

EMERGENCY OPERATIONS PLAN ACTIVATION

This emergency operations plan (EOP) will be activated and implemented when the Town of Alta mayor or designee declares an emergency or when an emergency is considered imminent or probable and the implementation of this plan and the activation of the Town of Alta Emergency Operations Center is considered a prudent, proactive response.

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

- An incident occurs or is imminent
- A state of emergency is declared by the mayor or designee
- As directed by the Town of Alta emergency manager or designee

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

The emergency management organizational structure is outlined in emergency support function #5 – Emergency Management. The Town of Alta Emergency Management Organization is under the immediate operational direction and control of the Mayor who coordinates interdepartmental emergency operations and maintains ultimate responsibility for resolution of conflicts regarding the application of limited resources to a variety of concurrent emergency situations.

The preservation of human lives will take precedence over property protection for decisions involving resource allocation and prioritization.

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

PROMULGATION

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

This plan supersedes all previous versions of the EOP.

Promulgated on this 14 day of July 2011

Name
Tom Pollard

Mayor
Tom Pollard /signed

Name
Kate Black /s

Title
Town Clerk

APPROVAL AND IMPLEMENTATION

Effective date: July 14, 2011

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

This EOP recognizes the need for ongoing emergency operations planning by all Town of Alta departments and agencies.

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

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

By integrating planning efforts in these four areas, the Town of Alta can produce an effective emergency management and homeland security program.

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

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

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

APPROVED BY:

SIGNATURE

Tom Pollard /s

DATE

July 14, 2011

PRINTED NAME, MAYOR

Tom Pollard

Town of Alta, Utah Emergency Operations Plan BASE PLAN

Table of Contents

EMERGENCY OPERATIONS PLAN ACTIVATION	i
PROMULGATION	ii
APPROVAL AND IMPLEMENTATION	iii
RECORD OF CHANGES	iv
RECORD OF DISTRIBUTION	v
Section 1 INTRODUCTION	1
1.1 Purpose	1
1.2 Scope.....	2
1.3 Phases of Emergency Management	2
1.4 Disaster Condition (Situation Overview)	3
1.5 Planning Assumptions	3
1.6 Incident Command System.....	4
Section 2 POLICIES	5
Section 3 HAZARD ANALYSIS	6
3.1 Hazard Analysis.....	6
3.1.1 Natural Hazards	7
3.1.2 Technological Hazards	7
3.1.3 Human-Caused Hazards	7
3.2 Hazard Assessment.....	8
3.3 Mitigation	9
3.3.1 Mitigation Planning Process and Coordination	10
3.3.2 Mitigation Programs	10
3.3.2.1 Single Jurisdictional Areas	10
3.4 Capability Assessment.....	10
Section 4 CONCEPT OF OPERATIONS	12
4.1 Normal Operations.....	12
4.2 Emergency Operations Plan Activation.....	12
4.3 Declaring a Local State of Emergency	12
4.3.1 Emergency Authority.....	14
4.3.2 Town of Alta’s Resources	14

4.4	Emergency Operations Center	15
4.4.1	Activation of the Emergency Operations Center	15
4.4.2	Emergency Operations Center Levels of Activation	16
4.4.2.1	Level I – Full-Scale Activation	16
4.4.2.2	Level II – Limited Activation.....	17
4.4.2.3	Level III – Monitoring Activation.....	17
4.4.3	Emergency Support Functions.....	18
4.4.4	Emergency Operations Center Coordination.....	19
4.4.5	Incident Command System.....	21
4.4.6	Decision Making in the Emergency Operations Center	22
4.4.7	Emergency Operations Center Action Planning.....	22
4.4.8	After Action Reports.....	23
4.5	Notification and Warning	23
Section 5 ORGANIZATION AND RESPONSIBILITIES.....		24
5.1	Town of Alta Departments and Agencies.....	25
5.2	County Departments and Agencies	27
	Salt Lake USAR will be a support agency for ESF#9 Search and Rescue.....	28
5.2.1	State Agencies	28
5.2.2	Federal Agencies	29
5.3	Nongovernmental Organizations.....	30
Section 6 DIRECTION, CONTROL, AND COORDINATION.....		33
6.1	Preliminary Damage Assessment	34
6.2	Response Procedures	34
6.3	Response Recovery.....	35
6.4	Requesting State and Federal Resources	36
6.5	Continuity of Government.....	37
Section 7 DISASTER INTELLIGENCE		38
Section 8 COMMUNICATIONS.....		40
8.1	Common Operating Picture	40
Section 9 ADMINISTRATION, FINANCE, AND LOGISTICS.....		43
9.1	Administration Information	43
9.1.1	Records Preservation and Restoration	43
9.1.2	Reports and Records	43
9.2	Financial Management.....	44
9.2.1	Accounting.....	45
9.2.2	Fiscal Agreements	45
9.3	Logistics.....	45
Section 10 PLAN MAINTENANCE AND DISTRIBUTION		46
10.1	Emergency Operations Plan Maintenance.....	46

Section 11 AUTHORITIES AND REFERENCES47
 11.1 Authorities47
 11.2 Supporting Documents/Plans.....47
 11.3 Agreements48

Section 12 GLOSSARY49

Section 13 ACRONYMS.....52

List of Tables

Table 1 Record of Changes..... iv
Table 3-1 Hazard Analysis Table Legend8
Table 3-2 Hazard Analysis Table8
Table 4-1 Levels of Emergencies or Disasters and Corresponding Actions17
Table 4-2 Town of Alta Emergency Support Functions Primary and Support Agencies.....18
Table 5-1 Emergency Support Functions Assignment Matrix31
Table 10-1 EOP Maintenance Standards46

List of Figures

Figure 1 Town of Alta Emergency Management Organization.....20

Section 1

INTRODUCTION

The Town of Alta, situated at the top of Little Cottonwood Canyon in Salt Lake County, Utah, is a unique mountain community hosting full time residents, an internationally renowned ski area, and a multitude of business interests. Located within the town limits are public and private lands and the headwaters to Little Cottonwood Creek, a major culinary water source for the Salt Lake Valley. Despite having a census population of around 400, the Town of Alta stewards a daily visitor population in the thousands. The steep and often hazardous terrain, mountain weather, and population dynamics present unique public safety challenges. These challenges include, but are not limited to, protecting the public and property from the threat of destructive avalanche activity, severe weather, earthquake, wildland fire, and landslide. The Town of Alta has limited emergency response assets. Access to and from the Town is also limited. The potential of an emergency affecting thousands of people and downstream communities exists on a daily basis.

1.1 Purpose

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

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

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

The Town of Alta's Emergency Management Organization is the lead agency for coordinating the response during a major disaster or emergency affecting the Town of Alta. The emergency manager or designee is responsible for the following actions:

- Assist families, businesses, and industry with developing emergency plans.
- Develop effective mitigation practices for the community.
- Provide training and conduct exercises for Town of Alta emergency responders.
- Develop and implement emergency plans, operating procedures and checklists, systems, and facilities for response to community emergencies.
- Work with local government and community agencies to develop plans and procedures to recover from a disaster.
- Coordinate the community's response to disasters.

1.2 Scope

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

The EOP is based on 15 emergency support functions (ESF) for the Town of Alta. There are clearly defined roles and responsibilities and a concept of operations for each of the primary and support agencies that make up the 15 ESFs. The EOP also includes functional annexes that address specific activities critical to emergency response and recovery efforts that support the ESFs and base EOP.

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

1.3 Phases of Emergency Management

The Town of Alta EOP describes basic strategies that will outline the mobilization of resources and emergency operation activities that support local emergency management efforts. The EOP addresses the following phases of emergency management:

- **Prevention** consists of actions that reduce risk from human-caused events. Prevention planning identifies actions that minimize the possibility that an event will occur or adversely affect the safety and security of a jurisdiction's citizens and critical infrastructures.
- **Protection** reduces or eliminates a threat to people and places. The protection of critical infrastructure and key resources is vital to local jurisdictions, national security, public health and safety, and economic vitality. Protection safeguards citizens and their freedoms, critical infrastructure, property, and the economy from acts of terrorism, natural disasters, or other emergencies. Protective actions may occur before, during, or after an incident and prevent, minimize, or contain the impact of an incident.

- **Mitigation** is a vital component of the overall preparedness effort and represents a jurisdiction's sustained actions to reduce or eliminate long-term risk to people and property from the effects of hazards and threats. The purpose of mitigation is to protect people and structures and to minimize the costs of disaster response and recovery.
- **Response** embodies the actions taken in the immediate aftermath of an event to save lives, meet basic human needs, and reduce the loss of property and impact to the environment. Response planning provides rapid and disciplined incident assessment to ensure response is quickly scalable, adaptable, and flexible.
- **Recovery** encompasses both short-term and long-term efforts to rebuild and revitalize affected communities. Recovery planning must be a near seamless transition from response activities to short-term recovery operations, including restoration of interrupted utility services, reestablishment of transportation routes, and the provision of food and shelter to displaced persons.

1.4 Disaster Condition (Situation Overview)

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

A major disaster or emergency could produce a large number of fatalities and injuries. Many people will be displaced and unable to feed, clothe, and shelter themselves and their families. Jobs will be lost with reduced prospect for future employment in the area. The economic viability of the Town of Alta may be jeopardized. Many private homes and businesses and major industries will be damaged or destroyed. The structural integrity of many public buildings, bridges, roadways, and facilities will be compromised. Water and utility infrastructure will be severely affected, and emergency response efforts will be hampered due to transportation problems, lack of electrical power, debris, and damaged, destroyed, or inaccessible structures.

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

1.5 Planning Assumptions

- The Town of Alta emergency management command and control structure is based on a bottom-up approach to response and recovery resource allocation (that is, local response efforts followed by county response efforts, then state response efforts, and finally federal government assistance). Each level of government must exhaust its resources prior to elevation to the next level. Homeland security statutes and regulations may govern certain response activities. The recovery of losses and reimbursement of costs from federal resources will require preparation and compliance with certain processes.
- The Town of Alta will make every reasonable effort to respond to an emergency or disaster. However, the Town of Alta's resources and systems may be damaged, destroyed, or overwhelmed.

- The responsibilities and functions outlined in this EOP will be fulfilled only if the situation, information exchange, extent of actual agency capabilities, and resources are available at the time of the emergency or disaster.
- There will likely be direct physical and economic damages to critical infrastructure. This damage will diminish emergency response abilities due to inaccessible locales, cause inconvenience or overwhelming distress due to temporary or protracted service interruptions, and result in long-term economic losses due to the economic and physical limitations of recovery operations.
- The Town of Alta Emergency Operations Center (EOC) will be activated and staffed with representatives from Town of Alta departments, agencies, and private organizations. Representatives will be grouped together under the ESF concept. The primary agency for each ESF will be responsible for coordinating the planning and response activities of the support agencies assigned to the ESF.
- Effective preparedness requires ongoing public awareness and education programs so that citizens will be prepared, when possible, and understand their own responsibilities following a major disaster or emergency.
- Time of occurrence, severity of impact, weather conditions, population density, building construction, and secondary events (for example, fires, explosions, structural collapse, contamination issues, loss of critical infrastructure, and floods) are a few of the significant factors that will affect casualties and damage.
- Disaster relief from agencies outside the Town of Alta may take 72 hours or more to arrive.
- Residents living within the Town of Alta boundaries are encouraged to develop a family disaster plan and maintain the supplies necessary to be self-sufficient for a minimum of 72 hours and a maximum of two weeks.

1.6 Incident Command System

The Town of Alta has adopted the National Incident Management System (NIMS) as the standard incident management structure. The Incident Command System (ICS) is the standard for on-scene emergency management throughout the Town of Alta. First responders are encouraged to implement training, exercises, and daily use of ICS. ICS is a combination of facilities, equipment, personnel, procedures, and communications that operate with a common organizational structure. ICS is designed to aid in resource management during incidents. ICS is applicable to small incidents and large, complex incidents. All operations within the Town of Alta Emergency Operations Center (EOC) will be conducted using ICS. Section 4.4.5 includes a more detailed description of the role of ICS in the EOC.

Section 2 POLICIES

The following policies apply to the Town of Alta Emergency Operations Plan (EOP):

- County, state, and federal emergency plans and programs will integrate with the Town of Alta EOP to provide effective and timely support to Town of Alta citizens following a major disaster or emergency.
- Town of Alta departments and agencies will develop appropriate plans and procedures to carry out the emergency responsibilities assigned to them in the EOP.
- Local emergency response is primary during an emergency or disaster. The Town of Alta will coordinate with Salt Lake County officials to augment local emergency resources as needed.
- All local governments and agencies must be prepared to respond to emergencies and disasters even when government facilities, vehicles, personnel, and political decision-making authorities are affected. The Town of Alta is in the process of developing a formal continuity of operations (COOP) plan, which may be used in conjunction with this EOP during various types of emergencies. The COOP plan will detail the processes by which administrative and operational functions will be accomplished if an emergency disrupts normal business activities. As part of the COOP plan, mission essential functions of city and local government, private sector businesses, and community services will be identified and procedures will be developed to support these.
- When necessary, the Town of Alta will request assistance from Salt Lake County through Salt Lake County Emergency Management. As stated in the Salt Lake County EOP, Salt Lake County Emergency Management will request assistance from the state government through the Utah Division of Emergency Management, when necessary. The Utah Division of Emergency Management may request assistance from the federal government through the Federal Emergency Management Agency (FEMA), and may request assistance from other states through the Emergency Management Assistance Compact (EMAC).

Section 3

HAZARD ANALYSIS

After a major disaster, the public looks to all levels of government for assistance. These include property values, population growth, and population density within hazard vulnerable zones. This sets the stage for increased impact and economic ramifications of catastrophic events.

3.1 Hazard Analysis

A disaster can occur anytime within the Town of Alta or surrounding areas. All areas of the Town of Alta are at risk for three types of events:

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

The Town of Alta should consider developing written response scenarios to each of these hazards.

- The Town of Alta’s unique geographic location may amplify its risks to hazards relative to neighboring communities in Salt Lake County. The following are unique considerations that must be considered when planning and evaluating the risk of natural disasters, technological incidents, and human-caused hazards:
 - **Access restrictions:** The Town of Alta has only one road, State Road 210, for ingress/egress into the community. Many hazards may compromise the ability to access the community by vehicle. For example, a small avalanche that blocks a small portion of the road may limit access for a short timescale of hours. A large earthquake that causes a section of the road to collapse could limit access on a much larger timescale of days to weeks.
 - **Geographical isolation:** The Town of Alta is located eight miles atop Little Cottonwood Canyon. There are no developed facilities between the Town of Alta and the bottom of Little Cottonwood Canyon. In event of large incidents, most resources will need to be procured from locations in Salt Lake Valley.
 - **Watershed and water supply considerations:** The land in the Town of Alta is serves as the headwaters of the Little Cottonwood Canyon watershed. This watershed provides a significant source of drinking water for residents and businesses in the Salt Lake Valley. Many hazards could jeopardize or negatively impact the quality and supply of water that reaches Salt Lake Valley.

- **Distinct weather phenomenon:** The Town of Alta is located at 8,500 feet above sea level high in the Wasatch Mountains. The severity of weather phenomenon that impact our community at times may be more significant than other communities in Salt Lake County.

3.1.1 Natural Hazards

Numerous natural hazards exist in the Town of Alta that can cause injury, loss of life, damage to infrastructure, restrict access to and from the community, and impair outside agencies ability to respond and assist the Town of Alta. The following list consists of anticipated natural hazards or disasters the may affect the Town of Alta. This includes, but is not limited to:

- Avalanche
- Severe Weather
- Earthquake
- Flooding
- Landslides/Rockslides
- Wildfire
- Epidemic
- Drought

3.1.2 Technological Hazards

Technological hazards include hazardous materials incidents and unanticipated failures of critical utility services (i.e. electricity, natural gas, telephone, and internet) usually, little or no warning precedes incidents involving technological hazards. Numerous technological hazards could impact the Town of Alta, including, but not limited to:

- Airplane crash,
- Dam failures,
- Hazardous materials release,
- Utility failure,
- Radiological release,

3.1.3 Human-Caused Hazards

The Town of Alta is vulnerable to a variety of human-caused hazards.

- Transportation incidents involving hazardous substances,
- Major air and ground transportation accidents,
- Civil disturbances,
- School Violence,

- Terrorism Acts or threats,
- Sabotage

3.2 Hazard Assessment

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

Table 3-2 provides information to understand risks and their corresponding likelihood and consequences in the Town of Alta. As with any hazard, it is impossible to accurately predict the frequency and consequences; therefore, the following tables are for planning purposes only.

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

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

**Table 3-2
Hazard Analysis Table**

Hazard	Frequency	Warning Lead Times	Consequences	Population/Area at Risk
Avalanche	Medium	Minutes	Low-High	Site
Landslide	Low	Hours-days	Low	Site
Drought	Low	Weeks to months	Medium	Communitywide
Earthquake	Medium	Minutes	Catastrophic	Communitywide
Epidemic	Low	Weeks to occurrence	Catastrophic	Communitywide
Flooding	Medium	24 hours to	High	Site

Hazard	Frequency	Warning Lead Times	Consequences	Population/Area at Risk
		occurrence		
Snowstorm	High	36 to 24 hours	Medium	Communitywide
Lightning	High	Occurrence	Low	Site
Tornado	Low	Several minutes	High	Communitywide
Wildfire	High	24 to 12 hours/ occurrence	Medium	Wildland urban interface
Hazardous materials spill	Medium	Occurrence	High	Site
Radiological incidents	Low	Occurrence	Medium	Site
Utility outages/shortages	Low	Months to weeks	High	Communitywide
Telecommunications disruptions	Low	Days to hours	High	Communitywide
Urban fires	Low	Months to weeks	High	Communitywide
Transportation accidents	High	Occurrence	Low	Site
Domestic terrorism	Has not occurred	Days to hours	High	Communitywide
Biological/chemical weapons	Has not occurred	Days to hours	High	Communitywide

3.3 Mitigation

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

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

3.3.1 Mitigation Planning Process and Coordination

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

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

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

3.3.2 Mitigation Programs

3.3.2.1 Single Jurisdictional Areas

- The Town of Alta will work towards developing and implement programs designed to avoid, reduce, and mitigate the effects of hazards by developing and enforcing policies, standards, and regulations.
- The Town of Alta will promote mitigation efforts in the private sector by encouraging the creation of continuity of operations plans and identifying critical infrastructures vulnerable to disasters or required for emergency response.

3.4 Capability Assessment

The Town of Alta has identified capabilities and limitations to mitigate, prepare for, and respond to community-specific hazards.

- **First Responders:** The Alta Marshal's Office provides continuous police/dispatch staffing; however, the office is often limited to a single available patrol unit. Contract Unified Fire Authority (UFA) personnel consisting of a four-man engine/paramedic transport unit are on station with response obligations divided between the Town of Alta and Snowbird communities. These assets are augmented by the Unified Police Department and additional UFA assets under mutual aid agreements. It is anticipated that an effective response to contain Level III emergencies can be made with existing resources. Mass casualty, severe, or widespread incidents will require the addition of outside resources.
- **Public Works:** The Town of Alta has a very limited public works response capability consisting of manpower only with no heavy equipment assets. The Town of Alta will exhaust

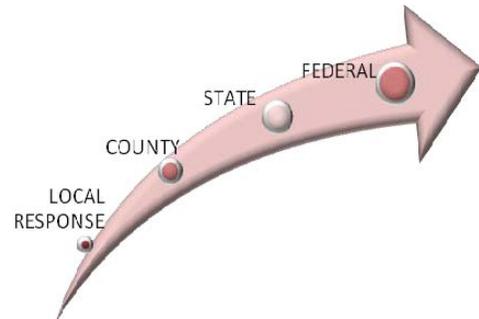
public works capability in any incident involving major damage to infrastructure and outside assets will be required.

- **Local Government Staffing/Continuation of Municipal Services:** Staffing consists of a full time Town Administrator, Assistant Town Administrator, Town Clerk, and Assistant Town Clerk all with emergency management responsibilities. Currently the Assistant Town Administrator serves as the Emergency Manager. Staffing does not exist to relieve these personnel in place during extended emergency response operations. The Town Mayor, four council members, and Town Attorney all serve on a part time basis limiting their emergency response capabilities and at times may require delegation/succession of authority for declarations of emergency.
- **Private Partner Entities:** Historically the Town of Alta has worked with the Alta Ski Lifts Company and Wasatch Backcountry Rescue to use equipment, manpower, communications resources, and facilities for community emergencies. The Town of Alta also anticipates working with the Alta Medical Clinic to function as a triage/mass care coordination center. It is anticipated that these resources will be use, but will need to be supplanted by outside resources in the event of sustained operations.

Section 4

CONCEPT OF OPERATIONS

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



4.1 Normal Operations

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

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

4.2 Emergency Operations Plan Activation

This Town of Alta Emergency Operations Plan (EOP) will be activated when the mayor or designee declares an emergency or when an emergency is considered imminent or probable and the implementation of this plan and the activation of the Town of Alta EOC is considered a prudent, proactive response.

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

- An incident occurs or is imminent
- A state of emergency is declared by the mayor or designee
- As directed by the Town of Alta emergency manager or designee

4.3 Declaring a Local State of Emergency

The Robert T. Stafford Disaster Relief and Emergency Assistance Act (referred to as the Stafford Act – 42 U.S.C. 5721 et seq.) authorizes the president to issue major disaster or emergency declarations before or after catastrophes occur. Emergency declarations trigger aid that protects

property, public health, and safety, and lessens or averts the threat of an incident becoming a catastrophic event.

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

- As soon as an incident occurs, the Town of Alta Emergency Management Organization begins monitoring the situation. The EOC may be put on standby or minimally staffed.
- As the event unfolds, the Town of Alta must first expend or nearly deplete its own resources, including those available through mutual aid agreements, before requesting assistance from the county.
- When it becomes evident that an emergency or imminent threat is beyond the scope of normal operations/mutual aid, the Alta Marshal's Office deputy on duty notifies the town emergency manager of the incident and requests assistance. An initial assessment of damages is provided if available.
- When conditions warrant, the Town of Alta's emergency manager, or designee, will request a declaration that a local state of emergency exists in the Town of Alta. The mayor or designee has the authority to declare an emergency and is the elected official charged with overall responsibility for the response and recovery during a declared local state of emergency. After 30 days, the declaration will expire unless it is ratified by the town council.
- The Town of Alta EOP and EOC will be fully activated upon declaration of a local state of emergency.
- Damage assessment updates from the affected areas should follow at regular intervals to the Salt Lake County EOC.

As specific assistance requests are received, Town of Alta departments and agencies, Salt Lake County, and/or other local municipalities may respond with available resources to assist with response, recovery, and mitigation efforts.

Requests for state or federal assistance, including National Guard or other military services, will be made to the Division of Emergency Services and Homeland Security (DES) through the Salt Lake County emergency manager. Only the county's governing body may ask the governor for a declaration of emergency. Only the governor may request a declaration of emergency from the president of the United States. Following a presidential declaration of emergency, federal assistance will be made available.

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

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

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

4.3.1 Emergency Authority

In accordance with Utah State Statute Title 63, Chapter 5, “State Emergency Management Act,” the senior elected official (mayor) may take measures in the interest of effective emergency management for the Town of Alta. These powers include but are not limited to the following:

- Declaration of a local state of disaster
- Wage, price, and rent controls and other economic stabilization measures
- Curfews, blockades, and utility restrictions
- Creation of rules governing ingress and egress from the affected areas
- Other security measures

4.3.2 Town of Alta’s Resources

All physical resources within the Town of Alta, whether publicly or privately owned, may be used when deemed necessary by the mayor. The Town of Alta assumes no financial or civil liability for the use of such resources. Accurate records of such use will be maintained to ensure proper reimbursement for those resources.

The Town of Alta shall use its own resources first in an emergency or disaster, and may call for assistance from Salt Lake County during events that overwhelm or threaten to overwhelm the Town of Alta’s response and recovery resources. It is expected that the Town of Alta’s resources will be overwhelmed quickly and outside resources will be required.

County, state, and federal relief will likely only be provided when damage is widespread and severe. Therefore, the Town of Alta emergency management organization must develop and maintain an ongoing program of mitigation, preparedness, response, and recovery.

4.4 Emergency Operations Center

The Town of Alta EOC will serve as the command center for all disaster response operations. The Town of Alta EOC is located at 10201 East Highway 210 in the Alta Town Office Building. If a disaster or emergency prevents the use of the primary facility, an alternate EOC location may be located at the Town Community Center at 10305 East Highway 210. If this facility or another facility in the Town of Alta is not functional when an EOC needs to be activated, the Salt Lake County EOC located at 3380 South 900 West may be used.

Appropriate security to the EOC will be maintained to prevent entrance by persons not connected with an emergency. Authorized EOC staff will be clearly identified with a vest or other visible identification.

The EOC will operate on a 24-hour basis with rotating shifts as necessary until an emergency is over (typical rotation is on a 12-hour basis).

4.4.1 Activation of the Emergency Operations Center

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

- The emergency manager may activate the EOC whenever facilitation of the Town of Alta's interdepartmental coordination is necessary to successfully manage an event.
- The Town of Alta Marshal or deputy may independently activate the EOC when the Town of Alta Emergency Management Organization representatives are unavailable and it has been determined by the personnel commanding an emergency that the Town of Alta requires interdepartmental coordination.
- Any other Town of Alta staff member or elected official may request the EOC be activated by contacting any of the officials listed previously in this section. Such requests should be related to the facilitation of interdepartmental coordination for the purposes of managing an emergency. If the EOC mission is unclear or if such a response is not evident, the matter will be referred to the Town of Alta emergency manager, who may request Policy Group input prior to authorizing EOC activation.

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

Primary:

- Landline phone
- Cellular phone
- Text message
- E-mail
- Internet
- VHF radio

Secondary:

- Paging system
- Local media

Tertiary:

- Satellite telephone
- Satellite internet

Satellite Internet The Town of Alta Emergency Management Organization may also activate the EOC in preparation for planned events in which EOC-level coordination is needed. Examples of planned events may include protests and demonstrations, political events, parades, and holiday events.

4.4.2 Emergency Operations Center Levels of Activation

Emergencies or disasters that could affect the Town of Alta are divided into three levels of readiness to establish emergency operations. These levels are outlined below and mirror the Salt Lake County EOP and the Utah Division of Emergency Management State EOP levels to maintain consistent definitions and facilitate activation and emergency response.

The Town of Alta is constantly monitoring events within the jurisdiction. The Town Marshal and deputies are on-call at all times to monitor and follow up on situations, threats, or events. The severity of an event will directly affect the level of EOC activation. Increasing or decreasing levels of activation will be directly decided by the Town of Alta mayor or designee and the emergency manager. When the EOC is activated a centralized response and recovery will be established, with operational plans and activities focused on efficiency, quality, and quantity of resources. There are three levels of activation, which coordinate with Salt Lake County, State of Utah, and federal plan activation levels:

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

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

4.4.2.1 Level I – Full-Scale Activation

In a full-scale activation, all primary and support agencies under the EOP are notified. The Town of Alta Emergency Management staff and all primary emergency support functions (ESF) report to the Town of Alta EOC. When an event warrants a Level I activation, the EOC is activated on a 24-hour schedule due to the severity of the event or imminent threat. All staff and all ESFs are activated and asked to provide representatives at the EOC. The Incident Command System (ICS) is implemented and all sections and branches are activated. The Planning Section initiates the incident action planning process to establish operational objectives and priorities. It is expected at this level of activation that response and recovery operations will last for an extended period. As the Town of Alta's resources are exhausted, Salt Lake County Emergency Management will be contacted for assistance.

4.4.2.2 Level II – Limited Activation

Level II is limited agency activation. Coordinators of primary ESFs that are affected will be notified by the Alta Emergency Management Organization to report to the EOC. All other ESFs are alerted and put on standby. All agencies involved in the response will be requested to provide a representative to the Town of Alta EOC. Some ESFs may be activated to support response/recovery operations. The emergency management staff for each agency will report to the Town of Alta as well as the local agencies/departments involved in the response and recovery. This level can warrant a 24-hour schedule. The ICS system is activated and all sections and branches are activated as required. The EOC management team will initiate the incident action planning process to establish operational objectives and priorities.

4.4.2.3 Level III – Monitoring Activation

Level III is typically a monitoring phase. Notification will be made to those local agencies/departments and ESFs who would need to take action as part of their everyday responsibilities. The Town of Alta Emergency Management Organization will actively monitor and follow-up on situations, threats, or events and report to the Town of Alta EOC to assess the situation and escalate activation as needed. This level typically involves observation, verification of appropriate action, and follow-up by Alta Emergency Management Organization. Most events can be resolved in a small amount of time using limited resources. The day-to-day operations are typically not altered and the management structure stays the same. Duty officers apprised of the event evaluate the situation and, if conditions warrant, appropriate individuals and agencies are alerted and advised of the situation and instructed to take appropriate action as part of their everyday responsibilities. At the conclusion of the event, the duty officers verify completion of the actions taken and document the incident. Incident action planning is not necessary, although it may be necessary to provide briefings or meetings for response or mitigation efforts for the event.

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

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

4.4.3 Emergency Support Functions

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

These 15 ESFs are part of the Operations Section as designated under ICS. ESFs, in coordination with the Town of Alta Emergency Management Organization, are the primary mechanism for providing response and recovery assistance to local governments throughout all phases of a disaster. Assistance types are grouped according to like functions. Table 4-2 summarizes the services each provides.

- The Town of Alta departments/agencies and organizations have been designated as primary and support agencies for each ESF according to authority, resources, and capability to coordinate emergency efforts in the field of each ESF.
- Primary agencies, with assistance from one or more support agencies, are responsible for coordinating ESF activities and ensuring that tasks assigned to the ESF by the Town of Alta emergency management are completed successfully.
- ESF operational autonomy tends to increase as the number and complexity of mission assignments increases following an emergency. However, regardless of circumstance, the ESFs will coordinate with the Operations Section chief to execute and accomplish their missions.

Table 4-2
Town of Alta
Emergency Support Functions Primary and Support Agencies

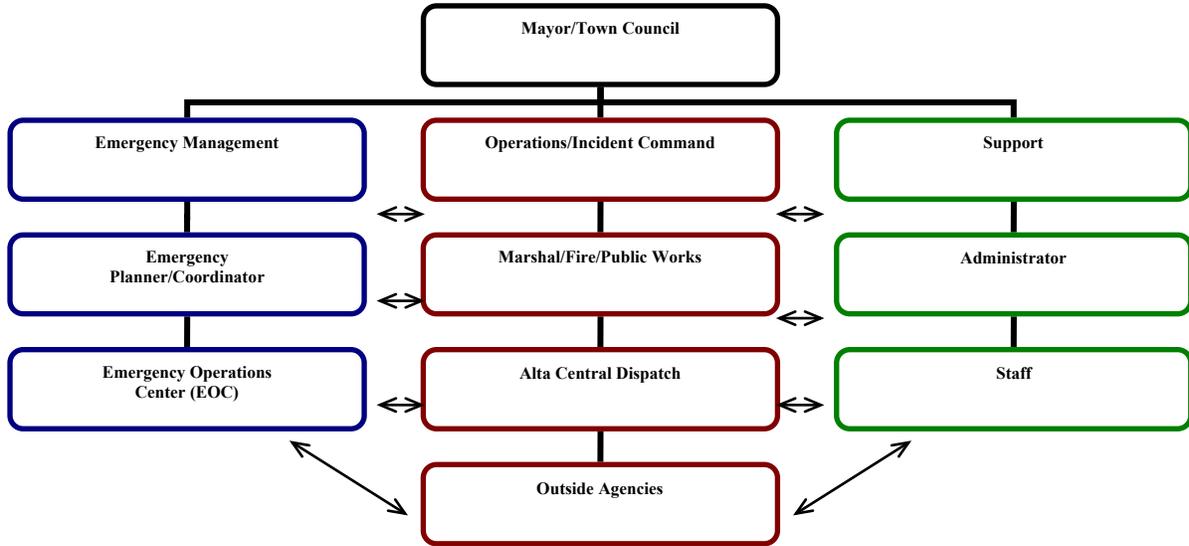
Annex	Primary Agency	Support Agencies
ESF #1 – Transportation	Utah Department of Transportation	<ul style="list-style-type: none"> ▪ Utah Transit Authority
ESF #2 – Communications	Alta Marshal’s Office	<ul style="list-style-type: none"> ▪ Salt Lake County Sheriff’s Office ▪ Valley Emergency Communications Center
ESF #3 – Public Works and Engineering	Alta Public Works	<ul style="list-style-type: none"> ▪ Salt Lake County Public Works
ESF #4 – Firefighting	Unified Fire Authority	<ul style="list-style-type: none"> ▪ Alta Marshal’s Office ▪ United States Forest Service
ESF #5 – Emergency Management	Alta Marshal’s Office	<ul style="list-style-type: none"> ▪ Salt Lake County Emergency Management ▪ Alta Public Works ▪ Town of Alta Administration
ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	American Red Cross	<ul style="list-style-type: none"> ▪ Alta Marshal’s Office ▪ Volunteer Organizations Active in Disaster (VOAD)
ESF #7 –Logistics Management and Resource Support	Alta Emergency Management	<ul style="list-style-type: none"> ▪ Alta Marshal’s Office ▪ Unified Fire Authority ▪ Unified Police Department

Annex	Primary Agency	Support Agencies
		<ul style="list-style-type: none"> ▪ Salt Lake County Emergency Management
ESF #8 –Public Health and Medical Services	Salt Lake Valley Health Department	<ul style="list-style-type: none"> ▪ State of Utah Medical Examiner’s Office ▪ Alta Emergency Clinic
ESF #9 –Search and Rescue	Unified Fire Authority	<ul style="list-style-type: none"> ▪ Alta Marshal’s Office ▪ Salt Lake County Emergency Management ▪ Salt Lake Urban Search and Rescue ▪ Salt Lake County Sheriff’s Search and Rescue ▪ Wasatch Backcountry Rescue
ESF #10 – Oil and Hazardous Materials	Unified Fire Authority	<ul style="list-style-type: none"> ▪ Salt Lake County Local Emergency Planning Committee
ESF #11 – Agriculture and Natural Resources	Salt Lake County Animal Services	<ul style="list-style-type: none"> ▪ Alta Marshal’s Office ▪ Alta Public Works ▪ Utah Farm Bureau ▪ United States Forest Service ▪ Salt Lake Valley Health Department
ESF #12 – Energy (Public Utilities)	Salt Lake County Public Works	<ul style="list-style-type: none"> ▪ Public Utilities (Electricity: Rocky Mountain Power; Natural Gas: Questar)
ESF #13 – Public Safety and Security	Alta Marshal’s Office	<ul style="list-style-type: none"> ▪ Unified Police Department ▪ Valley Police Alliance
ESF #14 – Long-Term Community Recovery	Alta Emergency Management	<ul style="list-style-type: none"> ▪ Town of Alta Administration ▪ Salt Lake County Emergency Management ▪ State of Utah Emergency Management
ESF #15 – External Affairs	Alta Marshal’s Office	<ul style="list-style-type: none"> ▪ Alta Town Council ▪ Alta Town Administrator ▪ Salt Lake Country EOC

4.4.4 Emergency Operations Center Coordination

In the Town of Alta, response to and recovery from an emergency and/or pending disaster is carried out through the Town of Alta’s Emergency Management Organization as illustrated in Figure 1.

Figure 1
Town of Alta Emergency Management Organization



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

The Town of Alta EOC will be activated as necessary to manage the event. Town of Alta emergency response coordination will be assigned by the emergency manager and have emergency responsibilities to support the following common tasks:

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

4.4.5 Incident Command System

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

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

- Incident commander (IC)
- Section chief
- Branch director
- Unit leader

The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority. Standardized position titles are useful when requesting qualified personnel. The Town of Alta departments and agencies and response partners may have various roles and responsibilities throughout the duration of an emergency. Therefore, it is particularly important that the local command structure established to support response and recovery efforts is able to expand and contract as the situation changes. Typical duties and roles may also vary depending on the severity of impacts, size of the incident, and availability of local

resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

The mayor or designee is responsible for appointing the IC and will coordinate appointment of the IC with the executive manager of the specific department assigned responsibility of the disaster (senior fire official or Town Marshal). The mayor may determine that a unified command is appropriate for responding to certain events.

The IC is in charge of all operational aspects of an emergency and acts as a liaison between the Executive Group and operational staff activities. In addition, the IC is responsible for coordinating all efforts and determining necessary resources for an emergency. The IC will determine which elements of ICS will be implemented and may choose to delegate some duties.

Command staff includes the public information officer, liaison officer, and safety officer, all of whom report directly to the IC. General staff includes the Operations Section chief, Planning Section chief, Logistics Section chief, and Finance Section chief, all of whom report directly to the IC.

The IC will determine the level of staffing required; alert the appropriate personnel, agencies, and organizations; and keep the mayor updated on the status throughout the event. The IC will serve as the overall EOC controller or may choose to delegate this function.

The IC will ensure the Salt Lake County Emergency Management director is immediately notified upon EOC activation. Periodic updates will be made as the situation requires.

Levels of staffing will be determined by the IC and the mayor; generally, the IC, command staff, general staff, and the Executive Group will report to the EOC.

The field incident command post is normally the point from which the actual field direction to emergency services personnel takes place, and can be used in a limited scope as an EOC in the event that all fixed EOCs are out of service. The field incident command post can, with its communications and administrative capabilities, be operated at a safe designated site as the EOC. It may be staffed by police or fire and EMS personnel in the event of a major incident, or by representatives from various departments.

A joint information center (JIC) will be established to support all EOC activations. The JIC will coordinate all media and public information requests from the EOC and Field PIOs.

4.4.6 Decision Making in the Emergency Operations Center

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

4.4.7 Emergency Operations Center Action Planning

EOC action plans provide designated EOC personnel with knowledge of the objectives to be achieved and the steps required for their achievement. EOC action plans also provide a basis for

measuring achievement of objectives and overall system performance. Action planning is an important management tool that involves the following:

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

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

4.4.8 After Action Reports

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

4.5 Notification and Warning

Town of Alta response agencies are dispatched by Alta Central, a 24 hour/7 day per week police, and emergency services dispatch center. Alta Central is equipped with radio, telephone, and computer alerting systems and is backed up with emergency power generation and uninterrupted power supplies.

The Town of Alta contracts to the Unified Fire Authority for Fire Services. That agency is dispatched by Valley Emergency Communication Center (VECC). Redundant links exist between Alta Central and VECC to initiate response and alert one another to emergency calls. Additionally, Alta Central possesses radio system infrastructure for the Unified Police Department, Utah Department of Transportation, Alta Ski Lift Company, and Snowbird Ski and Summer Resort. Alta Central has the ability to patch these entities into a common communication network.

Alta Central is responsible for notifications of responders, command personnel, and Emergency Management Staff. Notifications, alerts, and requests are facilitated by Alta Central in all emergency situations. As major events are expected to draw on Salt Lake County resources, Alta Central is modeled to operate independently or as part of a joint communications operation.

Emergency plans and procedures exist at Alta Central to facilitate communications and notifications in emergency situations.

Section 5

ORGANIZATION AND RESPONSIBILITIES

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

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

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

The following are Town of Alta, county, state, federal, and nongovernmental agencies and departments tasked with primary or support responsibilities as detailed by the EOP. More

detailed assignments can be found in the functional area, ESFs, and incident annexes appendices to this EOP.

5.1 Town of Alta Departments and Agencies

The Town of Alta has departments and agencies that play a critical role in emergency planning and emergency operations. The following list is not intended to be an exhaustive list of departmental responsibilities during emergency operations, but a snapshot to distinguish roles between departments. During the management of any incident, the responsibilities of each department will be tailored to fit the needs of the unique situation.

The Alta Town Council is comprised of four part-time council members and a part-time Mayor. The Alta Town Council emergency responsibilities include, but are not limited to:

- Convene Town Council for emergency session(s) [Mayor]
- Communicate and Coordinate efforts with elected officials of other governmental entities
- Coordinate emergency public information
- Be available to address the community to disseminate information during the course of a disaster event
- Provide policy direction and enact ordinances, land use and development codes, and anti-price-gouging ordinances
- Determine funding levels through the budget for emergency mitigation, planning, response, and recovery activities

The Alta Town Council plays the following role in Emergency Support Functions:

- Alta Town Council is a support agency for ESF #15, External Affairs

Administration

The Administration department of the Town of Alta consists of four full-time administrative positions: Town Administrator, Assistant Town Administrator, Town Clerk, and Assistant Town Clerk. Town Administrators have the following emergency responsibilities, including, but not limited to:

- Provide policy guidance to the Incident Commander
- Review critical press releases prior to release
- Recommend emergency ordinances to the council
- Review ordinances for legal and liability issues [Town Attorney]
- Manage purchasing and finances

The Administration department plays the following role in Emergency Support Functions:

- Town Administration is a support agency for ESF #5 (Emergency Management), ESF #14 (Long Term Community Recovery), and ESF #15 (External Affairs)

Emergency Management

The Emergency Management department consists of one part-time position of Emergency Manager/Planner. This position overlaps with one of the full-time administrative positions. The duality of the position is reflected by a planning/ preparedness aspect and an operational aspect in times of emergency.

- Construct and maintain written emergency plans and protocols
- Maintain the computer-driven information management programs and ensure the training of adequate personnel on their operation and use.
- Provide disaster management-related information using the information management and response planning computer programs and provide this information to the EOC and others
- Maintains incident logs, mission-tracking log, and mutual aid request log and documents all EOC briefings, meetings, and other information tracking procedures.

The Alta Emergency Management Department plays the following role in Emergency Support Functions:

- Alta Emergency Management is a primary agency for ESF #7 (Logistics Management and Resource Support) and ESF #14 (Long Term Community) and a support agency for ESF #5 Emergency Management.

Alta Marshal's Office

The Marshal's Office consists of a Town Marshal, three Deputy Marshals, and six dispatch personnel. During an emergency the Alta Marshal's Office responsibilities may include, but are not limited to:

- Initial response to emergency
- Establish initial incident command structure
- Verify communications capabilities
- Assessment of situation/capabilities/needs
- Request for additional support /activation of EOC
- Formulate strategies and execute response

The Alta Marshal's Office serves the following Emergency Support Functions:

- Alta Marshal's Office is a primary agency for the following ESF's: ESF #2 Communications, ESF #5 Emergency Management, ESF #13 Public Safety and Security, ESF #15 External Affairs
- Alta Marshal's Office is a support agency for the following ESF's: ESF#4 Firefighting, ESF#6 Mass Care, ESF#7 Logistics Management and Resource Support, ESF#9 Search and Rescue, and ESF #11 Animal Services, Agriculture and Natural Resources.

Alta Public Works

The Alta Public Works department consists of both water and sewer service. The Town owns portions of the water infrastructure and sewer infrastructure within the Town's boundaries. The Town has an interlocal agreement with Salt Lake County Service Area #3 for the operation of the

water system. The sewer system is operated by a part-time Town of Alta employee. State certified operators run both the water and the sewer systems.

The Alta Public Works department has the following Emergency Support Function responsibilities:

- Alta Public Works Department is the primary agency for ESF #3 Public Works and Engineering
- Alta Public Works Department is the support agency for ESF#4 Firefighting.

Unified Fire Authority

The Town of Alta does not have its own fire department and contracts with the Unified Fire Authority (UFA) to provide firefighting services, emergency response, and paramedic services to the Town of Alta.

- UFA is the primary agency for ESF #4 Firefighting, ESF#9 Search and Rescue, and ESF#10 Oil and Hazardous Materials

5.2 County Departments and Agencies

Due to the limited resources in the Town of Alta, the Town will rely on Salt Lake County Departments and Agencies during most emergencies.

Salt Lake County Emergency Management

- Salt Lake County Emergency Management provides assistance to the Town of Alta to plan for, mitigate, respond to, and recover from natural and man-made disasters and emergencies.
- Salt Lake County Emergency Management will be a support agency for ESF #5 (Emergency Management, ESF #7 (Logistics Management and Resource Support), ESF#10 Oil and Hazardous Materials, ESF#14 (Long Term Community), and ESF #15 External Affairs.

Salt Lake County Sheriff's Office

- Salt Lake County Sheriff's Office operates the Unified Police Department and manages court services, and correctional facilities in Salt Lake County.
- Salt Lake County Sheriff's Office will be a support agency for ESF#2 Communications and ESF #9 Search and Rescue.

Unified Police Department

- The Unified Police Department provides police services for unincorporated Salt Lake County, Herriman City, Holladay City, and Riverston City.
- Unified Police Department will be a support agency for ESF#8 Public Health and Medical Services and ESF #13 Public Safety and Security.

Salt Lake County Public Works

- The Public Works Department is responsible for the planning, engineering, flood control, operational, sanitation, solid waste, and stormwater needs of Salt Lake County.

- Salt Lake County Public Works will be a primary agency for ESF #12 Energy, and a support agency for ESF#3 Public Works and Engineering.

Salt Lake Valley Health Department

- Salt Lake Valley Health Department ensures the protection of community and environmental health.
- Salt Lake Valley Health Department will be a primary agency for ESF # 8 Public Health and Medical Services and a support agency for ESF #11 Agriculture and Natural Resources.

Salt Lake County Animal Services

- Salt Lake County Animal Services provides responsive, efficient and high quality animal care services that promote a safe and humane community for people and animals.
- Salt Lake County Animal Services will be the primary agency for ESF#11 Agriculture and Natural Resources

Salt Lake Local Emergency Planning Committee (LEPC)

- Salt Lake LEPC is a non-profit community organization composed of city and school district officials, police and fire emergency response personnel, industry and environmental representatives, news media, and interested citizens.
- Salt Lake LEPC will be a support agency for ESF#10 Oil and Hazardous Materials.

Valley Emergency Communications Center (VECC)

- VECC handles all 911 and other calls for emergency services in the Salt Lake Valley.
- VECC will be a support agency for ESF#2 Communications.

Salt Lake Urban Search and Rescue (USAR)

- Salt Lake USAR involves the location, extrication, and initial medical stabilization of victims involved in search and rescue missions.

Salt Lake USAR will be a support agency for ESF#9 Search and Rescue.

5.2.1 State Agencies

Utah Division of Emergency Management

- Coordinate the State's response to disasters.
- Support Town of Alta and Salt Lake County emergency management efforts when local resources are fully committed and found to be inadequate to cope with the situation and when a particular capability or resource is required and not available.
- Contact the federal government for assistance if the state is unable to fulfill the request.

Utah Department of Transportation (UDOT)

- UDOT owns and maintains SR-210 and the Alta Bypass Road in the Town of Alta

- UDOT is the primary agency for ESF#1 Transportation

State of Utah Emergency Management

- Support Town of Alta and Salt Lake County with emergency mitigation, preparation, response and recovery efforts.
- State of Utah Emergency Management is the support agency for ESF#14 Long Term Community Recovery

Utah Transit Authority

- Utah Transit Authority provides public transportation for Salt Lake County and five other surrounding counties in the State of Utah. The Utah Transit Authority provides a bus service to serve the Town of Alta.
- Utah Transit Authority is a support agency for ESF #1 Transportation

Valley Police Alliance

- The Valley Police Alliance unites nearly a dozen municipalities based in Salt Lake County for the purposes of sharing resources and mutual aid assistance.
- Valley Police Alliance is a support agency for ESF#13 Public Safety and Security

State of Utah Medical Examiner's Office

- The Office of the Medical Examiner provides a statewide system for the investigation of sudden and unexpected death.
- State of Utah Medical Examiner's Office is a support agency for ESF#8 Public Health and Medical Services

5.2.2 Federal Agencies

Federal Emergency Management Agency

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

National Weather Service

- Issue severe weather watches and warnings.
- The National Weather Service issues a weather forecast specifically for the Cottonwood Canyons in the winter months for use in snow safety activities and emergency management.

United States Forest Service

- A majority of the land in the Town of Alta is owned by the United States Forest Service.
- The United States Forest Service a support agency for ESF#4 Firefighting and ESF#11 Agricultural and Natural Resources

5.3 Nongovernmental Organizations

American Red Cross (ARC)

- Provide staff to work daily at the EOC in support of mass care and sheltering activities.
- Provide subject-matter expertise on regulations, policy, and all relevant ARC issues, including general mass care planning, preparedness, and response and recovery activities as ARC-specific activities in these areas.
- Provide information on current ARC mass care activities as required.
- Support reunification efforts through its Safe and Well Web site and in coordination with government entities as appropriate.
- Provide public health, and safety, and lessens or averts the threat of an incident becoming a catastrophic event.
- An event may start out small and escalate quickly or a major first aid services at shelter locations managed by the American Red Cross.
- Provide staff and support as part of an integrated case management system.
- The American Red Cross is the primary agency for ESF#6 Mass Care, Emergency Assistance, Housing, and Human Services

Volunteers Organizations Active in Disaster (VOAD)

- VOAD is the forum where organizations share knowledge and resources throughout the disaster cycle to help disaster survivors and their communities.
- VOAD is a support agency for ESF#6 Mass Care, Emergency Assistance, Housing, and Human Services

Wasatch Backcountry Rescue

- Wasatch Backcountry Rescue is a non-profit organization working in the Wasatch Mountains whose primary purpose is rapid response for avalanche rescue, winter related mountain rescue, and medical evacuation incidents using trained professionals and search and rescue dogs. Members of WBR include teams from Professional mountain patrols and emergency care providers including but not limited to, Alta, Snowbird, US Forest Service, Air Med, Life Flight and Utah Department of Transportation.
- Wasatch Backcountry Rescue is a support agency for ESF#9 Search and Rescue

Utah Farm Bureau

- Utah Farm Bureau is a support agency for ESF#11 Agriculture and Natural Resources

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

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

ORGANIZATION AND RESPONSIBILITIES

Town of Alta: EOC Organization by ESF P = Primary Agency S = Support Agency	ESF #1 – Transportation	ESF #2 – Communications	ESF #3 – Public Works and Engineering	ESF #4 – Firefighting	ESF #5 – Emergency Management	ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services	ESF #7 – Logistics Management and Resource Support	ESF #8 – Public Health and Medical Services	ESF #9 – Search and Rescue	ESF #10 – Oil and Hazardous Materials	ESF #11 – Animal Services, Agriculture and Natural Resources	ESF #12 – Energy (Public Utilities)	ESF #13 – (Law Enforcement) Public Safety and Security	ESF #14 – Long-Term Community Recovery	ESF #15 – External Affairs
United States Forest Services				S							S		S		
State of Utah Medical Examiner's Office								S							
State of Utah Emergency Management														S	
Utah Transit Authority	S														
Valley Emergency Communications Center		S													
American Red Cross						P									
Volunteer Organizations Active in Disaster (VOAD)						S									
Salt Lake Urban Search and Rescue								S							
Wasatch Backcountry Rescue								S							
Salt Lake County Local Emergency Planning Committee									S						
Utah Farm Bureau											S				
Valley Police Alliance													S		
Alta Ski Lift Company	S							S							
Tim Thomas Excavating	S														
Utah Department of Public Safety Highway Patrol Aviation	S														

Section 6

DIRECTION, CONTROL, AND COORDINATION

The Town of Alta's emergency response forces (emergency medical services [EMS], fire, law enforcement, and public works) are responsible for responding to emergencies and disasters within the town.

The Town of Alta Emergency Management coordinates response to major events when required through the Town of Alta Emergency Operations Center (EOC). The Town of Alta emergency manager, in collaboration with the Town of Alta mayor or designee, will focus on a declaration of a local state of emergency when necessary. If the emergency exceeds locally available resources of the emergency response forces, the Town of Alta emergency manager can request county assistance from Salt Lake County Emergency Management. Salt Lake County Emergency Management is the agency charged with coordinating jurisdictions located within Salt Lake County response to disasters.

The Town of Alta Emergency Operations Plan (EOP) components will be coordinated as follows:

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

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

6.1 Preliminary Damage Assessment

A preliminary damage assessment is conducted within the framework of a declaration process. The preliminary damage assessment assists the mayor or designee in determining which resources are available and what additional needs may be required. Damage assessments are to be relayed to the EOC through damage assessment components. The Town of Alta will work with Salt Lake County Emergency Management to assemble assessments in the EOC environment.

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

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

6.2 Response Procedures

Town of Alta Emergency Management will monitor impending emergencies and actual occurrences. If the readiness level indicates, the Town of Alta Emergency Management staff will notify any key response organizations. When events are such that normal response procedures

are inadequate, the Town of Alta will declare a state of emergency and activate the EOP, mutual aid agreements, and the Town of Alta EOC. The Town of Alta emergency manager directs the activation and operation of the EOC.

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

The Town of Alta EOC serves as the central location for direction and control of response and recovery activities. When the EOC is fully activated, it will be staffed by the Town of Alta's emergency management staff and personnel from each of the activated ESFs. Each ESF will designate a lead to direct that ESF's operation. These individuals will report to the Town of Alta emergency manager.

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

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

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

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

Local resources will be used fully before requesting mutual aid or state/federal assistance.

If Town of Alta resources cannot cope with an emergency, the Town of Alta will request mutual aid or Salt Lake County assistance. Salt Lake County is a participant in the Utah Interlocal Mutual Aid Agreement.

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

6.3 Response Recovery

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

If necessary, the mayor or designee can declare a state of emergency and activate the Town of Alta's EOP to augment individual and public resources as required.

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

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

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

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

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

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

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

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

If the Town of Alta receives a presidential disaster declaration, a recovery team will be implemented to address long-term recovery issues.

6.4 Requesting State and Federal Resources

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

6.5 Continuity of Government

Continuity of government is an essential function of emergency management and is vital during a community emergency/disaster situation. All levels of government (federal, state, and local) share a constitutional responsibility to preserve life and property of its citizenry. Local continuity of government is defined as the preservation and maintenance of the local civil government ability to carry out its constitutional responsibilities. The Town of Alta is working towards establishing a formal Continuity of Operations Plan by fall 2011.

The following identifies prioritized essential functions for the Town of Alta. These functions and activities must be continued under any and all circumstances:

- Establish and maintain communication/technological systems
- Provide leadership to Town agencies, employees, and citizens
- Facilitate Town and interagency response to emergencies (e.g. debris removal, building assessments, volunteer coordination)
- Facilitate provision of critical internal processes and systems (e.g. payroll, accounts payable/receivable, and contracting)
- Facilitate services to special populations (e.g. seniors, youths, and animals/pets)

To maintain Town operations and ensure the orderly continuation of leadership during an emergency situation, the following order of the Town's general administrative responsibility is established:

- Mayor, or designee
- Town Administrator
- Emergency Manager

The following order of public safety operational responsibility is established:

- Town Marshal
- Unified Fire Authority commander
- Public Works/Service area Director(s)

Section 7

DISASTER INTELLIGENCE

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

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

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

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

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

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

Town of Alta Emergency Management staff monitor events 24/7, which provides immediate information management. The Town of Alta will activate local rapid assessment teams following any event where disaster intelligence is needed. Rapid assessment involves teamwork and requires personnel who are in place and know their responsibilities. The rapid assessment will be organized for information flow to a source that will most likely reside in the EOC. This person

will prepare documentation necessary to continue response operations and EOC activation, if necessary.

Assessment is accomplished in three phases:

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

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

- Developing a jurisdictional profile
- Sectoring the Town of Alta and performing an assessment by sector
- Looking at the Town of Alta staffing patterns and possible resource needs
- Developing communication procedures
- Testing and exercising

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

Section 8

COMMUNICATIONS

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

Emergency communications consists of three primary elements:

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

8.1 Common Operating Picture

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

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

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

Critical aspects of local incident management are as follows:

- Effective communications
- Information management
- Information and intelligence sharing

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

- Formulate and disseminate indications and warnings.
- Formulate, execute, and communicate operational decisions.
- Prepare for potential requirements and requests supporting incident management activities.

- Develop and maintain overall awareness and understanding of an incident within and across jurisdictions.

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

- Indications and warnings
- Incident notifications
- Public communications

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

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

Internal Communications

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

External Communications

- Landline
- Fax
- Cellular phone
- Texting
- VHF radio
- Internet/WebEOC
- Joint Information System/Joint Information Center
- Emergency activation system
- Reverse 9-1-1
- Press releases
- News media

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

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

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

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

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

Section 9

ADMINISTRATION, FINANCE, AND LOGISTICS

9.1 Administration Information

- The emergency operations center (EOC) monitors 24 hours per day and is administered by the Town of Alta Emergency Management Organization. Day-to-day operations are under the direction of the Town of Alta emergency manager.
- The operational readiness of the EOC is the responsibility of the Town of Alta emergency manager.
- Narratives and operational journals of response actions will be kept.
- All written records, reports, and other documents will follow the principles of the National Incident Management System (NIMS).
- Agreements and understandings must be entered into by duly authorized officials and should be formalized in writing whenever possible prior to emergencies.
- Organizations with responsibilities for implementing this plan are responsible for providing their own administrative and logistical needs and for the preparation and maintenance of a resource list for use in carrying out their emergency responsibilities.

9.1.1 Records Preservation and Restoration

All affected Town of Alta departments/agencies must ensure protection of their records so normal operations can continue after the emergency. Such records may also be vital to the rapid recovery from the effects of an emergency. The Town of Alta is charged with maintaining plans for the safety, recovery, and restoration of the Town of Alta's data and telecommunication systems during a disaster.

To provide normal government operations following a disaster, vital records (including legal documents and personnel records) must be protected. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly.

9.1.2 Reports and Records

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

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

response actions will be kept by the Town of Alta Emergency Management Organization. The logs and records will form the basis for status reports to the county and state.

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

Updates: Situation reports outlining new developments and providing additional information will be forwarded as often as necessary in the most expeditious manner available. At a minimum, a daily situation report will be forwarded to the state EOC duration a local activation.

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

Utah Division of Emergency Management

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

9.2 Financial Management

The Town of Alta Emergency Operations Plan (EOP) assigns lead and support agencies for 15 functional areas of disaster response. Each agency assigned to an emergency support function (ESF) is responsible for mobilizing existing personnel, equipment, materials, supplies, and other resources under their control.

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

- Local forces are those resources under direct control of the county EOC. They can be assigned based on priorities established by the EOC organizational response agencies.
- Mutual aid can be requested by the Town of Alta EOC to augment staff during a locally declared state of emergency. The Town of Alta is a signature party of the Utah Interlocal Mutual Aid Agreement for Catastrophic Disaster Response and Recovery. All requests for mutual aid must follow the procedures established by the Utah Division of Emergency Management under this agreement.
- State and federal agencies' response may be required when either mutual aid or contracting can meet the resource request. It is anticipated that this response would occur early in the disaster for short time periods.
- All ESF procurements and expenditures will be documented. All receipts and invoices with explanations and justifications will be forwarded to the Town of Alta Administration Department in a timely fashion. The auditor will ensure all documentation is complete, recorded on the appropriate forms, and proper in all respects. If the Town of Alta was

federally declared, the auditor will submit for reimbursement. If the Town of Alta was not declared, the documentation will serve as a recorded history of activity with expenditures.

9.2.1 Accounting

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

9.2.2 Fiscal Agreements

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

9.3 Logistics

- The Town of Alta Emergency Management Organization maintains current resource information on supplies, equipment, facilities, and skilled personnel available for emergency response and recovery operations.
- ESF #7 Logistics Management and Resource Support provides logistical and resource support, including locating, procuring, and issuing resources (such as supplies, office space, office equipment, fuel, and communications contracting services, personnel, heavy equipment and transportation) to agencies and departments involved in delivery emergency response and recovery efforts.
- The mayor or designee has the authority to appropriate services and equipment from citizens as necessary in response to a disaster.
- Detailed information on logistical assets may be found in the resource and logistics annex.
- Unless covered in a mutual aid agreement/memorandum of understanding, emergency resources may not be sent outside the Town of Alta unless the mayor or designee, the Town of Alta emergency manager, or other designated representative grants approval.

Section 10

PLAN MAINTENANCE AND DISTRIBUTION

Town of Alta Emergency Management Organization is responsible for the overall maintenance of this emergency operations plan (EOP) and for ensuring that changes and revisions are prepared, coordinated, published, and distributed.

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

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

10.1 Emergency Operations Plan Maintenance

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

**Table 10-1
EOP Maintenance Standards**

Activity	Tasks	Frequency
Plan update and certification	<ul style="list-style-type: none"> ▪ Review entire plan for accuracy. ▪ Incorporate lessons learned and changes in policy and philosophy. ▪ Manage distribution. 	Annually
Train new Town of Alta Emergency Management staff	<ul style="list-style-type: none"> ▪ Conduct EOP training for new Town of Alta Emergency Management staff. 	Within 30 days of appointment
Orient new policy officials and senior leadership	<ul style="list-style-type: none"> ▪ Brief officials on existence and concepts of the EOP. ▪ Brief officials of their responsibilities under the EOP. 	Within 30 days of appointment
Plan and conduct exercises	<ul style="list-style-type: none"> ▪ Conduct internal EOP exercises. ▪ Conduct joint exercises with Town of Alta emergency support functions. ▪ Support and participate in state-level and local-level exercises. 	Semiannually, annually, or as needed

Section 11

AUTHORITIES AND REFERENCES

11.1 Authorities

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

Federal Authorities

Federal Civil Defense Act of 1950, (PL 81-950), as amended
Disaster Relief Act of 1974, (PL 93-288) as amended
Title III, of the Superfund Amendments and Reauthorization Act (SARA) of 1986, (PL 100-700)
Code of Federal Regulations (CFR), Title 44. Emergency Management and Assistance
October 1, 2008

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

State of Utah

Title 63, Chapter 3, “State Emergency Management Act”

Salt Lake County

Ordinance 2.86.010-120
State of Utah, EOP
National Response Framework

Town of Alta

Town Code 2010

11.2 Supporting Documents/Plans

- State of Utah EOP
- State of Utah Hazard Mitigation Plan
- Federal Emergency Management Agency (FEMA 501, National Incident Management System (NIMS)
- FEMA 501-3, NIMS Basic – Preparedness
- FEMA 501-7, NIMS Basic – Ongoing Management and Maintenance
- Comprehensive Preparedness Guide (CPG) 101
- Salt Lake County EOP, June 2010

11.3 Agreements

The Town of Alta is part of the Utah Interlocal Mutual Aid Agreement for Catastrophic Disaster Response and Recovery.

The Town of Alta is a signing party on the following:

- Mutual aid agreement for sheriff and police services (September 29, 2008)
- Interlocal Agreement with Valley Emergency Communications Center (original agreement June 13, 1988)
- Agreement between Town of Alta and Salt Lake County for paramedic and advanced life support services (July 12, 2000)
- Hellgate Condo Owners, UDOT, and Town of Alta interlocal agreement regarding the use of road during high danger (February 13, 1990)
- Unified Fire Authority Agreement (January 1, 2004)
- Agreement with Salt Lake County for Fire Protection Services (2002)
- Valley Police Alliance Agreement

In the event of an emergency the Town of Alta anticipates working with the Alta Ski Lifts Company, Tim Thomas Excavating, Alta Medical Clinic, and other local private entities. Historically, these private entities have provided emergency services during incidents affecting the Town of Alta. Although no agreements formally recognize these partnerships, the Town recognizes the importance of developing written agreements. This is a priority for the Town of Alta and those agreements will be incorporated into the EOP as they are developed.

Section 12

GLOSSARY

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

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

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

Emergency manager: Staff member who is in charge of the emergency management agency and serves as the incident manager when the Town of Alta Emergency Operations Center is activated.

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

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

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

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

Emergency support function (ESF) assignment matrix: Organizational grouping of all primary and support ESF agencies.

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

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

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

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

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

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

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

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

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

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

National Incident Management System (NIMS): A systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

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

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

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

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

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

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

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

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

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

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

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

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

Section 13 ACRONYMS

ARC – American Red Cross
ARES – Amateur Radio Emergency Service
CFR – Code of Federal Regulations
COOP – Continuity of Operations Plan
EMAC – Emergency Management Assistance Compact
EMS – Emergency Medical Services
EOC - Emergency Operations Center
EOP - Emergency Operations Plan
ESF - Emergency Support Function
FEMA - Federal Emergency Management Agency
HazMat – Hazardous Materials
HSPD – Homeland Security Presidential Directive
IC – Incident Commander
ICS – Incident Command System
ICP – Incident Command Post
JIC – Joint Information Center
NIMS – National Incident Management System
NRF – National Response Framework
PIO – Public Information Officer
SARA – Superfund Amendment and Reauthorization Act
VECC – Valley Emergency Communications Center