



# **Salt Lake Community College Comprehensive Emergency Management Plan**

Base Plan | October 2022

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# 1. EXECUTIVE SUMMARY

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

Along with the Hazard Analysis, this plan is intended to be used as a guiding document when executing response or recovery operations during a disaster or emergency and to guide preparedness and mitigation operations.

*Municipalities, Universities, and Colleges are encouraged, but not required, to mirror the Salt Lake County CEMP to standardize documents that set forth the College's role in organizing.*

The intended audience for the CEMP includes:

- Salt Lake Community College leadership
- SLCC Public Safety and Division of Emergency Management (EM) staff
- SLCC staff expected to support response, recovery, preparedness, and mitigation operations
- SLCC, County, State, federal, private-sector, and non-governmental organizations (NGO) that may support response, recovery, preparedness, and recovery operations

## **Navigating the Comprehensive Emergency Management Plan**

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

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

- Assessing the scope and potential impacts of the emergency
- Convening the Executive Cabinet and senior leadership to determine response priorities and next steps
- Activating the CEMP to facilitate response and recovery operations
- Determining which SLCC Public Safety assets and facilities are activated to support response and recovery operations
- Staffing the SLCC Emergency Coordination Center [ECC] to facilitate and support response and recovery operations

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

Operations in this section include:

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

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

- Transitioning from response to recovery operations
- Assessing recovery needs of the community to execute targeted recovery operations
- Initiating long-term recovery efforts to support the community returning to normal

**Preparedness** operations prepare for and mitigate the impacts of all hazards. Operations in this section include:

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

**NOTE:** *This document is the base plan which provides the framework with which to conduct preparedness, mitigation, response, and recovery efforts. Annexes for detailed protocols and procedures that support the base plan are listed in the Annex table at the end of this document. The full text of the annexes are the companion document to the CEMP titled "SLCC CEMP Annexes".*

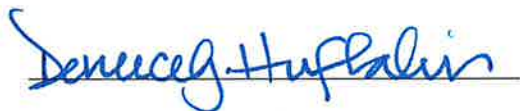
## 2. PROMULGATION

Transmitted herewith is the Salt Lake Community College (SLCC) Comprehensive Emergency Management Plan (CEMP). The CEMP was developed through the collaborative efforts of Salt Lake Community College Emergency Management (EM) and stakeholders from SLCC Executive Cabinet, departments, Salt Lake County Emergency Management, and the Utah Division of Emergency Management (DEM).

This Plan is promulgated under the authority of the SLCC President and the Vice Presidents. The SLCC Comprehensive Emergency Management Plan fulfills the College's responsibilities to adhere to the National Incident Management System (NIMS), as prescribed by Homeland Security Presidential Directive 5 - Management of Domestic Incidents and the Homeland Security Presidential Directive 8- National Preparedness Goal and Core Capabilities. NIMS establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations. It also utilizes the Incident Command System to coordinate response activities on a national level.

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

The CEMP and its supporting documents are applicable for all SLCC campuses and supersede any previous Emergency Operations Plan and have been approved for implementation by:



Dr. Deneece G. Huftalin, President

October 11, 2022





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# 1. BASE PLAN INTRODUCTION

The Comprehensive Emergency Management Plan (CEMP) establishes the framework through which Salt Lake Community College will prepare for, mitigate against, respond to, and recover from all hazards that threaten the physical campuses, the function of facilities, and/or SLCC standard operations. It describes the comprehensive integration and coordination of all levels of municipal, County, State, and federal government, volunteer organizations, non-profit agencies, and the private sector.

## 1.1 Purpose

The base plan provides a comprehensive overview of scalable command and control structures and operational procedures across all levels of government to respond to, recover from, prepare for, and mitigate against all hazards. The CEMP for Salt Lake Community College establishes a framework for an effective system of comprehensive emergency operations and management for the purpose of:

- Reducing the loss of life, injury, property damage and loss from natural or man-made emergencies.
- Preparing for prompt and efficient response activities to protect lives and property impacted by emergencies.
- Responding to emergencies with the effective use of all relevant plans and appropriate resources.
- Providing for the rapid and orderly implementation of recovery operations.
- Assisting in awareness, education, prevention, and mitigation of emergencies.

## 1.2 Hazard Overview

The Salt Lake County Hazard Mitigation Plan identifies the hazards that pose a risk to Salt Lake Community College and details their potential impacts. Figure 1 provides an overview of those hazards. Figure 2 describes the types of vulnerability to be considered when calculating the impacts of specific hazards.

Figure 1: County Hazard Overview

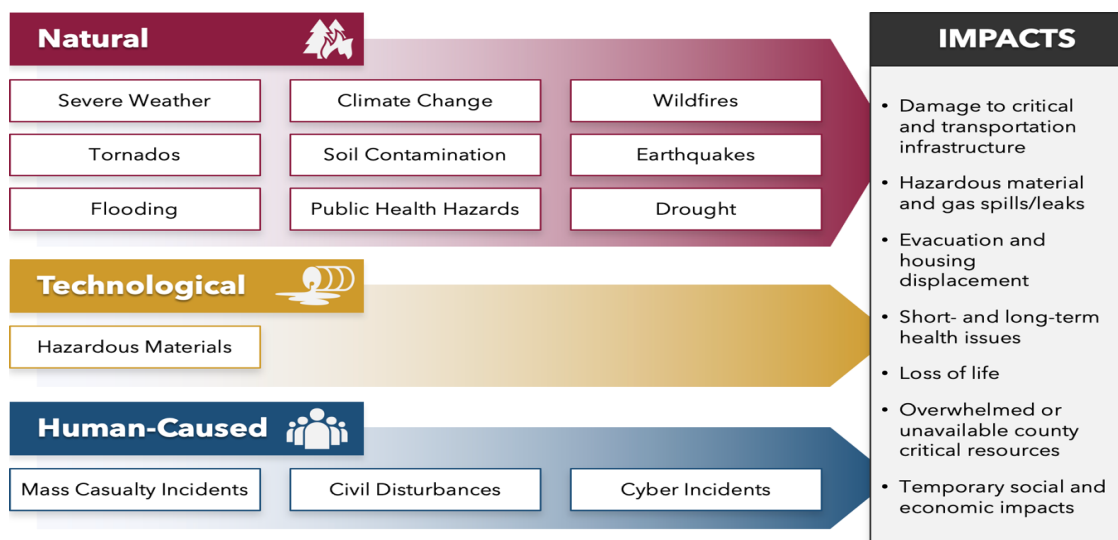
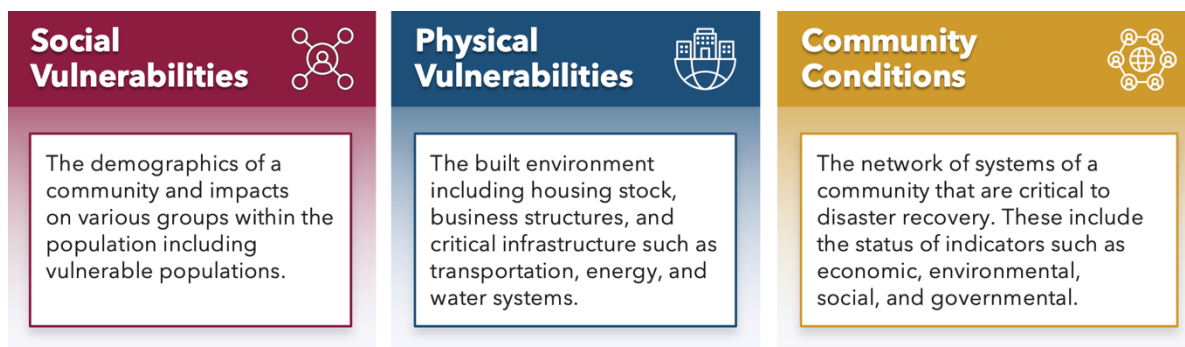


Figure 2: Types of Vulnerability



## 2. ASSUMPTIONS

The following planning assumptions in Table 13 were considered in the development and execution of the base plan.

Table 3: Base Plan Assumptions

Group	Assumptions
Coordination Structures	<ul style="list-style-type: none"> <li>• Municipal, County, State, and federal response organizations adopt NIMS as the integrated system to respond to and recover from incidents.</li> <li>• Emergency management coordination and resource allocation starts at the municipal level and extends to County, State, and federal resources as availability and capabilities are exhausted.</li> </ul>

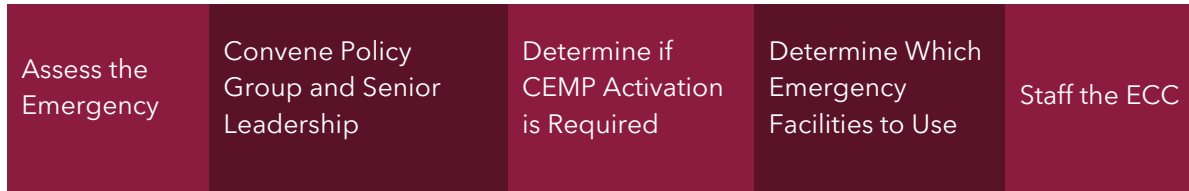
Group	Assumptions
	<ul style="list-style-type: none"> <li>The Salt Lake Community College Emergency Coordination Center (ECC) is staffed with representatives from SLCC departments grouped under the ESF/ISM structure most appropriate during response and the Recovery Support Function (RSF) structure during recovery.</li> </ul>
<b>Activation</b>	<ul style="list-style-type: none"> <li>Some activation notifications and communications depend on availability of communications and energy infrastructure.</li> <li>Damaged infrastructure impacts the speed at which municipal, special service district, County, State, and federal agencies can activate and deploy resources.</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>SLCC EM makes every reasonable effort to respond in the event of an emergency or disaster.</li> <li>Time of occurrence, severity of impact, weather conditions, population density, building construction, and cascading events are significant factors that affect casualties and damage.</li> <li>Emergency response capabilities are diminished due to damaged infrastructure and equipment or inaccessible locales.</li> <li>Damages to infrastructure are likely to manifest in direct physical and economic damages to facilities and systems.</li> <li>Disaster relief from agencies outside the SLCC may take 96 hours or more to arrive.</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>Recovery of losses or reimbursements of costs from federal assistance requires preparation and compliance with federal statutes and regulations.</li> <li>The economic and physical limitations of recovery operations may result in temporary or protracted interruptions to services.</li> </ul>
<b>Preparedness and Mitigation</b>	<ul style="list-style-type: none"> <li>Effective preparedness requires ongoing public community awareness and education programs so that citizens are prepared and understand their responsibilities should a major disaster or emergency occur.</li> <li>Residents living on or within the municipal boundaries encompassing SLCC campuses are expected to maintain essential supplies to be self-sufficient for a minimum of 96 hours and up to two weeks following the initial impacts of an emergency or disaster.</li> <li>Effective mitigation may prevent certain hazards or incidents from occurring. For hazards or incidents that cannot be prevented, effective mitigation may reduce their impacts.</li> </ul>

## 2.1 Activation

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

Figure 3: Activation Phase Overview

## ACTIVATION PHASE



### Key Activities

- EM and Public Safety responders assess potential or actual emergencies to determine whether the CEMP should be activated, in coordination with the Policy Group.
- EM, Public Safety responders, the Policy Group, and the SLCC President determine which college facilities should be used to support response.
- EM determines which organizational structures and staff need to be mobilized to support activated facilities.
- EM notifies personnel they have been activated to support response.

#### 2.1.1 Assess the Emergency

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

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

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

#### 2.1.2 Convene Policy Group and Senior Leadership

Responding agencies use established communications channels to notify senior decision-makers, such as the SLCC Emergency Manager, and/or the SLCC Public Safety Executive Director of imminent or occurring emergencies or disasters. These channels include:

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

### 2.1.3 Determine Whether Comprehensive Emergency Management Plan Activation is Required

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

- SLCC Emergency Manager or designee
- SLCC Public Safety Executive Director or designee

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

#### Warn the Community About Imminent Threats

If an emergency or disaster poses an immediate risk to the community, Public Safety personnel, in coordination with college Public Information Officers (PIO's) and EM's provide alert and warnings to the community and implement protective actions as rapidly as possible. If needed, local jurisdictions should coordinate with SLCo EM PIO for iPAWS messaging.

#### 2.1.3.1 Determine Which Emergency Facilities to Use

##### Decide Which Facilities are Necessary to Support Response

Following the activation of the CEMP, the SLCC Emergency Manager coordinates with the SLCC Public Safety Executive Director, the Policy Group, first responding agencies, and other jurisdictional municipal leadership. Together, they determine which emergency management facilities to activate.

#### 2.1.3.2 Staff the SLCC Emergency Coordination Center (ECC)

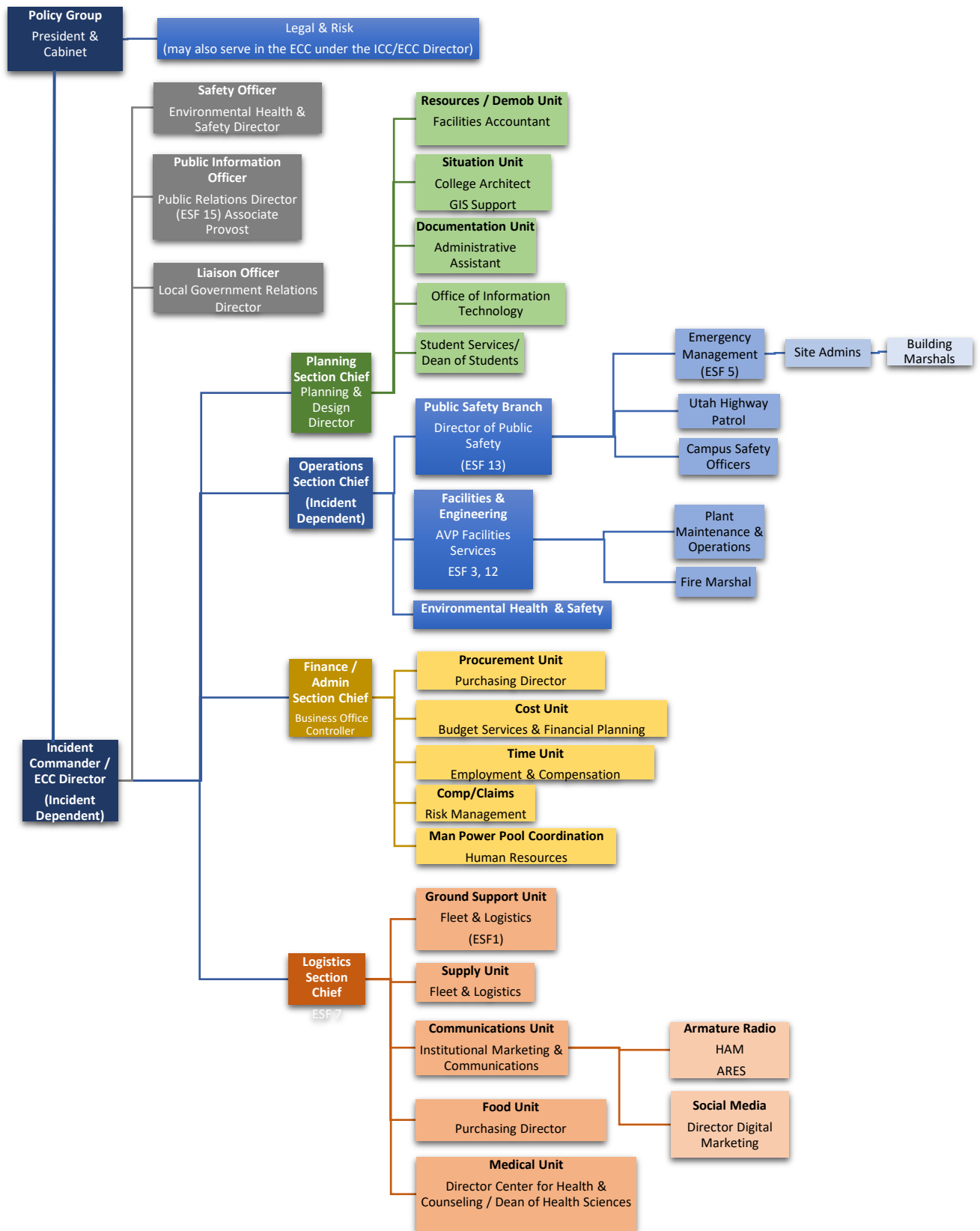
When an event requires ECC activation, the SLCC Emergency Manager determines which ECC sections, branches, positions, and ESF/ISM are activated or deactivated depending on the emergency or disaster's scope and size.

The ECC uses a hybrid ICS/ISM structure to respond to incidents and is organized by:

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

**Figure 4** provides an overview of the SLCC ECC structure, including sections, branches, and positions. *Note: This chart outlines emergency response, not day-to-day business structure.*

Figure 4: Emergency Coordination Center Organization



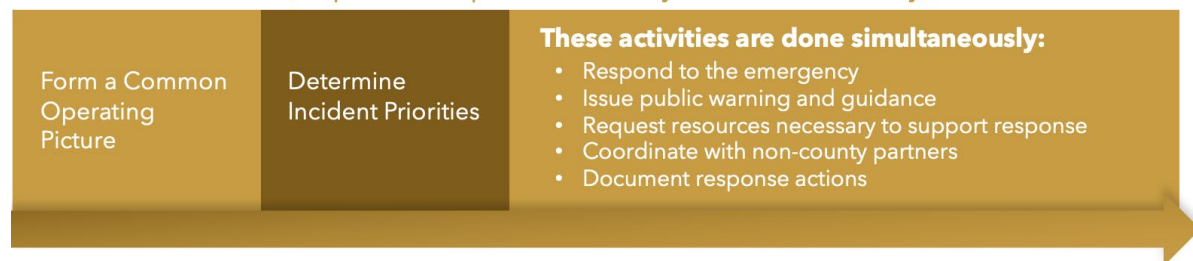
## 2.2 Response

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

Response operations consist of immediate actions that save lives and prevent further property damage, such as fire suppression, food distribution, and communicating emergency public information. SLCC, Municipal, County, and State agencies are responsible for executing these actions to limit the impacts of the incident on the affected community. Figure 5 outlines the basic response phase steps.

*Figure 5: Response Phase Overview*

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



### **Key Activities**

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

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

### **Field Response and Tactical Operations**

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

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

## **2.2.1 Communicate with the Community**

### **Establish Procedures to Communicate with the Community**

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

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



### Communicating With the Whole Community

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

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

### 2.2.2 Perform Damage Assessments

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

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

New impacts, damages, or disruptions to infrastructure are incorporated into updated assessments and reported to relevant ESFs/ISMs and County, State, and federal supporting agencies.

### 2.2.3 Request Mutual Aid

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

Mutual aid agreements often include:

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

## 2.2.4 Request a Disaster Declaration

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

Figure 6: Response Phase Overview

### Municipality

- Municipal agencies respond with available resources and capabilities.
- Municipal agencies conduct assessment to determine scope of damages.
- As incident exceeds local capabilities, EM supports local response and coordination.
- Municipal mayor proclaims a local emergency, and forwards proclamation to EM.
- Municipal mayor may utilize mutual aid and impose regulations, such as curfews, business closures, and tasking out law enforcement.

### County

- EM receives municipal emergency proclamation.
- EM supports response by providing coordination, personnel, or equipment as needed.
- EM coordinates Facilities Management, Public Work and Engineering, and Planning and Development to conduct and develop damage assessments to support declaration.
- The District Attorneys' office supports writing and legal review of emergency declarations, and ensures they are processed correctly.
- As incident exceeds County capabilities and resources, Salt Lake Count Emergency Manager declaration to DEM Region 2 liaison to request State assistance.

### State

- DEM receives County emergency declaration.
- DEM verifies that the county has met the threshold for disaster declaration.
- DEM Director advises governor of situation and, if warranted, **governor proclaims a state of emergency.**
- DEM Director initiates State response by activating agencies and relevant ESFs to take necessary action per Utah Emergency Operations Plan and agency standard operating procedures to support response.

### Federal

- Federal agencies dispatch such as FEMA to verify damages and identify support needs.
- If needed, federal agencies provide response support resources.
- Federal agencies provide disaster assistance programs to support recovery.
- Federal agencies coordinate with State and County to monitor application of federal assistance funding.

## 2.2.5 Coordinate with Non-SLCC Partners

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

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

Figure 7: Incident Complexity

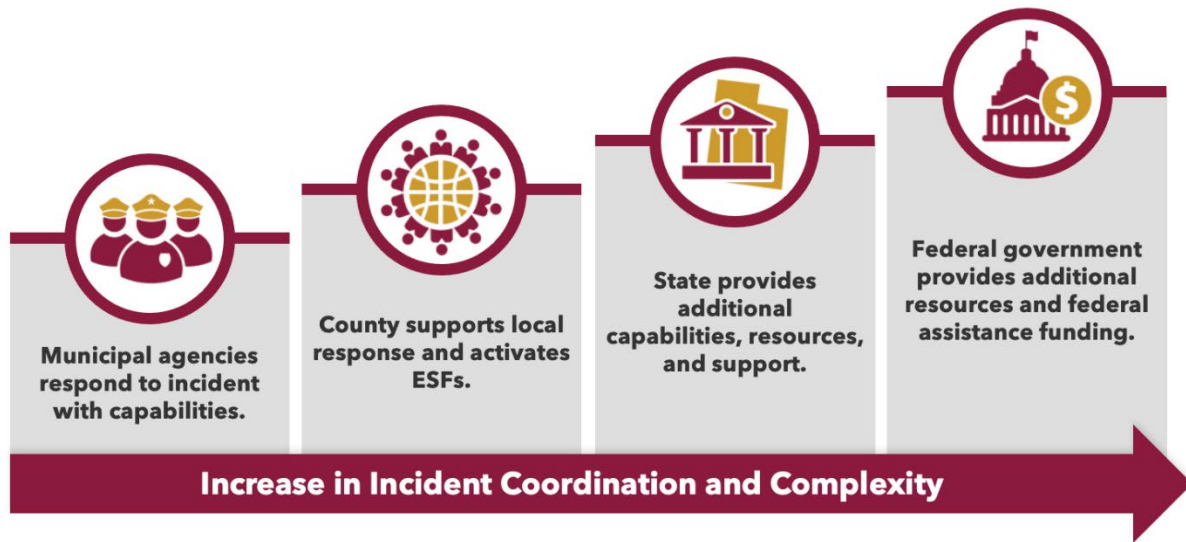


Table 4 describes the major responsibilities related to coordination during emergency and disaster response and recovery operations.

Table 4: Coordination Roles and Responsibilities

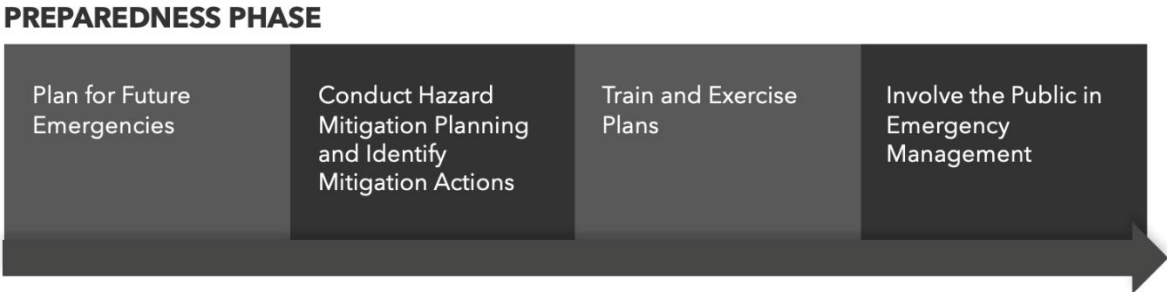
Entity	Coordination Roles and Responsibilities
SLCC	<ul style="list-style-type: none"> <li>Respond to incident based on available resources and capabilities.</li> <li>Notify SLCC emergency management and other supporting agencies of operations, initial assessment, and need for further support (if required).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

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

### 2.3 Preparedness

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

Figure 8: Preparedness Phase Overview



## Key Activities

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

### 2.3.1 Develop Plans for Future Emergencies

#### 2.3.1.1 Maintain Plans that Support Response and Recovery

All SLCC departments maintain operational plans and documents described in Table 5 to better facilitate disaster and emergency response.

*Table 5: Planning Documentation Overview*

<b>Planning Documentation</b>	<b>Description</b>
<b>Comprehensive Emergency Management Plan (CEMP)</b>	Establishes the framework for the SLCC to respond to, recover from, prepare for, and mitigate against all hazards that pose a threat to SLCC.
<b>Plan Annexes</b>	Supplements to the base plan to address specific types of hazards or threats
<b>Protocols/Procedures</b>	Detailed instructions to carry out specific response actions
<b>Business Continuity Plans (BCP)</b>	Outlines personnel and physical assets necessary to maintain essential functional operability before, during, and after emergency events.

#### 2.3.1.2 Update Plans Regularly

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

### 2.3.2 Involve the Community in Emergency Management

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

#### 2.3.2.1 Improve Public Safety through Education and Outreach

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

- Signing up for public alert applications
- Developing a personal preparedness plan
- Informing the community on safety information about geographic, meteorologic, geologic, and technologic hazards specific to SLCC and its respective campuses. This information includes hazard-specific protective measures and associated evacuation routes.

### 3. ROLES AND RESPONSIBILITIES

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

#### 3.1 Functional Responsibilities

Table 6 provides an overview of emergency response functions and the primary (P) and secondary (S) entities that are responsible for executing those functions.

Table 6: Agency Roles & Responsibilities

Function	SLCC Policy	SLCC Public Safety	SLCC Emergency Management	SLCC Facilities Services	SLCC Fleet & Logistics	SLCC Information Technology	Municipality EM	Mayor/Manager Office	Health Department	Information Services	Public Works	Human Services	Mayors/Manager Office of Finance	Police Department	Fire Department	American Red Cross (ARC)	Salvation Army	Faith-Based NGOs	Private Sector
Administration and Finance	P						S						P						
Agriculture and Natural Resources											S								P
Alert and Notification			P				P							S	S				

Communication		P	S			P	S			P				S	S				
Critical Infrastructure and Key Resource Restoration										P									S
Damage Assessment		P	S				S			P									
Debris Management										P					S				
Detection And Monitoring							S							P	P				
Direction, Control, and Coordination		P	S				P	P						S	S				
Donation Management													P			S	S	S	S
Emergency Public Information			P				P	S											
Energy and Utilities Services										S									P
Evacuation and Shelter-in-Place			P					S						P	P				
Fatality Management and Mortuary Services																			
Firefighting/Fire Protection															P				
Food, Water, and Commodities Distribution																		P	
Hazardous Materials															P				
Information Collection, Analysis, and Dissemination		P	S				P							S					
Law Enforcement		P												P					
Mass Care and Sheltering							S									P	P	S	
Mutual Aid		P					P	S											
Private Sector Coordination			P				P												P
Public Health and Medical Services									P										
Public Works and Engineering				P						P									

Resource Management and Logistics			P	S			P								S				
Search and Rescue															P				
Transportation Systems and Resources		P				P					P								
Volunteer Management			P				S									P	P		
Warning			P				P						S	S					

## 3.2 General Roles and Responsibilities

### 3.2.1 SLCC

SLCC Public Safety serves as the primary provider of emergency services on SLCC campuses to expedite response to incidents and are often the first to use their personnel and resources during an incident. Within Public Safety, SLCC Emergency Management serves as the coordinating entity among and between SLCC departments; municipal, county, and state jurisdictional authorities; and private sector entities through the establishment and conduct of the ECC.

Table 7: SLCC Roles & Responsibilities

Entity	Roles and Responsibilities
SLCC Emergency Management	<ul style="list-style-type: none"> <li>Support ESF #15 by providing updates on incident status to the community through public information and outreach.</li> <li>Support ESFs #1, #5, #7 and #15 by coordinating response efforts and communications.</li> <li>Respond to and recover from emergencies and disasters based on SLCC resources and capabilities.</li> <li>Through liaisons, maintain communications with municipal jurisdictional authorities and the County regarding additional resource and capability needs.</li> <li>Provide personnel and resources to municipal, State, and County jurisdictional authorities through formal requests.</li> <li>Identify deficiencies and enhance protective measures to lessen the impact on vulnerable populations and minimize damage to local facilities.</li> <li>Provide 24/7 personnel with an on-call supervisor and Duty Officer (DO).</li> <li>Establish ECC activation level.</li> <li>Coordinate response and recovery operations out of the ECC.</li> <li>Establish the coordination structures through which SLCC staff respond to and recover from emergencies and disasters.</li> <li>Identify, train, and exercise SLCC staff, faculty, and students to enable effective implementation of existing response plans, procedures, and policies.</li> </ul>



	<ul style="list-style-type: none"> <li>Facilitate coordination with municipal, County, State, private-sector, and federal entities to support emergency or disaster response, recovery, preparedness, and mitigation.</li> <li>Conduct public information operations out of the JIC to ensure the community receives timely and accurate information.</li> <li>Coordinate with SLCC departments and divisions to maintain Business Continuity Plans (BCP).</li> </ul>
<i>SLCC President/ Policy Group</i>	<ul style="list-style-type: none"> <li><b>Support ESFs #5, #14, and #15 through the ECC Unified Command, JIC, and Planning Section.</b></li> <li>Declare a local emergency, per authority stated in local ordinance, if college resources and capabilities do not meet scope and size of emergency or disaster.</li> <li>Provide overall direction to ECC for emergency and disaster response and recovery operations.</li> <li>Enhance protective policies to lessen the impact on vulnerable populations and minimize damage to critical facilities.</li> <li>Support development and dissemination of public information out of the JIC.</li> </ul>
SLCC Public Safety	<ul style="list-style-type: none"> <li><b>Support ESFs #9 and #13 through coordination efforts.</b></li> <li>Execute tactical response operations to protect life and property.</li> <li>Provide coordination for evacuation operations.</li> <li>Provide security for incident perimeter and other operations.</li> <li>Regularly coordinate with ECC and other responding entities to form common operating picture.</li> </ul>
SLCC Facilities Services	<ul style="list-style-type: none"> <li><b>Support ESFs #3, #7, and #12 with appropriate vehicles and equipment, as well as personnel expertise.</b></li> <li>Ensure public works and engineering-related functions are protected prior to an incident.</li> <li>Identify and acquire secondary buildings for operations to utilize during a response, should critical facilities be damaged, to maintain continuity of operations.</li> </ul>
SLCC Fleet & Logistics	<ul style="list-style-type: none"> <li><b>Support ESFs #1 with appropriate vehicles and equipment, as well as personnel expertise.</b></li> <li>Work with government departments and industry partners to assess damage to transportation infrastructure and operations.</li> </ul>
SLCC Information Technology	<ul style="list-style-type: none"> <li><b>Support ESF #2 with appropriate personnel and equipment to maintain communications infrastructure.</b></li> <li></li> </ul>

### 3.2.2 Municipalities

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

Table 8: Municipal Roles & Responsibilities

Entity	Roles and Responsibilities
<p><b>Municipalities</b></p>	<ul style="list-style-type: none"> <li>● <b>Support ESF #15 by providing updates on incident status to the community through public information and outreach.</b></li> <li>● <b>Support ESFs #1, #5, #7 and #15 by coordinating response efforts and communications.</b></li> <li>● Respond to and recover from emergencies and disasters based on municipal resources and capabilities.</li> <li>● Through liaisons, maintain communications with neighboring municipalities and the County regarding additional resource and capability needs.</li> <li>● Provide personnel and resources to neighboring municipalities and the County through formal requests.</li> <li>● Declare a local emergency, per authority stated in local ordinance, if municipal resources and capabilities do not meet scope and size of emergency or disaster.</li> <li>● Identify deficiencies and enhance protective measures to lessen the impact on vulnerable populations and minimize damage to local facilities.</li> <li>● Provide 24/7 personnel with an on-call supervisor and Duty Officer (DO).</li> <li>● Establish EOC/ECC activation level.</li> <li>● Coordinate response and recovery operations out of the EOC/ECC.</li> <li>● Establish the coordination structures through which local staff respond to and recover from emergencies and disasters.</li> <li>● Identify, train, and exercise municipal staff to enable effective implementation of existing response plans, procedures, and policies.</li> <li>● Facilitate coordination with municipal, County, State, private-sector, and federal entities to support emergency or disaster response, recovery, preparedness, and mitigation.</li> <li>● Conduct public information operations out of the JIC to ensure the community receives timely and accurate information.</li> <li>● Coordinate with municipal departments and divisions to maintain COOP plans.</li> </ul>
<p><b>Mayor/Manager/ Administrator's Office</b></p>	<ul style="list-style-type: none"> <li>● <b>Support ESF #7 through the ECC Finance/Administration Section and ECC Operations Section.</b></li> <li>● Enhance protective policies to lessen the impact on vulnerable populations and minimize damage to critical facilities.</li> <li>● Provide overall direction to EOC/ECC for emergency and disaster response and recovery operations.</li> <li>● Support development and dissemination of public information out of the JIC.</li> <li>● Establish emergency declaration if Municipality's capabilities and resources are insufficient to meet needs of incident.</li> </ul>
<p><b>Public Works</b></p>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #1, #3, #10, #11, and #12 with appropriate vehicles and equipment, as well as personnel expertise.</b></li> <li>● Work with government departments and industry partners to assess damage to transportation infrastructure and operations.</li> <li>● Ensure public works and engineering-related functions are protected prior to an incident.</li> </ul>

	<ul style="list-style-type: none"> <li>● Identify and acquire secondary buildings for operations to utilize during a response, should critical facilities be damaged, to maintain continuity of operations.</li> </ul>
<b>Local Police Department</b>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #9 and #13 through coordination efforts.</b></li> <li>● Execute tactical response operations to protect life and property.</li> <li>● Provide assistance for evacuation operations.</li> <li>● Provide security for incident perimeter and other operations.</li> <li>● Regularly coordinate with EOC/ECC and other responding entities to form common operating picture.</li> </ul>
<b>Local Fire Department</b>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #2, #4, #9, and #10 through appropriate equipment and personnel expertise.</b></li> <li>● Execute tactical response and emergency medical services operations to protect life and property.</li> <li>● Coordinate with Contracts and Procurement, UFA Logistics, and others to jointly secure and manage supply chains.</li> <li>● Coordinate with EOC/ECC and other responding entities to form common operating picture.</li> </ul>

### 3.2.3 County

County entities are responsible for coordinating to support response, recovery, preparedness, and mitigation operations for all hazards for which response exceeds local capacity.

*Table 9: County Roles & Responsibilities*

<b>Entity</b>	<b>Roles and Responsibilities</b>
<b>Health Department</b>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #8, #10, and #14 with public health facilities, personnel, and documentation.</b></li> <li>● Assist in community health-focused response and recovery efforts.</li> <li>● Support tracking of hospital resources, such as available beds.</li> <li>● Activate Health Department to coordinate community-health focused response operations.</li> </ul>
<b>Public Works</b>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #1, #3, #10, #11, and #12 with appropriate vehicles and equipment, as well as personnel expertise.</b></li> <li>● Work with government departments and industry partners to assess damage to transportation infrastructure and operations.</li> <li>● Ensure public works and engineering-related functions are protected prior to an incident.</li> <li>● Identify and acquire secondary buildings for operations to utilize during a response, should critical facilities be damaged, to maintain continuity of operations.</li> </ul>

Entity	Roles and Responsibilities
<p><b>Human Services</b></p>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #6, #7, and #8 with logistics to ensure populations receive necessary resources.</b></li> <li>● Support implementation of disaster assistance programs to help populations recover non-housing losses and access food stamps, crisis counseling, disaster unemployment benefits, legal services, and other services.</li> <li>● Provide staff to coordinate volunteers and manage donations depending on the scope and size of the incident and as needed.</li> </ul>
<p><b>Unified Police</b></p>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #9 and #13 through coordination efforts.</b></li> <li>● Execute tactical response operations to protect life and property.</li> <li>● Aid with evacuation operations.</li> <li>● Provide security for incident perimeter and other operations.</li> <li>● Regularly coordinate with EOC/ECC and other responding entities to form common operating picture.</li> </ul>
<p><b>Unified Fire Authority</b></p>	<ul style="list-style-type: none"> <li>● <b>Support ESFs #2, #4, #9, and #10 through appropriate equipment and personnel expertise.</b></li> <li>● Execute tactical response and emergency medical services operations to protect life and property.</li> <li>● Coordinate with Contracts and Procurement, UFA Logistics, and others to jointly secure and manage supply chains.</li> <li>● Coordinate with EOC/ECC and other responding entities to form common operating picture.</li> </ul>

## Annex A: Glossary of Common Emergency Management Terms

Table 10: Glossary of Common EM Terms

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

Term	Definition
<b>Incident Commander</b>	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for managing all incident operations at the incident site.
<b>Incident Support Model</b>	The ISM is a variation of the ICS structure that separates the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions from the ICS Administration/Finance Section.
<b>Joint Information Center</b>	A facility established to coordinate critical emergency information, crisis communications, and public affairs functions. The Joint Information Center is the central point of contact for all news media. The PIO may activate the JIC to better manage external communication.
<b>Logistics Section</b>	The Incident Command System section responsible for providing facilities, services, and material support for the incident.
<b>National Incident Management System</b>	A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, non-governmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment.
<b>Operations Section</b>	The ICS section responsible for all tactical incident operations and implementation of the Incident Action Plan.
<b>Planning Section</b>	The ICS section responsible for collecting, evaluating, and disseminating operational information related to the incident and for preparing and documenting the Incident Action Plan. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.
<b>Public Information Officer</b>	A member of the Command Staff who serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.
<b>Resources</b>	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.
<b>Unified Command</b>	In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, unified command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

## Acronyms

Table 8: Acronyms

<b>Acronym</b>	<b>Meaning</b>
<b>ARC</b>	American Red Cross
<b>BSP</b>	Business Continuity Plan
<b>CEMP</b>	Comprehensive Emergency Management Plan
<b>COOP</b>	Continuity of Operations
<b>DA</b>	Damage Assessment
<b>DEM</b>	Utah Division of Emergency Management
<b>DO</b>	Duty Officer
<b>DOC</b>	Department Operations Center
<b>DRC</b>	Disaster Recovery Center
<b>ECC</b>	Emergency Coordination Center
<b>EM</b>	Emergency Management
<b>EMAC</b>	Emergency Management Assistance Compact
<b>EOC</b>	Emergency Operations Center
<b>ESF</b>	Emergency Support Function
<b>ISM</b>	Incident Support Model
<b>FEMA</b>	Federal Emergency Management Agency
<b>IAP</b>	Incident Action Plan
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IT</b>	Information Technology
<b>JIC</b>	Joint Information Center
<b>NGO</b>	Non-Governmental Organization
<b>NIMS</b>	National Incident Management System
<b>PDA</b>	Preliminary Damage Assessment
<b>PIO</b>	Public Information Officer
<b>RDA</b>	Rapid Damage Assessment

<b>Acronym</b>	<b>Meaning</b>
<b>RSF</b>	Recovery Support Function
<b>SLCC</b>	Salt Lake Community College
<b>SOP</b>	Standard Operating Procedure
<b>UC</b>	Unified Command
<b>UFA</b>	Unified Fire Authority of Greater Salt Lake
<b>UPD</b>	Unified Police Department of Greater Salt Lake

## Annexes

*Table 12: Annexes*

<b>Annex</b>	<b>Description</b>
<b>Annex A</b>	Terms, Definitions, & Acronyms
<b>Annex B</b>	Continuity of Operations and Recovery Plan
<b>Annex C</b>	Emergency Notification Call-down Lists
<b>Annex D</b>	Directories, Maps and Support Information
<b>Annex E</b>	Emergency Support Functions (ESF) Appendices
<b>Annex F</b>	Support Appendices
<b>Annex G</b>	Site Administrator/Building Marshal Program
<b>Annex H</b>	Communications and Notification Procedures
<b>Annex I</b>	Hazard Vulnerability Assessments
<b>Annex J</b>	Delegation of Authority
<b>Annex K</b>	Senior Leadership Council's Guide
<b>Annex L</b>	Access and Functional Needs
<b>Annex M</b>	Standard Operating Procedures