COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

2024 Edition

Woodland Hills City

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EXECUTIVE SUMMARY

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

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

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

PROMULGATION

The Woodland Hills City Comprehensive Emergency Management Plan (CEMP) constitutes a clear and workable plan for emergency response and recovery efforts. This plan is a flexible living document which will be followed as far as it applies to a given circumstance. It is written in compliance with Utah State Code (53-2a Emergency Management Act). The CEMP may be used during emergency situations, large-scale disasters, or incidents where the Emergency Coordination Center can be a viable benefit to assist in accomplishing a specific mission.

The Woodland Hills City Emergency Management Committee appreciates the contribution of stakeholders in the development of the CEMP and encourages all elected officials and staff to become familiar with this Plan. The implementation of the CEMP will be under the direction of the Woodland Hills City Council with guidance from the Woodland Hills Emergency Manager.

Brent T. Winder
Brent T. Winder (Jul 22, 2024 12:35 MDT)

07/22/24

Brent Winder, Mayor *Date*

Jody Stones

07-16-2024

Jody Stones, City Recorder *Date*

APPROVAL & IMPLEMENTATION

The Woodland Hills City Comprehensive Emergency Management Plan is approved and implemented by the Woodland Hills City Council. Minor modifications to this plan can be made without the City Council's signatures under the direction of the Mayor with assistance from the Emergency Manager and Public Safety Officer. All modifications must be recorded in the Record of Revisions.

Ben Hillyard (Jul 30, 2024 13:54 MDT) — 07/30/24

Ben Hillyard, City Council — *Date*

Brian Hutchings — 07/22/24

Brian Hutchings (Jul 22, 2024 11:26 MDT)

Brian Hutchings, City Council — *Date*

Dorel Kynaston — 07/26/24

Dorel Kynaston (Jul 26, 2024 09:55 MDT)

Dorel Kynaston, City Council — *Date*

Janet Lunt — 07/23/24

Janet Lunt (Jul 23, 2024 15:09 MDT)

Janet Lunt, City Council — *Date*

Kari Malkovich — 07/23/24

Kari Malkovich (Jul 23, 2024 17:29 PDT)

Kari Malkovich, City Council — *Date*

RECORD OF CHANGES

The CEMP will be reviewed and updated annually or as appropriate after exercises or incidents by the Woodland Hills Emergency Management Committee. All updates and revisions will be tracked and recorded in the following table.

Date	Summary of Changes	Section(s) Modified	Initials

RECORD OF DISTRIBUTION

The Woodland Hills City Comprehensive Emergency Management Plan is intended to provide guidance and is available to all emergency services partners upon request. The following table represents the distribution of this plan to city partners.

Date	Agency	Name & Title

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1 INTRODUCTION

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

The Woodland Hills City Emergency Management Committee

The CEMP was developed by the Woodland Hills City Emergency Management Committee composed of the Mayor, City Appointed Public Safety Officer, City Law Enforcement Officer, Fire Chief, Emergency Manager, Planning Commission Chair, Public Works Director, and other city department representatives as determined by the Mayor, with assistance from Utah County Emergency Management. This committee reviews and approves of changes or additions to the CEMP as needed. Committee responsibilities include:

- Developing and implementing emergency plans, operating procedures and checklists, systems, and facilities for response to community emergencies.
- Coordinating the community's response to disasters.
- Developing plans and procedures to recover from a disaster.
- Developing effective mitigation practices for the community.
- Providing training and exercises for those involved in the City's emergency response.

1.1 Purpose

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

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

1.2 Scope

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

- **Base Plan**- Information regarding policies, processes, and operations focused on command and control, coordination, roles and responsibilities that support all phases of disaster.
    - **Section 1 Introduction-** describes the Plan's purpose, scope, planning assumptions, and maintenance procedures.
    - **Section 2 Risk Analysis-** provides an overview of the City, its hazards, and vulnerabilities.

    - **Section 3 Concept of Operations-** describes command and control structures, operations, and mechanisms used in each phase of disaster.
    - **Section 4 Financial Management**-outlines the fiduciary responsibilities of the City during and following an emergency or disaster.
    - **Section 5 Roles and Responsibilities-** details the roles and responsibilities of government entities, Non-governmental Organizations, and private sector entities.
    - **Section 6 Authorities and References-** lists sources and acronyms used in the Plan.
- **Appendix**- Reference materials and tools providing detailed information about the City's organization, infrastructure, and other sensitive data that supports planning and operations.
- **Annexes**- standalone documents that focus on specific emergency functions (e.g. Annex A: MAG Pre-disaster Mitigation Plan).

1.3 Planning Assumptions

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

Group	Assumptions
Coordination Structures	• Woodland Hills City utilizes NIMS to respond to and recover from incidents. • Under the Statewide Mutual Aid Act (Utah Code, 53-2a-301), mutual aid will be rendered when the City exhausts or anticipates exhausting their resources. • Emergency coordination and resource allocation starts at the city level and extends to county, state, and federal resources as availability and capabilities are exhausted. • The Woodland Hills City Emergency Coordination Center (ECC) follows ICS structure and is staffed with city employees and representatives from assisting organizations.
Response	• The City makes every reasonable effort to respond in the event of an emergency. • Factors such as the time of occurrence, severity of impact, weather conditions, and cascading events could have significant effects on casualties and damage. • Damaged infrastructure and equipment may diminish emergency response speed and capabilities, interrupt communications and emergency notifications, interrupt essential services, or cause harm to the environment. • Disaster relief from agencies outside the City may take 72 hours or more to arrive.
Recovery	• Federal reimbursements for recovery costs require strict compliance to federal regulations. • Recovery operations may be complicated by economic and physical limitations, resulting in temporary or prolonged interruptions to some services.
Mitigation	• Effective mitigation may reduce the impacts of certain hazards or prevent them from occurring altogether.
Preparedness	• Effective preparedness requires ongoing public awareness and education programs to ensure citizens are prepared and understand their responsibilities in a disaster. • Residents are encouraged to have a family emergency plan and maintain the supplies necessary to be self-sufficient for a minimum of 72 hours following a disaster.

1.4 Plan Maintenance

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

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

1.4.1 Plan Improvement

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

1.4.2 NIMS Compliance

Woodland Hills City follows county, state, and federal response agencies in utilizing the National Incident Management System (NIMS) in compliance with Homeland Security Presidential Directive-5. The NIMS compliance point-of-contact is the Woodland Hills Fire Department Fire Chief. This CEMP was written utilizing the Incident Command System (ICS) structured under NIMS. As defined in the *National Incident Management System, 2017*, core components of NIMS include:

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

> **Incident Command System Baseline Training**
> The effectiveness of NIMS hinges on how well incident personnel understand their roles and responsibilities. As directed by Presidential Policy Directive 8, City staff who may participate in emergency response, recovery, mitigation, or preparedness are encouraged to complete baseline ICS training. These courses, available online through FEMA's Independent Study Program, include:
> - IS-700: An Introduction to the National Incident Management System
> - IS-800: National Response Framework, An Introduction
> - IS-100: Introduction to the Incident Command System
> - IS-200: Basic Incident Command System for Initial Response

2 RISK ANALYSIS

2.1 City Situation

Woodland Hills is one of the newer cities in Utah County and, at just 2.7 square miles, one of the smallest. Originally incorporated in 1979, Woodland Hills became a city in 2000. The city sits between 5,000 to 7,000 feet in elevation. Nestled under Mount Loafer, Woodland Hills is a beautiful city with easy access to outdoor recreation.

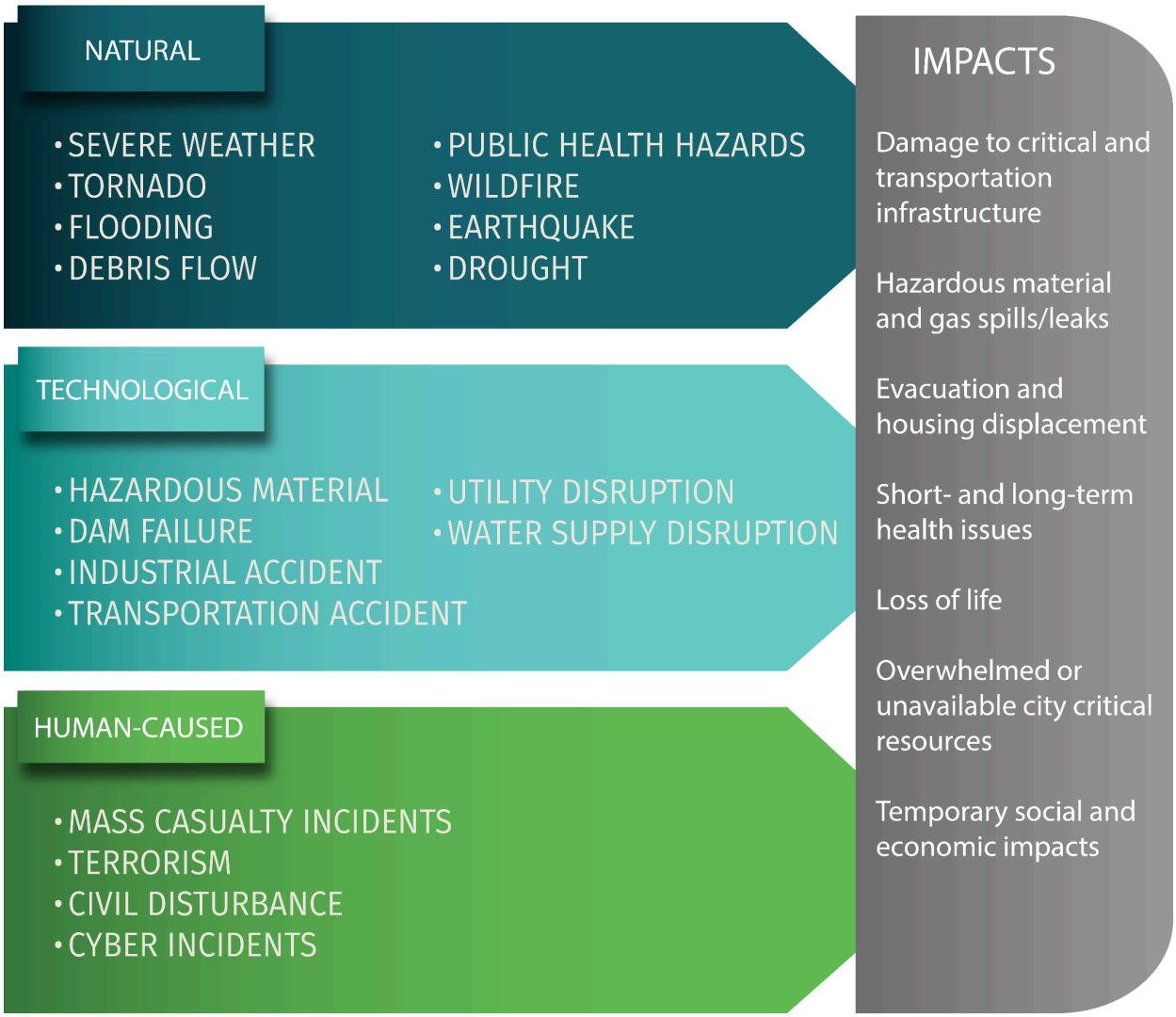
Woodland Hills Fire Department provides fire and medical services for the City. The City cooperates with Salem Emergency Management Association for patient transport to medical facilities. Woodland Hills contracts with the Utah County Sheriff's Office for law enforcement services. The most prominent disaster to affect Woodland Hills in recent years was the Bald Mountain- Pole Creek Fire in September 2018, which caused the mandatory evacuation of the entire city.

The following figure provides an overview of the City's geographic and demographic information which guides response, recovery, mitigation, and preparedness actions. For more detailed information, see the Appendix.

2.2 Hazard Analysis

Woodland Hills City adopted the Mountainland Association of Governments (MAG) Pre-Disaster Mitigation Plan by resolution on April 12, 2022 (Resolution No. 2022-15). This plan identifies and documents the hazard vulnerabilities that exist in Summit, Utah, and Wasatch Counties. A section is included regarding Woodland Hills City which details the City's specific hazard threats and mitigation strategies.

According to the MAG hazard analysis, the City's "chief concern is managing wildfire and having enough funding to upkeep current infrastructure. There are many homes in the [Wildland-Urban Interface] and limited roads for getting in and out of town." The following figure identifies other potential natural, technological, and human-caused hazards and their potential impacts to the community.



2.2.1 Hazard Vulnerabilities

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

2.3 Hazard Descriptions

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

2.3.1 Natural Hazards

Hazard Description	Potential Impacts
Avalanches are a rapid flow of snow down a hill or mountainside. Although avalanches can occur on any steep slope given the right conditions, certain times of the year and types of locations are naturally more dangerous.	• Damage to facilities and critical infrastructure • Damage to transportation infrastructure • Displaced residents • Loss of life
Drought is a period of unusually dry weather that persists long enough to cause serious problems such as crop damage and/or water supply shortages. The severity of the drought depends upon the degree of moisture deficiency, the duration, and the size of the affected area (National Weather Service).	• Socioeconomic impacts to agricultural community • Water conservation mandates • Wildfires • Dust storms • Reduced air quality

Earthquakes are defined as the abrupt, rapid shaking of the earth caused by sudden breakage of rocks that can no longer withstand the stresses that build up deep beneath the earth's surface.[1] There is a 57% probability that the Wasatch Front region will experience at least one magnitude 6.0 or greater earthquake and a 43% probability of at least one magnitude 6.75 or greater earthquake in the next 50 years.[2]	• Critical infrastructure damage • Loss of life • Hazardous materials spill • Disruption of transportation • Soil liquefaction • Landslides and avalanches • Destructive waves on Utah Lake
Flooding is when normally dry land is submerged with a large amount of water. There are multiple types of flooding events including: • **Snowmelt Floods** are caused by rapid spring snowmelt of mountain snowpack. In addition, intense spring rainfall increases the flood magnitude, causing further rapid river rises. • **Flash-Flooding** results from powerful thunderstorms and intense rainfall. Rain may accumulate in low-lying areas with no outlet or where storm drains have become overwhelmed. • **Post-Fire Debris Flow Flooding** is enhanced runoff conditions from a fire-damaged watershed resulting in debris flow flooding. Floods in Woodland Hills City may occur in various ways: localized areas of runoff from rivers or Utah Lake, spring runoff from the canyon areas, and urban areas where development has diminished areas of soil that can absorb excessive amounts of rainfall.	• Damage and destruction to property from water and debris flow • Contaminated water • Damage to or inaccessible transportation infrastructure • Displaced residents • Raw sewage/health risks • Electrical fire • Gas spills • Loss of life
Public Health Hazards are chemical, physical, or biological factors in the environment that can have negative impacts on short-term or long-term health. • An **epidemic** is a localized disease or virus outbreak that spreads rapidly and affects many people or animals in a community. • A **pandemic** is an epidemic that occurs worldwide or over a vast area and affects many people or animals.	• Overwhelmed public health resources • Loss of life • Temporary social and economic impacts
Severe Weather includes multiple weather events that can occur simultaneously or independently within the City. • **Extreme Cold** is a period that sustains lower than average temperatures. • **Extreme Heat** is defined as "summertime weather that is substantially hotter or more humid than average for a location at that time of year." This can result in heat cramps, heat exhaustion, or heat stroke. Vulnerable and homeless populations are particularly susceptible to the impacts of extreme heat. • **Fog** is formed by temperature inversions that trap cold, moist air on the Wasatch Front valley floor. The fog can cause visibility restrictions and icy surfaces. • **Hailstorms** are formed by freezing water in thunderstorm clouds accumulating in layers around an icy core and falling to the earth. • **Heavy Rain** is a large amount of precipitation that can result in flash-flood events. • **High, Strong, and Thunderstorm Winds** can occur with or without the presence of a storm and are unpredictable regarding time and place. Canyon winds can bring wind gusts greater than 100 mph through the canyon mouths into populated areas.	• Loss of life from exposure to severe temperatures • Damage to property • Traffic accidents • Damage to transportation infrastructure • Damage to agriculture

[1] Utah Geological Survey
[2] earthquakes.utah.gov

• **Lightning** is electricity discharged from a thunderstorm that can severely injure or kill an individual and cause damage to structures. • **Thunderstorms** are formed when rising air currents bring moist surface air into the upper atmosphere and condense, forming heavy rains, hail, strong winds, and/or lightning. While they can occur anytime, they often occur during the spring and summer. • **Tornados** are a mobile, destructive vortex of violently rotating winds having the appearance of a funnel-shaped cloud and advancing beneath a large storm system. • **Winter Storms** can cause extreme cold, traffic from icy roads, damage to agriculture and electrical and telephone infrastructure, and economic impacts from snow removal.	

2.3.2 Technological Hazards

Hazard Description	Potential Impacts
Hazardous Materials incidents occur when chemical, biological, or radioactive materials are released, posing a risk to individuals, the natural environment, and property in the area. Incidents may be: • **Transportation** incidents occur on any road, rail line, or pipeline where hazardous materials are transported. • **Fixed Site** incidents occur where hazardous materials are stored.	• Evacuation • Environmental damage • Loss of life or injury • Drinking water contamination • Agriculture contamination

2.3.3 Intentional Hazards

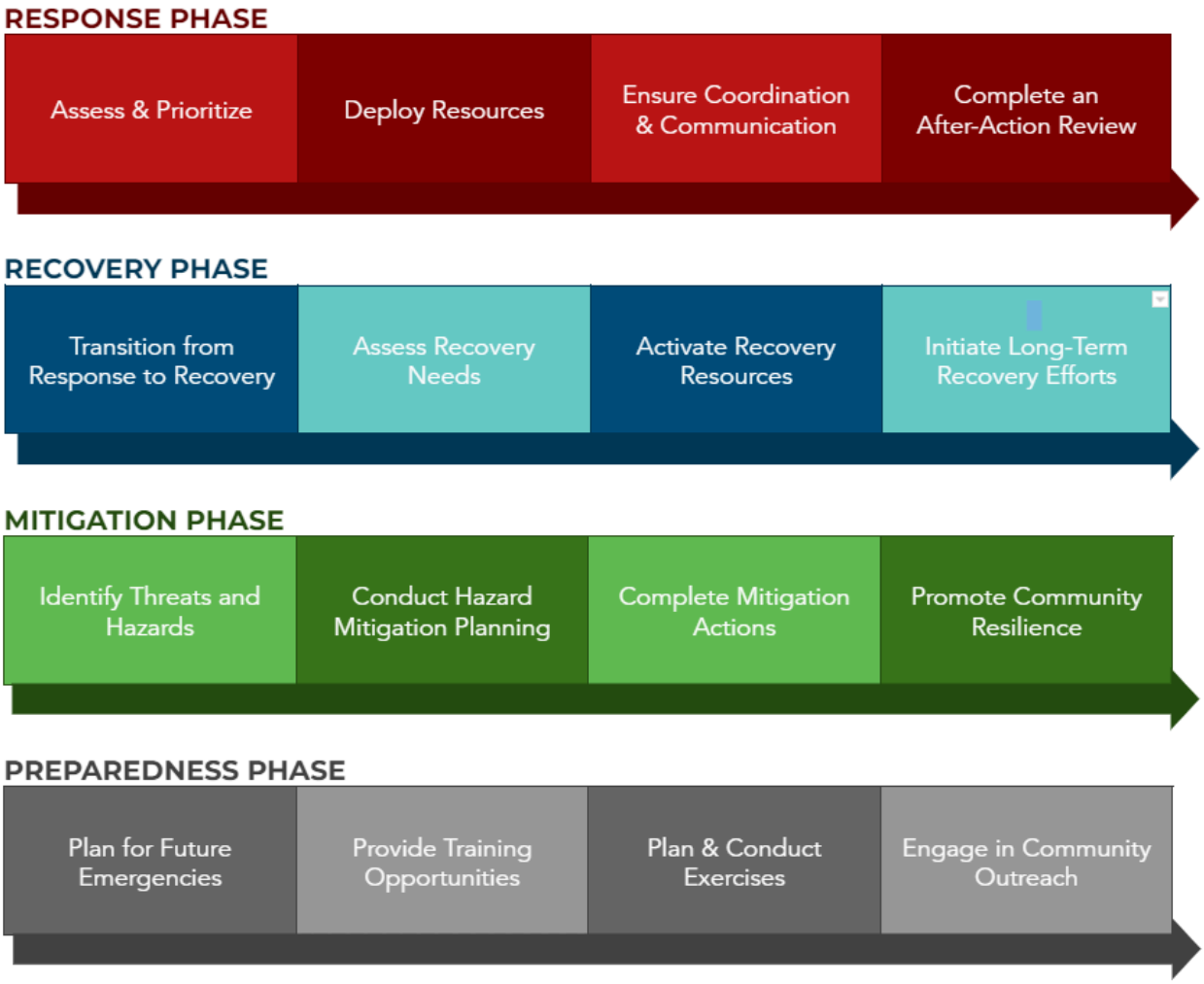
Hazard Description	Potential Impacts

Mass Casualty Incidents are events where the number of casualties overwhelm resources and personnel who then may not be able to respond efficiently.
• **Active Shooter** events are characterized by the use of firearms, the potential for large numbers of fatalities, and the need for responding organizations and resources to resolve the incident.
• **Terrorism** is the unlawful use of violence and intimidation, especially against civilians and property, to pursue political aims and violate criminal laws of the United States. The purpose is to intimidate, coerce, or get ransom.
  • **Domestic terrorism-** originates within the country toward the government or population without foreign direction.
  • **International terrorism-** directed by groups outside the U.S. or groups whose activities transcend national boundaries.
	• Building or infrastructure collapse
	• Mass transportation accidents and disruptions
	• Mass casualties
	• Disruption or destruction of critical infrastructure
	• Federal investigation
	• Resources and personnel become overwhelmed

Civil Disturbances may come in the form of looting and rioting. Many are reactions to a specific event or a response to extreme change or hazards.	• Damage to facilities and structures • Law enforcement response
Cyber Incidents and Cyber Terrorism are breaches and attacks on electronic systems that can affect their availability or integrity. Such breaches and attacks can happen to individuals, organizations, or government agencies.	• Breach or leak of confidential information • Unavailability of critical systems

3 CONCEPT OF OPERATIONS

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



3.1 Response

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

Key Activities

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

> **Field Response and Tactical Operations**
> First responder agencies are often the first on the scene of an emergency. Their response is to protect life, safety, and property based on their own internal Standard Operating Procedures (SOPs). These agencies often set up ICS structures to coordinate interagency operations.
>
> ECC coordination with field response may be done through the ECC Resource Support Section and first responder agency liaisons. The ECC will take guidance from the CEMP to support field response by identifying additional resources, coordinating mass care operations, and disseminating public information.

3.1.1 Assess the Emergency

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

> **Public Safety Answering Point (PSAP) Centers**
> There are two PSAP Centers in Woodland Hills City.
> - **Central Utah 911** dispatches law, fire, and EMS for multiple cities, including Woodland Hills, as well as the unincorporated areas of Utah County.
> - **Utah Highway Patrol** dispatches troopers on all state designated roadways.

Considerations when assessing the scope or potential impacts include potential for loss of life or injury, potential for damage to property, roads, electricity, water, and other infrastructure, and the amount of time before incident impact. Once an initial assessment has been made, the City should determine the next steps including activation of resources, plans, communication, scaling up of operations, and coordination.

The Policy Group

The Policy Group consists of elected officials, relevant city staff, and incident-specific leadership. Members may include: the Mayor, City Council, Emergency Manager, Public Safety Official, Fire Chief, Public Works Director, City Attorney, Finance Director, or other designated individuals. Under the direction of the Mayor, notification is given by the Emergency Manager to members of the Policy Group through established communication channels. Policy Group responsibilities may include:

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

3.1.2 Prioritize Response Activities

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

1. **L**ife Safety
2. **I**ncident Stabilization
3. **P**roperty Preservation
4. **E**nvironmental Conservation

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

> **Establish a Common Operating Picture**
> A common operating picture provides the foundation for accurate information sharing as well as timely response and recovery operations. Establishing a common operating picture early and throughout response allows responding agencies to properly scale resources and staff. Maintaining situational awareness over real-time events is essential to facilitate information sharing and ensures incident leadership can make effective and consistent decisions. Procedures and integrated systems used to establish a common operating picture may include:
> - Updates through phone, text, email
> - Recurring scheduled meetings providing status updates
> - Development and dissemination of Situation Reports (SitReps)
> - Information and data management tools

Community Lifelines

FEMA's Community Lifelines concept was created to assess and prioritize critical infrastructure stabilization following an emergency. The following figure shows the eight community lifelines.

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

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

3.1.3 Activate Resources

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

Activate Facilities and Staff

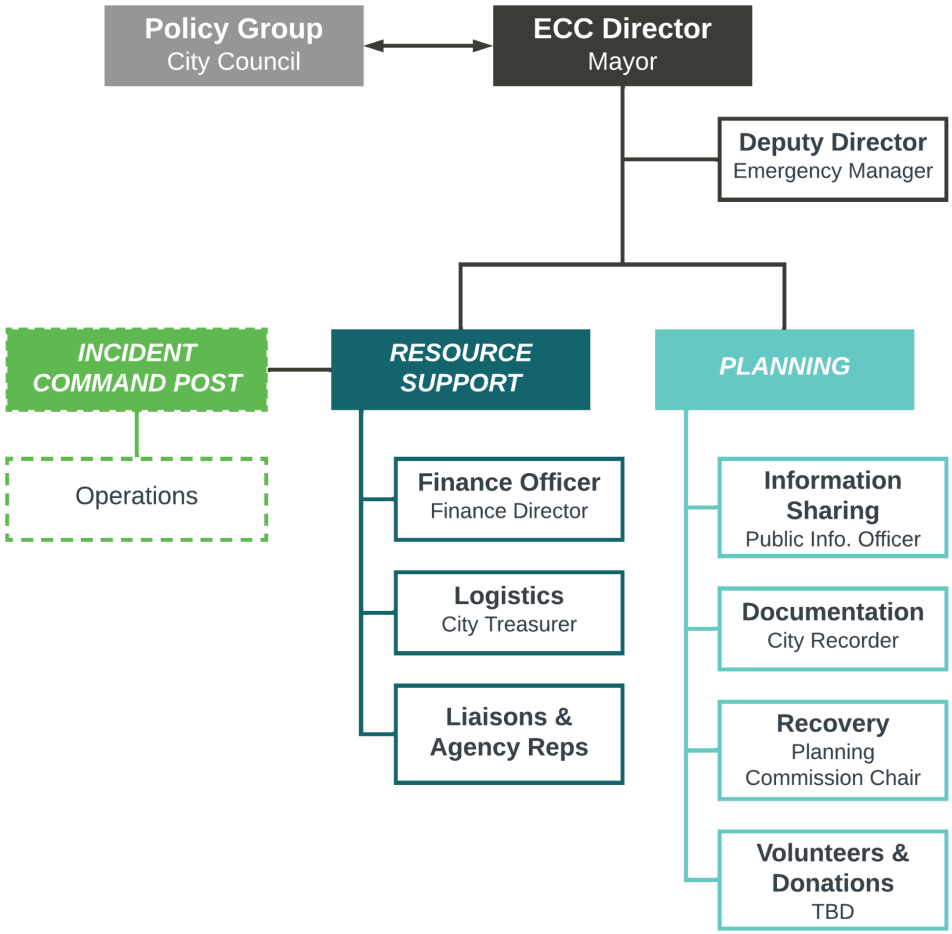
Based on the needs of the incident, the Policy Group may decide to activate specific facilities and staff to support response and recovery. The following table describes coordination facilities and operational areas, their roles in response and recovery, and those authorized to activate them.

Facility	Activation Authority	Description
Emergency Coordination Center (ECC)	• Mayor • City Council • Emergency Manager	• Coordination center for all disaster response operations. • Upon activation, it is staffed with designated city personnel. • Additional staff and external response partners are activated as necessary to support the ECC. • May relocate to an alternate location if the emergency or disaster prevents the use of the primary ECC.

Incident Command Post (ICP)	• Incident Commander • Unified Command	• Serves as the on-scene location where first responders are responsible for executing incident response operations. • Located as close to the scene of an incident as safely possible. • Coordinates operations through an Incident Command System (ICS) structure as appropriate for scale of incident. • Coordinates and communicates with the ECC to provide situational awareness of on-scene operations and identify resource needs.
Joint Information Center (JIC)	• Mayor • ECC Director • Public Information Officer (PIO) • UCEM	• Coordinates with appropriate city, county, state, and federal jurisdictions, as well as media representatives to ensure timely and accurate information is provided to the community. • Provides public messaging to the community through channels such as press conferences, social media, and emergency alerts. • May be opened in coordination with UCEM and located in the county EOC or other designated location.
Recovery Operations Center (ROC)	• Mayor • City Council • Emergency Manager	• Coordination center for all disaster recovery operations. • Managed by the Recovery Task Force (RTF). • May be located virtually, in the EOC, or at an alternate site.
Staging Sites	• Incident Commander • ECC Director	• Houses personnel, supplies, equipment, and other resources prior to operational assignment.
Volunteer & Donations Center (VDC)	• Mayor • City Council • Emergency Manager	• Central location for volunteers to gather as well as a place to collect, store, and distribute donations received by the City. • Allows first responders the ability to fulfill their duty without the added responsibility of managing volunteers. • May be located at the City Offices or other designated location.

Emergency Coordination Center

The Emergency Coordination Center (ECC) is a central location for the City to provide support and coordination during an incident. The primary ECC is located at the Woodland Hills City Office, 690 Woodland Hills Dr, Woodland Hills, UT 84653. Additional details regarding ECC structure, staff, operations, and other information may be found in Annex B: Emergency Coordination Center Guide. The following figure shows the ECC's organizational structure. Positions are assigned as needed.



Joint Information Center

In some circumstances, it may be necessary to open a Joint Information Center (JIC). Activating a JIC provides resources to facilitate the collection, deconfliction, and dissemination of information while presenting a unified message when interacting and coordinating with the media and public. If a JIC is necessary, the City will open a JIC in coordination with Utah County Emergency Management.

Staging Sites

The Incident Commander or ECC Director may decide staging sites are necessary to support response and recovery activities. These designated sites are used to house personnel, supplies, equipment, and other resources prior to their operational assignment. Staging site locations may be determined by the Incident Commander or ECC Director based on incident needs.

Volunteer and Donations Center

The Volunteer and Donations Center (VDC) provides a location for safe, efficient, and scalable volunteer and donation management in the event of an emergency or disaster. It is equipped to receive, process, and distribute a wide variety of donated goods and services that are given or sought to assist emergency and disaster victims. The VDC may be located at the Woodland Hills City Offices or other designated location. Additional information regarding the setup and operations of the Volunteer and Donations Center can be found in Annex D: Volunteer and Donations Management Plan.

Request Additional Resources

The Resource Support Section is the primary conduit for coordinating agency requests for additional resources. When a request is received, Resource Support identifies the most economical and appropriate means of meeting the request. Resources that may be requested may include:

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

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

1. The Resource Support Section receives requests for resources.
2. Logistics identifies sourcing and costs following current procurement laws, city procurement policy, and any amended policies.
3. Logistics sends the gathered information to the Finance Officer for approval and to ensure department head's are aware of the requests (additional approval from the Mayor, City Council, or others may be needed).
4. The Finance Officer facilitates the payment for resources.
5. Logistics tracks and monitors resources.
6. The Planning Section maintains financial documentation related to procurement.

The City maintains current resource information on supplies, equipment, facilities, and skilled personnel for emergency response and recovery operations. For additional information on resource procurement procedures, see **Financial Management**.

Mutual Aid

If or when the City exhausts or anticipates exhausting resources, mutual aid agreements may be utilized. These agreements expedite the process of sharing resources and can be pre-established before or at the onset of response operations. Mutual aid agreements often include proper identification of resources, reasonable assurance that resources are available when needed, and terms for compensation.

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

3.1.4 Document Response Actions

Thorough documentation is required to support federal reimbursements, audits, and situational awareness. ECC Planning, in coordination with Resource Support, is responsible for logging and maintaining incident documentation. Documentation and records which should be produced and maintained throughout the incident may include:

- Timesheets and time tracking
- Activity logs
- Damage assessments
- IAPs or SitReps
- Purchasing cost tracking, receipts, and procurement approvals.

Incident Action Plans

In the event of a major incident or disaster, the City may work in coordination with an Incident Management Team to produce an Incident Action Plan (IAP). The IAP organizes goals, priorities, resources, and staffing for response operations and is updated as required by the pace of operations. Elements of an IAP may include:

- Overall incident response priorities and goals
- Safety protocols
- Organizational charts
- Communications lists and radio plans
- Resource allocation
- Maps, charts, and other key information

> **ICS Forms**
> ICS forms are intended for use as tools for the creation of IAPs and for supporting documentation of ICS activities and other incident management activities. Fillable forms and their descriptions are available online at FEMA's ICS Resource Center

Situation Reports

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

3.1.5 Communicate with the Community

Timely dissemination of emergency information is crucial to the response effort. At the direction of the Mayor (or designee), the ECC may use various media platforms and alert systems to disseminate timely, accurate information to the community regarding incident status and protective actions. Public information responsibilities of the City include:

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

Issue Warning and Status Updates

Woodland Hills City provides notification of an emergency or disaster as soon as practical and with as much advance notice as possible. Warning, notification, and status updates to partner agencies and the community are issued through a variety of methods depending on the scope and size of the incident. The following table describes mediums utilized to provide warning, notification, and status updates.

Notification Platform	Authorized Senders	Intended Audience
Internal Notification System	Mayor or designee	City Staff
City Sirens	Fire Chief or Emergency Manager	Citizens ofWoodland Hills
Emergency Alert System	Mayor or designee	Citizens ofWoodland Hills
Wireless Emergency Alerts (WEA)	Utah County Emergency Manager	General Population

Internal Notification System

The City may use the City's Emergency Alert System to notify staff of an emergency or disaster. Other methods may include text messages or email notifications. Notifications are sent under the authority of the Mayor or designee. Through the alert system, personnel and volunteers may be notified to respond in an emergency or given specific instruction pertaining to an incident.

City Sirens

The City may use its established city siren system to alert residents of an emergency, evacuation, or other protective actions. The city sirens base operation center will be established at the City Office Building. Access to the city siren system will be determined by the mayor and may include the Fire Chief, Emergency Manager, or other designated city employees.

Emergency Notification System

Woodland Hills City utilizes a multi-nodal emergency notification system to send alerts to those who have opted-in to receive them. During an emergency, this Emergency Alert System can be activated immediately to inform citizens via phone, text, and/or email. Contact Utah County Emergency Management for guidance and support on using the Everbridge notification system. The following individuals are authorized to send emergency alerts for the City:

1. Mayor, or designee
2. Fire Chief, or designee

Wireless Emergency Alerts (WEA)

IPAWS (Integrated Public Alerting and Warning System) is a federal portal through which Wireless Emergency Alerts (WEAs) and broadcast alerts can be sent via radio, TV, satellite, and wireless/wireline systems. If needed, a request can be made to Utah County Sheriff's Office to push out Wireless Emergency Alerts (WEA) in specific areas. Utah County has an IPAWS certificate which authorizes Utah County Sheriff's Office to send out Wireless Emergency Alerts in circumstances where life safety is threatened. Contact Utah County Emergency Management to request a WEA.

Public Information Officer

The Public Information Officer (PIO) is responsible for information sharing under the ECC's Planning Section. The PIO acts as the primary contact between the ECC, the media, and the public. They may work out of the ECC or the Joint Information Center (JIC) depending on the needs of the incident. Responsibilities of the PIO may include:

- Ensuring the public receives complete, accurate, and timely information.
- Coordinating the release of incident-related information among participating entities, including activating or participating in a JIC.
- Notifying all affected jurisdictions and stakeholders of operational and situational conditions and ensuring regular status updates.
- Developing public messaging in multiple formats, including social media.
- Ensuring all rumors are responded to promptly and with correct information.
- Preparing press releases, briefing media representatives, and coordinating press conferences.

> ### Communicating with the Whole Community
>
> When providing critical information to the whole community, the accessibility of information must include individuals with access and functional needs. Examples of accessible communications include:
>
> - Adding open and closed captioning on television broadcasts
> - The inclusion of an American Sign Language (ASL) interpreter during media briefings

- Translating and providing print, news, and social media emergency public information in alternate languages commonly spoken in the area
- Coordinating with ecclesiastical leaders in the community

Additional methods to ensure emergency notifications reach the whole community may include:

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

3.1.6 Coordinate with Partners

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

Entity	Coordination Roles and Responsibilities
Woodland Hills City	• Respond to the incident based on available resources and capabilities. • The Mayor or designee may notify local emergency management and other supporting agencies of operations, initial assessment, and need for further support, if required. • Activate the ECC to provide timely, accurate, and regular assessments and coordination. • If necessary, declare a local emergency.
Utah County	• Notify county agencies to support incident response and recovery operations. • Activate the County EOC to coordinate and support response and recovery. • Notify DEM of the incident and request support as needed. • If necessary, write a county disaster declaration. • Request federal assistance as needed through the State DEM. • Coordinate resources to support response and recovery efforts. • Assess and document the incident status and impacts on a regular basis. • Develop timely and accurate messaging to provide updates on status and protective actions for the community.
State of Utah	• Provide a liaison to support coordination between the Utah County EOC and DEM. • Coordinate support from state agencies, counties, and inter-state mutual aid through the Emergency Management Assistance Compact (EMAC). • Support county and state disaster declarations as needed. • Coordinate federal assistance.
Federal Government	• Provide resources and response support if state capabilities are insufficient. • Provide federal assistance to aid in the recovery of the emergency or disaster.
Private Sector	• Through Memorandums of Understanding (MOU) and Mutual Aid Agreements, obtain resources to support requests for municipal and county governments. • Provide situational assessment and ensure situational awareness of disaster or emergency, if applicable.

3.1.7 Perform Damage Assessments

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

- Determining immediate life safety issues (trapped or missing individuals)
- Determining the status of infrastructure
- Prioritizing response operations
- Identifying the scope of damages
- Documenting damages
- Estimating dollar amount of damage to justify the need for additional assistance

Rapid Damage Assessments

Sometimes called "Windshield Surveys," these are quick, cursory evaluations that determine what resources are necessary to conduct life-saving and life sustaining operations during emergency response. These can be very helpful for measuring impacts on homes and people and providing timely help to victims.

Initial Damage Assessments

Following initial response efforts, a more thorough Initial Damage Assessment (IDA) may be conducted by local and state partners to determine the impact, severity, and magnitude of the incident. The information from IDA reports is analyzed to determine whether the disaster-related costs and damages could qualify for any state or federal assistance.

Damage Assessment Reports

The Planning Section is responsible for collecting and organizing assessment data. Damage assessment reports should be shared with Utah County Emergency Management to ensure the City's damages contribute to the County threshold for a disaster declaration. Instructions on conducting Damage Assessments can be found in Annex C: Damage Assessment Handbook. The following table provides an overview of damage assessments conducted during response operations, who may conduct them, and the type of information collected.

	Rapid "Windshield" Assessment	Initial Damage Assessment
Purpose	• Determine immediate incident hazards and impacts to direct response operations and priorities	• Set recovery needs and timeframes and validate state or federal assistance • Estimate monetary damages to public and private property
Overview	• Incident size up • Identify immediate hazards • Determine lifesaving needs • Determine critical infrastructure status	• Assess infrastructure status • Early estimation of monetary damages • Justify disaster declaration
Timeframe	• As soon as possible, within hours of initial incident impact	• Days to weeks after initial incident impact
Conducted By	• First responding agencies • Woodland Hills Public Works • Other City departments	• City representatives • Utah County Public Works • Utah County Emergency Management

	Rapid "Windshield" Assessment	Initial Damage Assessment
Information Collected	• Response follow-up actions • Structure safety and damages • Environmental hazards	• Recovery follow-up actions • Extent of damages • Environmental hazards

3.1.8 Take Protective Actions

Protective actions may be required in some emergency or disaster situations. Incident Command and the Mayor coordinate to decide whether to implement protective actions based upon the size, scope, and impacts of the incident. The authority to declare and sign emergency declarations, proclamations, and executive orders falls to the Mayor or designee. The following table provides an overview of protective actions and expected operations.

Protective Action	Operations
Evacuation	• Ensure residents are aware of evacuation orders. • Assist residents unable to evacuate. • Identify routes to support evacuation. • Procure transportation resources for response. • Activate and operate reception centers for temporary collection and accountability. • Maintain and execute evacuation planning for facilities and locations such as schools, businesses, and canyon areas. • Evacuate vulnerable populations including medical patients, long term and residential health care facilities, group homes, and incarcerated individuals.
Sheltering	• Identify shelter locations. • Coordinate shelter operations and staffing. • Support mass care. • Identify considerations for displaced animals.
Transportation	• Coordinate transportation resources to support evacuations. • Coordinate with supporting agencies for additional resources.
Victim Tracking	• Coordinate with EMS and hospitals to estimate the number and type of patients. • Coordinate with first responders and hospitals to collect totals of transported, self-transported, and walking wounded. • Track patient movement.
Reunification	• Support reunification of displaced victims with friends or family. • Operate hotlines and facilities in support of reunification. • Notify the public of the reunification process.

3.1.9 Declare a Local Emergency

The City may access state and federal support through the disaster declaration process. This process begins at the city level and extends up. In a non-declared disaster event, the City will not have access to state or federal assistance or response resources. The following figure provides an overview of how emergency declarations are escalated to the county, state, and federal government.

City of Woodland Hills

- Woodland Hills City responds with available resources and capabilities.
- As incidents grow in scope and size, the ECC supports response and coordination.
- The Mayor may utilize the City's mutual aid agreements and enforce necessary regulations following city codes and ordinances.
- Assessments are conducted to determine the scope of damages.
- The Mayor may proclaim a local emergency and forward the proclamation to UCEM.

Utah County

- The Utah County Emergency Manager receives Woodland Hills City's emergency proclamation.
- UCEM supports response by providing coordination, personnel, or equipment as needed.
- Damage assessments to support a county declaration may be conducted.
- If necessary thresholds are met, then a county state of emergency or disaster declaration is drafted by the Utah County Emergency Manager and signed by the Chair of the County Commission,
- The Utah County Emergency Manager forwards the declaration to the Utah Division of Emergency Management (DEM) Region II liaison to request state assistance.

Utah State

- The Utah Division of Emergency Management (DEM) receives the appropriate county declaration.
- DEM verifies that Utah County has met the threshold for the appropriate declaration.
- The DEM Director initiates state response to support incident response and recovery.
- The DEM Director advises the Governor of the situation and, if warranted, the Governor proclaims a State of Emergency or Disaster and requests a Presidential Disaster Declaration.

Federal Government

- If needed, federal agencies provide response support resources.
- FEMA and other federal agencies are dispatched to identify support needs and verify damages.
- If a Presidential Disaster Declaration is approved, then federal disaster assistance programs are made available to support disaster recovery.
- FEMA coordinates with state and local agencies to monitor the application of federal assistance funding.

3.2 Recovery

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

Key Activities

- The ECC Director, in coordination with the Policy Group, determines when to deactivate response resources and initiate recovery operations.
- The ECC Director, in conjunction with Public Works, initiates recovery and the mobilization of recovery resources and operations.
- The Recovery Task Force (RTF) if activated, manages, facilitates, and leads recovery operations as well as coordinates the development and implementation of a Long-Term Recovery Plan to support community recovery and resilience building.
- Recovery Support Functions (RSFs) may be activated to provide targeted recovery support.
- Preliminary Damage Assessments (PDAs) are conducted through local and state partners to determine the scope of impacts, monetary damages, and whether community recovery can be further facilitated through federal programs and grants.

3.2.1 Transition from Response to Recovery

The transition from response to recovery is a gradual process. The ECC Director may coordinate with the Policy Group to determine when to mobilize recovery resources during or following response operations. The following events or triggers can help facilitate the gradual transition to recovery operations:

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

> **Transition Considerations**
> The transition from response to recovery may not be clearly understood. As operations begin to shift, remember that different areas of the City may transition at different rates. Some areas may be functioning normally while others still lack essential services. Also consider that, at times, ECC staff may be needed to support both response and recovery operations. It is important to delineate responsibilities within functions to ensure recovery is not forgotten during early response operations.

Demobilize Response Resources

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

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

3.2.2 Assess Recovery Needs

Woodland Hills City may perform various assessments to determine recovery needs. Results of these assessments determine what resources are needed for recovery, support requests for federal assistance, and help in developing a long-term recovery plan to rebuild and increase the resilience of the City.

Unmet Needs Assessments

Unmet needs can be defined as the gap between disaster-caused damages and the disaster aid available to repair those damages. Unmet needs can persist after recovery resources, such as insurance or government assistance, have been exhausted. Identifying unmet needs in the community is critical to inclusive and equitable recovery planning. Each Recovery Support Function (RSF) is responsible to monitor and identify unmet needs within their purview in order to address them promptly. For instance, RSF #4 Housing is responsible for assessing disaster impacts on housing. These assessments serve as a baseline for future recovery planning and operations.

Requesting Federal Assistance

To qualify for federal assistance, the city may need to participate in a Preliminary Damage Assessment (PDA). These are conducted by local, state, and federal representatives as part of the emergency declaration process. These assessments identify monetary values for damages and determine the need for additional resources. If the PDA results illustrate that needed response and recovery efforts exceed state capabilities, then the Governor may request a federal declaration of a state of emergency. Once authorized by the President of the United States, disaster grant programs become available.

3.2.3 Activate Recovery Resources

Recovery Task Force (RTF)

The Woodland Hills City ECC Director (the Mayor, or designee) may coordinate with the Policy Group to activate a Recovery Task Force (RTF). Once activated, this task force is responsible for managing, facilitating, and leading recovery operations. The RTF may coordinate virtually, from the ECC, or from an alternate site. Task force responsibilities may include:

- Developing a long-term recovery plan to guide recovery operations
- Coordinating activated Recovery Support Functions
- Coordinating public assistance to the affected community
- Working with PIOs or the JIC to provide consistent public messaging to the community

Members of the RTF may include the following: Mayor, City Council, Emergency Manager, Public Safety Official, Fire Chief, Public Works Director, City Attorney, Finance Director, or other city employees that may support recovery operations in addition to their regular work. The makeup of

the task force may change and additional positions may be added as recovery progresses and different areas of focus are needed.

Recovery Operations Center

Depending on the scope of the emergency or disaster, the City may activate a Recovery Operations Center (ROC) in order to coordinate recovery operations. The ROC is managed by the Recovery Task Force with representatives from each RSF that is activated. The Recovery Operations Center may be co-located within the ECC, in an alternate location, or a virtual location.

Recovery Support Functions

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

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

RSF	RSF Mission	Agencies
RSF #1 - Community Planning and Capacity Building	Ensure equitable representation of the community during post-incident recovery planning and finance recovery operations; build capacity to improve community resilience.	• Planning Commission • Finance Director
RSF #3 - Health and Social Services	Address short- and long-term health and social services impacts to the community post-disaster in coordination with public, private, and non-profit partners.	• Utah County Health Department (UCHD) • Fire & EMS
RSF #4 - Housing	Assist in short- and long-term support including the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of new accessible, permanent housing options.	• Planning Commission • Red Cross • Other NGOs
RSF #5 - Infrastructure Systems	Coordinate efforts of public and private stakeholders to restore and increase resilience of infrastructure from future hazard impacts.	• City Public Works • County Public Works • Engineering
RSF #6 - Natural and Cultural Resources	Address long-term environmental and cultural recovery needs which provide the ability to protect resources and historic properties.	• UCHD: Environmental Health Division

3.2.4 Develop a Long-Term Recovery Plan

Long-term recovery efforts should restore communities to pre-disaster conditions while building resilience for the future- build back better! A Long-Term Recovery Plan may be created to guide recovery efforts. It would allow city leaders and community stakeholders to make complex, community-wide decisions to rebuild and increase resilience. The Long-Term Recovery Plan

development and implementation is managed by the RTF and activated RSFs in coordination with the Policy Group. It is developed and implemented through the following steps:

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

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

3.3 Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. It refers to measures or actions that can prevent an emergency, reduce the chance of an emergency, or reduce the damaging effects of unavoidable emergencies. Mitigation supports protection and prevention activities, eases response, and speeds recovery to create better prepared and more resilient communities.

This section provides an overview of all mitigation efforts performed by Woodland Hills City and partnering agencies. Mitigation actions may be conducted prior to a disaster but are often identified and carried out as the result of an emergency or disaster- such efforts may occur during the recovery period. The following figure illustrates the general sequence of events during the mitigation phase of emergency management.

Key Activities

- Gather information to assess mitigation needs.
- Coordinate hazard mitigation efforts and identify projects to lessen impacts.
- Collaborate with stakeholders and subject matter experts to reduce risk through completing mitigation projects.
- Facilitate broad engagement and ongoing dialogue within the community.

3.3.1 Identify Threats and Hazards

Effective mitigation begins with a comprehensive understanding of risk based on vulnerabilities to threats and hazards. Sound assessment requires risk information—based on credible science,

technology, and intelligence—validated by experience. Understanding risks makes it possible to develop strategies and plans to manage them. Accepting, avoiding, reducing, or transferring those risks helps reduce the long-term vulnerability of a community and builds resilience.

Every five years, the Mountainland Association of Governments' (MAG) performs a threat and hazard analysis on behalf of Woodland Hills City as part of their mitigation planning process. More information regarding the risks and hazards specific to the City can be found in Risk Analysis.

3.3.2 Conduct Hazard Mitigation Planning

Once vulnerabilities to threats and hazards are understood, the City is able to develop strategies to mitigate those risks through mitigation planning. The mitigation planning process is conducted by the City and its key partners to form strategies that address specific hazard mitigation goals, actions, projects, and prioritization. Identifying and implementing mitigation actions can occur during preparedness planning or following a disaster.

> **Guiding Principles**
> Consider the following when developing mitigation actions, projects, and goals:
> - **Plan and invest for the future** by considering long term impacts and future development. Also, look for opportunities during recovery to reduce vulnerability by updating current codes, policies, and approaches to redevelopment.
> - **Integrate community planning** to minimize conflicting initiatives around land use, economic development, housing, infrastructure, and natural resources.
> - **Collaborate and engage early** to provide additional resources and equitable outcomes.

Woodland Hills City adopted the 2022 MAG Pre-Disaster Mitigation Plan by resolution on April 12, 2022 (Resolution No. R2022-19). Woodland Hills City, in conjunction with the MAG, adheres to the Local Mitigation Planning Policy Guide (FP 206-21-0002, released April 19, 2022) in order to fulfill federal, state, and local hazard mitigation planning responsibilities. The 2022 planning process involved 24 cities and towns and the unincorporated areas of Utah County. Other participating entities included: Central Utah Water Conservancy District and the Alpine, Nebo, and Provo School Districts. The hazard mitigation planning process occurs on a five-year cycle, in which MAG conducts a comprehensive update of the plan accounting for development, changes in vulnerability, and new mitigation capabilities. This satisfies federal, state, and local hazard mitigation planning mandates.

All mitigation actions are evaluated based on parameters that allow planners to identify the time, benefit, cost, and priority of all the different actions being planned. Mitigation strategies to address the hazards that threaten the City are detailed in the 2022 MAG Pre-Disaster Mitigation Plan. The recommended mitigation projects may require coordination and collaboration from a number of partners and entities.

3.3.3 Complete Mitigation Actions

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

Action Type	Hazard Mitigation Plan Example
Local Planning and Regulations	• Consult subject matter experts to recommend changes in building standards.
Structure and Infrastructure Projects	• Use flexible piping to extend water, sewer, or natural gas service. • Install shutoff valves where water mains cross fault lines.
Protect Critical Facilities	• Retrofit critical public facilities including bracing generators, elevators, and other equipment.
Education and Awareness Programs	• Develop outreach encouraging homeowners to secure furniture and install latches on cabinets and drawers.

3.3.4 Promote Community Resilience

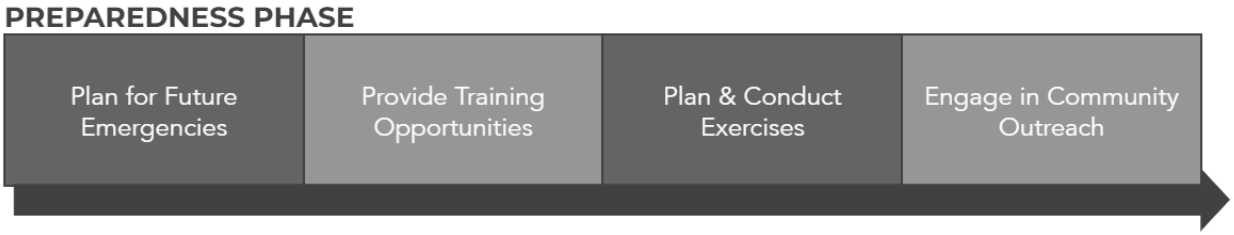
Community resilience is the ability of a community to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. The City should strive to improve resiliency by integrating mitigation policies into the recovery phase. This would ensure opportunities are not lost for risk reduction during rebuilding.

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

Stakeholders	
Individual Families and Households	Citizens of Woodland Hills City
Utah County	Animal Shelter, Health Department, Sheriff's Office
Utah State	Department of Agriculture and Food, Department of Natural Resources, Division of Emergency Management, Division of Wildlife Resources, Utah State Division of Drinking Water
Federal Government	Bureau of Land Management, United States Postal Service
Non-Governmental Organizations (NGO)	Faith-based Organizations (FBOs), Service Groups, Volunteer Organizations
Public Sector Entities	Nebo School District, South Utah Valley Electric Service District
Private Sector Entities	Centracom, Dominion Energy, Qwest, Utopia Fiber, Waste Management

3.4 Preparedness

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



Key Activities

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

3.4.1 Plan for Future Emergencies

Woodland Hills City maintains operational plans and documents to better facilitate disaster response and support all phases of emergency management. All departments and personnel that have emergency response or recovery assignments are responsible for understanding their roles and procedures as described in the City's plans. While the City has the overall responsibility for ensuring plans, annexes, checklists, and other documents are current, the Emergency Manager is accountable for the upkeep of planning documentation. These plans are described in the following table.

Plan or Document	Description
Comprehensive Emergency Management Plan (CEMP)	Establishes the framework for the City to respond to, recover from, prepare for, and mitigate against all hazards that pose a threat to the City.
Continuity of Operations Plans (COOP)	Outlines necessary staff, equipment, facilities, policies, and procedures to ensure essential services and functions are sustained during a disruption.
Hazard Mitigation Plan	Identifies hazards and vulnerabilities specific to the City. The plan also includes mitigation solutions to minimize emergency or disaster impacts and reduce the threat to life and property.

3.4.2 Provide Training Opportunities

Woodland Hills City maintains training and exercise programs that support familiarity with emergency management concepts and procedures for various departments within the City. Training should incorporate the National Qualification System (NQS) which provides guidance on the components of a qualification and certification system and the process of credentialing personnel. The NQS allows entities to build, maintain, and share a list of deployable workforce consisting of

qualified, certified, and credentialed personnel to support incidents of all types and sizes. Areas of training may include:

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

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

3.4.3 Plan and Conduct Exercises

Procedures described in the CEMP and other associated plans are evaluated and trained on through the process of planning and conducting exercises, often in conjunction with community, county, and state partners. This process plays an integral role in the training and evaluation of the effectiveness of plans by identifying critical gaps and subsequent improvements prior to an emergency or disaster.

The City is responsible for facilitating exercises for city departments and local emergency response partners. Exercises may be developed utilizing the Homeland Security Exercise Evaluation Program (HSEEP) methodology. HSEEP is a capabilities and performance-based exercise program that provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. Exercises may be either discussion-based or operations-based:

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

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

> **After-Action Review (AAR)**
> Woodland Hills City is responsible for implementing an AAR after both real-world events and exercises. AARs identify corrective actions, specific steps, and goals which are further documented in an Improvement Plan (IP). Key points noted in an AAR include:
>
> - **Strengths:** Effective and efficient actions taken during operations.
> - **Areas of Improvement:** Gaps in capabilities, safety, or other areas.
> - **Recommendations:** Specific actions or remedies to be taken.
> - **Improvement Plan (IP):** Document ensuring recommendations are implemented.

3.4.4 Engage in Community Outreach

Ongoing community outreach and education effectively prepares the community to understand and carry out their responsibilities should a major emergency or disaster occur. The City is responsible for developing and disseminating public messaging campaigns regarding preparedness to the community. These campaigns may include:

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

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

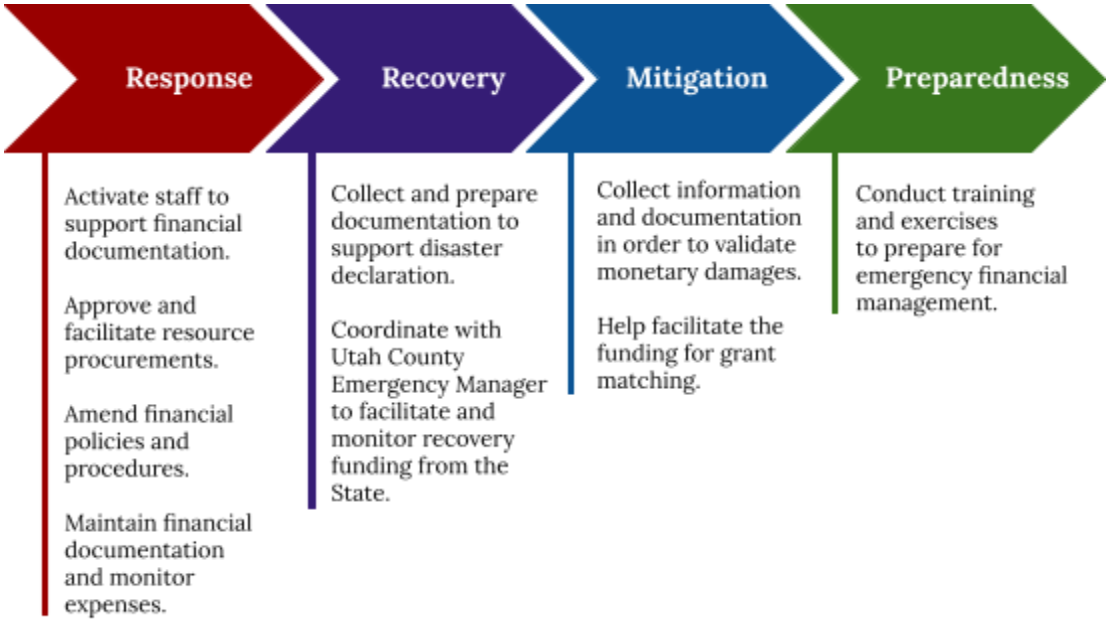
Program	Description
American Red Cross (ARC)	Provide mass care support to the City through their network of volunteers. Functions include staffing and operating shelters as a part of Resource Support.
Be Ready W.H.	A Woodland Hills community volunteer group.
Faith-based Organizations (FBOs)	Emphasize preparedness among congregations, provide a volunteer base to support emergencies or disasters, and offer support to vulnerable populations.
Neighborhood Watch	A crime prevention program that stresses education and common sense. It teaches citizens how to help themselves by identifying and reporting suspicious activity in their neighborhoods to local law enforcement.
Salvation Army	Provides human services support during emergency and disaster incidents, including food, water, and mental health services.
School Programs	School Resource Officers provide additional support through community-oriented policing and public safety fairs.

4 FINANCIAL MANAGEMENT

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

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

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



4.1 Coordinating Departments

The ECC Director will coordinate with the City's Financial Director to appoint a Financial Officer for the ECC's Resource Support section. Primary responsibilities may include:

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

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

Entity	Coordinating Agencies	Responsibilities and Actions
Response		
Policy Group	• ECC Director • Resource Support	• Set up, amend, or suspend city policies and procedures for emergency use. • Approve funding sources.
Finance Officer	• Mayor • ECC/ROC • UCEM	• Budget and track expenditures. • Obtain copies of financial agreements, receipts,or other documentation as needed. • Assist with grant management and recovery funding.

Logistics Officer	• Mayor • Resource Support	• Develop fiscal agreements with agencies to govern costs and processes regarding support personnel, equipment, and services. • Locate, procure, and issue resources for use in emergency operations. • Provide vendor payments and financial budget verification for products and services.
Recovery		
RSF #1 Community Planning and Capacity Building	• Mayor • Planning Commission	• Monitoring effective use of recovery funding.

4.2 Financial Management During Response

4.2.1 Emergency Procurement and Payment

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

1. The Resource Support Section receives requests for resources.
2. Logistics identifies sourcing and costs following current procurement laws, city procurement policy, and any amended policies.
3. Logistics sends the gathered information to the Finance Officer for approval and to ensure department head's are aware of the requests (additional approval from the Mayor, City Council, or others may be needed).
4. The Finance Officer facilitates the payment for resources.
5. Logistics tracks and monitors resources.
6. The Planning Section maintains financial documentation related to procurement.

4.2.2 Setting or Amending Financial Policy

The ECC Finance Officer, in coordination with Incident Command, the Policy Group, and City Attorney, may amend financial policy and procedures during incident response and recovery to streamline operations. Any amendments to financial policies or procedures should be documented and included in the incident documentation. Examples of financial policy that may be implemented in a disaster or emergency include:

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

4.2.3 Financial Documentation

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

- Validating expenditures
- Verifying damages
- Tracking spending
- Preserving records for audits

Agencies working in the ECC should forward all relevant documentation to the ECC Finance Officer. The following table provides an overview of the documentation that should be preserved and archived during emergency response operations.

Operations	Types of Documents
Force Account Labor	• Sign-in sheets and volunteer tracking sheets • ICS 214 Activity Log forms • Timesheets and timekeeping
Resource Procurement	• Correspondence between ECC staff, vendors, and the finance team • Approved ICS 213 forms • Receipts and invoices

4.2.4 Monitoring Expenses

Responsibility for tracking and documenting incident-related costs including labor, procurement, and damages falls to the Finance Officer and Logistics. Response-related expenses may be monitored through:

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

4.3 Financial Management During Recovery

4.3.1 Collecting Documentation for Disaster Declaration

In order to acquire additional recovery funding at a state or federal level, proper documentation is required including a county disaster declaration. The Woodland Hills City Emergency Manager, working with the ECC Finance Officer and Planning Section, collects and submits documentation to Utah County Emergency Management to support verification that the total impacts to the County meet the threshold for a disaster declaration. The following documentation is needed to verify a disaster declaration:

- Preliminary Damage Assessment (PDA) documentation of estimated cost of damages to facilities and infrastructure, including:
    - Description of damages
    - Pictures of damages
    - Insurance information
    - Location of damages, preferably latitude and longitude
- Documents and materials for reimbursement and assistance identified in the FEMA Public Assistance Program and Policy Guide. These materials include, but are not limited to:
    - Documentation supporting the necessity of unique services or extraordinary level of effort.
    - Documentation supporting shortages, challenging procurement circumstances, and length of time shortages or procurement challenges existed (e.g., supply chain vendor reports).
    - Documentation such as timesheets, invoices, proof of payment, or signed contracts.

4.3.2 Allocation and Monitoring of Funding

Following a presidential disaster declaration, the Utah County Commission, in coordination with the Utah County Emergency Manager and the Utah County Auditor's Office, is responsible for allocating reimbursements and funding by the FEMA Public Assistance Program.

Grants Manager

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

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

4.4 Financial Management During Preparedness

City department directors, in coordination with the City Financial Director, are responsible for guiding their departments to prepare for emergency disaster financial management operations. These departments may prepare to support financial operations through the following actions:

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

5 ROLES & RESPONSIBILITIES

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

5.1 Woodland Hills City

The City serves as the primary provider of emergency services to ensure timely response to incidents. Though the following table describes roles and responsibilities of various positions and entities within the City, other positions may be assigned as the situation requires.

Position/Entity	Roles and Responsibilities
Woodland Hills City	• Respond to emergencies and disasters based on city resources and capabilities. • Assist with the training and exercising of city personnel to enable effective implementation of response plans, procedures, and policies. • Maintain communications with neighboring municipalities and the county regarding additional resource and capability needs. • Obtain initial damage assessments (IDA) and share damage information with Utah

Position/Entity	Roles and Responsibilities
	County Emergency Management & State DEM. • In the circumstance that a disaster declaration is necessary, coordinate with the Utah County Emergency Manager. • Identify protective measures to assist with impacts on vulnerable populations.
City Attorney	• May serve as a member of the Policy Group. • Provide legal advice and guidance for emergency decision making. • Maintain proper documentation throughout response and recovery operations.
City Council	• Serve as members of the Policy Group. • Oversee and participate in emergency decision-making. • Ensure adequate staff and resources to meet response and recovery needs. • Approve the waiver of standard policies and procedures to facilitate response. • Establish financial directives and spending parameters and authorize large expenditures and atypical spending during an emergency.
City Recorder	• May be assigned a role in the Resource Support or Planning Section. • May be involved in current and future planning. • May develop and distribute SitReps, IAPs, or other documents/plans through coordination with the Policy Group, ECC Director, and other ECC Sections. • Maintain proper documentation throughout response and recovery operations.
Emergency Manager	• May fill the role of Deputy ECC Director or any other role as needed. • Analyze emergency and disaster information to facilitate situational awareness. • Develop accurate, accessible, and timely information. • Disseminate information through various media channels.
Finance Director/ Treasurer	• May fill the role of Finance Officer. • Coordinate cost accountability, purchase authorizations, documentation, and human resource needs. • Oversee procurement of supplies, equipment, and personnel needed to support emergency response and recovery. • Maintain proper documentation throughout response and recovery operations.
Fire Chief	• Coordinate between on-scene responders and the ECC • Ensure personnel and resource needs are being met. • Regularly update the ECC with status, progress of operations, and resource needs. • Ensure the safety of responders and staff. • Maintain proper documentation throughout response and recovery operations.
Fire Department, Law Enforcement, and Public Works Personnel	• Perform on-scene operations. • Regularly update supervisors with status, progress, and resource needs. • Maintain proper documentation throughout response and recovery operations.
Mayor	• Fill the role of ECC Director. • Responsible for the operation of the ECC. • Ensure the ECC is staffed and operated at a level equal to the emergency. • Regularly update the Policy Group on incident status. • Assure proper documentation is maintained by all staff throughout response and recovery operations. • Coordinate with outside agencies providing incident response and support.

Position/Entity	Roles and Responsibilities
Public Information Officer	• May be assigned a role in Information Sharing under the Planning Section. • As directed by the Mayor, serve as the primary contact between the ECC, the media, and the public. • Ensure timely, accurate communication with the community. • See Section 3.1.5 for more information.
Public Works Director	• Coordinate on-scene operations as necessary. • Regularly update the ECC with status, progress of operations, and resource needs. • Maintain proper documentation throughout response and recovery operations.
Treasurer	• May be assigned a role in the Resource Support or Planning Section. • May assist the Finance Officer in coordinating cost accountability, purchase authorizations, documentation, and human resource needs. • May assist the Finance Officer in overseeing procurement of supplies, equipment, and personnel needed to support emergency response and recovery. • Maintain proper documentation throughout response and recovery operations including tracking resources.

5.1.1 Emergency Interim Succession

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

Emergency Interim Succession for City Officers

1. Mayor Pro-tem
2. Fire Chief
3. Public Safety Officer

Emergency Interim Succession for the Emergency Manager

1. Fire Chief
2. Public Safety Officer
3. Assistant Fire Chief

5.2 Utah County

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

Entity	Roles and Responsibilities
Utah County Emergency Management	• Support ESF #1 Transportation, #5 Emergency Management, #7 Logistics, #8 Public Health, and #15 Public Information. • Establish coordination structures through which county staff respond to and recover from emergencies and disasters. • Coordinate response and recovery operations out of the Utah County EOC. • Facilitate coordination between municipal, private sector, county, state, and federal entities to support response, recovery, mitigation, and preparedness. • Coordinate communications with the public through the designated PIO to ensure timely and accurate information is disseminated.

Entity	Roles and Responsibilities
	• Update and maintain required county disaster plans.
Utah County Health Department	• Support ESF #6 Mass Care, #8 Public Health, #10 HazMat, #11 Agriculture & Animals, and #14 Long-Term Recovery.
Utah County Sheriff's Office	• Support ESF #1 Transportation, #9 Search & Rescue, #13 Public Safety & Security, and #15 Public Information.

5.3 Utah State

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

Entity	Roles and Responsibilities
Division of Emergency Management (DEM)	• Identify and activate necessary state ESFs to support county ESF counterparts. • Initiate requests for assistance from the federal government through FEMA and from other states through EMAC. • Manage the Preliminary Damage Assessment (PDA) planning process by coordinating with local authorities and the respective FEMA regional office to ensure mutual understanding and expectations. • If necessary, participate in a joint PDA with FEMA to determine whether a Presidential disaster declaration should be requested.
Other State Agencies	• Develop cooperative agreements and relationships with private organizations and associations that possess resources or capabilities for assistance. • Establish and maintain liaison with federal counterparts to ensure procedures and available resources are current. • Assign and train personnel to meet state agency response and recovery responsibilities and appoint an emergency coordinator and representatives.

5.4 Federal Agencies

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

Entity	Roles and Responsibilities
Federal Emergency Management Agency (FEMA)	• Identify and activate federal ESFs to support state and county ESF counterparts. • Assess and fulfill requests for federal assistance in coordination with the Utah State Coordinating Officer (SCO). • Coordinate activation and implementation of the Federal Response Plan, allowing states to access federal programs and support. • If a request is made to the FEMA Region from the state for a joint PDA, FEMA regional staff works closely with the state to make recommendations on whether the state should receive a Presidential Disaster Declaration. • Coordinate federal emergency grant programs to support recovery.
Federal Bureau of	• Support ESF #13 Public Safety & Security.

Investigation (FBI)	• Lead and coordinate response efforts for emergencies and disasters with a national security or terrorism component. • Provide investigative assistance in the event of specific incidents.

5.5 Non-Governmental Organizations

Non-governmental organizations (NGOs) are generally responsible for providing additional staff and volunteers to support response and recovery operations. Examples of NGOs that may assist the city are listed below. Additional details and contact information for various voluntary organizations active in disaster (VOADs) can be found in the annexes to this CEMP.

Entity	Roles and Responsibilities
American Red Cross (ARC)	• Coordinate training for critical shelter staff prior to responses and for shelter volunteers at the onset of incidents (e.g., just-in-time training). • Develop emergency planning documentation for shelter operations. • Assist with rapid damage assessments to size up initial impacts of the incident. • Assist with evacuee and sheltering reporting, including recording daily shelter population counts, and providing other updates regarding sheltering activities. • Assume responsibility for all direct, documented disaster relief-related costs associated with the operation of the shelter, including facility operating costs that are over and above the normal operating costs of the facility.
Faith-Based NGOs	• Assist in feeding and mass care operations. • Support other emergency functions as applicable. • Provide additional volunteers to support response and recovery needs.
Salvation Army	• Assist with feeding and mass care operations for incident response and during recovery operations.
United Way	• Support ESF #6 Mass Care, #8 Public Health, and #14 Long-term Recovery. • Provide critical services to connect low-income citizens with housing, healthcare, and mental health assistance. • Provide short and long-term solutions for transportation, reunification, and other such needs during emergency or disaster situations. • Assist in locating and coordinating volunteers.

5.6 Private Sector Entities

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

Entity	Roles and Responsibilities
Private Sector	• Support ESFs as applicable. • Leverage special skills or resources to support response and recovery. • Support recovery and restoration of critical infrastructure. • Participate in long-term recovery planning to support a return to normal and build a more resilient community.

6 AUTHORITIES & REFERENCES

6.1 Legal Authorities

Federal

- Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance
- Code of Federal Regulations (CFR), Title 200: Grants and Agreements
- Executive Order (EO) 12656, Assignment of Emergency Preparedness Responsibilities, November 18, 1988
- Executive Order (EO) 12472, Assignment of National Security and Emergency Preparedness Telecommunication Functions, April 3, 1984
- Executive Order (EO) 12148 of July 20, 1979, as amended, Federal Emergency Management
- Federal Civil Defense Act of 1950, Public Law (PL) 920 as amended
- Homeland Security Presidential Directive (HSPD) 5: Establishment of National Incident Management Systems (NIMS) February 28, 2003
- Presidential Policy Directive 8 (PPD-8): National Preparedness, March 30, 2011
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, November 23, 1988
- Title III of the Superfund Amendments and Reauthorization Act (SARA) of 1986, PL 99-499 as amended

State of Utah

- Governor's Executive Order 2004-0012: Adopting the Use of the National Incident Management System (NIMS), December 22, 2004
- Utah Code Title 53-Chapter 2a- Emergency Management Act

Utah County

- Multi-Jurisdictional Automatic Aid, Mutual Aid, Fire, Training, Emergency Medical, and Other Services Agreement, October 27, 2023
- Utah County Code Chapter 8- Disaster Response and Emergency Management

City

- Resolution No. 2022-15: Adopting the 2022 MAG Pre-Disaster Mitigation Plan, April 12, 2022
- Resolution No. 2024-22: A Resolution of Woodland Hills City Adopting A Social Media Policy, June 11, 2024

6.2 Acronyms

Titles	Description
AAR	After-Action Report
ARES	Amateur Radio Groups such as Amateur Radio Emergency Services
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations
DEM	Utah Division of Emergency Management
ECS	Utah County Sheriff's Emergency Communication and Support Team
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
ECC	Emergency Coordination Center

FBO	Faith-Based Organization
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
IPAWS	Integrated Public Alert & Warning System
JIC	Joint Information Center
LIPE	Life safety, Incident stabilization, Property preservation, and Environmental preservation
MAG	Mountainland Association of Governments
MOU	Memorandums of Understanding
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NQS	National Qualification System
NRF	National Response Framework
PDA	Preliminary Damage Assessments
PIO	Public Information Officer
PSAP	Public Safety Answering Point
RACES	Radio Amateur Civil Emergency Services
RDA	Rapid Damage Assessment
ROC	Recovery Operations Center
RSF	Recovery Support Function
RTF	Recovery Task Force
SAR	Search & Rescue
SitRep	Situation Report
SOP	Standard Operating Procedures
UCEM	Utah County Emergency Management
UCHD	Utah County Health Department
UCSO	Utah County Sheriff's Office
UDOT	Utah Department of Transportation
UHP	Utah Highway Patrol
UTA	Utah Transit Authority
VOAD	Voluntary Organizations Active in Disaster
VDC	Volunteer and Donations Center
WEA	Wireless Emergency Alerts