



The

Journal

Utah Emergency Management

The Great
Utah
**Shake
Out**TM

ShakeOut.org/Utah

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Some of us love mirrors. Some of us hate them. It's easy to feel uncomfortable in front of a mirror. You see the results of too much soda and not enough exercise. You see what's left of yourself after injuries, surgeries and age.

Sometimes, it's hard to give a good hard look at what you see in the mirror. But that look is your last chance of the day to see what you are going to present to the world. It lets you know if your hair is out of place, or if you have lipstick on your teeth or if your outfit just isn't quite right.

The next time you look in the mirror, won't you let it remind you to have your agency or program take a good hard look in the mirror, too?

Sure, our agencies have scars, perhaps they don't exercise as much. Maybe they're out of shape. Or maybe, they just have a few hairs out of place. The only way to know is to look.

Recently, we've learned of a few state emergency management agencies that didn't give themselves a good look in the mirror often enough. Instead, independent audits uncovered their scars, flab (or in some cases, malnourishment) and disorganization to the public before they took care of these things for themselves.

See if any of the following sentences from the audit reports could apply to your agency:

"...has not finished critical disaster plans that could delay relief efforts and decrease the effectiveness of recovery efforts..."

"...need for improved communication and collaboration..."

"The [agency] did not have a strategic plan and staff suffered from low morale and trust..."

"Many of the problems...were predictable...staffing, technology, and doctrine were issues in 2011 and they have remained issues..."

"...emergency management is extremely understaffed."

"...the technology base is out of step..."

"Many of the agency's established plans and procedures were inadequately understood, or ignored...and response personnel were not trained in their content and use."

We all need to use our mirrors more and act on what we see. Look for what needs to be changed and change it. We owe it to ourselves and the citizens of Utah.

The soonest you can start working on that is today. But consider the Great Utah ShakeOut, happening April 17. Revive your program's emergency planning by joining 690,000-plus Utahns under a desk at 10:15 a.m. Help promote the ShakeOut in your community on your city or program website, in your email signature and on social media. See ShakeOut.org/Utah for more info.

Thank you for your service,

Kris J. Hamlet

Director

Utah Division of Emergency Management





EM 101 – Your Multimedia Emergency Management Library

Opinion by Don Cobb

Most of us agree that organization of work-related materials is a necessary, but often elusive professional goal. A quick look at my cluttered desk will prove that; perhaps, at yours as well. One way to get the amalgamation of “utterly invaluable stuff” under control is to establish a multimedia emergency management library for your own use.

Any suggested bibliography of must-have library items flies in the face of the subjectivity most emergency managers apply to what they value. So, here’s a suggested, but by no means comprehensive, list of multimedia library categories for your review and use. Please feel free to add or subtract, as appropriate.



Photo: Cyberbrethren

Print Media (hard copy or electronic versions)

Books, texts, magazines
Professional journals, reports
Pamphlets, brochures, handouts, manuals
Newspaper, newsletter, scholarly articles
Press releases, advertising, PSAs
Plans: EOPs, SOPs, SOGs, COOPs, etc.
FEMA and related guidance
Training materials: EMI, PDS, APS, IS, etc.
Exercise documents: MSELs, AARs, etc.
Visuals: photography, maps, cartoons

Digital images: Any media, any size, color or black and white, slides, stills, etc.
DVDs, Blue Ray, VHS, sound recordings

Miscellaneous

Correspondence
Certifications, licenses
Policies and procedures
MOUs, MOAs
Disaster declarations, executive orders
Awards, commendations
Disaster files
Grant-related materials
Quotations, vignettes, jokes, speeches
Local statutes
State, federal, professional code
Your additions here: _____; _____

Electronic Media

Any of the print media above also available in electrons, digitally scanned, or converted
Important e-mails (and attachments)
PowerPoint presentations



Photo: On Line Reference

It seems relatively easy to organize a huge amount of material within a multimedia emergency management library with a little hard-won discipline and regular use. Three suggestions are offered from bitter personal experience, however: (1) Minimize what goes on the shelves. Don’t be afraid to toss out what you don’t need! The recycle bin is your friend! (2) Wherever possible, convert your important hard-copy materials to electrons NOW! Lastly, (3) **BACK UP ALL YOUR ELECTRONIC DATA WITH A PROPERLY SECURED, PORTABLE HARD DRIVE RIGHT AWAY!** This is the minimum level of redundancy

you will need. Some folks may prefer another method for storage such as Google Drive or the cloud, however. See for yourself and let us know.

Meanwhile, I’ll be walking the talk and continuing work on an emergency management multimedia library. There’s more than 30 years’ worth of “absolutely crucial” EM stuff presently crowding the old cubicle, so “get ‘er done” is the new mitigation mantra for professional survivability.





BE READY BUSINESS

By Matt Beaudry

Hurricane Katrina was a seminal disaster. It ranks in the top five of America's worst hurricanes. A Category 5 hurricane, it killed hundreds across several states and is the costliest U.S. hurricane ever, totaling over \$108 billion in damage. Katrina blackened FEMA's eye and still remains an active incident more than eight years later. It was a...well, a disaster and it dramatically changed how America dealt with large-scale incidents.

Katrina was many bad things, but for Utah it was a catalyst for good. Utah leaders paid close attention to the misery from Katrina, and they issued directives to launch the program that became *Be Ready Utah (BRU)*, a public outreach program designed to prepare Utahns for disasters.

One of the early pillar programs of BRU was the Ready Your Business program (RYB). RYB focused on the needs of businesses before, during, and after, a disaster. A 12-point Business Continuity Planning program was presented around the state and Ready Your Business taught preparedness to hundreds of Utah businesses over the next few years.

A lot has happened since Katrina, but the hazards facing Utah businesses haven't changed. Along with some new faces in the Be Ready Utah program, we've initiated a resurgence of Ready Your Business, under the new name of *Be Ready Business*.

We don't know when a large Utah disaster will occur but we do know that preparation will make a difference. To help make that difference Be Ready Business continues to provide the popular 12-point Business Continuity Planning program. That training is provided upon request to any business whether large or small. Additional train-

ing is delivered through BRB's Private Sector Preparedness Council (PSPC) meetings. The PSPC meets on the third Friday morning of each month and is open to all businesses in Utah.

The PSPC's February meeting featured training from the Utah Highway Patrol on the active shooter threat. The March meeting covered how to prepare and implement a building occupancy resumption plan – very helpful knowledge for business owners, building owners, managers, and tenants faced with Utah's likelihood of a devastating earthquake. Our website contains great business continuity planning resources and information on upcoming trainings; www.bereadyutah.gov.

Our Division theme for this year is *Making Connections*; a great objective that supports Be Ready Business in sharing preparedness training to Utah's private sector. The goal is to foster economic resilience to disaster through preparation of Utah's businesses. As BRB continues to reach more businesses and their employees we are excited to work together with our state, county and local partners in building resiliency throughout Utah.

The PSPC meets on the third Friday morning of each month and is open to all businesses in Utah. For more information, please contact Matt Beaudry at mbeaudry@utah.gov



What's in Your Weather?

National Flood Safety Awareness

By Kevin Barjenbruch, NOAA

Flooding, while a simple word, conjures images to all. To some, it may be flooding along streams or rivers from snowmelt, such as the flooding produced by snowmelt in northern and central Utah in the spring and early summer of 2011 that caused nearly \$12 million in flood damage. To others, it may be a rush of water in a desert wash or slot canyon that almost swept their car, or them, away. Or, it may be a murky mix of water, mud, rocks, and tree limbs being swept down a mountain from a burn scar, as was so prominent last summer.



Photo courtesy: David Rankin

Floods can arrive without a moment's notice or with a slow creep. Regardless of how they arrive, they can have enough force to roll boulders the size of cars, destroy buildings and bridges, and take human lives. Hence, the need for our communities to be prepared!

National Flood Safety Awareness Week was March 17-21, 2014, which provides an excellent opportunity for Utahns to learn about risks associated with floods and flash floods. With this in mind, they can then develop an emergency plan, build an emergency kit, and learn where and how to get weather information. Finally, the Week is an excellent time to get involved, by sharing efforts and encouraging others to prepare.

To assist in information sharing efforts a few additional education, prevention, and mitigation resources are listed below.

FloodSmart

<http://www.floodsmart.gov>

Advanced Hydrologic Prediction Service

<http://water.weather.gov>

Weather Forecast Office Salt Lake City YouTube channel

<http://www.youtube.com/NWSSaltLakeCity>

Weather Forecast Office Salt Lake City, UT Twitter handle

@NWSSaltLakeCity

Flash Flood Potential Rating

<http://www.wrh.noaa.gov/slc/river>

Weather Forecast Office Service Salt Lake City, UT

<http://weather.gov/saltlakecity>

Weather Forecast Office Grand Junction, CO

<http://weather.gov/gjt>

Contact

Brian McInerney- brian.mcinerney@noaa.gov

Senior Service Hydrologist, Weather Forecast Office

Salt Lake City, UT

(Send an e-mail to Brian if you would like to be added to the Weather Forecast Office YouTube weather and water briefing distribution list.)

Kevin Barjenbruch -

kevin.barjenbruch@noaa.gov

Warning Coordination Meteorologist at NOAA's National Weather Service, Weather Forecast Office

Salt Lake City, UT.

Requests for weather support always welcome!



Delegation of Authority Agreements

By Patrick Reid, DEM Planner

One standing question from elected officials, community managers, emergency managers and the first responder managers is why and when do we need a delegation of authority letter or agreement.

Each incident, event or disaster will determine when a community and its agencies may need to implement a delegation of authority. For the purpose of this article, the term community refers to a city, town, special service district or county government.

The emergency management and the first responder communities work in a tiered response system that is based on event or incident complexity and their capabilities to respond based on triggering points.

Communities' emergency response service levels are set to the most common types of incidents and events that a community can effectively control on a routine basis.

It is when the scale of complexity and magnitude exceed the capabilities of the community that it reaches out for assistance beyond its normal mutual aid systems and compacts.

As an incident grows, a community may request an incident management team and assign the team key duties, which would normally be under the jurisdiction's authority.

The delegation of authority lets the community define the why, who, what, when, and where for the incoming team to act on the community's behalf.



The delegation of authority keeps local authorities and assisting teams on the same page during incident response.

The delegation of authority may include reporting requirements back to community officials, reporting of actions taken and intended actions to be taken and the authority to obligate funds, request additional assistance, order evacuations and close roads, schools or business. It also defines legal authority.

The delegation of authority outlines the jurisdictional boundaries for the location where the authority is granted or an operational area. In addition, the delegation of authority will set a time duration that the authority is granted.

Furthermore, the delegating officials retract the delegation of authority as they deem necessary based on performance, legality and moral or ethical issues.

A delegation of authority letter or agreement at no time takes statutory, regulatory or any authority away from any community, its leaders or its agencies or organizations.

It should be viewed as a management-by-objectives tool that a community can employ from its tool box when utilizing assistance in response, mitigation and recovery.



How One Agency Handled a Tragedy as it Unfolded Live on Twitter

"Mother unwittingly live-tweets husband's fatal crash." With characteristic tabloid economy, the headline in the *New York Post* captured the tragedy and irony of a story at the confluence of a heartbreaking highway collision and the immediacy of social media.

Last year, a record 72 percent of adults who are online used social networking sites, according to the Pew Research Center. But of all the sites, from Facebook and LinkedIn to Instagram and Pinterest, it is Twitter that has done more to change how we get news and information in real time. The use of Twitter has doubled since 2010, according to Pew. In that time, the microblogging service has grown from a simple tool for posting updates — personal and professional — to a critical device for informing the public about major events. Sometimes, though, live-tweeting a news update touches someone very personally.

That was clearly the case for Caran Johnson from Vancouver, Wash. She made a hobby of tweeting 911 calls, traffic alerts and other incidents picked up from the county police scanner under the Twitter handle @ScanCouver. When she heard a fatal head-on crash was blocking Interstate 205 one afternoon, she quickly tweeted it out and retweeted messages about the incident from local media, the state Department of Transportation and a Twitter account administered by District 5 of the Washington State Patrol.

Trooper Will Finn, a public information officer (PIO), managed the district's account (@wspd5pio). He got the first call about the I-205 crash at 1:57 p.m. and immediately began tweeting about the collision, advising motorists to avoid the area. Finn continued regular updates and was about to send out photos from the scene when he received a message from @ScanCouver asking whether he had a description of the vehicles. Interest piqued, he checked her feed. She was tweeting that her husband drives home on I-205, was not answering his phone and was missing.

He tweeted back, "@ScanCouver sorry. Not yet."

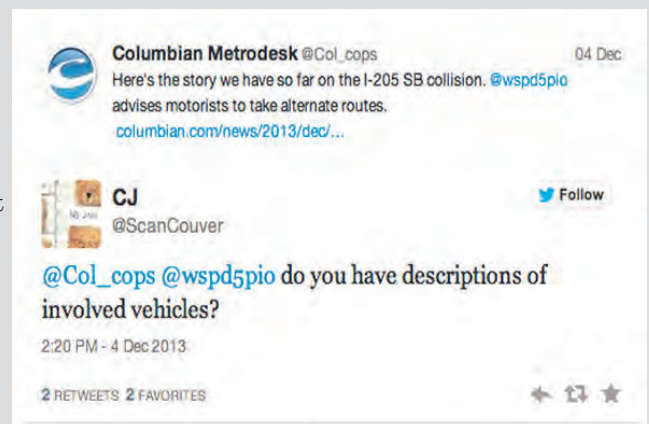
"It was the one moment in my career that I lied," says Finn, "but it was to protect someone from finding out on social media that a loved one was involved in an accident."

Finn, the incident commander and other troopers working the case soon realized the Twitter inquiry, calls to 911 from the wife of the deceased and a passing motorist who took pictures of the scene had put them in a really tight spot. "All we needed is for [that] person to tweet out a picture of the husband's car and our job [would have] been compromised," Finn says.

They worked quickly to expedite the identification process and sent two investigators to Johnson's home to notify her in person that her husband Craig had been killed. Soon after the notification, she tweeted, "it's him. He died." Finn says he's still working through the incident. "I don't see anything changing for me," he says. "If this situation were to happen again right now, I would still do the same thing."

This may seem like an extreme case for public agencies that use social media to link to press releases and build awareness. But there are lessons here that apply equally to civilian agencies. Washington State Patrol had only authorized the use of Twitter for the first time last May, following its growing public popularity, but had crafted a clear purpose for using it. The patrol also had a culture and discipline that informed the use of social media even in unforeseen or extreme situations. From the beginning, Finn knew the distinction between official and personal and kept the two separate. Moreover, the agency trusted its PIOs to exercise judgment. If your agency does not and cannot, it probably has the wrong people working social media.

Article courtesy of: <http://www.emergencymgmt.com/training/Tragedy-Unfolded-Live-on-Twitter.html>



Changes to FEMA's Public Assistance Program

By Judy Watanabe

FEMA's Public Assistance (PA) program provides grants to State, Tribal, and local governments, as well as eligible private nonprofit organizations, for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged facilities after a Presidentially declared major disaster.

On January 29, 2013, President Obama signed into law the Sandy Recovery Improvement Act (SRIA) of 2013 and the accompanying Disaster Relief Appropriations Act of 2013. The passage of SRIA represents the most significant legislative change to the Department of Homeland Security's Federal Emergency Management Agency's (FEMA) substantive authorities since the enactment of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. SRIA authorizes several significant changes to the way FEMA may deliver federal disaster assistance to survivors.

Each grant award is categorized as either a large or small project, which is determined by a monetary threshold set each year by FEMA pursuant to statute. SRIA required FEMA to analyze the Public Assistance project thresholds. FEMA revised two dollar figures effective Feb. 26, 2014, (see [Federal Register](#)). The maximum threshold was increased from \$68,500 to \$120,000; all projects below this amount are categorized as small projects, and all projects at or above this amount are categorized as large projects. Small projects have simplified procedures in the PA program. In addition, the minimum threshold was increased from \$1,000 to \$3,000. Project amounts under the minimum threshold are not eligible for a PA project. SRIA requires FEMA to review the thresholds every three years.

Additionally, the SRIA amendments add provisions to the Stafford Act in a number of key areas:

- PA Assistance Alternative Procedures
- Debris Management Alternative Procedures
- Emergency Work Labor Procedures
- Dispute Resolution Procedures
- Individual Assistance Procedures
- Hazard Mitigation Alternative Procedures

Changes for large projects are below:

Permanent Work Grants

– Now – Large Projects are backed up by receipts &

invoices; overage goes back to FEMA

– New Procedure – If the applicant chooses the PA Alternate Procedures “package,” large projects will be reimbursed on the basis of fixed estimates.

- Underage not paid by FEMA
- Overage may be kept by the applicant in certain circumstances
- FEMA, State and Locals must all agree on the eligible disaster damage & the scope of work within nine months of declaration date unless extended
- Scope of work must include Direct Administration Costs up front
- Sub-grantee must still document actual costs & provide sufficient documentation that the scope of work was completed
- Federal procurement, environmental, historic preservation, etc... rules still apply

Keeping Excess Funds

- Eligible Uses of Excess Funds
- Now – Sub-grantees must return excess funds not utilized in completing the approved scope of work
- New Procedure – When the cost of work to complete a PW is less than the fixed estimate, the Sub-grantee may use the excess funds for PA program-related purposes
- Allowable Uses:
 - Cost-effective hazard mitigation activities
 - Activities that improve future PA permanent work operations (training, planning, etc...)
 - Mechanism:
 - Sub-grantee notifies the state in writing of the intent to use excess funds, including scope of work and timeline
 - FEMA then writes up a new PW for the use of excess funds
- FEMA must obligate this new PW through usual channels
- **Uses that are NOT Allowed:**
 - Payment of the non-federal share of PA Program sub-grants, or similar for other federal grants
 - Restoring or replacing facilities that are otherwise ineligible for PA Program funding
 - Restoring or replacing a facility not damaged in the declared disaster (except for Hazard Mitigation)
 - Operating expenses (increased or otherwise)
 - Cost overruns on other PA Program sub-grants
 - Payment of municipal or corporate debts
 - Incorporation into the municipality's General Fund



This Show's A Disaster!

“Ken Burns: The Dust Bowl” (PBS, 2012)

By Don Cobb

Rating: 5 MREs



Every so often it is a real pleasure to review a high quality show for you, and Ken Burns' magnificent work, “The Dust Bowl” has it all. Burns outdoes himself this time out with an eloquent, two-episode portrayal of what is commonly considered to be the worst man-made environmental disaster in American history. The compelling, oral history of 26 Dust Bowl survivors, together with outstanding, rare, period film and still photography, an excellent script and dynamic narration by Peter Coyote, songs by Woody Guthrie, and first-person written accounts bring to life “what happened and why during the 1930s on the southern Plains,” as PBS puts it.

You can read a bit about the show here: <http://www.pbs.org/kenburns/dustbowl/about/overview/> where basic historical background is well represented. I won't go into the details of the multiple natural and man-made forces that conspired to create this Biblical-level catastrophe. Suffice it to say that if you think you know about the Dust Bowl, Ken Burns' masterpiece will likely humble you with its intense, intelligent, compassionate and insightful portrayal of the myriad of the disaster's causes and effects, some of which are still felt today.

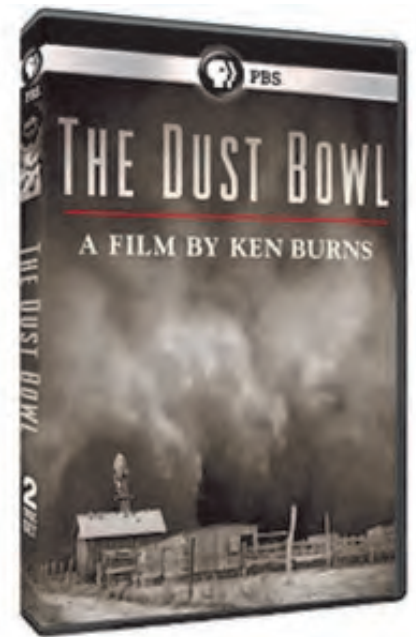


Photo: Arthur Rothstein

From an emergency management perspective alone, this is must-see viewing. The hazards, mitigation attempts, preparedness (or lack of it), response and recovery efforts related to the Dust Bowl are clearly examined, as are the socio-economic and political ramifications that were its legacy. Mostly, though, this is an outstanding story of heroic survival and the human spirit, “attitude” as it were, in an era where countless, hard-working American families were reduced to hideous, dangerous lives of pain, poverty and humiliation through little fault of their own... except perhaps through a general lack of knowledge and misplaced faith. Through it all, they persevered

We can all learn a great deal from “The Dust Bowl.” The human lessons therein have serious application today, especially considering the potential repetition of history by those who don't understand it, and the many similar factors in the modern world that could create another equal, or even worse catastrophe. “The Dust Bowl” isn't especially entertaining. Instead, it is elegant, brilliant, frightening, poetic and inspiring television brought to us by a master of the TV documentary, and perhaps the only TV network that could pull off this level of quality programming. You can find “The Dust Bowl” on www.shoppbs.org/KenBurns, www.amazon.com/, www.netflix.com/Ken-Burns-The-Dust-Bowl, www.yidio.com and as an encore PBS presentation, among other sources. A companion book is also available.



Governor's Public Safety Summit

May 20-21, 2014

Dixie Convention Center
St. George, Utah

**BUILDING SAFER COMMUNITIES
THROUGH TEAMWORK**



Dr. George Everly is a renowned speaker on Critical Incident Stress and Risk Management. He is a member of the Johns Hopkins Center for Public Health Preparedness. He serves on the adjunct faculties of the Federal Emergency Management Agency, and the FBI National Academy. He will be speaking on Building Disaster Resilient Teams.



LAPD officers discuss the Christopher Dorner Case—a disgraced ex-LAPD officer swore revenge on those he blamed for his firing. .

Other Presentations Include:

- Colorado Floods
- Traffic Control
- Social Media and Disasters
- Diseases and First Responders
- The Jared Francom Case (Ogden City Police Officer)
- Cyber Security
- Risk Management
- Legal Issues in Disasters
- Bridges and Earthquakes
- Global Harmonization
- Post Fire Debris
- ICS For Planned Events
- Search and Rescue in Canyons
- Building Your Emergency Management Program
- HAZMAT Commodity Flow Study
- Active Shooter Exercises
- NTSB Aviation/Railway Disasters



Commissioner
Keith D. Squires



For registration information
www.publicsafety.utah.gov

Patrice Thomas 801-244-0071
Judy Watanabe 801-554-5958

▶▶▶ Early Bird Registration
ends March 28





U-TRAIN

To take a course offered by the Division of Emergency Management, you must create an account on our training data system, U-TRAIN at www.utah.train.org. U-TRAIN will provide you with transcripts of courses you have completed, and you will be able to print your certificates upon course completion.

For our current calendar of training courses offered, please visit <http://publicsafety.utah.gov/emergencymanagement/trainingnew.html>. Here you will also find information regarding FEMA EMI training in Emmitsburg, MD, Professional Development Series (PDS), and Advanced Professional Series (APS).

For more training information, or for specific questions, please contact Ted Woolley at tedwoolley@utah.gov

Nuclear Preparedness

By Pat Bersie

If a nuclear blast were to occur, do you know what to do? Here are initial protective measures that the Department of Homeland Security recommends if you see a very bright flash:

- **Do not look at the flash or fireball - it can blind you.**
- **Take cover behind anything that might offer protection.**
- **Lie flat and cover your head until the blast wave passes (30 seconds or longer)**

In addition to DHS/FEMA, other government and non-government organizations, including the Centers for Disease Control and Prevention, American Red Cross, and Environmental Protection Agency, provide preparedness information for radiological events

In Utah, an organization that calls itself Physicians for Civil Defense distributes a wallet-sized card titled “60-Second Nuclear Detonation Training for First Responders” that includes initial protective actions and the “7/10” rule of thumb: For every 7-fold increase in time after detonation, there is a 10-fold decrease in the radiation exposure rate.

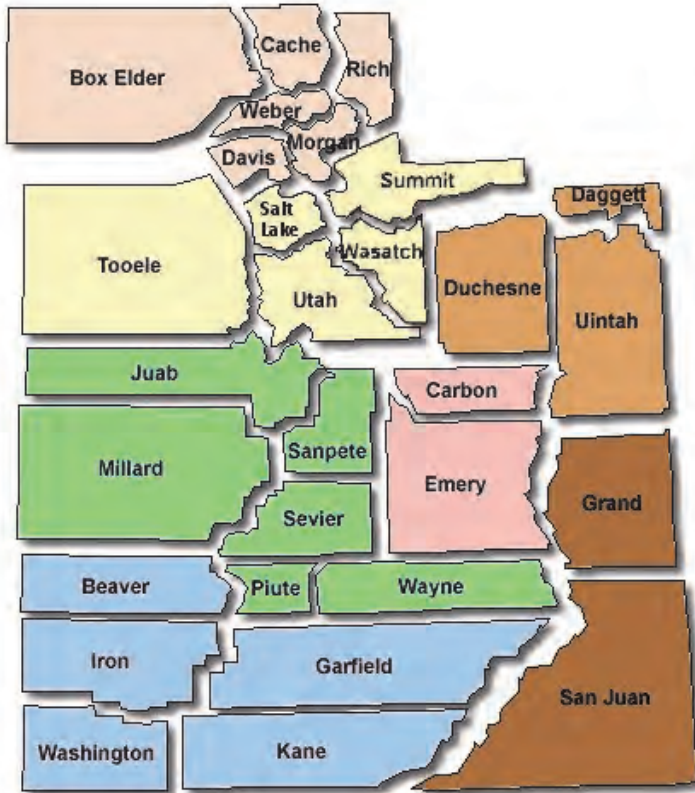
If you've heard about or seen the RADTriage10, a credit-card size radiation dosimeter, you may be interested in knowing that its prototype was developed for the U. S. Department of Defense.

For interested parties, the annual **National Radiological Emergency Preparedness Conference** will be held next week in Salt Lake City, April 7-10. For more information visit <http://www.regonline.com/24thannualnationalreconference>.

You can further expand your knowledge of the subject by taking FEMA’s “IS-3 Radiological Emergency Management” course, updated in October 2013. It covers fundamental principles of radiation, nuclear threat and protective measures, nuclear power plants, radiological transportation accidents and other radiological hazards.



Looking for help with WebEOC, training, exercises, grants, updating or writing your Emergency Operation Plan? Find your Regional Liaison on the map below.



- Region 1
- Region 2
- Region 3
- Region 4
- Region 5
- Region 6
- Region 7

Region 1 - Kimberly Giles
kgiles@utah.gov

Region 2 - Jesse Valenzuela
jessev@utah.gov

Region 3 - Jeff Gallacher
jgallacher@utah.gov

Region 4 - Scott Alvord
salvord@utah.gov

Region 5 - Mechelle Miller
mmiller@utah.gov

Region 6 & 7 - Martin Wilson
martinwilson@utah.gov

Liaison Manager - Kim Hammer
khammer@utah.gov

Revised February 2012

Important links to remember

Division of Emergency Management:
<http://dem.utah.gov>

Be Ready Utah:
<http://bereadyutah.gov>

State Citizen Corps Council:
<http://citizencorps.utah.gov>

WebEOC:
<https://veocutah.webeocasp.com>

Emergency Public Info:
<http://www.emergencyinfoutah.com>

UEMA:
www.uemaonline.com



Interested in photos and stories of Utah's disasters over the years?

Visit our Flickr site and Natural Hazards & Mitigation Blog

<http://www.flickr.com/photos/utahnaturalhazards/>

<http://uthazardmitigation.wordpress.com/>



Questions regarding this newsletter or previous editions, please contact us [here](#)

Are You Ready?

