

Draper City Comprehensive Emergency Management Plan

Base Plan | January 2026

1. EXECUTIVE SUMMARY

The Draper City Comprehensive Emergency Management Plan (CEMP) establishes the framework through which Draper City will respond to, recover from, prepare for, and mitigate against all hazards that threaten Draper City. Local government has primary responsibility of emergency management activities. When the emergency exceeds the local government's capabilities to respond, assistance will be requested from neighboring jurisdictions, Utah County, Salt Lake County, and then the State of Utah. The Federal Government will aid the State when appropriate. This plan is based upon the concept that the emergency functions for municipal departments, functions or groups will generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases.

Along with the Hazard Analysis, this plan serves as a guide for response, recovery, preparedness, and mitigation operations.

The intended audience for the CEMP includes:

- Draper City leadership
- Draper City Fire Department Emergency Management (EM) staff
- Draper City staff expected to support response, recovery, preparedness, and mitigation operations
- Draper City, County, State, federal, private-sector, and non-governmental organizations (NGO) that may support response, recovery, preparedness, and recovery operations

Navigating the Comprehensive Emergency Management Plan

The following sections in the CEMP provide direction on emergency or disaster activation, response, recovery, preparedness, and mitigation procedures.

Activation occurs after identifying an occurring or imminent emergency or disaster incident. Operations in this section include:

- Assessing the scope and potential impacts of the emergency
- Gathering essential elements of information to build a common operating picture
- Convening the Policy Group and senior leadership to determine response priorities and next steps
- Activating the CEMP to facilitate response and recovery operations
- Determining which Draper City facilities are activated to support response and recovery operations
- Staffing the Emergency Operations Center (EOC) to facilitate and support response and recovery operations

Response includes immediate operations following the identification of an occurring or imminent emergency or disaster to save lives and prevent further property damage.

Operations in this section include:

- Forming a common operating picture to ensure situational awareness among responding entities
- Developing and documenting incident priorities through the Incident Action Plan (IAP)
- Issuing and/or coordinating with the County for timely and accurate public warning and guidance to the community
- Implementing protective actions, such as evacuations and sheltering, to save lives and property
- Coordinating with non-Draper City partners such as other municipalities, the County, and the State to support emergency or disaster response
- Documenting response operations to support audits, documentation policies, reimbursements, and transition to recovery operations

Recovery operations support returning the community to pre-emergency or disaster conditions. Operations in this section include:

- Transitioning from response to recovery operations
- Convening a Recovery Task Force to guide, prioritize, and track recovery operations
- Assessing recovery needs of the community to execute targeted recovery operations
- Initiating long-term recovery efforts to support the community returning to normal

Preparedness operations prepare for and mitigate the impacts of all hazards.

Operations in this section include:

- Developing planning documentation to formalize capabilities and procedures that prepare for and mitigate the impacts of emergencies and disasters
- Conducting mitigation planning to build resilience and identify mitigation actions to lessen the impacts of specific hazards
- Training and exercising on plans and procedures to support execution of response and recovery operations
- Involving the public in emergency management through outreach to increase community preparedness

2. PROMULGATION

Transmitted herewith is the Draper City Comprehensive Emergency Management Plan (CEMP). The CEMP was developed through the collaborative efforts of Draper City Fire Department Emergency Management (EM) and stakeholders from Draper City departments, municipalities, Salt Lake County Emergency Management, and the Utah Division of Emergency Management (DEM).

EM appreciates the cooperation and support from all stakeholders that contributed to the development of the CEMP. EM, Draper City departments, and supporting municipal, County and State organizations listed in this plan will review the CEMP for accuracy on a periodic basis.

The CEMP and its supporting documents supersede any previous Emergency Management plan and have been approved for implementation by:

<u><i>N. Roble</i></u>	<u>Emergency Manager</u>	<u>01/07/2026</u>
Name	Position	Date

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1. BASE PLAN INTRODUCTION

The Comprehensive Emergency Management Plan (CEMP) establishes the framework through which Draper City will prepare for, respond to, recover from, and mitigate all hazards that threaten Draper City. It describes the comprehensive integration and coordination of all levels of municipal, County, State, and federal government, volunteer organizations, non-profit agencies, and the private sector.

1.1 Purpose and Authority

The base plan provides a comprehensive overview of scalable command and control structures and operational procedures across all levels of government to respond to, recover from, prepare for, and mitigate against all hazards in compliance with Utah Code 53-2a-1403. The CEMP for Draper City establishes a framework for an effective system of comprehensive emergency operations and management for the purpose of:

- Establish command and control structures for effective coordination between Draper City, Salt Lake County, State, and federal organizations during all-hazards activation, response, recovery, and preparedness.
- Identify the capabilities, roles, and responsibilities of Draper City departments and partners to support all-hazards activation, response, recovery and preparedness.
- Identify the capabilities and processes that Draper City and supporting agencies utilize to respond to impacts from all hazards, including facilitating situational awareness, conducting damage assessments, and disseminating public information.
- Identify roles and responsibilities and procedures to support Draper City financial operations during response, recovery, and preparedness.
- Develop relationships with residents, businesses, and community organizations to increase community preparedness through outreach.
- Identify training and exercise processes to support emergency preparedness of Draper City departments and organizations.

1.2 Scope

The CEMP consists of this base plan and supporting components. The base plan and accompanying components apply to Draper City local government.

The base plan provides information regarding policy and operations focused on coordination, command and control structures, roles and responsibilities, procedures, and resources for Draper City and its departments that support response, recovery and preparedness, and mitigation for all hazards.

1.3 Hazard Overview

The Salt Lake County Hazard Mitigation Plan identifies the hazards that pose a risk to Draper City and details their potential impacts. **Figure 1** provides an overview of those hazards. **Figure 2** provides an overview of vulnerability types.

Figure 1: County Hazard Overview

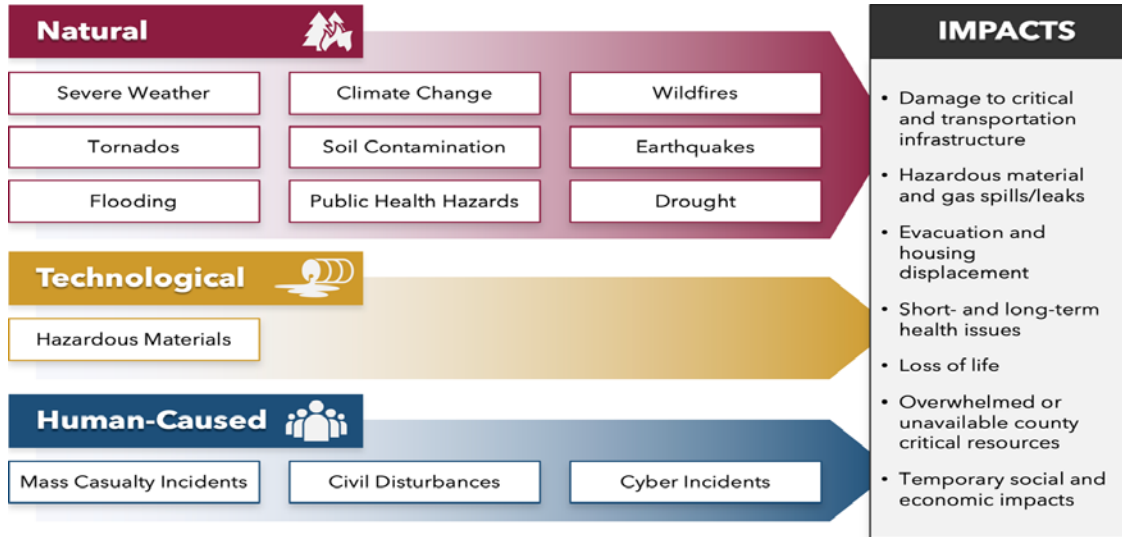
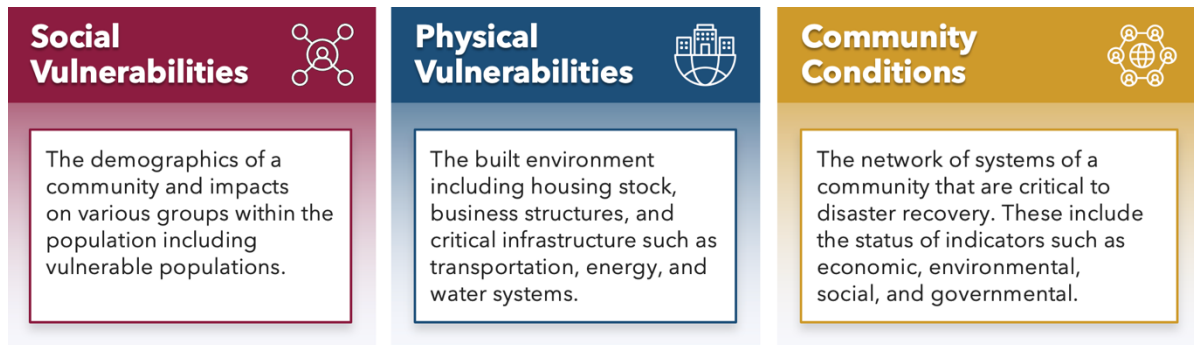


Figure 2: Types of Vulnerability



2. ASSUMPTIONS

The following planning assumptions in **Table 3** were considered in the development and execution of the base plan.

Table 3: Base Plan Assumptions

Group	Assumptions
Coordination Structures	<ul style="list-style-type: none"> • Municipal, County, State, and federal response organizations adopt NIMS as the integrated system to respond to and recover from incidents. • Emergency management coordination and resource allocation starts at the municipal level and extends to County, State, and federal resources as availability and capabilities are exhausted. • The Draper City Emergency Operations Center (EOC) is staffed with representatives from municipal agencies and private organizations grouped under the ESF structure during response and the Recovery Support Function (RSF) structure during recovery.
Activation	<ul style="list-style-type: none"> • Some activation notifications and communications depend on availability of communications and energy infrastructure. • Damaged infrastructure impacts the speed at which municipal, special service district, County, State, and federal agencies can activate and deploy resources.
Response	<ul style="list-style-type: none"> • Draper City makes every reasonable effort to respond in the event of an emergency or disaster. • Time of occurrence, severity of impact, weather conditions, population density, building construction, and cascading events are significant factors that affect casualties and damage. • Emergency response capabilities are diminished due to damaged infrastructure and equipment or inaccessible locales. • Damages to infrastructure are likely to manifest in direct physical and economic damages to facilities and systems. • Disaster relief from agencies outside of Draper City may take 96 hours or more to arrive.
Recovery	<ul style="list-style-type: none"> • Recovery of losses or reimbursements of costs from federal assistance requires preparation and compliance with federal statutes and regulations. • The economic and physical limitations of recovery operations may result in temporary or protracted interruptions to services.
Preparedness and Mitigation	<ul style="list-style-type: none"> • Effective preparedness requires ongoing public community awareness and education programs so that citizens are prepared and understand their responsibilities should a major disaster or emergency occur.

Group	Assumptions
Preparedness and Mitigation (cont.)	<ul style="list-style-type: none"> Residents within Draper City are expected to maintain essential supplies to be self-sufficient for a minimum of 96 hours and up to two weeks following the initial impacts of an emergency or disaster. Effective mitigation may prevent certain hazards or incidents from occurring. For hazards or incidents that cannot be prevented, effective mitigation may reduce their impacts.

2.1 Concept of Operations

The Concept of Operations (CONOPS) describes how Draper City manages and coordinates emergency response, recovery, preparedness, and mitigation operations. It provides a framework for how the City transitions from routine activities to emergency operations, how decisions are made, and how resources are coordinated among field Incident Command, the Draper City Emergency Operations Center (EOC), the Policy Group, and external partners such as Salt Lake County Emergency Management (SLCo EM), the Utah Division of Emergency Management (DEM), and federal agencies.

This section aligns with the National Incident Management System (NIMS) and the Incident Command System (ICS) to ensure Draper City’s operations are consistent with County, State, and Federal emergency management structures.

2.1.1 Operational Priorities

All Draper City emergency operations are guided by the following priorities:

- 1. Life Safety:** Protect the health and safety of responders and the public.
- 2. Incident Stabilization:** Prevent the incident from expanding in scope or impact.
- 3. Property and Environmental Protection:** Reduce damage to critical infrastructure and natural resources.
- 4. Community Lifeline Stabilization:** Rapidly restore essential services such as communications, transportation, utilities, public health, and safety.
- 5. Continuity of Government:** Maintain leadership and essential government functions through succession and continuity of operations planning.

2.1.2 Operational Phases

Draper City uses an all-hazards approach organized into five phases that may occur sequentially or overlap.

Table 4 describes the Operational Phases during the Concept of Operations.

Table 4: Operational Phases

Phase	Description	Example Actions
Prevention/Protection	Actions to prevent, deter, or reduce the likelihood of an incident.	Code enforcement, Police patrols, infrastructure protection.
Preparedness	Planning, training, exercising, and community engagement activities to enhance readiness.	CERT training, EOC exercises, COOP maintenance.
Response	Immediate actions to save lives, protect property, and meet basic human needs.	Activate the EOC, issue emergency alerts, evacuate threatened areas.
Recovery	Short- and long-term actions to restore the community to pre-incident conditions.	Conduct damage assessments, activate Recovery Task Force, coordinate RSFs.
Mitigation	Efforts to reduce long-term risk to life and property.	Implement hazard mitigation projects and zoning improvements.

2.1.3 Command and Coordination Structure

Draper City’s command and coordination structure mirrors NIMS and integrates seamlessly with County and State systems.

- Incident Command Post (ICP):**
 Located near the incident scene and directed by the Incident Commander (IC) from Fire, Police, or another lead department. The ICP manages tactical operations and resource deployment.
- Draper City Emergency Operations Center (EOC):**
 Serves as the coordination and support center for Draper City. The EOC provides resource allocation, policy guidance, situation analysis, logistics, and interagency coordination. It maintains communication with field Incident Command and supports unified situational awareness.
- Policy Group:**
 Comprised of the Mayor, City Manager, Fire Chief, Police Chief, and other senior leaders. The Policy Group establishes overall strategic priorities, authorizes emergency declarations, and allocates citywide resources.
- County, State, and Federal Coordination:**
 When Draper City’s capabilities are exceeded, the EOC coordinates resource requests and situational updates with SLCo EM. SLCo EM may escalate requests to

the Utah DEM, which coordinates with FEMA and other federal agencies for assistance.

2.1.4 Operational Flow

The following sequence describes how Draper City transitions from routine operations to full emergency management coordination:

1. Incident Occurs / Identified:

First responders establish ICS and assess the situation.

2. Notification and Assessment:

The Draper City Emergency Manager (EM) is notified through dispatch, field reports, or internal communications.

3. EOC Activation Decision:

The EM and City Manager determine whether to activate the EOC and at what level.

4. EOC Operations:

The EOC establishes a common operating picture, coordinates information and resources, and develops Incident Action Plans (IAPs) as needed.

5. Coordination with Salt Lake County ECC:

Draper EOC shares situational reports (SitReps) and resource requests with SLCo EM.

6. Transition to Recovery:

Once life-safety objectives are met and community lifelines are stabilized, the EOC transitions to recovery operations under the Recovery Task Force.

2.1.5 Continuity of Government

If key City leadership is unavailable or incapacitated during an emergency, Draper City will follow its Continuity of Government (COG) succession list in accordance with Utah Code §53-2a-807. Essential functions will transfer to designated successors as outlined in Draper City's Continuity of Operations Plan (COOP) to ensure uninterrupted leadership, decision-making, and essential service delivery.

2.2 Activation

Effective and timely life and property saving operations often depend on prompt identification and activation of resources during a disaster or emergency. This section provides an overview of operations that occur after identifying an occurring or imminent emergency or disaster incident.

Figure 3: Activation Phase Overview

ACTIVATION PHASE

Assess the Emergency	Convene Policy Group and Senior Leadership	Determine if CEMP Activation is Required	Determine Which Emergency Facilities to Use	Staff the EOC
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Key Activities

- EM and first responders assess potential or actual emergencies to determine whether the CEMP should be activated, in coordination with the Policy Group.
- EM, first responders, the Policy Group, and the Draper City Manager determine which emergency management facilities should be used to support response.
- EM determines which organizational structures and staff need to be mobilized to support activated facilities.
- EM notifies personnel they have been activated to support response.

2.2.1 Assess the Emergency

Draper City first responders are often the first agency to identify an imminent or potential emergency or disaster. Responding agencies on-scene utilize coordination structures defined in NIMS to respond to and assess the scope or potential impacts of the incident. 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

Following an initial assessment, responding jurisdictions or first responders determine actions, including activation of resources, plans, communication, scaling up response operations, and coordinating with Draper City Emergency Management and Salt Lake County EM as needed.

2.2.2 Convene Policy Group and Senior Leadership

Responding agencies use established communications channels to notify senior decision-makers, such as the Draper City Emergency Manager, the Draper City Manager and the Policy Group, of imminent or occurring emergencies or disasters. These channels include:

- Emergency dispatch
- Field observation
- EOC Planning and Intelligence Section
- Alerts from neighboring jurisdictions

Monitoring for Emergencies and Threats

Dispatch Centers

There are three dispatch centers in the County.

- **Valley Emergency Communications Center (VECC)** dispatches fire, medical and law enforcement resources and serves member municipalities, service districts, and authorities.
- **Salt Lake City Dispatch Center** is operated by the Salt Lake City Fire Department and Salt Lake City Police Department. It serves the Sandy City Fire Department and Sandy City Police Department.
- **Utah Highway Patrol** dispatches Utah Highway Patrol resources.

2.2.2.1 The Policy Group

The Policy Group oversees and participates in emergency decision-making and issue appropriate emergency proclamations, resolutions, and executive orders. Their role is to provide overall directions and objectives that inform response operations and priorities.

Policy Group responsibilities include but are not limited to:

- Promulgating plans for safeguarding the lives and property of the citizens of Draper City.
- Providing for the continuance of effective and orderly governmental control for emergency and recovery operations.
- Overseeing and participating in emergency policy decision-making.

2.2.3 Determine Whether Comprehensive Emergency Management Plan Activation is Required

Upon identification or warning of an incident, the following senior decision-makers have the authority to activate the CEMP:

- Draper City Emergency Manager or designee
- Draper City Manager or designee

Senior leadership considers the initial assessment from first responders to determine if the CEMP and operations within should be activated. Once the CEMP has been activated, relevant municipal and County agencies and partners are notified to implement the subsequent sections of this plan.

Warn the Community About Imminent Threats

If an emergency or disaster poses an immediate risk to the community, first responder agencies, in coordination with local Public Information Officers (PIOs) and EM's provide

alert and warnings to the community and implement protective actions as rapidly as possible. If needed, Draper City will coordinate with SLCo EM PIO for iPAWS messaging.

2.2.3.1 Determine Which Emergency Facilities to Use

Decide Which Facilities are Necessary to Support Response

Following the activation of the CEMP, the Draper City Emergency Manager coordinates with the Draper City Manager, the Policy Group, first responding agencies, and other Draper City leadership. Together, they determine which emergency management facilities to activate.

2.2.3.2 Notification of Personnel

When the Draper City Emergency Operations Center Manager has decided to activate, notifications to appropriate personnel with additional instructions will be sent. Activation notifications are sent through a variety of channels, including:

- Phone Notification
- Emails
- Text
- Everbridge

2.2.3.3 Emergency Operations Center Activation Levels

Upon identification or warning of an incident, the following senior decision-makers have the authority to activate the EOC:

- Draper City Emergency Manager or designee
- Draper City Manager or designee

Level 1 - The incident requires an extreme amount of direct local government (or municipal) assistance (could also do local government and mutual aid assistance for response and recovery efforts. Staffing Guidelines: Full EOC Staffing, All EOC Sections, branches, and positions. All ESFs and interagency liaisons.

Level 2 - The incident requires a moderate amount of municipal / mutual aid assistance. Staffing guidelines: Moderate EOC Staffing, some EOC sections, branches, and positions. Only ESFs and liaisons.

2.2.3.4 Staff the Municipal Emergency Operations Center

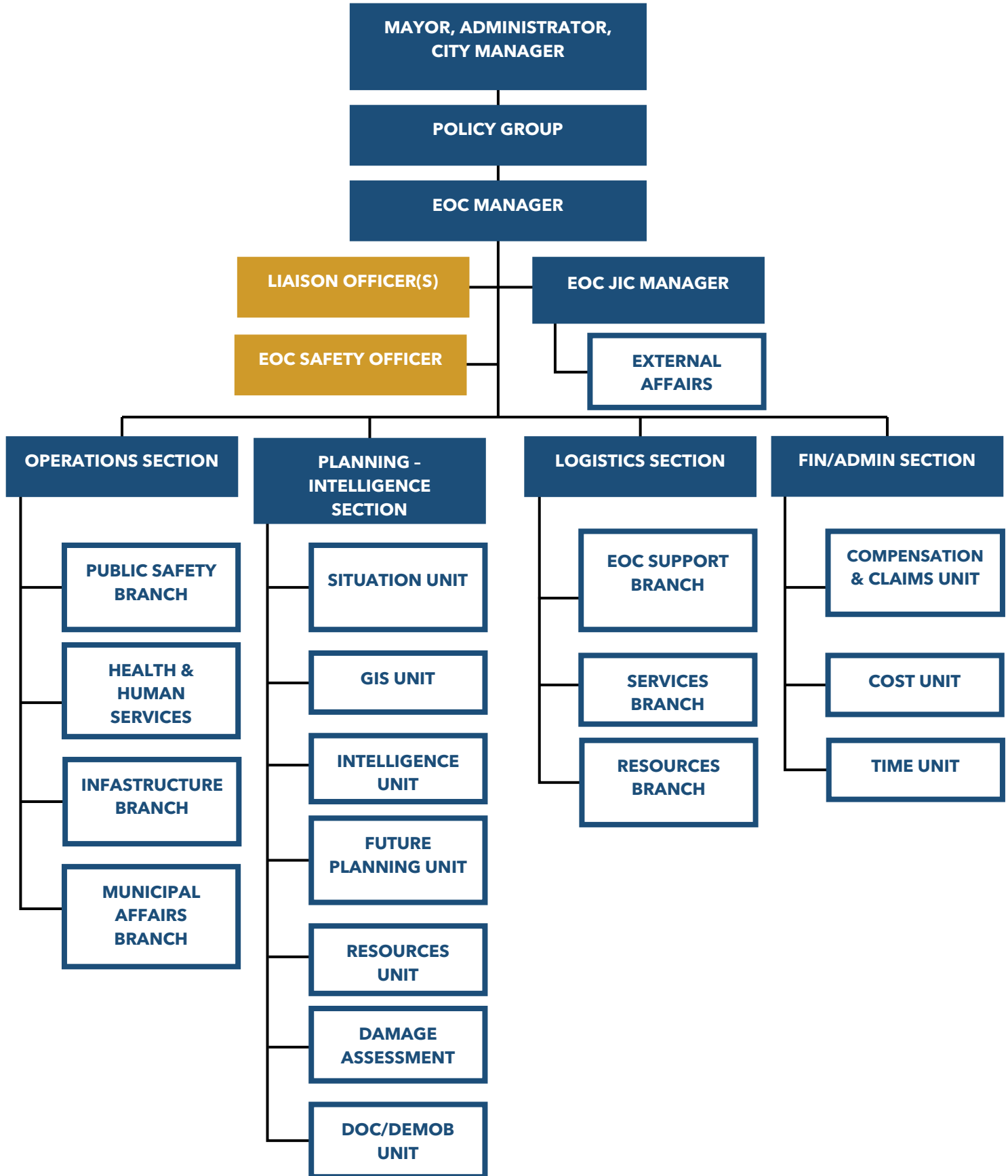
When an event requires EOC activation, the Draper City Emergency Manager determines which EOC sections, branches, positions, and ESFs are activated or deactivated depending on the emergency or disaster's scope and size.

The EOC uses a Hybrid ICS structure to respond to incidents and is organized by:

- **Sections** that group the operations of the four core functions of the EOC
- **Branches** that organize section-specific operations and may have a combination of ESF and EOC positions
- **ESF** that are groupings of similar organizations and agencies to support section and branch-specific operations
- **EOC positions** that provide specific support for EOC sections and overall EOC operations, such as safety, communications support, and documentation

Figure 4 provides an overview of the Draper City EOC structure, including sections, branches, and positions.

Figure 4: Emergency Operations Center Organization



2.3 Response

Response begins immediately after an incident occurs or is identified. Response operations often start at the municipal level, then expands to neighboring jurisdictions, County, State, and federal support as the needs of the incident exceed capabilities. In compliance with Homeland Security Presidential Directive 5, municipal, special service district, County, State, and responding federal entities utilize NIMS as the coordination structure to facilitate command and control during response operations. An effective response depends on proper incident evaluation, rapid interagency coordination, and efficient utilization of available resources.

Response operations consist of immediate actions that save lives and prevent further property damage, such as fire suppression, food distribution, and communicating emergency public information. Municipal, County, and State agencies are responsible for executing these actions to limit the impacts of the incident on the affected community.

Figure 5: Response Phase Overview

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



Key Activities

- First responders perform immediate life-saving and protective actions as they arrive on-scene of the incident.
- Incident Command directs first responders, supporting agencies, and the EOC to coordinate protective actions.
- EOC coordinates interagency information sharing to establish a common operating picture and maintain situational awareness across the response.
- EOC organizes ESF operations around the assessment and stabilization of Community Lifelines.
- EM, first responders, the Joint Information Center (JIC) and other supporting municipal and Draper City entities provide warning and status updates to the community through various notification platforms.
- EM coordinates agencies and organizations to conduct rapid damage assessments (RDA) and initial damage estimates to determine immediate response needs and begin to estimate monetary damages.
- The EOC Logistics Section identifies and procures requested resources and coordinates distribution.

- Municipal and County agencies coordinate a request for a disaster declaration through the State if the disaster or emergency incident overwhelms municipal capabilities.
- The EOC Finance/Administration Section and the Planning Section collect incident-related documentation.

Field Response and Tactical Operations

Municipal first responder agencies, such as Draper City Fire Department and Draper City Police Department, are often first on the scene of an imminent or actualized emergency or disaster incident. They will respond to incidents to protect life, safety, and property based on internal SOPs. These agencies often set up ICS structures to coordinate interagency operations.

EM and the EOC staff coordinate with the Incident Command Post (ICP) regularly to support field response by identifying additional resources, disseminating public information, and coordinating mass care operations. The EOC coordinates with field response through the EOC Operations Section by communicating with first responder agency liaisons.

2.3.1 Establish a Common Operating Picture

In critical situations, effective decision-making relies on a comprehensive understanding of the strategic environment. For first responders, elected officials, members of the Policy Group, and supply chain managers alike, maintaining robust situational awareness over real-time events is essential. A common operating picture facilitates situational awareness and information sharing and ensures incident leadership across all agencies can make effective and consistent decisions.

The EOC Manager and EOC Planning Section determine the procedures and integrated systems that municipal, first responder, and Draper City entities utilize to establish a common operating picture.

They include but are not limited to:

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

2.3.2 Communicate with the Community

The Communications Director, who serves as the JIC manager, is responsible for establishing the JIC to facilitate the collection and dissemination of accurate and timely information. The JIC is staffed by qualified Draper City personnel. Public information responsibilities of Draper City include:

- Coordinating with appropriate neighboring jurisdictions, special service district, County, State, federal entities, and all media representatives to ensure timely and accurate information is provided to the community
- Pushing public messaging to the community through various channels (e.g., press conferences, social media, emergency alerts)
- If needed, activating the JIC and support team to better facilitate:
 - Information collection
 - Information dissemination
 - Interaction and coordination with the media
 - Unified messaging
 - Information deconfliction

Communicating With the Whole Community

Additional communications methods are incorporated into warning, notification, and status updates to increase the accessibility of information and reach the whole community, including individuals with access and functional needs. Examples of accessible communications include:

- Adding open and closed captioning on Draper City television broadcasts.
- Including an American Sign Language (ASL) interpreter during media briefings.
- Translating and providing print, news, and social media emergency public information in English, Spanish, and other languages commonly spoken in Draper City.

2.3.3 Protective Actions

Some emergency or disaster incidents may require Draper City to implement protective actions such as evacuations and sheltering. Incident Command, in coordination with the Draper City Emergency Manager and/or the City Manager, decides whether to implement protective actions based on the scope, size, and impacts of the incident as well as information from responding agencies and organizations.

Executing protective actions requires coordination among multiple ESFs and supporting agencies.

2.3.4 Perform Damage Assessments

Municipal agencies conduct damage assessments during the response to identify incident impacts, prioritize response and restoration activities, and initiate the cost recovery process. The objectives of damage assessments include:

- Determining immediate life safety issues such as trapped or missing individuals
- Assessing economic impacts
- Identifying the scope of damages
- Determining the status of infrastructure
- Prioritizing response operations
- Documenting damages
- Affixing an estimated dollar amount to damage to justify the need for additional assistance

New impacts, damages, or disruptions to infrastructure are incorporated into updated assessments and reported to relevant ESFs and County, State, and federal supporting agencies. **Table 5** provides an overview of the damage assessments conducted during response operations, including who may conduct them and the types of information collected.

Table 5: Response Damage Assessments

Assessments	Rapid Damage Assessment or “Windshield Assessment”	Initial Damage Estimates
Time Conducted	As soon as possible or hours after an initial incident impact	Days to weeks after initial incident impact
Purpose	Determine immediate incident impacts and hazards to direct response operations and priorities.	Determine the status of infrastructure and estimation of monetary damages to public and private property. This assessment is necessary to validate State and federal support and set recovery needs and times.
Overview	<ul style="list-style-type: none"> ● Size up incident ● Determine lifesaving needs ● Determine critical infrastructure status ● Identify immediate hazards ● Casualty reports 	<ul style="list-style-type: none"> ● Early estimation of monetary damages ● Critical infrastructure status ● Justify disaster declaration
Conducted By:	<ul style="list-style-type: none"> ● 1st Responders ● Field Units 	<ul style="list-style-type: none"> ● Facilities Management ● Public Works Engineering ● Planning and Development

Assessments	Rapid Damage Assessment or “Windshield Assessment”	Initial Damage Estimates
Information Collected	<ul style="list-style-type: none"> • Structure safety and damages • Environmental hazards • Response follow-up actions 	
Priority Facilities	<ul style="list-style-type: none"> • Hospitals • Schools • Churches • Government Facilities • Critical Infrastructure 	

2.3.5 Request Resources Necessary to Support Response

The EOC Logistics Section and ESF #7, if activated, are the primary conduits 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. Examples of resources that may be requested or distributed during emergency and disaster response and recovery include, but are not limited to:

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

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

1. EOC Logistics Section receives a request by phone call or ICS 213 form. EOC Logistic Section staff document requests in an ICS 213 form.
2. EOC Logistics Section identifies sourcing and costs of resources.
3. EOC Logistics Section sends information to EOC Finance/Administration Section for approval.
4. Upon approval from the EOC Finance/Administration Section, additional approval may be needed depending on the policy and procedures set by the EOC Manager and EOC Finance/Administration Section Chief.
5. Upon final approval, the EOC Finance/Administration Section facilitates the payment for resources.
6. EOC Finance/Administration Section and EOC Logistics Section track and monitor deployment and eventual demobilization (if applicable) of resources.

EM maintains current resource information on supplies, equipment, facilities, and skilled personnel for emergency response and recovery operations.

2.3.6 Request Mutual Aid

Note: Municipal response may require the use of resources beyond those available within the municipality. To expedite the resource sharing process, Draper City has entered into mutual aid agreements with neighboring jurisdictions and assisting agencies to access additional resources should they be available. Such mutual aid agreements can be pre-established (preferred) or created at the onset of response operations. Pre-establishing mutual aid agreements prior to response operations is preferred as the agreements can be rapidly utilized during response.

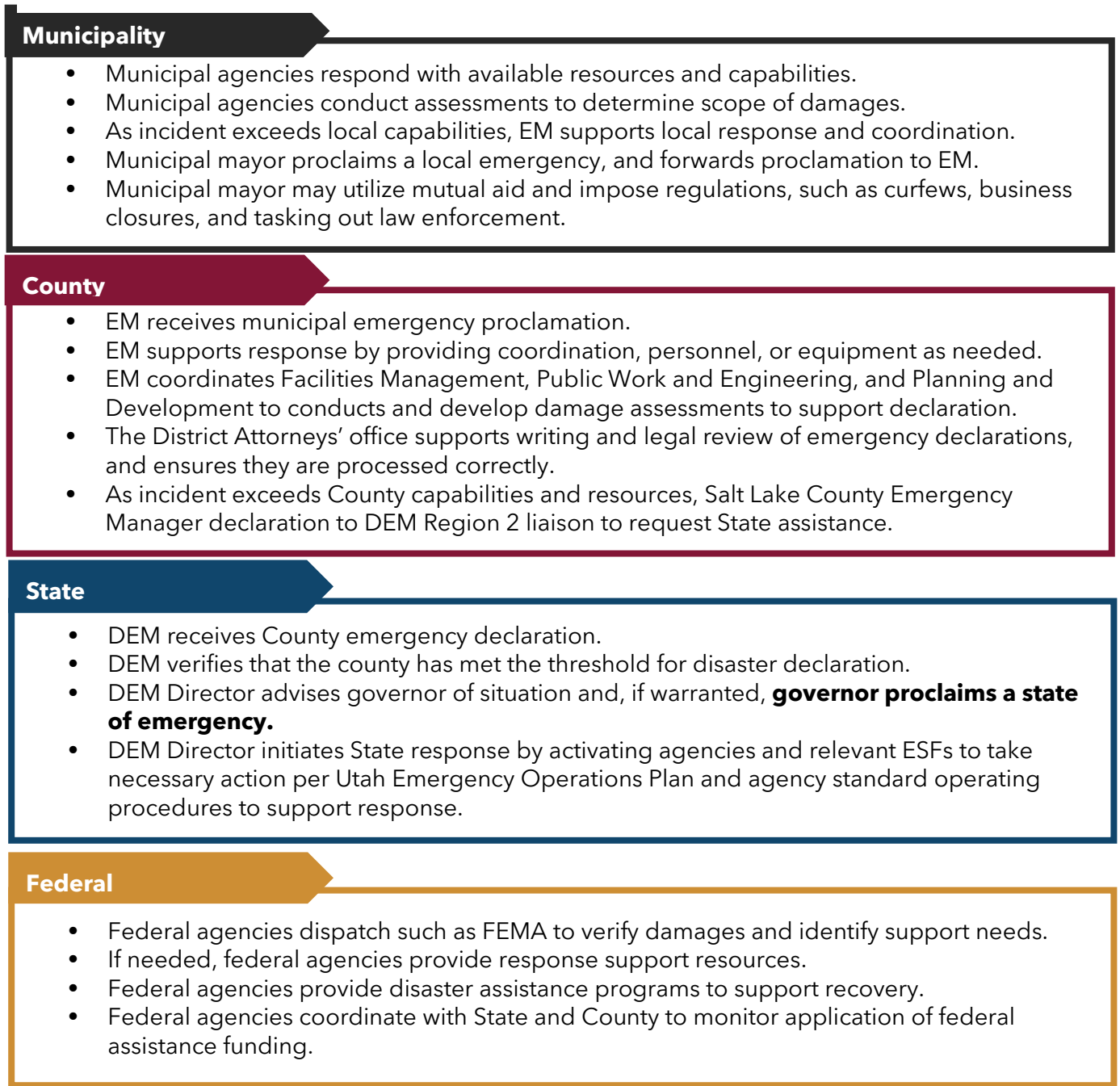
Mutual aid agreements often include:

- Identification of the resources accessed
- Reasonable assurance that resources are available when needed
- Terms for compensation

2.3.7 Request a Disaster Declaration

The disaster declaration process is a critical step for local entities to access County, State, and federal support and assistance. Figure 6 provides an overview of how emergency declarations at the municipal and County level are escalated to the State and federal government.

Figure 6: Response Phase Overview



2.3.8 Coordinate with Non-Draper City Partners

To effectively implement activation, response, recovery, and preparedness actions, Draper City coordinates with County, State, federal, and private-sector partners. This section provides an overview of how these entities coordinate.

As an incident evolves, expands, or affects certain sectors, various agencies may become involved to support response and recovery operations. Figure 7 provides a general overview of how different agencies and entities are involved as an incident becomes more complex.

Figure 7: Incident Complexity

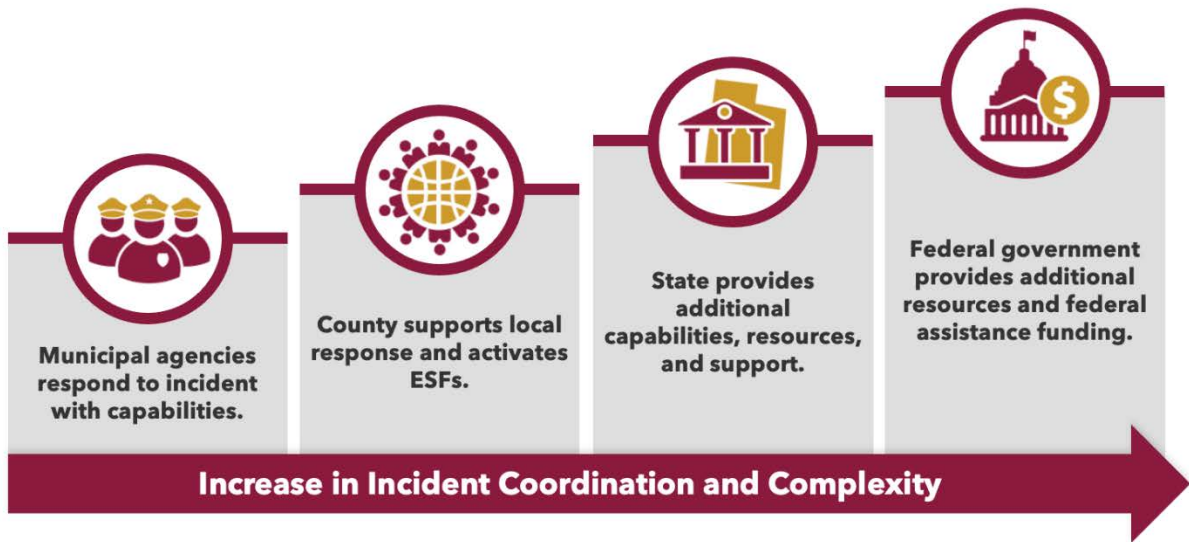


Table 6 describes the major responsibilities related to coordination during emergency and disaster response and recovery operations.

Table 6: Coordination Roles and Responsibilities

Entity	Coordination Roles and Responsibilities
Municipalities	<ul style="list-style-type: none"> Respond to incident based on available resources and capabilities. Notify municipal emergency management and other supporting agencies of operations, initial assessment, and need for further support (if required). Activate relevant municipal EOC to provide timely, accurate, and regular assessments and coordination support. Declare a local emergency if warranted.
County	<ul style="list-style-type: none"> Activate ECC to support response and recovery coordination. Notify DEM of incident and request support as needed.

Entity	Coordination Roles and Responsibilities
County (cont.)	<ul style="list-style-type: none"> • Create County disaster declaration as needed. • Coordinate with Utah DEM to request federal assistance as needed. • Coordinate requests from municipalities and County departments, organizations, and agencies for resources to support response and recovery. • Regularly assess and document incident impacts and status. • Develop timely and accurate messaging to the community regarding incident status and protective actions.
State of Utah	<ul style="list-style-type: none"> • Provide DEM liaison to support communication and coordinate between the EOC and DEM. • Coordinate support from State of Utah agencies, other counties, and inter-State mutual aid through EMAC. • Support Draper City and State disaster declaration as needed. • Coordinate federal assistance.
Federal Government	<ul style="list-style-type: none"> • Provide response support and resources if State of Utah capabilities are insufficient to respond and recover from the incident. • Provide federal assistance to help the Draper City recover from emergency or disaster impacts.
Private Sector	<ul style="list-style-type: none"> • Incorporate response and recovery resources and support to municipal and County governments through requests, agreements, and memorandums of understanding (MOU). • Provide situational assessment and ensure situational awareness of disaster or emergency, if applicable.

2.2.9 Document Response Actions

Thorough documentation is required to support situational awareness, federal reimbursement, and audits. The EOC Finance/Administration Section, in coordination with the EOC Planning Section, is responsible for maintaining and archiving incident documentation. Documentation and records that responding agencies should produce and maintain throughout the incident response and recovery include, but are not limited to:

- Time tracking and timesheets
- Activity logs (ICS 214 form)
- Purchasing cost tracking, receipts, and procurement approvals in line with requirements for Title 44 and 200 of the Federal Code of Regulations and NIMS
- Damage Assessments

- Situation Reports
- Incident Action Plans

2.4 Recovery

This section provides an overview of Draper City’s recovery operations to return the community to pre-disaster conditions. After initial lifesaving and protection response operations have concluded, Draper City shifts to recovery operations. Depending on the circumstances of the incident, recovery may occur simultaneously with response and can extend for months or even years after a disaster, depending on the scale, impacts, and needs of the community.

Figure 8: Recovery Phase Overview



Key Activities

- The Draper City Mayor, in coordination with the Draper City Emergency Manager and the Draper City Council, initiates recovery and the mobilization of recovery resources and operations.
- The Draper City Emergency Manager, in coordination with ESFs, the Draper City Mayor, and the Policy Group, determines whether to deactivate response resources.
- The Recovery Task Force (RTF) manages, facilitates, and leads recovery operations.
- RSFs are activated as needed to provide targeted recovery support.
- Draper City agencies conduct Preliminary Damage Assessments (PDA) to determine the scope of impacts and monetary damages needed to facilitate a disaster declaration.
- The federal government provides assistance through programs and grants to help the community recover.
- RTF coordinates the development and implementation of a Long-Term Recovery Plan to support community recovery and resilience building.

2.4.1 Transition from Response to Recovery

The speed of and process for the transition from response to recovery depends on the size and scope of recovery needs and the capacity of the County. The County Mayor, in coordination with the Salt Lake County Emergency Manager and County Council, makes the determination 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.
- Protective actions have been implemented if required.
- Injured persons or fatalities have been entered into the medical system.
- Initial damage assessments have been completed.
- Disaster impacts on the community are understood.
- Community Lifelines are stabilized.

Transition Considerations

The transition from response to recovery may not be clear. Some considerations as operations begin to shift include:

- Transition may occur at different rates throughout the County. Some communities may be functioning normally while others still lack essential services.
- Response and recovery functions may occur simultaneously, with staff sometimes supporting both, depending on their function. It is important to delineate responsibilities within functions to ensure recovery is not forgotten during early response operations.

ESF #14 is responsible for supporting the ESF to RSF transition and initiating recovery resource mobilization. This process includes:

- 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, as needed

2.4.1.1 Demobilize Response Resources

As Draper City shifts to recovery, various response operations may be demobilized from the EOC. The Draper City Emergency Manager, in coordination with ESFs, the Draper City Mayor, and the Policy Group, determines when response resources can be demobilized. Once demobilized, ESFs and EOC personnel go through the following demobilization process:

1. Return all provided equipment to owners and determine if any additional documentation is needed.
2. Clean workspace in EOC.
3. Provide any documentation, such as activity logs, to the EOC Planning Section Chief.
4. Participate in any after-action meetings or follow-up discussions to identify strengths, gaps, and areas for improvement during response and recovery operations.

The Draper City Mayor, in coordination with the Draper City Emergency Manager and the Draper City Council, makes the determination to mobilize and demobilize recovery resources.

2.4.2 Convene Recovery Task Force

The Draper City Emergency Manager, in coordination with the Draper City Mayor and Policy Group, makes the determination to activate the RTF to manage, facilitate, and lead recovery operations. The RTF is composed of Draper City employees and agency partners who support recovery operations in addition to their regular work. The task force may have one or two key staff reassigned to support recovery full time. The RTF will coordinate virtually, out of the EOC, or out of Draper City Hall, depending on the situation.

The RTF is initially made up of the following positions:

- Draper City Mayor
- Draper City Emergency Manager
- Draper City Community Development Director
- Draper City Treasurer

The composition of the task force may change as recovery progresses and new focus areas emerge.

Responsibilities of the RTF include:

- Developing a long-term recovery plan, including short, mid-term, and long-term goals to guide recovery operations
- Coordinating activated RSFs
- Coordinating County and federal assistance to affected communities

- Coordinating with JIC and PIOs to provide recovery public messaging to the County

2.4.2.1 Activate Relevant Recovery Support Functions

RSFs encompass core recovery capabilities, including those not active in emergency response, to focus on community recovery needs. RSFs are organized into six core functions and are activated to identify and resolve recovery challenges. RSFs may consist of redeployed City staff from departments where day-to-day operations and expertise are applied to one or more of six core recovery areas.

RSFs are used to supplement the RTF as recovery operations develop. The RTF activates specific RSFs as recovery operations dictate. Every disaster does not require every RSF, and some may not require any; it depends on the scale of the disaster and is at the RTF’s discretion.

Table 7 describes each RSF’s mission and designates a coordinating agency and secondary agency (or agencies) responsible for carrying out recovery planning and supporting operations.

Table 7: Emergency Support Function to Recovery Support Function Transition

Recovery Support Function Number	ESF Transition	Mission	Primary and Supporting Agencies
RSF #1 – Community Planning and Capacity Building	ESF #1 ESF #2 ESF #3 ESF #12 ESF #15	Ensure equitable representation of the City community during post-incident recovery planning, financing recovery operations, and capacity building of the City community to improve resilience.	Primary <ul style="list-style-type: none"> • Draper Community Development Secondary <ul style="list-style-type: none"> • Draper FD • Draper PD • Draper Planning Commission
RSF #2- Economic Redevelopment	ESF #7 ESF #14 ESF #15	Assist in developing programs and policies to recover and improve the business and economic sector through engagement with public, private, and non-profit organizations.	Primary <ul style="list-style-type: none"> • Draper Community Development Secondary <ul style="list-style-type: none"> • Draper EM • Draper Finance
RSF #3 – Health and Human Services	ESF #8 ESF #14	Address short- and long-term health and social services impacts to the City community post-disaster in coordination with public, private, and non-profit partners.	Primary <ul style="list-style-type: none"> • Draper Community Development Secondary <ul style="list-style-type: none"> • Salt Lake County Health Department

Recovery Support Function Number	ESF Transition	Mission	Primary and Supporting Agencies
RSF #4 - Housing	ESF #6	Assist in the short- and long-term support, sheltering, and housing of displaced residents following the impacts of an emergency or disaster.	<p>Primary</p> <ul style="list-style-type: none"> • Draper Parks & Recreation <p>Secondary</p> <ul style="list-style-type: none"> • American Red Cross
RSF #5 – Infrastructure Systems	ESF #1 ESF #2 ESF #3 ESF #12	Coordinate efforts of public and private stakeholders to restore and increase resilience of infrastructure from future hazard impacts.	<p>Primary</p> <ul style="list-style-type: none"> • Draper Public Works <p>Secondary</p> <ul style="list-style-type: none"> • Draper FD • Draper PD • Draper Planning Commission

2.4.2.2 Recovery Operations Center

Depending on the scope of the emergency or disaster, Draper City activates a Recovery Operations Center, the primary location where recovery operations are coordinated. The Recovery Operations Center is managed by the RTF and staffed with representatives from activated RSFs.

The Recovery Operations Center may be co-located within the EOC or in an alternate location

2.4.3 Assess Recovery Needs

2.4.3.1 Conduct Preliminary Damage Assessments

PDA's are one of the core steps of the emergency declaration process as they identify and determine a dollar amount for damages. The PDA assists the County Council in determining additional needs and resources. Damage assessments are to be conducted in municipalities affected by the disaster and relayed to the EOC through established communication channels.

The EOC Planning Section is responsible for collecting and organizing PDA data. This includes:

- Aggregating PDA data to get a full scope of damage
- Displaying PDA data spatially using Geographic Information Systems (GIS)
- Supporting decision-making and prioritization of operations

Table 8 provides an overview of the PDA, who may conduct it, and the type of information collected.

Table 8: Preliminary Damage Assessments (PDA)

Preliminary Damage Assessment	
Time Conducted	<ul style="list-style-type: none"> • Days to weeks after the initial incident impacts • Conducted after Initial Damage Estimate
Assessment Overview	<ul style="list-style-type: none"> • Quantify damage • Assist with disaster declaration • Determine impacts to critical facilities
Conducted By:	<ul style="list-style-type: none"> • FEMA • EM • Qualified Draper City personnel • Approved assessors
Information Collected	<ul style="list-style-type: none"> • Estimated costs of damage • Type of facility damaged • Location of the damage facility • Pictures of damage • Insurance status
Priority Facilities	<ul style="list-style-type: none"> • Government facilities • Water infrastructure • Parks and recreation facilities

PDA results are used by Draper City leadership to support a request for a declaration of a state of emergency, emergency orders, or an emergency declaration at the city level. The governor utilizes the Draper City PDA to support a federal declaration of a state of emergency request that illustrates the needed response efforts exceed State and County recovery capabilities. PDA information in the request includes data such as:

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

2.4.3.2 Federal Assistance

Following a disaster declaration and initial damage assessment(s), the intent is to maximize the benefit from federal funds that an impacted community may be qualified to receive. These funds can help prevent delays in recovery and eliminate possible duplication of assistance at the municipal, County, State, and federal levels. The objective is to focus federal resources on the most pertinent recovery needs and to foster trust and communication between stakeholders at all levels. More information regarding Federal Assistance Programs can be found on page 34.

The RTF coordinates with FEMA to open a Disaster Recovery Center (DRC). DRCs provide a location where supporting municipal, County, State, and federal agencies provide

community outreach and support to citizens and businesses navigating recovery and applying for federal assistance.

2.4.4 Initiate Long-Term Recovery Efforts

Long-term recovery efforts help restore communities to pre-disaster or pre-emergency conditions and build resilience against future incidents. The primary tool for guiding long-term recovery is a Long-Term Recovery Plan.

2.4.4.1 Develop a Long-Term Recovery Plan

The development of a Long-Term Recovery Plan allows Draper City leaders and community stakeholders to make complex, community-wide decisions to rebuild and increase resilience. Plan development and implementation is managed by the RTF and activated RSFs in coordination with the Draper City Mayor's Office and EM.

The Long-Term Recovery Plan is developed and implemented through the following steps:

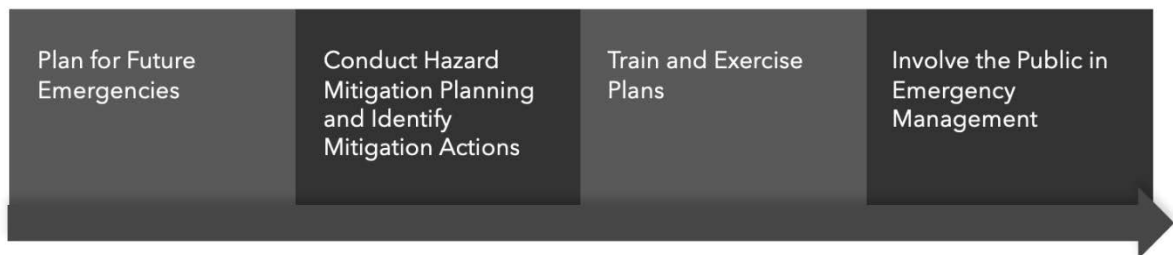
1. Convene a core and inclusive community planning team led by previously identified RSFs.
2. Develop a unified approach and shared community vision.
3. Build on existing community planning and best practices.
4. Complete initial damage and needs assessments.
5. Identify realistic and achievable recovery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

2.5 Preparedness

This section provides an overview of preparedness actions executed by Draper 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.

Figure 9: Preparedness Phase Overview

PREPAREDNESS PHASE



Key Activities

- All agencies develop internal plans to support emergency or disaster preparedness.
- EM coordinates hazard mitigation planning and identification of mitigation projects to lessen the impacts of emergencies and disasters.
- EM plans for and executes training and exercises for different partner entities within the Municipality.
- The EM and municipal PIOs implement outreach strategies to inform, educate, and engage the community on emergency preparedness.

2.5.1 Develop Plans for Future Emergencies

2.5.1.1 Maintain Plans that Support Response and Recovery

Relevant Draper City departments, agencies, and organizations maintain operational plans and documents described in **Table 9** to better facilitate disaster and emergency response.

Table 9: Planning Documentation Overview

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

2.5.1.2 Update Plans Regularly

Emergency Management has the overall responsibility for ensuring their plans, annexes, operations guides, and associated checklists are current. The Draper City Emergency Manager or designee assigns personnel to be accountable for the upkeep of specific planning documentation. All other municipal departments or divisions that have emergency response or recovery assignments are responsible for developing and maintaining their own plans and procedures.

2.5.1.3 Train and Exercise Plans

Coordination structures and procedures described in the CEMP and other preparedness documentation are subject to and supplemented by regular training and exercises. EM shares the content and concepts within the plan and components with municipal and State partners and the wider County community through outreach.

2.5.1.4 Create Regular Opportunities for Training and Exercises

Draper City Emergency Manager or designee maintains a training and exercise program that supports familiarity with emergency management concepts and procedures for municipal response partners and County departments and divisions. Areas of training include:

- ICS
- Policy Group roles and responsibilities
- NIMS compliance
- ESF specific operations
- EOC operations, including:
 - An overview of the facility
 - How to operate technology (e.g., phones, computers, and tools such as WebEOC)
- Additional programs or trainings established to meet the needs of the National Qualification System

Incident Command System Baseline Training

All Draper City staff that may play a role in emergency response, recovery, preparedness, and mitigation are encouraged to complete baseline ICS training as directed by Homeland Security Presidential Directive 8. Many of these courses are available online for free through FEMA's Independent Study Program or through the EM staff. Completing these trainings provides staff with an overview of ICS and important context needed to understand emergency management concepts and operate within the city's command and control structures. The baseline ICS courses include the following:

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

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

Exercises

Draper City Emergency Management is responsible for conducting exercises for the emergency response partners in the city, including departments, divisions, ESFs, and municipal partners. In compliance with the Homeland Security Exercise and Evaluation Program (HSEEP), EM is responsible for developing exercises using HSEEP methodology. Examples of exercises include:

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

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

2.5.2 Involve the Community in Emergency Management

Effective community preparedness requires ongoing community awareness and education programs so citizens are prepared and understand their responsibilities should a major disaster or emergency occur.

2.5.2.1 Improve Public Safety through Education and Outreach

The EM JIC Manager/PIO, in coordination with other municipal communications officers, is responsible for developing and disseminating preparedness public messaging campaigns. Examples of these campaigns include:

- Signing up for public alert applications
- Developing a personal preparedness plan
- Informing the community on safety information about flood zones and evacuation routes

2.5.2.2 Leverage Community Programs to Support Engagement

Strong partnerships with citizen groups and organizations support emergency and disaster response, recovery, preparedness, and mitigation operations. **Table 10** provides an overview of programs that promote a culture of preparedness and resiliency throughout Draper City.

Table 10: Community Programs Overview

Program	Description
Draper City Community Emergency Response Team (CERT)	Provides standardized training that equips citizens with the skills necessary to prepare for and respond during a disaster until help arrives. Examples of response skills include first aid, triage, and light search and rescue.
American Red Cross (ARC)	Provides mass care support to the County through their network of volunteers. Functions of the ARC include staffing and operating shelters as a part of ESF #6.
Salvation Army	Provides human services support during emergency and disaster incidents, including food, water, and mental health services.
Church of Jesus Christ of Latter-Day Saints (LDS)	Emphasizes and encourages preparedness and self-reliance among its members. This includes educating families on maintaining supplies and resources for long-term incidents. The Church also has an extensive volunteer base that may be leveraged during emergency or disaster incidents to support as needed.
Catholic Community Services of Utah	Empowers communities in need to reach self-sufficiency. This includes supporting homeless populations, managing refugee cases, and distributing food to vulnerable populations.

3. ROLES AND RESPONSIBILITIES

This section outlines general roles and responsibilities for Municipal, County, State, and federal entities related to response, recovery, preparedness, and mitigation operations.

3.1 Functional Responsibilities

Table 11 provides an overview of emergency response functions and the primary (**P**) and secondary (**S**) entities that are responsible for executing those functions.

Table 11: Agency Roles & Responsibilities

Function	Draper City Fire Department EM	Draper City Mayor/City Manager's Office	SLCo Health Department	Draper City Information Services	Draper City Public Works	SLCo Human Services	Draper City Mayors/Manager Office of Finance	Draper City Police Department	Draper City Fire Department	American Red Cross (ARC)	Salvation Army	Faith-Based NGOs	Private Sector
Administration and Finance	S						P						
Agriculture and Natural Resources					S								P
Alert and Notification	P							S	S				
Communications	S			P				S	S				
Critical Infrastructure and Key Resource Restoration					P								S
Damage Assessment	S				P								

Function	Draper City Fire Department EM	Draper City Mayor/City Manager's Office	SLCo Health Department	Draper City Information Services	Draper City Public Works	SLCo Human Services	Draper City Mayors/Manager Office of Finance	Draper City Police Department	Draper City Fire Department	American Red Cross (ARC)	Salvation Army	Faith-Based NGOs	Private Sector
Debris Management					P				S				
Detection And Monitoring	S							P	P				
Direction, Control, and Coordination	P	P						S	S				
Donation Management							P			S	S	S	S
Emergency Public Information	P	S											
Energy and Utilities Services					S								P
Evacuation and Shelter-in-Place		S						P	P				
Fatality Management and Mortuary Services													
Firefighting/Fire Protection									P				
Food, Water, and Commodities Distribution											P		
Hazardous Materials									P				

Function	Draper City Fire Department EM	Draper City Mayor/City Manager's Office	SLCo Health Department	Draper City Information Services	Draper City Public Works	SLCo Human Services	Draper City Mayors/Manager Office of Finance	Draper City Police Department	Draper City Fire Department	American Red Cross (ARC)	Salvation Army	Faith-Based NGOs	Private Sector
Information Collection, Analysis, and Dissemination	<i>P</i>							<i>S</i>					
Law Enforcement								<i>P</i>					
Mass Care and Sheltering	<i>S</i>									<i>P</i>	<i>P</i>	<i>S</i>	
Mutual Aid	<i>P</i>	<i>S</i>											
Private Sector Coordination	<i>P</i>												<i>P</i>
Public Health and Medical Services			<i>P</i>										
Public Works and Engineering					<i>P</i>								
Resource Management and Logistics	<i>P</i>								<i>S</i>				
Search and Rescue									<i>P</i>				
Transportation Systems and Resources					<i>P</i>								
Volunteer Management	<i>S</i>									<i>P</i>	<i>P</i>		
Warning	<i>P</i>							<i>S</i>	<i>S</i>				

3.2 General Roles and Responsibilities

3.2.1 Municipalities

Municipalities serve as the primary provider of emergency services within their jurisdiction to ensure timely response to incidents and are often the first to use their personnel and resources during an incident. **Table 12** describes municipal role and responsibilities.

Table 12: Municipal Roles & Responsibilities

Entity	Roles and Responsibilities
<p>Draper City Emergency Management</p>	<ul style="list-style-type: none"> • Support ESF #15 by providing updates on incident status to the community through public information and outreach. • Support ESFs #1, #5, #7 and #15 by coordinating response efforts and communications. • Respond to and recover from emergencies and disasters based on municipal resources and capabilities. • Through liaisons, maintain communications with neighboring municipalities and the County regarding additional resource and capability needs. • Provide personnel and resources to neighboring municipalities and the County through formal requests. • Declare a local emergency, per authority stated in local ordinance, if municipal resources and capabilities do not meet scope and size of emergency or disaster. • Identify deficiencies and enhance protective measures to lessen the impact on vulnerable populations and minimize damage to local facilities. • Provide 24/7 personnel with an on-call supervisor and Duty Officer (DO). • Establish EOC activation level. • Coordinate response and recovery operations out of the EOC. • Establish the coordination structures through which local staff respond to and recover from emergencies and disasters. • Identify, train, and exercise Draper City staff to enable effective implementation of existing response plans, procedures, and policies. • Facilitate coordination with municipal, County, State, private-sector, and federal entities to support emergency or disaster response, recovery, preparedness, and mitigation. • Conduct public information operations out of the JIC to ensure the community receives timely and accurate information. • Coordinate with municipal departments and divisions to maintain COOP plans.

Entity	Roles and Responsibilities
Draper City Manager	<ul style="list-style-type: none"> • Support ESF #7 through the EOC Finance/Administration Section and EOC Operations Section. • Enhance protective policies to lessen the impact on vulnerable populations and minimize damage to critical facilities. • Provide overall direction to EOC for emergency and disaster response and recovery operations. • Support development and dissemination of public information out of the JIC. • Establish emergency declaration if Draper City capabilities and resources are insufficient to meet needs of incident.
Draper City Public Works	<ul style="list-style-type: none"> • Support ESFs #1, #3, #10, #11, and #12 with appropriate vehicles and equipment, as well as personnel expertise. • Work with government departments and industry partners to assess damage to transportation infrastructure and operations. • Ensure public works and engineering-related functions are protected prior to an incident. • Identify and acquire secondary buildings for operations to utilize during a response, should critical facilities be damaged, to maintain continuity of operations.
Draper City Police Department	<ul style="list-style-type: none"> • Support ESFs #9 and #13 through coordination efforts. • Execute tactical response operations to protect life and property. • Provide assistance for evacuation operations. • Provide security for incident perimeter and other operations. • Regularly coordinate with EOC and other responding entities to form common operating picture.
Draper City Fire Department	<ul style="list-style-type: none"> • Support ESFs #2, #4, #9, and #10 through appropriate equipment and personnel expertise. • Execute tactical response and emergency medical services operations to protect life and property. • Coordinate with Contracts and Procurement, UFA Logistics, and others to jointly secure and manage supply chains. • Coordinate with EOC and other responding entities to form common operating picture.
Draper City Information Technology	<ul style="list-style-type: none"> • Maintain connectivity for all EOC systems (internet, intranet, VoIP, radio gateways, and secure VPNs) • Support interoperability between radio systems, telephony, and digital communications tools (e.g., WebEOC, Everbridge, Microsoft Teams, or similar). • Support document version control and data integrity for situation reports (SitReps), resource requests, and incident logs • Facilitate access to external data sources (e.g., weather feeds, power outage maps, or state emergency management systems)

3.2.2 County

County entities are responsible for coordinating to support response, recovery, preparedness, and mitigation operations for all hazards for which response exceeds local capacity. **Table 13** describes county roles and responsibilities.

Table 13: County Roles & Responsibilities

Entity	Roles and Responsibilities
<p>SLCo Health Department</p>	<ul style="list-style-type: none"> • Support ESFs #8, #10, and #14 with public health facilities, personnel, and documentation. • Assist in community health-focused response and recovery efforts. • Support tracking of hospital resources, such as available beds. • Activate Health Department to coordinate community-health focused response operations.
<p>SLCo Public Works</p> <p>SLCo Public Works (cont.)</p>	<ul style="list-style-type: none"> • Support ESFs #1, #3, #10, #11, and #12 with appropriate vehicles and equipment, as well as personnel expertise. • Work with government departments and industry partners to assess damage to transportation infrastructure and operations. • Ensure public works and engineering-related functions are protected prior to an incident. • Identify and acquire secondary buildings for operations to utilize during a response, should critical facilities be damaged, to maintain continuity of operations.
<p>SLCo Human Services</p>	<ul style="list-style-type: none"> • Support ESFs #6, #7, and #8 with logistics to ensure populations receive necessary resources. • Support implementation of disaster assistance programs to help populations recover non-housing losses and access food stamps, crisis counseling, disaster unemployment benefits, legal services, and other services. • Provide staff to coordinate volunteers and manage donations depending on the scope and size of the incident and as needed.
<p>SLCo Sheriff's Office</p>	<ul style="list-style-type: none"> • Support ESFs #9 and #13 through coordination efforts. • Execute tactical response operations to protect life and property. • Aid with evacuation operations. • Provide security for incident perimeter and other operations. • Regularly coordinate with EOC and other responding entities to form common operating picture.
<p>Unified Fire Authority</p>	<ul style="list-style-type: none"> • Support ESFs #2, #4, #9, and #10 through appropriate equipment and personnel expertise. • Execute tactical response and emergency medical services operations to protect life and property. • Coordinate with Contracts and Procurement, UFA Logistics, and others to jointly secure and manage supply chains. • Coordinate with EOC and other responding entities to form common operating picture.

Glossary of Common Emergency Management Terms

Table 14: Glossary of Common EM Terms

Term	Definition
After-Action Report	A document intended to capture experiences, best practices, and lessons learned after an operation.
Authorities and References	A component of an emergency management plan that provides the legal basis for emergency operations and activities.
Chain of Command	The orderly line of authority within the ranks of the incident management organization.
Chief	An individual leading a specific section (e.g., Planning Section Chief)
Command Staff	The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions, as required. They may have an assistant or assistants, as needed.
Concept of Operations	A component of an emergency management plan that clarifies the overall approach to response (i.e., what should happen, when, and at whose direction) and identifies specialized response teams and/or unique resources needed to respond to an incident.
County Coordinating Officer (CCO)	Assigned to coordinate municipal resource support activities and information sharing following a major municipal emergency event or disaster. The CCO is responsible for all ECC coordination of resources, programs, and ESF groups for affected jurisdictions, individual victims, and the private sector. The CCO is also responsible for overseeing the preparation of the IAP, which includes identifying operational periods and filling command and general staff positions as needed.
Emergency Support Function	ESFs are groupings of certain sector capabilities into an organizational structure to provide support, resources, program implementation, and services.
Finance/Administration Section	The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.
General Staff	A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.
Incident Action Plan	A document outlining the goals, objectives, and strategy for responding to an incident during each operational period.
Incident Command System	ICS is a common organizational structure for the management of an incident.
Incident Commander	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for managing all incident operations at the incident site.

Term	Definition
Incident Support Model	The ISM is a variation of the ICS structure that separates the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions from the ICS Administration/Finance Section.
Joint Information Center	A facility established to coordinate critical emergency information, crisis communications, and public affairs functions. The Joint Information Center is the central point of contact for all news media. The PIO may activate the JIC to better manage external communication.
Logistics Section	The Incident Command System section responsible for providing facilities, services, and material support for the incident.
National Incident Management System	A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, non-governmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.
Operations Section	The ICS section responsible for all tactical incident operations and implementation of the Incident Action Plan.
Planning Section	The ICS section responsible for collecting, evaluating, and disseminating operational information related to the incident and for preparing and documenting the Incident Action Plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.
Public Information Officer	A member of the Command Staff who serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.
Resources	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.

Acronyms

Table 15: Acronyms

Acronym	Meaning
ARC	American Red Cross
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations
DA	Damage Assessment
DEM	Utah Division of Emergency Management
DO	Duty Officer
DOC	Department Operations Center
DRC	Disaster Recovery Center
ECC	Emergency Coordination Center
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
ESF	Emergency Support Function
ISM	Incident Support Model
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
IT	Information Technology
JIC	Joint Information Center
NGO	Non-Governmental Organization
NIMS	National Incident Management System
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RDA	Rapid Damage Assessment
RSF	Recovery Support Function
SLCo	Salt Lake County
SOP	Standard Operating Procedure
UFA	Unified Fire Authority of Greater Salt Lake
UPD	Unified Police Department of Greater Salt Lake

Federal Assistance Programs

Table 16: Federal Assistance Programs

Program	Description	Administering Agency
Community Development Block Grant – Disaster Recovery	Flexible grants that help cities, counties, and states recover from presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations.	United States Department of Housing and Urban Development (HUD)
Flood Mitigation Assistance	Provides funding to states, territories, federally recognized tribes, and local communities for projects and planning that reduces or eliminates the long-term risk of flood damage to structures insured under the National Flood Insurance Program (NFIP).	FEMA
Economic Adjustment Assistance	Funds for necessary expenses related to flood mitigation, disaster relief, long-term recovery, and restoration of infrastructure in areas impacted by hurricanes Florence, Michael, and Lane; typhoons Yutu and Mangkhut; wildfires and other calendar year 2019 disasters under the Stafford Act; and tornadoes and floods in calendar year 2021.	Economic Development Administration (EDA)
Community Disaster Loan	Provides operational funding for local governments to continue to operate after a substantial revenue loss caused by a disaster.	FEMA
Hazard Mitigation Grant Program	Awards hazard mitigation grants following a Presidential Major Disaster Declaration in the areas of the state, tribe, or territory requested by the governor.	FEMA
Emergency Conservation Program	Farmers and ranchers can repair damaged farmland while implementing water conservation projects during recovery and redevelopment.	Natural Resources Conservation Service (NRCS) Farm Service Agency (FSA)

Program	Description	Administering Agency
Emergency Forest Restoration Program	Owners of non-industrial private forests can repair and restore damage for all disasters except drought and insects.	United States Department of Agriculture (USDA) FSA
Disaster Set- Aside Program	When FSA borrowers located in designated disaster areas or contiguous (adjoining) counties are unable to make their scheduled payment on any FSA debt, FSA is authorized to consider setting aside one payment to allow the operation to continue. This program is authorized under Section 331A of the Consolidated Farm and Rural Development Act.	USDA FSA
Noninsured Crop Disaster Assistance Program	Financial assistance for producers of non- insurable crops with low yields, loss of inventory, or prevented planting because of natural disasters.	USDA FSA
Environmental Quality Incentives Program	Farmers, ranchers, and non-industrial private forestland owners can apply for resource assistance through the Environmental Quality Incentives Program. Eligible land includes cropland, rangeland, and non-industrial private forestland. Recovery assistance includes, but is not limited to, immediate soil erosion protection, minimizing noxious and invasive plant proliferation, protecting water quality, restoring livestock infrastructure necessary for grazing management, and emergency animal mortality management.	USDA NRCS
Tree Assistance Program for Orchardists and Nursery Tree Growers	Financial assistance for those that need to replant trees, vines, and eligible bushes.	USDA FSA
Emergency Watershed Protection Program	Provides disaster assistance for people who want to mitigate against floods and other hazards. Projects need a project sponsor.	USDA NRCS

Program	Description	Administering Agency
Disaster Unemployment Assistance	Unemployment and reemployment benefits for disaster victims that lost their job due to a disaster.	DHS FEMA
Business Physical Disaster Loans	Loans for damages not fully covered by insurance.	U.S. Small Business Association (SBA)
Regulatory Relief	Regulatory relief for financial institutions to foster recovery in areas affected by storms and flooding.	Federal Deposit Insurance Corporation
Disaster Assistance and Emergency Relief for Individuals and Businesses	Internal Revenue Service (IRS) may grant additional time to file taxes for areas affected by a disaster. In addition, those affected by a disaster can get a faster refund.	Department of the Treasury IRS
The Emergency Food Assistance Program	A federal program that supports diets of low income and elderly citizens at no extra cost.	USDA Food and Nutrition Services
Home and Personal Property Loans	Loans to repair residences. Must be built back to the previous standard unless mandated by business codes.	SBA