wireless/wireline systems.

Emergency Notification System

Alpine City utilizes a multi-nodal emergency notification system to send alerts to those who have opted-in to receive them. During an emergency, this Emergency Alert System can be activated immediately to inform citizens via phone, text, and/or email. Contact Utah County Emergency

Management for guidance and support on using the Everbridge notification system. The following individuals are authorized to send out emergency alerts for Alpine City:

1. Emergency Manager, or designee
2. City Administrator
3. Office Manager
4. City Recorder

Wireless Emergency Alerts (WEA)

If needed, a request can be made to Utah County to push out Wireless Emergency Alerts (WEA) in specific areas. Utah County has an Integrated Public Alert & Warning System (IPAWS) certificate which authorizes Utah County Sheriff's Office to send out Wireless Emergency Alerts in circumstances where life safety is threatened. Contact Utah County Emergency Management to request a Wireless Emergency Alert.

Communicating With the Whole Community

When providing critical information to the whole community, the accessibility of information must include individuals with access and functional needs. Examples of accessible communications include:

- Adding open and closed captioning on television broadcasts.
- The inclusion of an American Sign Language (ASL) interpreter during media briefings.
- Translating and providing print, news, and social media emergency public information in alternate languages commonly spoken in the area.

Additional communications channels to ensure notifications reach the whole community may include:

- Public Service Announcements
- Press Briefings
- Social Media Platforms
- Utah County Emergency Communication and Support Team (ECS)
- Amateur Radio Groups such ARES or RACES

3.1.4.3 Take Protective Actions

Protective actions, such as evacuation or sheltering, may be required in some emergency or disaster situations. Incident Command, in coordination with the Emergency Manager and the Mayor, decides whether to implement protective actions based upon the size, scope, and impacts of the incident. The authority to declare and sign emergency declarations, proclamations, and executive orders falls to the Mayor or their designee.

The implementation of protective actions is achieved through coordination among multiple Emergency Support Functions (ESF) and supporting agencies. The following table provides an overview of protective actions, supporting ESFs, and expected operations.

Protective Action	Responsible ESF	Operations
Evacuation	<ul style="list-style-type: none"> • ESF #1 Transportation • ESF #5 Emergency Management • ESF #6 Mass Care • ESF #9 Search & Rescue 	<ul style="list-style-type: none"> • Ensure residents are aware of evacuation orders. • Assist residents unable to evacuate. • Identify routes to support evacuation. • Procure transportation resources for response. • Activate and operate reception centers for temporary collection and accountability. • Maintain and execute evacuation planning for facilities and locations such as schools, businesses, and canyon areas.

Protective Action	Responsible ESF	Operations
		<ul style="list-style-type: none"> • Evacuate vulnerable populations including medical patients, long term and residential health care facilities, group homes, and incarcerated individuals.
Reunification	<ul style="list-style-type: none"> • ESF #6 Mass Care 	<ul style="list-style-type: none"> • Support reunification of displaced victims with friends or family. • Operate hotlines and facilities in support of reunification. • Notify the public of the reunification process.
Sheltering	<ul style="list-style-type: none"> • ESF #6 Mass Care • ESF #8 Public Health 	<ul style="list-style-type: none"> • Identify shelter locations. • Coordinate shelter operations and staffing. • Support mass care. • Identify considerations for displaced animals.
Transportation	<ul style="list-style-type: none"> • ESF #1 Transportation 	<ul style="list-style-type: none"> • Coordinate transportation resources to support evacuations. • Coordinate with supporting agencies for additional resources.
Victim Tracking	<ul style="list-style-type: none"> • ESF #6 Mass Care 	<ul style="list-style-type: none"> • Coordinate with EMS and hospitals to estimate the number and type of patients. • Coordinate with first responders and hospitals to collect totals of transported, self-transported, and walking wounded. • Track patient movement.

3.1.4.4 Perform Damage Assessments

Damage assessments are conducted during response to identify incident impacts, prioritize response and restoration activities, and initiate the cost recovery process. Damage assessment objectives may include:

- Determine immediate life safety issues (trapped or missing individuals)
- Prioritize response operations
- Identify the scope of damages
- Document damages
- Determine the status of infrastructure
- Estimate dollar amount of damage to justify the need for additional assistance
- Assess economic impacts

Rapid Damage Assessments

Rapid Damage Assessments (RDA) may be conducted by the City, with assistance from Utah County Public Works, to determine what resources are necessary to conduct life-saving and life sustaining operations during emergency response. Sometimes referred to as “Windshield Surveys,” these quick, cursory evaluations can be very helpful for measuring impacts on homes and people and providing timely help to victims. The Planning Section is responsible for collecting and organizing RDA data. The RDA report should be shared with Utah County Emergency Management to ensure the City’s damages contribute to the County threshold for a disaster declaration. Instructions on conducting Rapid Damage Assessments can be found in Annex D: Damage Assessment Handbook.

Initial Damage Assessments

An Initial Damage Assessment (IDA) may be conducted by local and state partners to determine the impact, severity, and magnitude of the incident. The information from IDA reports is analyzed to determine whether the disaster-related costs and damages could qualify for any state or federal assistance. The following table provides an overview of damage assessments conducted during response operations, who may conduct them, and the type of information collected.

	Rapid Damage Assessment	Initial Damage Assessment
Time Conducted	<ul style="list-style-type: none"> As soon as possible, within hours after initial incident impact 	<ul style="list-style-type: none"> Days to weeks after initial incident impact
Purpose	<ul style="list-style-type: none"> Determine immediate incident hazards and impacts to direct response operations and priorities. 	<ul style="list-style-type: none"> Determine the status of infrastructure and estimate monetary damages to public and private property. Set recovery needs and timeframes and validate state or federal assistance.
Overview	<ul style="list-style-type: none"> Incident size up Identify immediate hazards Determine lifesaving needs and number of casualties Determine critical infrastructure status 	<ul style="list-style-type: none"> Early estimation of monetary damages Evaluate critical infrastructure status Justify disaster declaration
Conducted By	<ul style="list-style-type: none"> First responding agencies Alpine City Public Works Field units 	<ul style="list-style-type: none"> City representatives Public Works and Engineering Planning and Development
Information Collected	<ul style="list-style-type: none"> Structure safety and damages Environmental hazards Response follow-up actions 	<ul style="list-style-type: none"> Structure safety and damages Environmental hazards Recovery follow-up actions
Priority Facilities	<ul style="list-style-type: none"> Critical Infrastructure Hospitals Government Facilities Schools Churches 	<ul style="list-style-type: none"> Critical Infrastructure Hospitals Government Facilities Schools Churches

3.1.4.5 Request Resources

ESF #7 Logistics, if activated, is the primary conduit for coordinating agency requests for additional resources. When a request is received, ESF #7 identifies the most economical and appropriate means of meeting the request. Resources that may be requested or distributed include:

- Office space and equipment
- Heavy equipment
- Transportation
- Food and water
- Fuel

The following process is used to request, approve, and pay for resources:

1. Requests for resources are sent to the Resource Support Section using an ICS 213 General Message form or ICS 213RR Resource Request form. If the request is made via phone, staff will document the request on the proper form.
2. The Resource Support staff identifies sourcing and costs of resources following current procurement laws, city procurement policy, and any amended policies.
3. Information is sent to the EOC Financial Officer for approval. Additional approval from the Mayor, City Council, or others may be needed depending on policies and procedures set by the City.
4. After final approval is given, the Financial Officer facilitates the payment for resources.

5. Deployment of resources are tracked and monitored by Resource Support staff.
6. Resource Support staff maintains financial documentation related to procurement and provide all documentation to the Planning Section for the incident archive.

Emergency Management maintains current resource information on supplies, equipment, facilities, and skilled personnel for emergency response and recovery operations. For additional information on resource procurement procedures, see [Financial Management](#).

Mutual Aid

If or when the City exhausts or anticipates exhausting resources, Mutual Aid agreements may be utilized. These agreements expedite the process of sharing resources and can be pre-established before or at the onset of response operations. Mutual aid agreements often include:

- Proper identification of resources
- Reasonable assurance that resources are available when needed
- Terms for compensation

The City may also request assistance from the county. Utah County Emergency Management can provide additional resources, personnel, and equipment to assist with response and recovery efforts. During a declared emergency, Utah County can request additional assistance through the Utah Division of Emergency Management (DEM). Additional information on the memoranda and agreements in the City can be found in [Authorities and References](#).

3.1.4.6 Coordinate with Partners

As an incident evolves and expands, the City may need to coordinate with other city, county, state, federal, and private-sector partners to support response and recovery operations. The following table describes the major responsibilities related to coordination during emergency response.

Entity	Coordination Roles and Responsibilities
Alpine City	<ul style="list-style-type: none"> • Respond to the incident based on available resources and capabilities. • Notify local emergency management and other supporting agencies of operations, initial assessment, and need for further support, if required. • Activate the EOC to provide timely, accurate, and regular assessments and coordination. • If necessary, declare a local emergency.
Utah County	<ul style="list-style-type: none"> • Notify county agencies to support incident response and recovery operations. • Activate the EOC to coordinate and support response and recovery. • Notify DEM of the incident and request support as needed. • If necessary, write a county disaster declaration. • Request federal assistance as needed through the State DEM. • Coordinate resources to support response and recovery efforts. • Assess and document the incident status and impacts on a regular basis. • Develop timely and accurate messaging to provide updates on status and protective actions for the community.
State of Utah	<ul style="list-style-type: none"> • Provide a liaison to support communication and coordination between the Utah County EOC and State DEM. • Coordinate support from state agencies, counties, and inter-state mutual aid through the Emergency Management Assistance Compact (EMAC). • Support county and state disaster declarations as needed. • Coordinate federal assistance.

Federal Government	<ul style="list-style-type: none"> Provide resources and response support if state capabilities are insufficient. Provide federal assistance to aid in the recovery of the emergency or disaster.
Private Sector	<ul style="list-style-type: none"> Through Memorandums of Understanding (MOU) and Mutual Aid Agreements, obtain resources to support requests for municipal and county governments. Provide situational assessment and ensure situational awareness of disaster or emergency, if applicable.

3.1.4.6 Document Response Actions

Thorough documentation is required to support federal reimbursements, audits, and situational awareness. The EOC Planning Section, in coordination with the EOC Finance/Administration Section, is responsible for logging and maintaining incident documentation. Documentation and records which should be produced and maintained throughout the incident may include:

- Timesheets and time tracking
- Activity logs
- Damage assessments
- Incident Action Plans (IAPs)
- Purchasing cost tracking, receipts, and procurement approvals in line with requirements for Title 44 and 200 of the Federal Code of Regulations and NIMS.

Utah County

Documentation is maintained for financial management can be found

3.1.4.7 Disaster Declaration Process

State and federal support can be accessed through the disaster declaration process. This is a critical step which begins at the municipal or county level and extends up. The following figure provides an overview of how emergency declarations are escalated to the county, state, and federal government.

Alpine City

- Alpine City responds with available resources and capabilities.
- Assessments are conducted to determine the scope of damages.
- As incidents grow in scope and size, the EOC supports response and coordination.
- The Mayor may utilize the City’s mutual aid agreements and enforce necessary regulations following city codes and ordinances (curfews, business closures).
- The Mayor may proclaim a local emergency and forward the proclamation to Utah County Emergency Management (UCEM).

- The Utah County Emergency Manager receives Alpine City’s emergency proclamation.
- UCEM supports response by providing coordination, personnel, or equipment as needed.
- Damage assessments to support the declaration are developed through coordination between UCEM and Utah County Public Works, Engineering, Facilities Management, and Planning and Development.
- The Utah County Emergency Manager coordinates with the Utah County Commissioners and UCEM’s Executive Group to determine if the incident warrants an Emergency Declaration or State of Emergency under the advisement of the Utah County Attorney’s Office (Utah County Code 2.12.040).
- Once the declaration has been drafted by the Utah County Emergency Manager and signed by the Chair of the County Commission, the Utah County Emergency Manager forwards the declaration to the Utah Division of Emergency Management (DEM) Region II liaison to obtain state assistance.

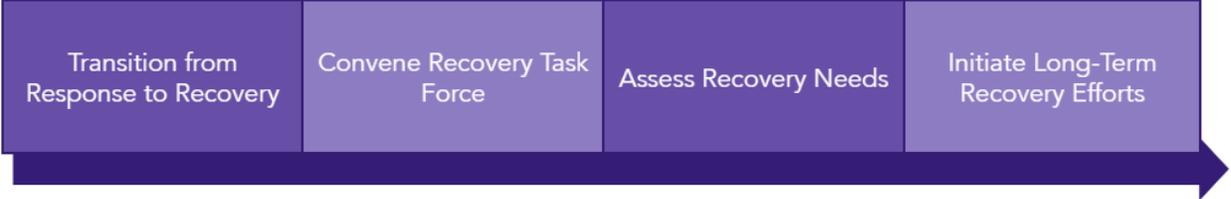
- DEM receives the appropriate county declaration
- DEM verifies that Utah County has met the threshold for the appropriate declaration.
- The DEM Director advises the Governor of the situation and, if warranted, the Governor proclaims a State of Emergency or Disaster.
- The DEM Director initiates State response by activating agencies and relevant Emergency Support Functions to take necessary action per the Utah Emergency Operations Plan and the standard operating procedures of the affected agencies to support the response.

- FEMA and other federal agencies are dispatched to identify support needs and verify damages.
- If needed, federal agencies provide response support resources.
- Federal agencies provide disaster assistance programs to support recovery and coordinate with the state and county to monitor the application of federal assistance funding.

3.2 Recovery

After initial lifesaving and protection response operations have concluded, the City shifts to recovery operations. Recovery may occur simultaneously with response. It can extend for months or even years after a disaster depending on the incident’s size and scope and the needs of the community. This section provides an overview of the City’s recovery operations to return the community to pre-disaster conditions. The following figure illustrates the general sequence of events during disaster recovery.

RECOVERY PHASE



Utah State

- The EOC Director, in coordination with the Executive Group, determines when to deactivate response resources and initiate recovery operations.
- The EOC Director, in conjunction with Public Works, initiates recovery and the mobilization of recovery resources and operations.
- The Recovery Task Force (RTF) manages, facilitates, and leads recovery operations.
- The RTF coordinates the development and implementation of a Long-Term Recovery Plan to support community recovery and resilience building.
- Recovery Support Functions (RSFs) may be activated to provide targeted recovery support.

Federal Government

- The EOC Director coordinates with the Executive Group to determine when to deactivate response resources and initiate recovery operations.
- The EOC Director, in coordination with the Executive Group, determines when to deactivate response resources and initiate recovery operations.
- The EOC Director, in conjunction with Public Works, initiates recovery and the mobilization of recovery resources and operations.
- The Recovery Task Force (RTF) manages, facilitates, and leads recovery operations.
- The RTF coordinates the development and implementation of a Long-Term Recovery Plan to support community recovery and resilience building.
- Recovery Support Functions (RSFs) may be activated to provide targeted recovery support.
- Community recovery may be further facilitated through federal programs and grants.

3.2.1 Transition from Response to Recovery

The transition from response to recovery is a gradual process. The EOC Director may coordinate with the Executive Group to determine when to mobilize recovery resources during or following

response operations. The following events or triggers can help facilitate the gradual transition to recovery operations:

- The hazard has subsided or been contained.
- Initial response efforts have plateaued or stabilized.
- Community Lifelines are stabilized.
- Injured persons have received medical services and fatalities have been accounted for.
- Initial damage assessments have been completed.
- Disaster impacts on the community are understood.

Transition Considerations

The transition from response to recovery may not be clearly understood. As operations begin to shift, the following should be taken into consideration:

- Different areas of the City may transition at different rates. Some areas may be functioning normally while others still lack essential services.
- At times, EOC staff may be needed to support both response and recovery operations. It is important to delineate responsibilities within functions to ensure recovery is not forgotten during early response operations.

ESF #14 Long-term Recovery is responsible for supporting the Emergency Support Function (ESF) to Recovery Support Function (RSF) transition and initiating recovery resource mobilization. This process may include:

- Determining the scope of recovery operations.
- Establishing the coordination and communication structures among recovery partners.
- Ensuring coordination between response and recovery organizations and agencies.
- Transitioning ESF operations to RSFs and activating additional RSFs, as needed.
- Identifying available funding sources and advocating for community assistance.

3.2.1.1 Demobilize Response Resources

As the City begins the transition to recovery, the EOC may start to demobilize various response operations. The EOC Director and Executive Group determines when response resources can be demobilized. EOC staff go through the following demobilization process:

1. Determine if any additional documentation is needed.
2. Return all equipment and resources provided back to their owners.
3. Gather and correlate forms, activity logs, or any other documentation for the EOC Director.
4. Participate in after-action meetings or follow-up discussions to identify strengths, weaknesses, and areas of improvement during response and recovery operations.

3.2.2 Convene Recovery Task Force

The EOC Director may coordinate with the Executive Group to activate the Recovery Task Force (RTF) which will manage, facilitate, and lead recovery operations. The RTF may include the Mayor, City Council, Emergency Manager, and other city employees who may support recovery operations in addition to their regular work. The makeup of the task force may change and additional positions added as recovery progresses and different areas of focus are needed. The RTF may coordinate virtually, from the EOC, or from an alternate site. Task force responsibilities may include:

- Developing a long-term recovery plan which identifies goals to guide recovery operations.
- Coordinating activated Recovery Support Functions (RSF).
- Coordinating public assistance to the affected community.
- Working with PIOs and the JIC to provide consistent public messaging to the community.

3.2.2.1 Activate Recovery Operations Center

Depending on the scope of the emergency or disaster, the City may activate a Recovery Operations Center (ROC) in order to coordinate recovery operations. The ROC is managed by the Recovery Task Force with representatives from each RSF that is activated. The primary ROC is located at the Alpine City Offices, 20 N Main St, Alpine, UT 84004. It may also be co-located within the EOC, an alternate location, or a virtual location.

3.2.2.2 Activate Relevant Recovery Support Functions

Recovery Support Functions (RSF) encompass core recovery capabilities to focus on community recovery needs. RSFs are organized into six core functions and are activated to identify and resolve recovery challenges. They may be staffed by redeployed city employees from departments where day-to-day operations and expertise are applicable.

RSFs are used to supplement the Recovery Task Force (RTF) as recovery operations develop. The Recovery Task Force activates Recovery Support Functions depending on the scope and scale of the emergency. The following table describes each RSF, its mission, and potential supporting agencies responsible to carry out the planning and operations for recovery under the National Response Framework (NRF).

RSF	RSF Mission	ESF Transition	Supporting Agencies
RSF #1 - Community Planning and Capacity Building	Ensure equitable representation of the community during post-incident recovery planning and operations; Build capacity to improve community resilience.	<ul style="list-style-type: none"> • ESF #1 Transportation • ESF #2 Communications • ESF #3 Public Works • ESF #12 Energy • ESF #15 Public Information 	<ul style="list-style-type: none"> • Planning Commission • Planning & Zoning Department • Emergency Management
RSF #2 - Economic Redevelopment	Integrate public and private expertise to sustain and rebuild businesses and employment; Develop economic opportunities that result in sustainable and resilient communities.	<ul style="list-style-type: none"> • ESF #7 Logistics • ESF #14 Long-term Recovery • ESF #15 Public Information 	<ul style="list-style-type: none"> • Finance Department • Planning Commission • Chamber of Commerce • Emergency Management
RSF #3 - Health and Social Services	Address short- and long-term health and social services impacts to the community post-disaster in coordination with partners.	<ul style="list-style-type: none"> • ESF #8 Public Health • ESF #14 Long-term Recovery 	<ul style="list-style-type: none"> • Lone Peak Public Safety District • Health Department • American Red Cross • Emergency Management
RSF #4 - Housing	Assist in short- and long-term support including the rehabilitation and reconstruction of destroyed and damaged housing and development of new accessible, permanent housing options.	<ul style="list-style-type: none"> • ESF #6 Mass Care 	<ul style="list-style-type: none"> • Planning Commission • Planning & Zoning Department • Public Works • American Red Cross • Team Rubicon • Emergency Management

RSF	RSF Mission	ESF Transition	Supporting Agencies
RSF #5 - Infrastructure Systems	Coordinate efforts of public and private stakeholders to restore and increase resilience of infrastructure from future hazard impacts.	<ul style="list-style-type: none"> • ESF #1 Transportation • ESF #2 Communications • ESF #3 Public Works • ESF #12 Energy 	<ul style="list-style-type: none"> • Public Works • Parks & Recreation • Waste Management • Rocky Mountain Power • Dominion Energy
RSF #6 - Natural and Cultural Resources	Address long-term environmental and cultural recovery needs which provide the ability to protect resources and historic properties.	<ul style="list-style-type: none"> • ESF #1 Transportation • ESF #11 Agriculture & Animals • ESF #12 Energy 	<ul style="list-style-type: none"> • Parks & Recreation • UCHD • Emergency Management • Department of Natural Resources • Emergency Management

*Contact information for supporting agencies can be found in the appendix or at alpinecity.org

3.2.3 Assess Recovery Needs

Alpine City may perform various assessments to determine recovery needs. Results of these assessments support requests for federal assistance and are used in developing a long-term recovery plan to rebuild and increase the resilience of the City.

3.2.3.1 Conduct Unmet Needs Assessments

Unmet needs can be defined as the gap between disaster-caused damages and the disaster aid available to repair those damages. As such, unmet needs can persist after recovery resources, such as insurance and state and federal assistance, have been exhausted. Identifying unmet needs in the community is critical to inclusive and equitable recovery planning.

Each Recovery Support Function (RSF) is responsible to monitor and identify unmet needs within their purview in order to address them promptly. For instance, RSF #4 Housing is responsible for assessing disaster impacts on housing. These assessments serve as a baseline for future recovery planning and operations.

3.2.3.2 Request Federal Assistance

Disaster declarations and preliminary damage assessments (PDA) provide the reasoning for the qualification of federal funds in impacted communities. These funds can prevent delays in recovery and foster trust and communication between stakeholders when they are prioritized for the most pertinent recovery needs.

To qualify for federal assistance, preliminary damage assessments are conducted by state and federal representatives as part of the emergency declaration process. These assessments identify and determine monetary values for damages and assist in determining the need for additional resources. PDA results are used by the Governor to illustrate that needed response and recovery efforts exceed state capabilities. The PDA also supports a request from the Governor for a federal declaration of a state of emergency. PDA information may include data such as:

- Cost of response efforts (e.g., emergency personnel overtime)
- Emergency services shortfalls
- Community damage
- Number of citizens affected

3.2.4 Develop a Long-Term Recovery Plan

Long-term recovery efforts should restore communities to pre-disaster conditions while building resilience for the future. A Long-Term Recovery Plan may be created to guide recovery efforts. It would allow city leaders and community stakeholders to make complex, community-wide decisions to rebuild and increase resilience. The Long-Term Recovery Plan development and implementation is managed by the RTF and activated RSFs in coordination with the Executive Group. It is developed and implemented through the following steps:

1. Convene an inclusive community planning team led by previously identified RSFs.
2. Develop a unified approach and shared community vision.
3. Build on existing community planning and best practices.
4. Complete initial damage and needs assessments.
5. Identify realistic and achievable recovery actions and goals.
6. Coordinate planning efforts with stakeholders, Utah County, and the State.
7. Implement the Long-term Recovery Plan, monitor outcomes, and update as needed.

Recovery Plan Development Considerations

- Invite diverse organizations across the entire community to engage in recovery plan development to encourage shared community responsibility.
- Engage stakeholders early in the planning process to ensure buy-in and comprehensive planning.
- Incorporate existing planning into recovery planning efforts to provide a wide range of goals for the community and represent shared priorities of community members.

3.3 Mitigation

Mitigation can be described as the action taken to avoid or reduce the risk of threats or hazards. By reducing the impact of disasters, mitigation supports protection and prevention activities, eases response, and speeds recovery to create better prepared and more resilient communities. This section provides an overview of mitigation efforts performed by the Alpine City and partnering agencies to reduce loss of life and property by lessening the impact of all hazards.

Mitigation actions may be conducted prior to a disaster but are often identified and carried out as the result of an event. However, this section also deals with mitigation efforts which occur during the recovery period and are necessary due to the emergency or disaster event. The following figure illustrates the general sequence of events during the mitigation phase of emergency management.

MITIGATION PHASE



Key Activities

- Through situational awareness, gather information to assess mitigation needs.
- Coordinate hazard mitigation efforts and identify projects to lessen impacts.
- Facilitate broad engagement and ongoing dialogue within the community.
- Collaborate with stakeholders and subject matter experts to assist in the reduction of risk through the completion of mitigation projects.

3.3.1 Identify Threats and Hazards

Effective mitigation begins with a comprehensive understanding of risk based on vulnerabilities to threats and hazards. Sound assessment requires risk information—based on credible science, technology, and intelligence—validated by experience. Understanding the risks makes it possible to develop strategies and plans to manage them. Accepting, avoiding, reducing or transferring those risks helps reduce the long-term vulnerability of a community and builds resilience. More information regarding risks and hazards can be found in [Risk Analysis](#).

3.3.2 Coordinate Mitigation Efforts

Mitigation projects require coordination and collaboration from a number of partners and entities. Coordinating structures may be composed of representatives from multiple departments, agencies, public entities, and private sector organizations. These agencies are able to facilitate and deliver various capabilities which provide guidance, support, and integration to aid the community and build resilience locally. They may include:

- Public Works agencies
- Private development enterprises
- Planning commissions
- Public and private schools

Once hazards have been identified, coordinating structures come together to form strategies which include the development of specific hazard mitigation goals, actions, projects, and prioritization. A critical step in the development of these is assessing existing policies, programs, and resources.

Guiding Principles

Consider the following in advance of developing mitigation actions, projects, and goals:

- **Plan and invest for the future** by considering long term impacts and changes in development.
- **Collaborate and engage early** to provide additional resources and equitable outcomes.
- **Integrate community planning** to minimize conflicting initiatives around land use, economic development, housing, infrastructure, and natural resources.

At times it may become necessary to facilitate the contracting of specially trained professionals such as hydrologists, soil scientists, engineers, biologists, vegetation specialists, or archeologists. These subject matter experts address emergency situations through key goals of protecting life, property, and critical natural and cultural resources.

3.3.3 Promote Community Resilience

Community resilience is the ability of a community to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Alpine City and its citizens should strive to improve resiliency by integrating mitigation policies into the recovery phase. This would ensure opportunities are not lost for risk reduction during rebuilding. Mitigation and recovery planning works hand-in-hand to operationalize mitigation through the recovery phase.

Creating an environment that capitalizes on shared interests and addresses differences is crucial to accomplishing resilience. Empowering individuals and collaborating within the community provides valuable information, resources, knowledge, and skills which support planning and facilitate actions to adapt, rebuild, and recover from an emergency or disaster. Many of the activities within the mitigation mission area require a cross-section of stakeholders in order to achieve success. The following table shows potential stakeholders in the City.

Stakeholders	
Individual Families and Households	Citizens of Alpine City
Utah County	Environmental Health Departments
Utah State	Utah Division of Emergency Management, Utah Division of Wildlife Resources, Utah Department of Agriculture and Food
Federal Government	US Forest Service
Non-Governmental Organizations	Faith-based Organizations (FBO), Volunteer Organizations and Service Groups
Public Sector Entities	Schools
Private Sector Entities	Behavioral and Medical Facilities, Schools

3.3.4 Perform Mitigation Actions

Mitigation efforts begin once threats and hazards have been identified and coordination between key players and the affected community has occurred. All mitigation actions are evaluated based on parameters that allow planners to identify the time, benefit, cost, and priority of all the different actions being planned.

Operational coordination is required for incorporating mitigation efforts into everyday activities as well as response and recovery efforts following disasters. Some threats, hazards, or disasters require highly disciplined and uniform operational coordination. This is particularly true during initial response and recovery activities where Incident Command and control structures are in place to ensure the safety of responders and provide continuity and accountability for survivors.

Critical Tasks for Operational Coordination

- Emphasize integrating mitigation into ICS planning cycles and educate whole community partners.
- Be transparent and explicit about mitigation efforts to increase and sustain whole community involvement, reduce duplication of effort, and encourage complementary efforts by partners.
- Capitalize on opportunities during the recovery building process to further reduce vulnerability including pausing to evaluate and update current codes, policies, and approaches to redevelopment.

3.4 Preparedness

This section provides an overview of preparedness actions executed by Alpine City and partnering agencies to prepare for the impacts of all hazards. Preparedness actions occur prior to and after emergencies and disasters and include planning, training, and exercises. The following figure presents primary preparedness actions.

PREPAREDNESS PHASE



Key Activities

- Develop internal plans to support emergency preparedness.
- Coordinate pre-disaster hazard mitigation planning.
- Plan, conduct, and attend training and exercises.
- Strategize and implement community outreach programs to inform, engage, and educate citizens on emergency preparedness measures.

3.4.1 Plan for Future Emergencies

3.4.1.1 Develop and Maintain Plans

Alpine City maintains operational plans and documents described in the following table to better facilitate disaster and emergency response.

Planning Documentation	Description
Comprehensive Emergency Management Plan (CEMP)	Establishes the framework for the City to respond to, recover from, prepare for, and mitigate against all hazards that pose a threat to the City.
Hazard Mitigation Plan	Identifies hazards and vulnerabilities specific to the City. The plan also includes mitigation solutions to minimize emergency or disaster impacts and reduce the threat to life and property.

3.4.1.2 Update Plans Regularly

Alpine City has the overall responsibility for ensuring plans, annexes, operations guides, and associated checklists are current. The Emergency Manager or designee is accountable for the upkeep of specific planning documentation. All departments and personnel that have emergency response or recovery assignments are responsible for understanding their roles and procedures as described in the City’s current plans.

3.4.2 Conduct Hazard Mitigation Planning

Hazard mitigation planning helps improve the preparedness and resilience of the City by lessening the impacts of disasters through the identification of risk, hazard-specific impacts, and mitigation actions. Identification and implementation of mitigation actions can occur during preparedness planning or following a disaster to lessen impacts of that disaster (See [3.3 Mitigation](#)).

Alpine City adopted the [2022 MAG Pre-Disaster Mitigation Plan](#) by resolution on April 12, 2022 (Resolution No. R2022-19). This plan was developed by the Mountainland Association of Governments (MAG). The planning process involved 24 cities and towns and the unincorporated areas of Utah County. Other participating entities include: Central Utah Water Conservancy District, and the Alpine, Nebo, and Provo School Districts. The hazard mitigation planning process occurs on a five-year cycle, in which MAG conducts a comprehensive update of the plan accounting for

development, changes in vulnerability, and new mitigation capabilities. This satisfies federal, state, and local hazard mitigation planning mandates.

Local Mitigation Planning Guidelines

Alpine City, in conjunction with Mountainland Association of Governments, will adhere to the Local Mitigation Planning Policy Guide (FP 206-21-0002, released April 19, 2022) in future planning in order to fulfill federal, state, and local hazard mitigation planning responsibilities. This guide outlines regulatory requirements for all local mitigation plans which include the following elements:

- **Planning Process** documents how the plan was developed, who was involved, and what data was used.
- **Hazard Identification and Risk Assessment** identifies the hazards that can affect the jurisdictions participating in the plan.
- **Mitigation Strategy** serves as a long-term blueprint for reducing the potential losses identified in the risk assessment.
- **Plan Maintenance** occurs continuously as new information becomes available.
- **Plan Update** assesses previous goals and action plans, evaluates progress in implementing hazard mitigation actions, and adjusts its actions to address the current realities.
- **Plan Adoption** demonstrates the commitment to hazard mitigation, legitimizes the plan, and provides proper authority. Without adoption, the jurisdiction will not be eligible for certain FEMA assistance.

3.4.3 Complete Mitigation Actions

One of the key outputs of the hazard mitigation planning process is the identification of mitigation actions that build overall resilience and lessen the impacts from specific hazards. Pre-hazard mitigation planning should take place in the preparedness phase, although further mitigation actions may be identified during the event or the post-disaster recovery period. Mitigation efforts are ongoing and projects often take years to complete. The following table provides an overview of mitigation actions and examples.

Action Type	Hazard Mitigation Plan Example
Local Planning and Regulations	<ul style="list-style-type: none"> • Create a seismic safety committee to recommend changes in building standards.
Structure and Infrastructure Projects	<ul style="list-style-type: none"> • Use flexible piping to extend water, sewer, or natural gas service. • Install shutoff valves where water mains cross fault lines.
Protect Critical Facilities	<ul style="list-style-type: none"> • Retrofit critical public facilities including the bracing of generators, elevators, and other equipment.
Education and Awareness Programs	<ul style="list-style-type: none"> • Develop outreach encouraging homeowners to secure furniture and install latches on cabinets and drawers.

All mitigation actions are evaluated based on parameters that allow planners to identify the time, benefit, cost, and priority of all the different actions being planned. For more information about mitigation planning and actions, see the [2022 MAG Pre-Disaster Mitigation Plan](#).

3.4.4 Provide Training Opportunities

Alpine City maintains training and exercise programs that support familiarity with emergency management concepts and procedures for various departments within the City. Training should incorporate the National Qualification System (NQS) which provides guidance on the components of a qualification and certification system and the process of credentialing personnel. The NQS allows entities to build, maintain, and share a list of deployable workforce consisting of qualified, certified, and credentialed personnel to support incidents of all types and sizes. Training areas may include:

- Incident Command System (ICS)
- National Incident Management System (NIMS) compliance
- Executive Group roles and responsibilities
- Emergency and Recovery Support Function operations
- EOC operations training
- Additional programs or trainings needed to meet NQS compliance

Each City department is responsible for ensuring that essential staff are identified and trained at levels that enable effective implementation of existing response plans, procedures, and policies.

3.4.5 Plan and Conduct Exercises

Procedures described in the CEMP and other associated plans are evaluated and trained on through the process of planning and conducting exercises. This process plays an integral role in evaluating the effectiveness of plans by identifying critical gaps and subsequent improvements prior to an emergency or disaster. Alpine City is responsible for facilitating exercises for city departments and local emergency response partners. Exercises may be developed utilizing the Homeland Security Exercise Evaluation Program (HSEEP) methodology and may be discussion- or operations-based:

- **Discussion-based exercises** familiarize players with plans, policies, procedures, and agreements. Led by a facilitator to keep the discussion progressing toward objectives, these exercises include seminars, workshops, tabletop exercises, and games.
- **Operations-based exercises** validate plans, policies, procedures, and agreements; clarify roles and responsibilities; and identify resource gaps. These exercises involve real-time response utilizing communications and mobilizing resources and personnel through drills, functional exercises, and full-scale exercises.

Following exercises or real-world incidents, the City is responsible for leading an after-action process with incident responders and participants to identify strengths, gaps, and improvement strategies. The outcome of this process is captured in an After-Action Report (AAR) and any relevant findings are incorporated into updates of the CEMP and other planning documentation.

After-Action Reports (AARs)

Alpine City is responsible for implementing an AAR after both real-world events and exercises. AARs identify corrective actions, specific steps, and goals which are further documented in an Improvement Plan (IP). Key points noted in an AAR include:

- **Strengths:** Effective and efficient actions taken during operations.
- **Areas of Improvement:** Gaps in capabilities, safety, or other areas.
- **Recommendations:** Specific actions or remedies to be taken.
- **Improvement Plan (IP):** Document ensuring recommendations are implemented.

3.4.4 Engage in Community Outreach

Ongoing community outreach and education effectively prepares the community to understand and carry out their responsibilities should a major emergency or disaster occur. Alpine City is

responsible for developing and disseminating public messaging campaigns regarding preparedness to the community. These campaigns may include:

- Encouraging enrollment for emergency alerts
- Informing the public of available applications
- Encouraging the development of personal preparedness plans
- Informing the community on safety information (e.g., flood zones, evacuation routes)

Strong partnerships with citizen groups and organizations support emergency and disaster response, recovery, preparedness, and mitigation operations. Cultivating these strong partnerships will leverage community programs to support engagement. The following table provides examples of programs that could promote a culture of preparedness and resiliency throughout the City.

Program	Description
School Programs	School Resource Officers (SROs) provide additional support through community-oriented policing, neighborhood watch, and public safety fairs.
American Red Cross (ARC)	Provides mass care support to the City through their network of volunteers. Functions of the ARC include staffing and operating shelters as a part of ESF #6 Mass Care.
Salvation Army	Provides human services support during emergency and disaster incidents including food, water, and mental health services.
Faith Based Organizations	Emphasize preparedness among congregations, provide a possible volunteer base to support emergencies or disasters, offer support to vulnerable populations prior to, during, and after emergencies and disasters.

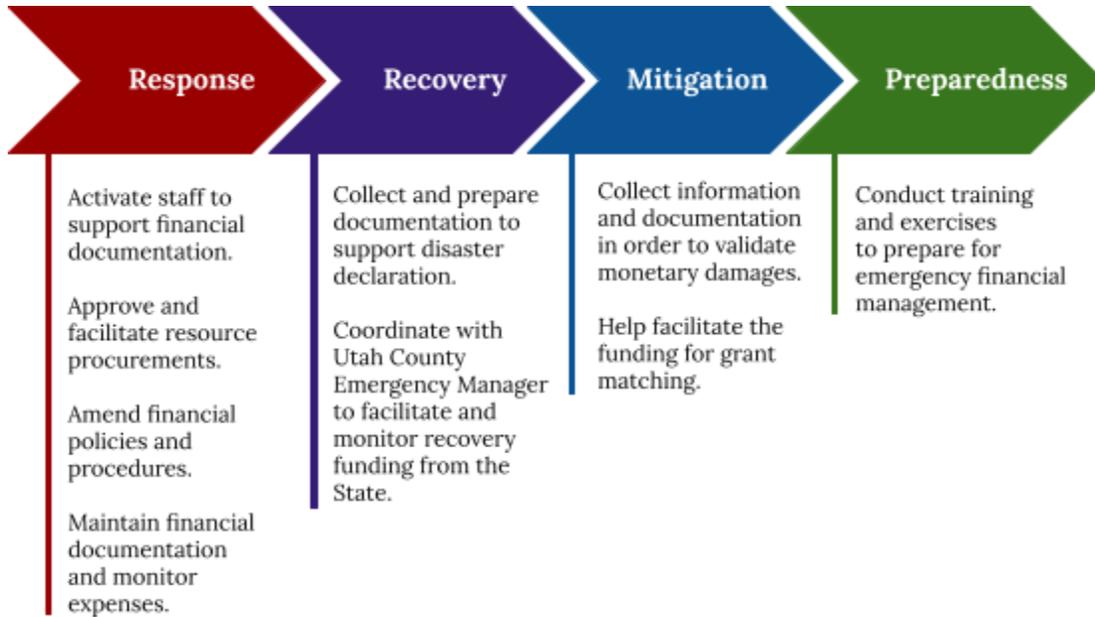
4 FINANCIAL MANAGEMENT

Financial management occurs across every phase of emergency management. This section provides an overview of how Alpine City sets financial policy, documents spending, and manages all other financial activities during response and recovery operations.

Be Audit Ready

Adhering to proper financial protocol is essential for the City to maintain proper documentation and records that are necessary for reimbursement or audit processes.

The following figure provides a general overview of financial management operations during response, recovery, mitigation, and preparedness.



4.1 Coordinating Departments

The Emergency Manager will coordinate with the Alpine City Administrator to appoint a Financial Officer for the EOC's Resource Support section. Primary responsibilities may include:

- Recommend the funding source(s) for the emergency.
- Establish an appropriate framework of internal controls.
- Establish policies for financial controls and spending limits.
- Prepare a finance plan, if necessary.
- Authorize payments for emergency purchases.
- Prepare financial statements and ensure proper documentation for auditing purposes.
- Review and approve purchase orders, ensure credit card purchases are aligned with City policies, and ensure contract requirements are met.

The following table shows coordinating structures for conducting financial management operations during emergency and disaster response and recovery operations.

Entity	Coordinating Dept(s)	Responsibilities and Actions
Response		
EOC Resource Support Section	<ul style="list-style-type: none"> • Mayor • Finance Director • Auditor 	<ul style="list-style-type: none"> • Set up, amend, or suspend city policies and procedures for emergency use. • Approve funding sources. • Budget and track expenditures. • Obtain copies of financial agreements, receipts, other documentation as needed. • Assist with grant management and recovery funding.
Financial Officer	<ul style="list-style-type: none"> • Resource Support Section • Auditor's Office • Mayor 	<ul style="list-style-type: none"> • Develop fiscal agreements with agencies to govern costs and processes regarding support personnel, equipment, and services. • Locate, procure, and issue resources for use in

Entity	Coordinating Dept(s)	Responsibilities and Actions
		emergency operations. <ul style="list-style-type: none"> • Provide vendor payments and financial budget verification for products and services.
Recovery		
RSF #1 Community Planning and Capacity Building	<ul style="list-style-type: none"> • Community Development 	<ul style="list-style-type: none"> • Monitor effective use of recovery funding.

4.2 Financial Management During Response

4.2.1 Emergency Procurement and Payment

The following process is used to request, approve, and pay for resources:

1. Requests for resources are sent to the Resource Support Section using an ICS 213 General Message form or ICS 213RR Resource Request form. If the request is made via phone, staff will document the request on the proper form.
2. The Resource Support staff identifies sourcing and costs of resources following current procurement laws, city procurement policy, and any amended policies.
3. Information is sent to the EOC Financial Officer for approval. Additional approval from the Mayor, City Council, or others may be needed depending on policies and procedures set by the City.
4. After final approval is given, the Financial Officer facilitates the payment for resources.
5. Deployment of resources are tracked and monitored by Resource Support staff.
6. Resource Support staff maintains financial documentation related to procurement and provide all documentation to the Planning Section for the incident archive.

Resource Requesting Process

The EOC Resource Support Section is the primary conduit for coordinating agencies to request additional resources. When a request is received, the Resource Support Section identifies the most cost efficient and appropriate means of meeting the request.

4.2.2 Setting or Amending Financial Policy

The EOC Financial Officer, in coordination with Incident Command and the Executive Group, may amend financial policy and procedures during incident response and recovery to streamline operations. Examples of financial policy that can be implemented in a disaster or emergency include:

- Pre-approving expenses under a certain amount
- Amending the requesting and approval process
- Assigning credit cards to select staff for purchasing, as well as increasing credit card purchase limits

4.2.3 Financial Documentation

A critical element of the emergency response and recovery operations is maintaining an accurate account of all documentation, especially those relating to purchases or other financial obligations. Accurate documentation is essential for:

- Validating expenditures

- Verifying damages
- Tracking spending
- Preserving records for audits

Agencies working with the EOC should forward all relevant documentation to the EOC Resource Support Section. The following table provides an overview of the documentation that should be preserved and archived during emergency response operations.

Operations	Types of Documents
Force Account Labor	<ul style="list-style-type: none"> • Sign-in sheets • ICS 214 Activity Logs • Timesheets and timekeeping • Volunteer tracking
Resource Procurement	<ul style="list-style-type: none"> • Correspondence between EOC staff, vendors, and the finance team • Approved ICS 213 General Message or ICS 213RR Resource Request forms • Receipts and invoices

4.2.4 Monitoring Expenses

Responsibility for tracking and documenting incident-related costs including labor, procurement, and damages falls to the Resource Support and Planning Sections.

Resource Support monitors response-related expenses through:

- Maintaining situational awareness of costs incurred through labor, resource procurement, and disaster or emergency damages.
- Regularly updating total costs incurred and providing updates to the EOC Director and Executive Group as requested.
- Projecting future spending trends.
- Budgeting based on projected spending and existing department budgets.
- Communicating messaging to limit or increase spending.

4.3 Financial Management During Recovery

4.3.1 Collecting Documentation for Disaster Declaration

Proper documentation is required in order to acquire additional recovery funding at a state or federal level. The Alpine City Emergency Manager works with Resource Support and Planning to collect documentation verifying the impacts to the City. This information is submitted to Utah County Emergency Management, counted toward the County's threshold, and included in the County's disaster declaration, a requirement for receiving further state or federal assistance.

Documentation needed to verify a disaster declaration includes:

- Preliminary Damage Assessment documentation of estimated cost of damages to infrastructure and facilities, including:
 - Photos and descriptions of damages
 - Insurance information
 - Location of damages, preferably latitude and longitude
- Documents and materials for reimbursement and assistance identified in the FEMA Public Assistance Program and Policy Guide. These materials include, but are not limited to:
 - Documentation supporting the necessity of unique services or extraordinary level of effort.

- Documentation such as timesheets, invoices, proof of payment, and signed contracts.
- Documentation supporting shortages, challenging procurement circumstances, and length of time shortages or procurement challenges existed.

4.3.2 Allocation and Monitoring of Funding

Following a presidential disaster declaration, the Mayor and City Council are responsible, with advice from the City Finance Officer, for allocating reimbursements and funding from the FEMA Public Assistance Program.

4.3.2.1 Grants Manager

Applications and updates regarding Public Assistance funding from FEMA are facilitated through FEMA's Grants Manager program and the Grants Portal. An appropriate, qualified fiscal manager should be assigned to use the Grants Portal. The Grants Manager uses the Grants Portal to:

- Submit the request for Public Assistance.
- Upload required documentation.
- Approve workflow items for concurrence and acknowledgement.
- Update essential elements of information for requests.

4.4 Financial Management During Preparedness

Alpine City Department Directors, in coordination with the Alpine City Auditor's Office, are responsible for guiding their departments and bureaus to prepare for emergency disaster financial management operations. Departments prepare to support financial operations by:

- Developing and maintaining documentation regarding financial procedures and policies.
- Maintaining internal financial management processes through training and exercises with department staff and supporting agencies.
- Conducting cross-functional training and exercises to evaluate coordination of financial management operations during a disaster or emergency.
- Coordinating to approve and maintain fiscal agreements between agencies that support response and recovery operations.
- Developing agreements with supporting agencies that identify reimbursement for personnel services rendered, equipment costs, and expenditures of materials.

5 ROLES & RESPONSIBILITIES

This section outlines general roles and responsibilities related to response, recovery, preparedness, and mitigation operations for city, county, state, and federal entities as well as non-governmental organizations (NGO), and the private sector.

5.1 Alpine City

The City serves as the primary provider of emergency services to ensure timely response to incidents. Though the following describes roles and responsibilities of various positions and entities within the City, other positions may be assigned as the situation requires. This table is not meant to be an exhaustive list of all possible roles and responsibilities.

City Position/Entity	Roles and Responsibilities
Alpine City	<ul style="list-style-type: none"> Respond to and recover from emergencies and disasters based on city resources and capabilities. Assist with the training and exercising of city personnel to enable effective implementation of response plans, procedures, and policies. Maintain communications with neighboring municipalities and the county regarding additional resource and capability needs. Obtain initial damage assessments (IDA) and share damage information with Utah County & State DEM. In the circumstance that a Disaster Declaration is necessary, coordinate with the Utah County Emergency Manager. Identify protective measures to assist with impacts on vulnerable populations.
City Attorney	<ul style="list-style-type: none"> May serve as a member of the Executive Group. Provide legal advice and guidance for emergency decision making. Maintain proper documentation throughout response and recovery operations.
City Council	<ul style="list-style-type: none"> Serve as members of the Executive Group. Oversee and participate in emergency decision making. Ensure appropriate management of the incident. Approve the waiver of standard policies and procedures to facilitate response. Establish financial directives and spending parameters and authorize large expenditures and atypical spending during an emergency.
City Recorder	<ul style="list-style-type: none"> May be assigned a role in the Resource Support or Planning Section. May be involved in current and future planning. May develop and distribute Incident Action Plans or Situation Reports through coordination with the Executive Group, EOC Director, and EOC Sections. Maintain proper documentation throughout response and recovery operations.
Emergency Manager	<ul style="list-style-type: none"> May fill the role of EOC Director, Public Information Officer (PIO), or any other role as needed to support incident response. Analyze emergency and disaster information to facilitate situational awareness. Develop accurate, accessible, and timely information. Disseminate information through various media channels.
Finance Director	<ul style="list-style-type: none"> May fill the role of Finance Officer. Coordinate cost accountability, purchase authorizations, documentation, and human resource needs. Oversee procurement of supplies, equipment, and personnel needed to support emergency response and recovery. Maintain proper documentation throughout response and recovery operations.
Fire Department, Law Enforcement, and Public Works Personnel	<ul style="list-style-type: none"> Perform on-scene operations. Regularly update the Resource Support Supervisor with status, actions, progress of tactical operations, and resource needs. Maintain proper documentation throughout response and recovery operations including completing relevant ICS forms.
Mayor	<ul style="list-style-type: none"> May fill the role of EOC Director or designate an EOC Director. Responsible for the operation of the EOC. Ensure the EOC is staffed and operated at a level equal to the emergency. Regularly update the Executive Group on incident status.

City Position/Entity	Roles and Responsibilities
	<ul style="list-style-type: none"> Assure proper documentation is maintained by all staff throughout response and recovery operations. Coordinate with outside agencies providing operational support.
Public Works Director	<ul style="list-style-type: none"> Fill assigned roles in the Resource Support Section, especially ESF #3 Public Works. Assist the Resource Support Supervisor in coordinating on-scene operations. Regularly update the EOC with status, progress of operations, and resource needs. Maintain proper documentation throughout response and recovery operations including completing relevant ICS forms.
Treasurer	<ul style="list-style-type: none"> May be assigned a role in the Resource Support or Planning Section. May assist the Finance Officer in coordinating cost accountability, purchase authorizations, documentation, and human resource needs. May assist the Finance Officer in overseeing procurement of supplies, equipment, and personnel needed to support emergency response and recovery. Maintain proper documentation throughout response and recovery operations including tracking resources.

5.1.1 Emergency Interim Succession

As defined in Utah State Code 53-2a-807, by July 1 of each year each political subdivision shall designate three interim successors and their order of succession for both officers and the emergency manager. Successors of Authority are listed below in order.

City Officers

1. Mayor
2. Mayor Pro-Tem
3. LPPSD Board Member
4. LPPSD Board Member Alternate

Emergency Manager

1. City Administrator
2. Lone Peak Police Chief
3. Lone Peak Fire Chief

5.2 Utah County

County entities are responsible for coordinating the support of response, recovery, preparedness, and mitigation operations for all hazards.

County Entity	Roles and Responsibilities
Utah County Emergency Management	<ul style="list-style-type: none"> Support ESF #1 Transportation, #5 Emergency Management, #7 Logistics, #8 Public Health, #15 Public Information. Establish coordination structures through which county staff respond to and recover from emergencies and disasters. Coordinate response and recovery operations out of the Utah County EOC.

County Entity	Roles and Responsibilities
	<ul style="list-style-type: none"> Facilitate coordination between municipal, private sector, county, state, and federal entities to support response, recovery, mitigation, and preparedness. Coordinate communications with the public through the designated PIO to ensure timely and accurate information is disseminated. Update and maintain required county disaster plans.
Utah County Health Department	<ul style="list-style-type: none"> Support ESF #6 Mass Care, #8 Public Health, #10 HAZMAT, #11 Agriculture, #14 Long-term Recovery.
Utah County Sheriff's Office	<ul style="list-style-type: none"> Support ESF #1 Transportation, #9 Search & Rescue, #13 Public Safety, #15 Public Information.

5.3 Utah State

The State of Utah coordinates support for resources to the County through mutual aid, as well as the escalation of requests and declarations to the federal level as necessary.

State Entity	Roles and Responsibilities
Division of Emergency Management	<ul style="list-style-type: none"> Identify and activate necessary state ESFs to support county ESF counterparts. Initiate requests for assistance from the federal government, through FEMA, and from other states, through EMAC. Manage the Preliminary Damage Assessment (PDA) planning process by coordinating with local authorities and the respective FEMA regional office to ensure mutual understanding and expectations. If necessary, participate in a joint PDA with FEMA to determine whether a Presidential disaster declaration should be requested.
Other State Agencies	<ul style="list-style-type: none"> Develop cooperative agreements and relationships with private organizations and associations that possess resources or capabilities for assistance. Establish and maintain liaison with federal counterparts to ensure procedures and available resources are current. Assign and train personnel to meet state agency response and recovery responsibilities and appoint an emergency coordinator and representatives.

5.4 Federal Agencies

Federal agencies are responsible for deploying additional aid to support local response and recovery activities, as requested.

Federal Entity	Roles and Responsibilities
Federal Emergency Management Agency (FEMA)	<ul style="list-style-type: none"> Identify and activate necessary federal ESFs to support state and county ESF counterparts. Assess and fulfill requests for federal assistance in coordination with the Utah State Coordinating Officer.

	<ul style="list-style-type: none"> • Coordinate activation and implementation of the Federal Response Plan, allowing states to access federal programs and support. • If a request is made to the FEMA Region from the state for a joint PDA, FEMA regional staff works closely with the state to make recommendations on whether the state should receive a Presidential Disaster Declaration. • Coordinate federal emergency grant programs to support recovery.
Federal Bureau of Investigation (FBI)	<ul style="list-style-type: none"> • Supports ESF #13 Public Safety. • Lead and coordinate response efforts for emergencies and disasters with a national security or terrorism component. • Provide investigative assistance in the event of specific incidents (e.g., terrorist event, cyber-attack).

5.5 Non-Governmental Organizations

Non-governmental organizations (NGOs) are generally responsible for providing additional staff and volunteers to support response and recovery operations.

NGO Entity	Roles and Responsibilities
United Way	<ul style="list-style-type: none"> • Support ESF #6 Mass Care, #8 Public Health & Medical, and #14 Long-term Recovery. • Provide critical services to connect low-income citizens with housing, healthcare, and mental health assistance. • Provide short and long-term solutions for transportation, reunification, and other such needs during emergency or disaster situations. • Assist in locating and coordinating volunteers.
American Red Cross (ARC)	<ul style="list-style-type: none"> • Support ESF #6 Mass Care, #8 Public Health & Medical, and #14 Long-term Recovery. • Coordinate training for critical shelter staff prior to responses and for shelter volunteers at the onset of incidents (e.g., just-in-time training) and develop emergency planning documentation for shelter operations. • Assist in conducting rapid damage assessments (RDAs) to size up initial impacts of the incident, as necessary. • Assist with evacuee and sheltering reporting, including recording daily shelter population counts, and providing other updates regarding sheltering activities. • Assume responsibility for all direct, documented disaster relief-related costs associated with the operation of the shelter, including facility operating costs that are over and above the normal operating costs of the facility.
Salvation Army	<ul style="list-style-type: none"> • Support ESF #6 Mass Care by assisting in feeding and mass care operations for incident response. • Assist with feeding and mass care operations during incident recovery.
Faith-Based NGOs	<ul style="list-style-type: none"> • Support ESF #6 Mass Care by assisting in feeding and mass care operations and other ESFs as applicable. • Provide volunteers to support response and recovery needs as requested.

5.6 Private Sector

The private sector provides additional resources, skills, and personnel to support response and recovery efforts as needed. Private-sector organizations coordinate with the EOC to assist in any incident response needs.

Private Entity	Roles and Responsibilities
Private Sector	<ul style="list-style-type: none"> • Support ESFs as applicable. • Leverage special skills or resources to support response and recovery. • Support recovery and restoration of critical infrastructure. • Participate in long-term recovery planning to support a return to normal and build a more resilient community.

6 AUTHORITIES & REFERENCES

6.1 Legal Authorities

Federal Government
<ul style="list-style-type: none"> • Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance • Code of Federal Regulations (CFR), Title 200: Grants and Agreements • Executive Order (EO) 12656, Assignment of Emergency Preparedness Responsibilities, November 18, 1988 • Executive Order (EO) 12472, Assignment of National Security and Emergency Preparedness Telecommunication Functions, April 3, 1984 • Executive Order (EO) 12148 of July 20, 1979, as amended, Federal Emergency Management • Federal Civil Defense Act of 1950, Public Law (PL) 920 as amended • Homeland Security Presidential Directive (HSPD) 5: Establishment of National Incident Management Systems (NIMS) February 28, 2003 • Presidential Policy Directive 8 (PPD-8): National Preparedness, March 30, 2011 • Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, November 23, 1988 • Title III of the Superfund Amendments and Reauthorization Act (SARA) of 1986, PL 99-499 as amended
State of Utah
<ul style="list-style-type: none"> • Utah Code Title 53-Chapter 2a- Emergency Management Act • Governor's Executive Order 2004-0012
Alpine City
<ul style="list-style-type: none"> • Resolution R2022-19: A Resolution Adopting the 2022 MAG Pre-Disaster Mitigation Plan, April 12, 2022

6.2 Acronyms

Acronym	Description
AAR	After-Action Report
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ASL	American Sign Language

BLM	Bureau of Land Management
CEMP	Comprehensive Emergency Management Plan
CFR	Code of Federal Regulations
DEM	Utah Division of Emergency Management
ECS	Utah County Sheriff's Emergency Communication and Support Team
EM	Emergency Manager
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	Geographic Information Systems
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plans
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
IP	Improvement Plan
IPAWS	Integrated Public Alert & Warning System
JIC	Joint Information Center
LIPE	Life safety, Incident stabilization, Property preservation, Environmental conservation
LPPSD	Lone Peak Public Safety District
MACC	Multi-Agency Command Center
MAG	Mountainland Association of Governments
MOU	Memorandums of Understanding
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NQS	National Qualification System
NRF	National Response Framework
PDA	Preliminary Damage Assessments
PIO	Public Information Officer

PPD	Presidential Policy Directive
PSAP	Public Safety Answering Point
RACES	Radio Amateur Civil Emergency Services
RDA	Rapid Damage Assessments
ROC	Recovery Operations Center
RSF	Recovery Support Function
RTF	Recovery Task Force
SAR	Search & Rescue
SitRep	Situation Report
SOP	Standard Operating Procedures
SRO	School Resource Officers
UCEM	Utah County Emergency Management
UCHD	Utah County Health Department
UCSO	Utah County Sheriff's Office
UDOT	Utah Department of Transportation
UHP	Utah Highway Patrol
UTA	Utah Transit Authority
WEA	Wireless Emergency Alerts

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