

INTRODUCTION

Chapter 6 – Emergency Services of the County of Kings Government Code, establishes an Emergency Management Organization as well as a Disaster Council whose principal tasks are to (1) develop an emergency plan, (2) establish responsibilities for emergency response and emergency management, and (3) authorize designated county officials, by job title, to proclaim a local emergency seeking resource and financial aid under terms of the California Disaster Assistance Act. In cases of an immediate pending threat to public safety or an actual emergency, the County executes the responsibilities outlined in emergency plans to quickly and efficiently reduce, or "mitigate" that threat. Actions almost always include the deployment of first responder agencies (fire, law and emergency medical services), and activating the Emergency Management Organization for conduct of *emergency management* activities. The Emergency Management Organization assembles for work in the Emergency Operations Center (EOC) and coordinates county-resource support to those first responder agencies in the field, and support to the affected population. All available local, state and federal resources will be committed, as necessary, to protect lives, property and the environment. This Annex outlines the direction and control of an emergency or disaster response as well as the support provided to that response by the County.

COUNTY OF KINGS EMERGENCY MANAGEMENT ORGANIZATION

County of Kings Standardized Emergency Management System Organization

Incident Command in the field coordinates its own logistical support at the Incident Command Post, requesting support through discipline specific mutual aid channels. Support is only requested through the Emergency Operations Center (EOC) when the mutual aid channels do not have the type or numbers of resources needed. The Kings County Emergency Management Organization supports its own County-level operations, such as setting up a staging area for county resources, and coordinates its own logistical support. Likewise, special districts EOC's coordinate their own support operations.

Consistent with Standardized Emergency Management System (SEMS), the County's Emergency Management Organization develops in a modular fashion, based upon the type and size of the incident:

- The Emergency Management Organization builds from the top down.
- As the need arises, the five separate SEMS sections can be activated, each with several sub-units that may be established as needed.
- The specific organizational structure established for any given incident, i.e., which positions need to be filled in the Emergency Management Organization to "work the incident" is based on the management and resource needs of the incident as determined by the EOC Director.

The Emergency Management Organization comprises personnel from county departments and allied agencies. It is organized around the five functions (Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration) of both the SEMS and the National Incident Management System (NIMS). County personnel staff the Emergency Management Organization as it is portrayed in the chart at **Figure 1 – County of Kings Emergency Operations Center Organization**.

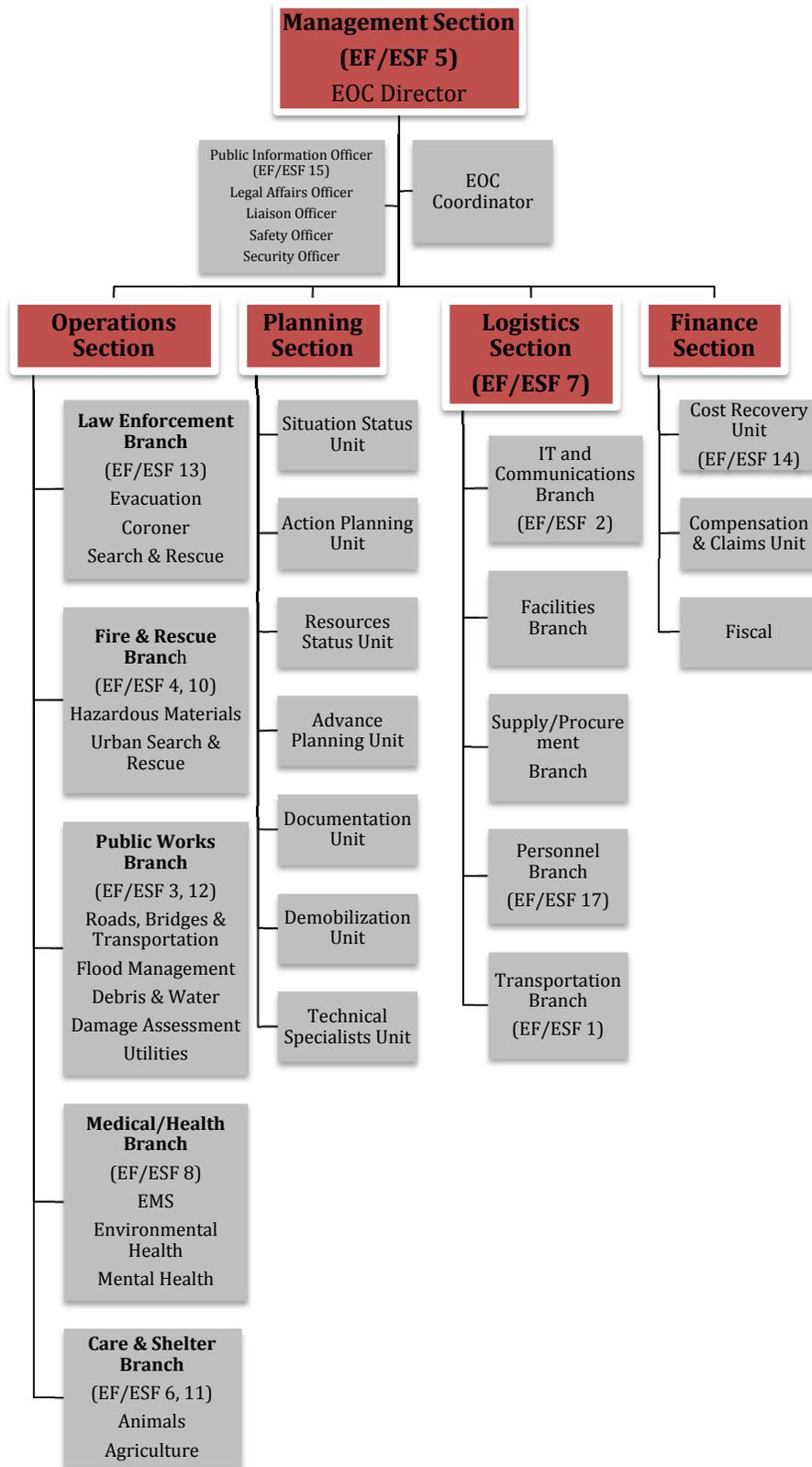


Figure 1 – County of Kings Emergency Operations Center Organization

CONCEPT OF OPERATIONS

During a disaster or emergency, the County of Kings Emergency Management Organization supports field response operations within the unincorporated areas of the County. The Emergency Management Organization operates using the SEMS functions, principles, and components. It will implement the action planning process, identifying and implementing specific objectives for each operational period.

Emergency Management Organization Purpose

In normal times, county departments and agencies conduct routine, day-to-day operations. When a major emergency or disaster strikes, the Emergency Operations Center (EOC) is the location from which centralized emergency management will be performed by the Emergency Management Organization. It facilitates a coordinated response by all the departments and agencies that are assigned emergency management responsibilities. The level of staffing of the Emergency Management Organization will vary according to the needs of the specific emergency. Departments with critical response functions may activate their own Department Operation Centers (DOC), which acts as conduits of information between department support operations and the department representative in the Emergency Management Organization. The DOC is the location from which individual departments coordinate and control their own resources and response actions specific to that department.

The EOC provides a central location for information collection and decision-making, and allows for face-to-face coordination among decision makers. The following emergency management functions are performed in the County's EOC:

- Managing and coordinating support of field operations.
- Receiving and disseminating warning information.
- Developing emergency policies and procedures.
- Collecting intelligence from and disseminating information to representatives from the County, special districts, the State, and federal agencies.
- Preparing intelligence/information summaries, situation reports, operational reports, and other reports as required.
- Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations.
- Continuing analysis and evaluation of all data pertaining to the emergency situation.
- Control and coordinate, within established policy, the operational and logistical support of departmental resources committed to the emergency and requesting resources from outside of the County.
- Maintain contact and coordination with support DOCs, other EOCs, and the Kings County Operational Area Emergency Operations Center (EOC).
- Provide emergency information and instructions to the public, make official releases to the news media and schedule press conferences as necessary.

Primary and Alternate Emergency Operations Center Locations

The County of Kings' primary Emergency Operations Center (EOC) is located at 330 N. Campus Drive, Hanford, CA 93230, a map and picture of the facility is shown in **Figure 2 - County of Kings EOC Map**.

The primary EOC offers the following facilities for use during major emergencies:

- Dedicated operating space
- Extensive telephone and information management capabilities
- Electronic display processing capabilities
- Radio communications capabilities
- Office support facilities
- Dedicated task work areas
- Auxiliary power generator capability
- Adequate parking for personnel
- Adequate restroom/kitchen facilities
- Joint Information Center (JIC)
- Media Briefing Room
- Geographic Information Systems (GIS) Planning Room

Kings County Emergency Operations Center



Figure 2 – County of Kings EOC Location

The County's alternate EOC is as follows:

Alternate: Kings County Fire Department Headquarters, 280 N. Campus Drive, Hanford, CA 93230

Emergency Management Organization Activation Policy

The County has adopted the Cal OES criteria as shown in **Figure 3 – SEMS Emergency Operations Center Activations Requirements**. The criterion identifies the events/situations, which may require the Emergency Management Organization to be activated in the EOC and the SEMS level of activation.

Shaded areas = not applicable to SEMS levels Situation identified in SEMS Regulations	SEMS LEVELS				
	Field Level	Local Government	Operational Area	Region	State
Emergency involving two or more emergency response agencies §2407(a)(1)	Use ICS				
Local Emergency Proclaimed* §2407(a)(2)	Use ICS	Use SEMS			
Local Government EOC Activated §2407(a)(1)	Use ICS	Use SEMS			
Local Government activates EOC and requests Operational Area EOC activation §2407(a)(1)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Two or more cities within an Operational Area proclaim a local emergency §2409 (f)(2)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
County and one or more cities proclaim a local emergency §2409 (f)(3)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
City, city and county, or county requests Governor’s State of Emergency proclamation §2409 (f)(4)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims a State of Emergency for county or two or more cities §2409 (f)(5)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Operational Area requests resources from outside it boundaries**§2409 (f)(6)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Operational Area receives resource requests from outside it boundaries**§2409 (f)(7)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
An Operational Area EOC is activated §2411 (a)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
A Regional EOC is activated §2413 (a)(1)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims a State of Emergency §2413 (a)(2)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC
Governor proclaims and earthquake or volcanic prediction §2413 (a)(3)	Use ICS	Use SEMS	Activate OA EOC	Activate REOC	Activate SOC

This matrix highlights the flow of SEMS activation requirements. Activation of an Operational Area EOC triggers activation of the Regional EOC, which, in turn, triggers activation of the State level EOC.

* The EOC is usually activated, but in some circumstances, such as agricultural emergencies or drought, a local emergency may be proclaimed without the need for EOC activation.

** Does not apply for resources used in normal day-to-day operations which are obtained through existing mutual aid agreements providing for the exchange or furnishing of certain types of facilities and services as provided for under the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA).

§ Indicates sections in the California Code of Regulations (CCR) Title 19, Division 2, Chapter 1 (SEMS)

Figure 3 – SEMS Emergency Operations Center Activations Requirements

If EOC activation is warranted, the first Emergency Management Organization staff member to arrive begins the set-up procedures. The Director of Emergency Services, or designee, makes all decisions regarding the level and scope of operations. The scope and nature of the emergency, current conditions, and potential concerns dictate the level of Emergency Management Organization operations and staffing requirements.

Emergency Operations Center (EOC) Coordination with Other Government Levels and the Private Sector

Responsibility for emergency response is based on statutory authority. The emergency response is coordinated under SEMS, which provides a flexible adaptable and expandable response organization to address all-hazards of varying magnitude and complexity.

- **Command and Control:** During response to minor or moderate events, the County may manage the emergency with existing resources. The EOC may not be activated under this scenario. Personnel that are part of a field level emergency response will utilize the Incident Command System to manage and direct on-scene operations.
- **Field/Emergency Operations Center Communications and Coordination:** The County of Kings' EOC is activated to support field operations when an emergency requires additional resources, or when requested resources exceed that which is available from within the jurisdiction. Field Incident Commanders and the County's EOC will establish communications when the center is activated. The County's EOC will also serve as the Operational Area (OA) EOC when necessary.
- **Multi-agency Coordination:** Larger scale emergencies may involve more than one responsible jurisdiction and/or multiple agencies. Management personnel from the responsible jurisdictions form a Unified Command and/or a Multi-Agency Coordination Group. Provision is made for situation assessment, determining resource requirements, establishing a logistical system and allocating resources. Various EOCs, dispatch centers and other essential facilities located in or adjacent to the affected area are activated at this time.

Coordination with Field/City Response Level

Communications and coordination must be established between the EOC and field personnel who are responding within the city/county boundaries. This is accomplished through coordination with the City EOCs when activated, and as necessary through the County/OA EOC.

Coordination with Kings Operational Area Member Jurisdictions

Direct communications and coordination will be established between Kings County and any Operational Area (OA) member jurisdictions' activated Emergency Operations Center (EOC). Additionally, as time permits, communications will be established by the County with other member jurisdictions that have not activated their EOCs. Initially, communications will be established by any means available and with whoever is available, regardless of their functional EOC position. Ideally, communications and coordination amongst the cities and special districts EOCs will occur along functional lines.

An agency representative from any OA jurisdiction that activated its EOC may request to have a liaison at the County's EOC. This will be coordinated through the Kings County Operational Area EOC or the Alert Officer if the County's EOC is not activated. Due to space limitations, this would only be recommended during complex or large operations between the City, County and other Kings County OA members.

Coordination with the Inland Region Emergency Operations Center

Communications with the Inland Region Emergency Operations Center (EOC) are conducted through the Kings County OA EOC. The Region Emergency Operations Center (REOC) will work with the OA EOC directly on behalf of the County. The methods of communications are described as follows:

- Primary Method - The REOC sends a field representative to the OA EOC or directly to the field/city level (with the knowledge and coordination of the OA).
- Alternate Method - The OA and the REOC coordinate through various telecommunication systems.

Coordination and communications between the Kings County EOC and the Inland REOC will occur between the five SEMS functions. Direct coordination and communications will also be established between the OA Mutual Aid Coordinators who are located in the County's EOC, and the Region's Mutual Aid Coordinator who may be located in the REOC.

Coordination with State and Federal Field Response

There are some instances where a state or federal agency will have a field response. State agency field responses may result from a flood fight effort, oil spill, and/or hazardous materials accident on a highway or some other hazard scenarios. Federal field response could result from the same scenarios or a military aircraft accident, and/or terrorism incidents. When a state agency or federal agency is involved in field operations, coordination may be established with the County's EOC. State or federal agencies operating in the field may be found in any Incident Command System section, branch, unit, or part of a Unified Command. The agency's responsibilities in responding to the incident will determine their location in the organization. Per the National Incident Management System (NIMS), any multi-agency response will require the formation of a Unified Command structure.

Coordination with Volunteers and the Private Sector

Within Kings County, coordination of response activities with non-governmental organizations may occur. Utilities, such as PG&E, will frequently send representatives to an activated EOC to facilitate coordination of critical facility restoration. The County's EOC will address volunteer requests from the general public by directing them to the Logistics Section or the Emergency Volunteer Center (EVC), if activated. Other private sector corporate interests may contact the EOC through the appropriate liaisons to express their interest in assisting in response and recovery operations.

Emergency Operations Center Activation Responsibility

The Director of Emergency Services administers and directs the County Emergency Management Organization. During an emergency when the Emergency Management Organization is activated or there is the potential for activation, the Director of Emergency Services manages and directs all aspects of the County's response and recovery operations. The County of Kings Office of Emergency Management is responsible for the overall physical set-up, functionality and closeout of the County's EOC.

Emergency Operations Center Activation Levels

When an emergency threatens or actually occurs, this Annex provides guidance, direction and tasks for first responders and the Emergency Management Organization alike to efficiently respond and undertake mitigation operations. The size or scope of an emergency, rather than the type, will largely determine whether or not the Emergency Management Organization will be activated, and to what level.

The County of Kings' Emergency Management Organization will be activated according to a graduated, three-level system that designates specific staffing and tasks based on the approach or impact of an emergency or disaster.

Level One Activation: Level One is a minimum activation. This level may be used for situations which initially only require a few people, e.g., a short duration earthquake warning; winter storm alerts; or public safety monitoring of a low risk, planned event. At a minimum, Level One staffing consists of the EOC Director in an enhanced readiness/monitoring posture, and perhaps the activation of select members of the Emergency Management Organization such as someone from the Planning and Intelligence Section. Based on the threat or the incident, other coordinators, such as a Public Information Officer (PIO) or Public Works representative may also be involved.

Level Two Activation: Level Two activation is normally achieved as an increase from Level One or a decrease from Level Three. This activation level is used for emergencies or planned events that would require more than a minimum staff however would not call for a full activation of all organization elements, or less than full staffing. One person may fulfill more than one SEMS function. The EOC Director, in conjunction with the General Staff, will determine the required level of continued activation under Level Two, and demobilize functions or add additional staff to functions as necessary based upon event considerations. Under Level Two activation, representatives to staff the EOC from other agencies or jurisdictions may be required.

Level Three Activation: Level Three activation involves a complete and full activation with all organizational elements at full staffing. Level Three would normally be the initial activation during any major emergency such as a significant, damage inducing earthquake or widespread flooding. Be aware that the numbering sequence of Emergency Management Organization staffing progression is established in the SEMS guidelines and is opposite of the NIMS numbering sequence.

Security and Access Control

Once the Emergency Management Organization has been activated and the EOC put into operation, only authorized personnel are permitted in the EOC. Access shall be granted to all personnel identified as EOC or Emergency Management Organization staff or County officials, as well as to other individuals having legitimate business in the EOC. Emergency Management Organization staff and visitors shall be issued identification for EOC access that distinguishes the bearer as a member of the Emergency Management Organization or as a visitor.

Communications

Communications within the EOC are accomplished using the most expedient and appropriate means possible (usually in person). Each EOC workstation has a telephone with all normal connectivity associated with day-to-day work within the County. Radios may also be used for direct communications with field forces or outside agencies. Key decision-makers and certain EOC staff will be issued portable radios, as needed. Regardless of the medium used, pertinent points of all significant communications shall be recorded on the EOC unit's activity/position log.

Emergency Operations Center Reporting

Information may be transmitted to County staff, Emergency Management Organization personnel, and other key agencies using any one or more of the following means: OASIS, radio, telephone, email, internet or fax. Regardless of the method of communication, all data should be verified for accuracy

prior to transmission. If unverified data must be transmitted, it should be clearly designated as unconfirmed. The County of King's EOC should transmit the following reports to the OA EOC:

Preliminary Reports

Preliminary Reports are used during the first two (2) hours of an emergency to provide an initial picture of the scope and magnitude of the emergency.

Situation Reports

A Situation Report is a brief narrative of the emergency situation covering a set period of time and is submitted on a scheduled basis after the submission of any preliminary reports.

- At the beginning of an emergency, the EOC Director and the Planning Section staff determine the duration of time to be covered by a Situation Report. They will also designate times for other EOC's to submit their Situation Reports for inclusion in the OA Situation Report to the REOC.

Flash Reports

Flash Reports are used for transmitting critical, time-sensitive information outside regularly scheduled Preliminary Reports or Situation Reports. For example, a Flash Report would be used to report an impending dam failure or a receipt of a Federal Declaration of a major disaster. Verbal Flash Reports often precede transmission of written reports.

Documentation

Unit activity/position logs are used to record significant events, communications and actions associated with an emergency for a given operational period (shift). Each EOC staff position is responsible for maintaining an activity/position log. Special emphasis must be made to document decision support discussions or information.

All copies of reports, SEMS forms, and logs are submitted to the Planning Section at the close of each operational period (or prior to EOC deactivation if operations do not require multiple shifts).

Status Boards

Status boards are erasable boards located around the EOC. The Status boards provide decision-makers and EOC staff with at-a-glance essential information such as road closures, shelter location information, river gauge levels, etc.

Emergency Operations Center Reporting Systems

The County uses hard copy EOC forms and Cal EOC to transmit information on major disasters. Cal EOC is available through the Internet with appropriate security passwords, is used by the County of Kings EOC to communicate situation reports and resource requests with the Inland REOC.

General Emergency Operations Center Briefings

The purpose of EOC briefings is to familiarize or update staff on the current emergency situation. Briefings provide an opportunity for the Section Chiefs, the EOC Director and all other staff to exchange information on the incident, create and evaluate an Action Plan, and make any revisions deemed necessary to the response strategy and/or priorities. Regular briefings provide a forum away from the high level of activity in the EOC for ensuring that each of the five essential SEMS functions (Management, Operations, Planning, Logistics and Finance) are coordinated and that the EOC staff have the same information from which to base individual and collective actions and decisions.

Management and General Staff

The Management and General Staff conduct regular briefings to receive updated information, evaluate the effectiveness of the response strategy, identify and solve problems, and revise objectives, response strategy and priorities as necessary. These briefings do not replace the Action Planning sessions, which are required for each operational period. As General Staff briefings are normally conducted outside the activity of the EOC, each Section Chief appoints someone in the section to assume his/her role in the EOC for the duration of the briefing.

During the briefing, the EOC Director asks each Section Chief for a thorough and concise status report. Only information relevant to the entire EOC should be discussed in the group briefing. Function-specific issues and questions should be discussed one-on-one between the EOC Director and the involved Section Chief(s).

At the conclusion of each briefing, the time for the next briefing is set. Section Chiefs leave each General Staff briefing with a clear understanding of the objectives to be accomplished and the specific information to be collected before the next briefing.

Section Briefings

Following each General Staff briefing, Section Chiefs provide their respective staffs with a briefing. Overall situation status and response objectives, strategy and priorities should be reviewed. Each Section member must have a clear understanding of the activities they are expected to perform, and coordination they are expected to make.

Incoming Briefing

Upon arrival at the EOC, Section Chiefs are briefed by the EOC Director to obtain an overall perspective on the current situation. Section Chiefs provide a similar briefing to their respective sections. Incoming briefings include:

- Current situation assessment
- Summary of the significant actions taken or in process
- Initial incident objectives and priorities
- Any limitations on available communications or personnel/equipment resources
- Any directives on specific actions to be taken

In addition to the above information, Section Chiefs review the following information with assigned staff:

- Responsibilities
- Specified actions to be taken
- Appropriate flow/sharing of information within and between Sections
- Work shifts
- Eating and sleeping arrangements, if necessary
- Time of next briefing

Update Briefings

Throughout the EOC activation, General Staff and individual section briefings are conducted on a regular, predetermined basis, and whenever a major change in incident status has occurred. Update briefings should include a review of the following information:

- Current situation assessment
- Current and potential problems
- Actions being taken and staff assigned

- Weather forecast, if applicable
- Time for next scheduled briefing

Shift Change Briefing

Shift change briefings are a component of the EOC Action Planning Process. At these briefings the current Action Plan is “handed off,” and a briefing on assignments for the operational period, which is about to begin, is presented. Facilitated by the Planning Section Chief, these briefings are approved by the EOC Director and attended by the General Staff as appropriate. Shift change briefings should include the following:

- Current situation assessment
- Current and potential problems
- Review of the Action Plan
- Weather forecast, if applicable
- Time for next scheduled briefing

Deactivation Briefing

Immediately following deactivation of the EOC, the EOC Director, with all EOC staff, conducts a deactivation briefing. The purpose of this briefing is to advise all EOC staff of the specific contacts and/or referrals to be made for any incident-related questions or concerns that may arise.

Emergency Operations Center Deactivation

Once the critical aspects of an emergency or disaster have been secured, EOC operations may begin to scale down as conditions warrant. The purpose of this procedure is to outline the process to be followed whenever it is determined that the EOC can be deactivated. The EOC Director, with input from the Section Chiefs, decides when and how to deactivate the EOC.

Deactivation Triggers

Once the emergency response phase has been terminated and system operations are stabilized, the EOC Director may determine that the EOC can be deactivated. Triggers for determining deactivation may include:

- *Response* has been terminated and *recovery* operations are underway.
- No further City, Operational Area, State, media or public information dissemination is needed.

Procedure for Deactivation

The EOC Director will:

- Establish the time period for deactivation
- Advise EOC staff of the actions to be taken, including a timeline
- Identify EOC staff to be on-call if stand down is implemented
- Direct the liaison or other EOC staff to make notifications

Deactivation Notifications

All internal and external individuals, groups and agencies that were notified of activation will be notified of stand down and/or deactivation. At a minimum, all department managers, elected officials, neighboring jurisdictions, responding county agencies will be notified. The person making the notifications documents the date, time, name and contact method for all persons/organizations notified. Notifications will include:

- Date and time of stand down period or deactivation

- A 24-hour contact number for further information

COUNTY ROLES AND RESPONSIBILITIES

Policy Group

The Policy Group function is responsible to address the economic, social and political impacts of an emergency. In the County's EOC, the Policy function is the responsibility of the Board of Supervisors and/or their designee.

Management Section

The Director of Emergency Services, or designee, leads the Management Section and is responsible for the overall management of EOC operations to address the impacts of an emergency directly upon the County and assessing conditions outside the County, which have the potential for affecting local resources. Additionally, the Director of Emergency Services is responsible for directing the creation of an EOC Action Plan and the overall strategic direction of response, including appropriate mutual aid liaison activities.

Management Staff

Assisting the Director of Emergency Services is the Management Staff. The Management Staff is responsible for providing direct administrative and executive-level support to the Director, as well as for providing additional emergency support functions within selected areas of responsibility. When fully activated the EOC Management Staff includes the following:

Assistant Director of Emergency Services (Kings County Fire Chief)

In the absence of the Director the Assistant Director shall manage and coordinate all activities and functions within the activated EOC. The Assistant Director is appointed by the Board of Supervisors and is the Kings County Fire Chief.

Emergency Operations Center Coordinator (Emergency Services Coordinator)

In the absence of the Director the Emergency Services and the Assistant Director the EOC Coordinator/Emergency Services Coordinator shall manage and coordinate all activities and functions within the activated EOC. The responsible county department staffing this position is the County Office of Emergency Management.

Public Information Officer (PIO)

The Public Information Officer (PIO) is directly responsible for managing public information activities within the EOC and in support of all County Emergency Public Information operations. The PIO may be assisted by additional staff that will conduct assorted public information tasks and duties (Rumor Control and activation of the County Information Center) within the EOC or a Joint Information Center (JIC), if established, or at a field Incident Command Post.

Legal Affairs Officer

The Legal Affairs Officer is responsible for providing legal advice and guidance to the Director and the Board on all emergency management issues and concerns.

Liaison Officer

The Liaison Officer functions as the primary point of contact for all allied agencies and jurisdictional representatives not directly assigned to the County's EOC. All agency and jurisdictional representatives will coordinate with the Liaison Officer, as needed.

Safety & Security Officers

The Safety & Security Officers are responsible for ensuring that the EOC is secure when activated, that hazards are identified and mitigated, and that the EOC environment is suitable for conducting operations in a safe and healthful manner.

Operations Section

The Operations Section is responsible for:

- Support field incidents and activities;
- Liaise with mutual aid resources;
- Coordinate incident response assets (in accordance with the approved Action Plan), regardless of agency affiliation or type of asset (e.g., law enforcement, fire suppression, medical, etc.); and
- Assess the emergency within the County or in nearby jurisdictions that could impact the County's response organizations.

This section is composed of several functional groups, each with its own supervisor. Some or all of the functions may be involved in an incident response. An Operations Section Chief will be identified as a representative from fire, police or public works staff, depending on the emergency. The Operations Section Chief may activate other appropriate functions within the Operations Section as needed.

When fully activated, the Operations Section is comprised of the following branches: (which may be staffed with personnel from either the City or County).

- Operations Section Chief
- Law Enforcement Branch
 - Coroner
 - Evacuation
- Fire and Rescue Branch
 - Hazardous Materials
- Public Works Branch
 - Construction/Engineering
 - Roads/Bridges
 - Damage/Safety Assessment
 - Flood Control
 - Utilities
- Care and Shelter Branch
 - Domestic Pets
 - Livestock/Farm and Ranch Animals
- Medical/Health Branch
 - Behavioral Health
 - Environmental Health
 - Emergency Medical Services

If all functions are not activated, the tasks assigned to the non-activated function are the responsibility of the person next highest in the organization, in this case the Operations Section Chief.

Planning/Intelligence Section

The Planning/Intelligence Section collects and analyzes incident data relating to hazards, damage,

operations, and other problems/issues. This section becomes the organizational focus for all information or intelligence relative to the incident or emergency. This section is responsible for:

- Maintaining current situation status, as well as attempting to predict future developments in the incident or emergency;
- Developing recommendations for appropriate responses or actions and long-term Action Plans, in coordination with the other organizational elements; and
- Working very closely with the Operations and Management Sections to address intelligence requirements.

The following functions are the responsibility of the Planning/Intelligence Section:

- Planning/Intelligence Section Chief
- Action Planning Unit
- Advanced Planning Unit
- Demobilization Unit
- Documentation Unit
- Situation Status/Analysis Unit
- Resources Tracking Unit
- Technical Specialists Unit

If all functions are not activated, the tasks assigned to the non-activated function are the responsibility of the person next highest in the organization, in this case the Planning Section Chief.

Logistics Section

The Logistics Section is responsible for procuring equipment and supplies in support of incident operations. This would include specialized equipment, food, additional personnel, and communications.

The following functions are the responsibility of the Logistics Section:

- Logistics Section Chief
- Communications and Information Technology
- Facilities
- Personnel
 - Volunteers
- Supply/Procurement
 - Food
 - Donations Management
- Transportation
 - Light/Heavy Equipment and Vehicles

If all functions are not activated, the tasks assigned to the non-activated function are the responsibility of the person next highest in the organization, in this case the Logistics Section Chief.

Finance/Administration Section

This section is responsible for the financial management of an operation, including payment for equipment, supplies, and services. It is also responsible for the maintenance of all financial and personnel time-keeping records and for providing administrative support to the EOC.

The following functions are the responsibility of the Finance/Administration Section:

- Finance/Administration Section Chief
- Recovery
- Fiscal
 - Timekeeping/Cost Accounting
- Claims and Compensation

If all functions are not activated, the tasks assigned to the non-activated function are the responsibility of the person next highest in the organization, in this case the Finance/Administration Section Chief.

County of Kings Responsibilities

The responsibilities outlined in *Figure 4 – Functions/Responsibilities Table* are specific actions carried out by County departments or individuals during routine business that carry over to emergency response.

EMERGENCY OPERATIONS CENTER FUNCTION	PRIMARY COUNTY DEPARTMENT RESPONSIBLE
Operations Section Chief	Depends on the Situation
Law Enforcement	Sheriff
Fire and Rescue	Kings County Fire Department
Public Works	Public Works
Care and Shelter	Human Services Agency
Medical/Health	Public Health
Planning/Intelligence Section Chief	Community Development Agency
Action Planning	Community Development Agency
Advanced Planning	Community Development Agency
Demobilization	Community Development Agency
Documentation	Community Development Agency
Situation Status	Community Development Agency
Resources Tracking	Community Development Agency
Technical Specialists	Community Development Agency
Logistics Section Chief	Public Works Director or HR Director
Communications and Information Technology	Information Technology
Facilities	Public Works
Personnel	Human Resources
Supply/Procurement	Purchasing
Transportation	Public Works
Finance/Administration Section Chief	Finance Department
Recovery	Finance Department/OEM
Fiscal	Finance Department
Compensation and Claims	Finance Department

Figure 4 – Functions/Responsibilities Table

County Attorney

- Staffs the Policy/Management Section of the EOC and acts as Legal Advisor to the Director of Emergency Services during emergencies and disasters.
- Drafts emergency proclamations and ordinances for the Board.

- Assists in the preparation and execution of contracts for emergency services and equipment.
- Represents the County in the event of suits, claims, or other legal actions resulting from official acts performed under emergency laws and/or provisions.
- Executes contract services.
- Provides staff to the County's EOC.

County Clerk

- Ensures the preservation of essential County documents.
- Assists departments with the preservation of essential County documents threatened by an emergency.
- Calls special session of the Board of Supervisors, if warranted.

County Administrative Officer

Executive Staff

- Ensures the continuity of government.
- Authorizes alternate staffing plans.
- Authorizes expenditures.
- Keeps Board of Supervisors Members informed.
- Coordinates with other organizations in the OA.
- Resolves policy issues.
- Supports logistical needs of the field response organizations.
- Coordinates response with adjacent jurisdictions.
- Supports the Public Information Officer and approve releases.
- Directs departmental activities.
- Provides staff to the County Emergency Operations Center.

Public Information Officer (PIO)

- Disseminates accurate and timely instructions and emergency information to the public.
- Responds to media inquiries and calls from the public.
- Establishes a Media Center for use by representatives of the print and electronic media.
- Establishes a Public Information component of the EOC or a Joint Information Center (JIC), if needed.
- Coordinates information as needed with the County Public Health Officer on issues of public health.
- Documents disaster through:
 - Photographs
 - Notes of observations
- Prints out computer-generated data
- Provides staff to the County's EOC.

Community Development Agency

- Maintains access to the Hazard Maps, including 100-year flood zone maps.
- Provides support on public infrastructure evaluation and demolition and debris removal and disposal.
- Monitors and assesses weather-related data.
- Assigns personnel to the EOC Safety/Damage Assessment and field Damage Assessment Teams.
- Assesses habitability of residences and public facilities, using the ATC-20-2 guidelines for inspection.
- Provides accessibility in the Emergency Operations Center to the following hazard maps:

- seismic zone, flood plain, etc.
- Provides support on private infrastructure evaluation and demolition and debris removal and disposal.
- Provides staff to the County's EOC.

Fire Department

- Mobilizes and deploys fire resources and coordinate fire suppression and related rescue operations.
- Performs and coordinates rescue operations and responses to medical emergencies.
- Coordinates and initiates fire safety measures appropriate to the mitigation of fire hazards.
- Performs containment activities necessary to confine hazardous material(s) to the immediate area and prevent further contamination, if these actions can be performed safely within the capabilities of first responders.
- Provides field treatment, field decontamination, and transport for patients (for those agencies which provide emergency medical/transport services).
- Assists in alerting and warning the general public, as available.
- Assists law enforcement agencies with traffic and perimeter control activities, as needed and as available.
- Assists law enforcement agencies with search and rescue efforts, as needed and as available.
- Coordinates heavy rescue operations with other agencies.
- Establishes and maintains communications with the Operational Area Fire and Rescue Coordinator.
- Reports damage and other vital information, including road closures, bridge failures, collapsed buildings, and casualty estimates to the County of Kings EOC.
- Provides staff to the County's EOC.
- When requested by an Incident Commander, responds with ground transport ambulance to incidents having casualties and/or fatalities.
- Provides field medical triage, treatment and transport, as indicated.

Information Technology

- Maintains County computer network.
- Supports EOC computer needs including the need for:
 - Additional computers and printers;
 - Network access; and
 - Technical assistance.
- Plots disaster-related information on maps.
- Provides the EOC Planning/Intelligence Section with geographic displays of disaster-related information for documentation purposes, preparation of EOC Action Plans, and briefings.
- Provides staff to the County's EOC.

Sheriff

- Assigns personnel to the EOC.
- Coordinates actions to ensure law and order.
- Enforces routine and emergency rules and regulations.
- Mobilizes, organizes, and deploys personnel for traffic and crowd control operations.
- Assists in alerting and warning the general public.
- Reports damage and other vital information, including road closures, bridge failures, collapsed buildings, and casualty estimates to the EOC.
- Manages evacuations.
- Provides security and crowd control at mass care facilities, multi-purpose staging areas,

casualty collection points, storage areas, and other key facilities.

- Protects critical facilities and supplies
- Coordinates with Sheriff for coroner services.
- Establishes and maintains communications with the Operational Area Law Enforcement Coordinator.

Human Services Agency

- Mobilizes and deploys department personnel and resources to support Mass Care operations in coordination with the Kings County OA and American Red Cross (ARC).
- Receives and registers volunteer resources during emergencies.
- Reports damage information related to park facilities
- Provides staff to the County of Kings EOC.

Finance

- Provides leadership and guidance in all phases of material utilization, including
 - Acquisition;
 - Storage;
 - Distribution;
 - Reutilization; and
 - Disposal.
- Purchases supplies, equipment, and services within authorization.
- Notifies County Counsel (as needed) for special contract provisions.
- Provides assistance to County departments in other purchasing matters, including:
 - Vendor sourcing;
 - Product evaluation;
 - Specification preparation; and
 - Inspection and receiving practices.
- Ensures quality control standards are implemented.
- Provides staff to the County Emergency Operations Center.

Public Works

- Provides personnel and resources for road closures and traffic diversion, if required.
- Establishes traffic control zones.
- Provides personnel and resources for construction activities and re-opening travel ways.
- Provides damage assess for roads and bridges.
- Ensures water and sewer are maintained during the emergency.
- Provides staff for the EOC.
- Provides personnel and resources for debris clearance.
- Coordinates public transportation.

EMERGENCY OPERATIONS CENTER ACTION PLANNING

Introduction

The use of Action Plans in the County of Kings' EOC provides a clear and measurable process for identifying objectives and priorities for a given event. Action planning is an important management tool that involves:

- Identifying priorities and objectives for *response* or *recovery* efforts.
- Documenting incident support priorities and objectives, and the tasks and personnel assignments associated with meeting those objectives.

The Action Plan process involves the EOC Director and Section Chiefs along with other EOC staff, as needed, in addition to representatives from cities, special districts, and other supporting agencies.

Planning Requirements

The initial Action Plan is normally verbal and is developed during the first hour or two following the EOC activation. A verbal plan may also be utilized for incidents involving a limited scope, short duration (less than 12 hours) and a limited number of response personnel. An EOC Action Plan shall be developed whenever the EOC is activated at Level II or III. A written EOC Action Plan is required whenever:

- Two or more jurisdictions are involved in the response
- The incident extends beyond one operational period
- All EOC functions are fully staffed

Unlike Incident Action Plans produced in the field by Incident Command, an Action Plan can cover an extended period of time and often cover several days. The plan should be regularly reviewed and evaluated throughout its operational period and revised or updated as warranted.

Plan Elements

The elements to be included in the EOC Action Plan are also indicated on the Action Plan form located in the EOC and include:

- Period of time covered by the plan
- Parts of the EOC organization that have been activated on an organization chart
- Assignment of primary and support personnel and material resources to specific tasks and locations
- Logistical or technical support to be provided and by whom
- Objectives (attainable, measurable and flexible) to be accomplished
- Priorities for meeting objectives
- Strategy to be utilized to achieve the objectives

In addition to the required elements listed above, the Action Plan may also include:

- Specific departmental mission assignments
- Policy and/or cost constraints
- Any inter-agency considerations

Planning Responsibilities

Primary responsibility for developing the Action Plan rests with the Planning Section. However, development of the plan requires the active participation of the EOC Director and the General Staff. The Operations Section, in particular, works closely with the Planning Section during plan development. When indicated, the Planning Section Chief requests specific technical experts to provide input to the plan. The EOC Director approves the Action Plan.

Incidents requiring close coordination with external agencies, (e.g., State field response agencies, special districts, federal responders, etc.), information/input from the involved agencies should also be included in the Action Plan.

Specific EOC staff responsibilities associated with the Action Plan includes the following:

Management and General Staff

- Provide general incident objectives and strategy
- Provide direction and overall management
- Ensure incident safety
- Approve the completed Action Plan

Operations Section Chief

- Determine the tactics necessary to achieve objectives
- Determine associated resource requirements
- Communicate Action Plan to EOC staff and Incident Commanders, as appropriate
- Conduct Operations Shift Briefing

Planning Section Chief

- Conduct the action planning meeting
- Establish planning timelines
- Coordinate preparation of the Action Plan
- Manage planning process

Logistics Section Chief

- Establish/confirm procedure for off-incident resource ordering
- Ensure that resource ordering process is in place
- Ensure that Logistics Section is configured to support the Action Plan

Finance Section Chief

- Provide cost assessment of incident objectives
- Ensure that adequate finance approvals are in place for implementation of the Action Plan

Planning Process

The Planning Section staff will maintain the EOC’s Major Incident Status Board and will develop short-and long-term planning scenarios based upon the situation and the impacts on facilities and operations. Utilizing these planning scenarios, the Planning Section Chief will conduct an Action Plan meeting with the EOC Director, General Staff and appropriate technical experts. The Operations Section Chief reports significant changes to the Planning Section Chief. For an example of a Planning Section Process Schedule refer to **Figure 5 - Planning Section Process Schedule**.

PLANNING SECTION PLANNING PROCESS SCHEDULE	
Time	Event
0700 – 0800	Shift Change.
0800 – 0900	Prepare for Planning Meeting. Purpose: To review accomplishments, identify new issues, identify resource needs, and determine assignments for next operational period.
0900 – 1000	Planning Meetings (with Management and General Staff, Resources Status Unit Leader, Supply Unit Leader, Communications Unit Leader, and Technical Specialists).
1000 – 1400	Prepare Emergency Operations Center Action Plan.
1400 – 1600	Finalize Emergency Operations Center Action Plan.
1600	Complete Emergency Operations Center Action Plan.
1600 – 1700	Prepare for Operations Briefing. Purpose: To review Emergency Operations Center Action Plan for next operational period.

PLANNING SECTION PLANNING PROCESS SCHEDULE	
Time	Event
1700 – 1800	Operations briefing (Management, General Staff, and identified Operations staff and Technical Specialists).
1800 – 1900	Finalize Reports (including Situation Status Report for the Operational Area Emergency Operations Center).
1900 – 2000	Shift Change.
2000 – 2100	Prepare for Planning Meeting. Purpose: To review accomplishments, identify new issues, identify resource needs, and determine assignments for next operational period.
2100 – 2200	Planning Meetings (with Management and General Staff, Resources Status Unit Leader, Supply Unit Leader, Communications Unit Leader, and Technical Specialists).
2200 – 0200	Prepare Emergency Operations Center Action Plan.
0200 – 0400	Finalize Emergency Operations Center Action Plan.
0400	Complete Emergency Operations Center Action Plan.
0400 – 0500	Prepare for Operations Briefing. Purpose: To review Emergency Operations Center Action Plan for next operational period.
0500 – 0600	Operations briefing (Management, General Staff, and identified Operations staff and Technical Specialists).
0600 – 0700	Finalize Reports (including Situation Status Report for the Operational Area Emergency Operations Center).

Figure 5 - Planning Section Process Schedule.

Planning Considerations

In developing the Action Plan, a number of issues should be considered, as outlined in **Figure 6 – Planning Considerations**. Applicable issues should be addressed for each iteration of the Action Plan.

ISSUE	CONSIDERATIONS	RESPONSIBILITY
Inter-Agency Coordination	<ul style="list-style-type: none"> • Use of resources • Contact information and frequency • Communications methods 	Liaison
Public Information	<ul style="list-style-type: none"> • Constraints on information to be disseminated • Special instructions • Target areas/audiences 	Public Information Officer Emergency Operations Center Director
Safety	<ul style="list-style-type: none"> • Special precautions to be taken • Personal protective gear required 	Safety Officer
Technical Resources	<ul style="list-style-type: none"> • System maps and schematics • Technical expert input 	Planning Section Chief
Operations	<ul style="list-style-type: none"> • Special skills required • Mutual aid needs • Staging Area needs • Progress in resolving major incident objectives 	Operations Section Chief
Policy	<ul style="list-style-type: none"> • Legal/political issues • Fiscal constraints 	Emergency Operations Center Director
Special Needs Issues	<ul style="list-style-type: none"> • Contingency Plans 	Planning Section Chief
Special Resources	<ul style="list-style-type: none"> • Availability of special supplies and equipment • Transportation support 	Logistics Section Chief

Figure 6 – Planning Considerations

Planning Cycle

The Planning Chief, with input from the EOC Director and the Operations Section Chief, establishes the schedule and cycle for action planning. Initially, meetings may be conducted every few hours or several times each day. Over time, meetings may be held twice each day, and then daily.

Documentation and Distribution

Written EOC Action Plans will be documented on the Action Planning form. The Planning Section Situation Status function is responsible for:

- Posting a copy of the current Action Plan in the EOC, if operational
- Maintaining a copy of each Action Plan as part of the permanent incident record
- Distributing copies of the current Action Plan to all involved agencies and other personnel as directed by the Planning Section Chief

The Operations Section Chief will ensure that the current EOC Action Plan is distributed to all Operations Section personnel.

ANNEX MAINTENANCE

The Kings County OEM will coordinate with the various county departments on any updates and revisions of this Direction and Control Annex.

Those agencies and organizations listed as having anticipated roles and responsibilities under this Annex shall inform the Director of Emergency Services when they are aware that changes need to be made.