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# 1.0 EOC OPERATIONS

## *1.1 SUMMARY*

Under SEMS, Kern County is established as an Operational Area for use in all emergencies and disasters involving multiple agencies or multiple jurisdictions. As an Operational Area, Kern County is an intermediate level of the state's emergency services organization that encompasses the county and all political subdivisions.

The Operational Area manages and coordinates information, resources and priorities among local governments within the operational area, and serves as the coordination and communication link between the Local Government Level and the Regional Level through the CalOES. All local governments and special districts within the geographic area of Kern County are part of the same Operational Area.

Kern County is the Lead Agency of the operational area, and is responsible for:

- Coordinating information, resources and priorities among the local governments and special districts within the operational area
- Coordinating information, resources and priorities between the regional level and the local government level
- Using inter-agency coordination to facilitate decisions for overall operational area level emergency response activities
- The role of the operational area lead agency does not change the coordination of discipline-specific resources, such as fire, law, and medical/health, through their established mutual aid systems.

If the situation warrants, the County may proclaim a Local Emergency at the level appropriate for the incident.

The California Emergency Services Act provides for three types of emergency proclamations:

- Local Emergency Proclamation
- Governor's Proclamation of State of Emergency
- State of War Emergency

*See Part 2 - Attachments B, C, and D - for details, template and checklist.*

## *1.2 EOC PROTOCOLS*

The Emergency Operations Center is a central location of authority and information, and allows for face-to-face coordination among personnel who must assess the incident and make decisions on how best to support the field response.

The following functions are performed in the Kern County EOC:

- Managing and coordinating EOC operations to support field level emergency response.
- Receiving and disseminating warning information.
- Developing emergency policies and procedures.
- Collecting intelligence from, and disseminating information to, the various EOC representatives, OA jurisdictions, and as appropriate, to State, federal and military agencies.
- Preparing intelligence/information summaries, situation reports, operational reports, and other reports as require

- Maintaining general and specific maps, information display boards and other data pertaining to emergency operations.
- Continuous analysis and evaluation of all data pertaining to emergency operations.
- Controlling and coordinating, within established policy, the operational and logistical support of departmental resources committed to the emergency response.
- Maintaining contact and coordination with support DOCs, other local government EOCs, cities and special districts, and the CalOES Inland REOC.
- Providing emergency information and instructions to the public, making official releases to the new media and scheduling press conferences as necessary.

Departments with critical response functions may also activate their DOCs to act as conduits of information between field operations and the EOC.

### *1.3 EOC ORGANIZATION UNDER SEMS*

| Primary SEMS Function | Role at the Operational Level |
|---|---|
| Management (EOC)/ Command (Field) | Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private/volunteer organizations |
| Operations | Responsible for coordinating support to local government's emergency response, coordinating inter-jurisdictional responses, and coordinating county-wide activities through implementation of the operational area action plan |
| Plans/Intel | Responsible for collecting, evaluating and disseminating information, developing the the operational area action plan in coordination with other functions, and for maintaining documentation |
| Logistics | Responsible for providing facilities, services, personnel, equipment, vehicles, and materials to support the emergency response |
| Finance/Administration | Responsible for financial and other administrative activities, including documenting all costs and expenditures associated with a declared disaster |

The organizational structure for the operational area EOC provides for:

- Representatives from local governments within the operational area
- A representative sent by Inland REOC
- Operational Area Mutual Aid Coordinators or their representatives from discipline-specific mutual aid systems
- Coordinators for other major functions needed for mutual aid and inter-jurisdictional coordination
- Representatives from other agencies, community-based organizations, private sector and volunteer service programs to function as liaison between their organizations and the operational area EOC
- Other functions as needed to carry out the local government responsibilities of the lead agency (in a combined operational area and county or other lead agency EOC)

## 2.0 ALERT & WARNING OF POTENTIAL/IMMINENT EMERGENCY

Alert and warning involves receiving notice or report (alert) of potential or imminent emergencies, and, when indicated, issuing information and instructions (warnings) to appropriate Kern County and Operational Area (OA) staff and residents. Depending on the nature of the threat and the population group at risk, warning can originate at any level of government. Warning and/or information concerning emergencies is disseminated using all appropriate system(s).

### *2.1 ALERT*

Kern County receives notice (alert) of emergencies from various sources, depending on the nature and location of the incident. In most cases, alerts are received by one of two County 24-hour Communications Centers - the Kern County Sheriff's Office (KCSO) Communications Center or Kern County Fire Department (KCFD) Emergency Communications Center (ECC). Weather-related emergency alerts are broadcast by the National Weather Service (NWS) and are monitored by the County Sheriff Communications Center and County Fire ECC.

### *2.2 WARNING*

Warnings are public broadcasts that an emergency has actually occurred or is imminent. Such emergencies include accidents involving hazardous materials, incoming severe weather, or, as a precautionary measure, other short-term potential incidents. *(See Part 2 - Attachment A - for further detail on Alert and Warning systems.)*

### *2.3 DISSEMINATION OF WARNINGS*

The Joint Information Center (JIC) Manager will coordinate information and draft a public message for broadcast by all available commercial radio and television stations in Kern County, as well as by Ready Kern and social media. The JIC Manager confers with Kern County Office of Emergency Services (OES) and other Kern County staff as necessary to coordinate the preparation and dissemination of the public warning.

## 3.0 EOC ACTIVATION & STAFF NOTIFICATION

### *3.1 ACTIVATION*

Significant emergencies may occur with or without warning and some may be obvious to all, while others are known only to those immediately involved in the situation. There are three activation levels for the Kern Operational Area Emergency Management Organization (EMO) and the Kern Emergency Operations Center (EOC).

Depending on the incident and the response needed, activation may range from placing some or all of the Kern OA EOC staff on standby (Level III), to partial (Level II) or full (Level I) EOC activation, and generally follows the following table:

| Activation Level | Situation | Action | Who can activate? |
|---|---|---|---|
| Level 3 | Minor to moderate incident.<br><br>Local resources are adequate and available.<br><br>Local Emergency may or may not be proclaimed. | EOC may or may not be activated; if activated, staffing levels will be minimal.<br><br>Place some County staff on standby. Maintain readiness posture and monitor the situation. | Emergency Services Manager |
| Level 2 | Moderate to severe emergency.<br><br>Local resources are not adequate; mutual aid may be required on a regional or statewide basis.<br><br>Local Emergency may be proclaimed and Gubernational proclamation and/or Federal declaration will be requested as appropriate. | Either partial or full activation.<br><br>As appropriate, County OES staff report to EOC along with personnel from key response agencies and EOC support staff. | Fire Chief/ Director of Emergency Services<br>- - - -<br>Positions activated by EOC Director |
| Level 1 | Major disaster.<br><br>Resources in or near the impacted area are overwhelmed and extensive State and/or Federal resources are required.<br><br>Local Emergency will be proclaimed and Gubernational proclamation and/or Federal declaration will be requested as appropriate. | Full activation.<br><br>EOC fully staffed by all County OES staff, agency representatives, and EOC support staff. | Fire Chief/ Director of Emergency Services<br>- - - -<br>Positions activated by EOC Director |

### *3.2 ACTIVATION TRIGGERS*

Triggers for activating the Kern OA Emergency Management Organization (EMO) and/or the Kern EOC may be found in the Basic Plan.

### *3.3 AUTOMATIC ACTIVATION*

Notice of an emergency may be obvious (e.g., significant earthquake), in which case formal notification may not be possible and should not be necessary. For obvious major (Level I) emergencies, Kern County staff pre-assigned to perform a function in a Department Operations Center (DOC), the Kern OA EOC, or another duty station will report automatically to the primary location. Employees who are not pre-assigned to an emergency role will remain available for emergency assignment after ensuring the safety of their families.

### *3.4 STAFF NOTIFICATION PROCESS*

Regardless of the activation level, the County's field response units will be notified and deployed consistent with existing discipline/department Standard Operating Procedures.

#### *3.4.1 Level III Notification*

Activation at Level III follows notification to Kern OES by the County Fire ECC Duty Officer that a local incident may require assistance of the Kern OES.

#### *3.4.2 Level II and Level I Notifications*

Upon receipt of authorization for Level I or Level II notifications from the EOC Director, County OES shall immediately notify individuals listed below as appropriate for the incident.

- County Administrative Officer (CAO)
- JIC Manager
- Sheriff-Coroner
- Public Works Director
- Public Health Director
- Director of Human Services
- Director of Aging and Adult Services
- Director of Animal Services
- Director of Behavioral Health and Recovery Services
- Assistant County Administrative Officer for General Services

The Kern County Board of Supervisors (BOS) members will be notified by the Director of Emergency Services.

The activated EOC Section Chiefs, Branch Coordinators and Unit Leads may notify additional EOC, DOC and other personnel under their supervision.

Kern OES will notify the State OES Warning Center, Sacramento, and other jurisdictions as required.

### *3.5 NOTIFICATION METHODS AND DOCUMENTATION*

Notifications will be made via telephone, cell phone, email, or two-way radio, as required by the situation.

All notifications made or attempted must be logged by the person(s) making the notifications. Logs will become part of the permanent incident record, and should be forwarded to the Plans/Intel Documentation Unit when the incident concludes.

## 4.0 EOC SET-UP, ACCESS CONTROL & CHECK-IN

### *4.1 READINESS*

The Kern County Fire Department, Office of Emergency Services (OES), is responsible for ensuring that the primary EOC location is maintained in a state of readiness and that all supplies, equipment, displays and other necessary resources are available and operable at all times.

If the primary location is damaged or unusable for some other reason, the alternate EOC location will be activated. The Director of Emergency Services or the EOC Director will determine when the alternate EOC location is to be activated. (See Basic Plan for EOC/alternate location(s)). A sign indicating the alternate location will be posted on the front door of the primary EOC location by Kern OES staff.

### *4.2 ACCESS CONTROL*

- **ONLY AUTHORIZED PERSONNEL ARE PERMITTED IN THE EOC.**
- **ACCESS TO THE OPERATIONS (OPS) ROOM DURING INCIDENT RESPONSE IS STRICTLY LIMITED TO PERSONNEL WITH ASSIGNED EOC POSITION RESPONSIBILITIES.**

Access shall be granted to all personnel identified as Kern EOC staff, Kern County, cities within Kern County, State and/or Federal officials, and other persons who have legitimate business within the EOC.

The JIC Manager will provide periodic updates to all other authorized personnel in an area other than the Ops Room.

# 5.0 EOC ORGANIZATION

## *5.1 ORGANIZATION UNDER SEMS*

The Kern EOC structure follows the five primary functions of SEMS: Management, Operations, Plans/Intel, Logistics, and Finance/Administration.

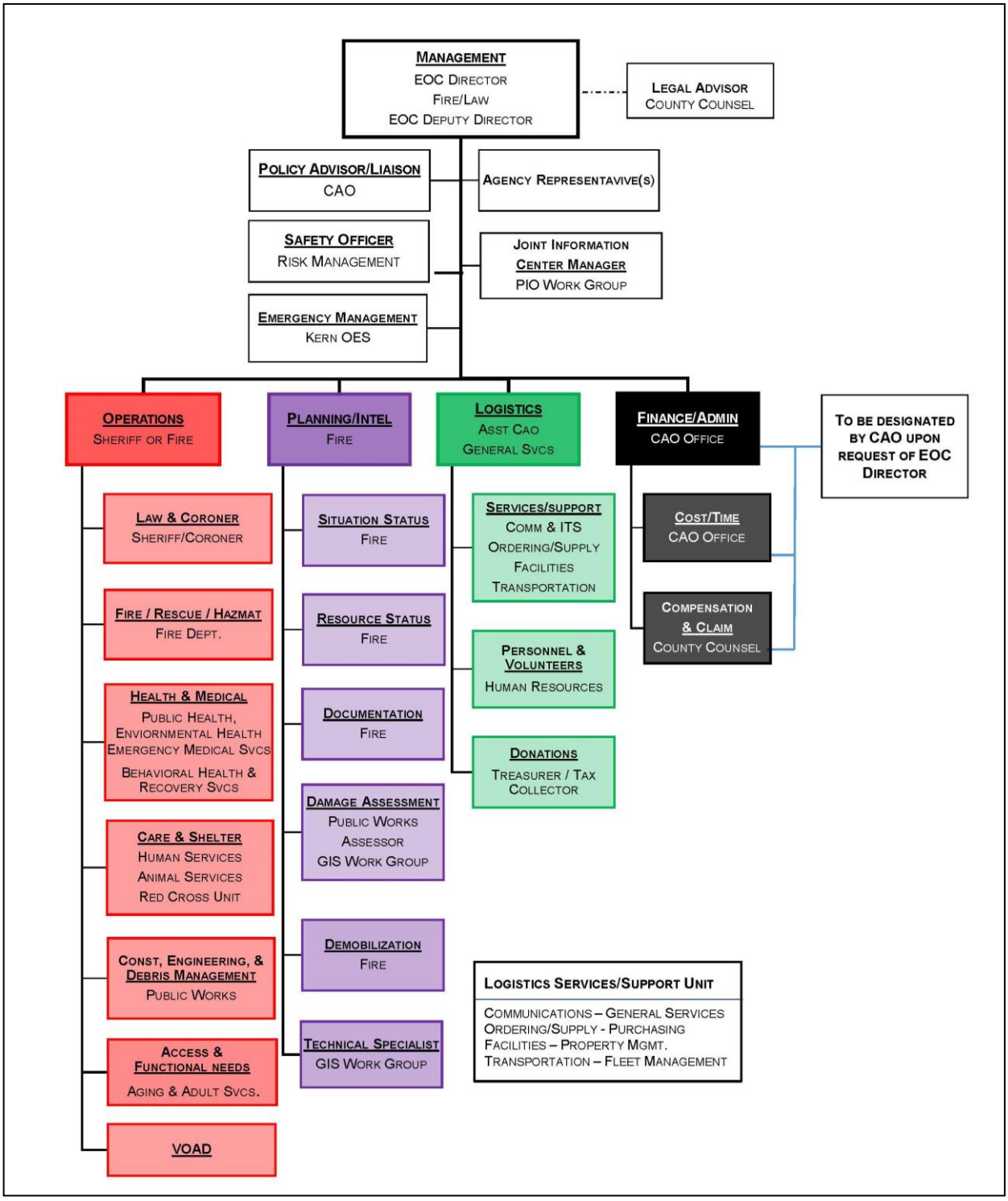


*Figure 5.1.1 EOC Organization Chart*

The Kern OA EOC is organized consistent with the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS).

### *5.2 EOC STAFFING*

Initial staffing requirements will be based on the scope and nature of the emergency and will be determined by the EOC Director at the time of EOC activation, either partially or fully. In addition to the EOC Director, minimum staffing will include the JIC Manager and the Operations and Planning Section Chiefs. The activated Section Chiefs will determine if additional Section personnel are required and will make the necessary notifications.

Extended operations may require the use of multiple shifts and activation of position alternates. The EOC Director will make this determination as the situation dictates.

The EOC Director and Section Chiefs will reassess staffing needs on a regular basis and will adjust staffing levels as necessary. Field staff, to the maximum extent possible, will remain on regularly assigned shifts. County Department Heads will designate work shifts for their respective Department Operations Center (DOC) and other department staff.

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# 6.0 INFORMATION MANAGEMENT

## *6.1 OVERVIEW*

Among its many roles, the Kern OA EOC serves as an information clearinghouse. A large volume of data is acquired, posted in WebEOC, analyzed and used to collaborate and develop briefings, damage assessments, and situation and status reports. In addition, requests for personnel, supplies, and equipment resources and services are received, processed and forwarded for action, and the resources received are tracked.

Following a major emergency or disaster, the Kern OA EOC receives information from multiple sources, including the ECC Duty Officer, Incident Commanders, County Department Heads, activated DOCs, cities, special districts, and school districts.

| Source of status/information | Directed to |
|---|---|
| Field | Operations Section |
| County Department Heads | EOC Director |
| Cities/Special Districts | Liaison Officer |
| School Districts | KCSOS Rep. or EOC designee |

DOCs will submit updates and pertinent information through WebEOC. Verbal status reports are recorded by EOC staff into WebEOC, which is accessible to all authorized persons at the EOC and DOCs. WebEOC serves as the central incident repository and becomes part of the permanent incident record.

Regardless of the type and source of the data, it must be shared with multiple functions within the Kern OA EOC Operations and Plans/Intel Sections before being submitted to the Inland REOC.

Information within the EOC is shared in several ways, including status displays, General Staff and individual Section briefings, and in one-to-one and small group conferences. The Operations Section uses this information to establish strategic response objectives and priorities and the Plans/Intel Section uses it to prepare the County/OA-wide Situation Report and EOC Action Plan.

## *6.2 INFORMATION MANAGEMENT TOOLS*

### *6.2.1 WebEOC*

The County utilizes WebEOC — a web-based tool that facilitates information sharing, mission tasking, resource ordering and resource tracking among the county and cities and other agencies within the OA, and with the state. This allows these jurisdictions to share a common operating picture, situational awareness and the coordination/memorialization of information throughout the OA during an emergency. In WebEOC, status boards track emergency activities to share real time information with other agencies within the OA, which allows for the coordination of available resources.

CalEOC is the State version of WebEOC that facilitates information sharing, mission tasking, resource ordering and resource tracking between the Operational Area and CalOES, and in particular would be used if resources cannot be obtained within the OA. County OES has standing access to CalEOC although other EOC functions may be granted access as needed to support the response effort.

### *6.2.2 MICROSOFT TEAMS*

The County is also using MS Teams to collaborate, share, and distribute knowledge as well as to conduct meetings during incident management. Using Teams, a large group can interface quickly to establish a common operating picture of the ongoing incident. The platform allows for multi-department planning and is readily available throughout the County and across jurisdictional lines.

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# 7.0 BRIEFINGS

## *7.1 PURPOSE*

The purpose of briefings is to familiarize or update EOC staff on the current emergency situation. Briefings provide an opportunity for the Section Chiefs, the EOC Director and all EOC staff to exchange information on the incident; create and evaluate an EOC Action Plan; and make any revisions deemed necessary to the response strategy and/or overall priorities.

Regular briefings provide a forum in the EOC for ensuring that each of the five essential SEMS functions are coordinated (Management, Operations, Plans/Intel, Logistics and Finance/Admin) and that the EOC staff have the same information from which to base individual and collective actions and decisions.

## *7.2 CONCEPT OF BRIEFINGS*

Two levels of regular briefings are conducted in the EOC:

### *7.2.1 Section Chief and EOC Director Briefings*

The EOC Director conducts regular briefings with the Section Chiefs 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.

### *7.2.2 Section Briefings*

Following each General Staff briefing, Section Chiefs provide their respective Section staffs with a briefing to review overall situation status, response objectives, strategy and priorities. Each Section member must have a clear understanding of the activities she or he is expected to perform, including any coordination requirements with other EOC staff or external agencies.

## *7.3 TYPES OF BRIEFINGS*

### *7.3.1 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 Section staffs.

### *7.3.2 Update Briefings*

Throughout EOC activation, General Staff and individual Section briefings are conducted on a regular, predetermined basis, and whenever a major change in incident status occurs.

### *7.3.3 Shift Change Briefing*

Shift change briefings are a component of the EOC Action Planning Process. At these briefings the current EOC Action Plan is “handed off,” and a briefing on assignments for the operational period which is about to begin is presented. Facilitated by the Plans/Intel Section Chief, this briefing is approved by the EOC Director and attended by the Operations, Logistics and Finance/Administration Section Chiefs, JIC Manager, Liaison Officer, and other EOC staff as appropriate.

## 8.0 SITUATION REPORTS

### *8.1 OVERVIEW*

Following a major emergency or disaster, the Plans/Intel Section will review and summarize the status reports received from all sources to create the initial Situation Report (SitRep) for the incident. As warranted by the emergency situation, the SitRep will be updated regularly for specific time periods.

### *8.2 KERN OA EOC SITUATION REPORTS*

The Kern OA EOC Plans/Intel Section will create the SitReps and Kern OES will update CalOES as appropriate. A copy of all reports will be filed with the Documentation Unit as part of the permanent incident record. **All reports will be reviewed and approved by the EOC Director before dissemination.**

- Event/Major Incident Report
    - This is the **initial** Situation Report (SitRep)
    - There is only one Event/Major Incident Report initiated for a particular incident/event, not a separate report for every local jurisdiction. Usually, the OA where the event occurred has the responsibility for initiating this report and naming the event.
- Situation Report
    - This report is generated after the Event/Major Incident Report has been initiated. This report provides updated information on the the incident.
    - The Situation Report (SitRep) is considered by CalOES to be the official source of information and therefore must be verified for accuracy. Kern OES will provide an updated report to CalOES for each operational period. Updates are derived from the Status Reports.
    - The Kern OA EOC Plans/Intel Section Chief will be responsible for disseminating SitReps following review and approval by the EOC Director to all County departments, local jurisdiction (cities and special districts), school districts, and support agencies.
- Status Reports
    - The appropriate discipline-specific DOC is responsible for preparing and submitting functional status reports to the EOC.

## 9.0 ACTION PLANNING

### *9.1 PURPOSE*

Action plans are developed at the field response level (Incident Action Plan), the DOC level and the EOC level (EOC Action Plan) to establish response objectives, priorities, strategies and assignments. Incident Action Plans (IAPs) may be written or verbal. EOC Action Plans should be written. However, the initial EOC Action Plan, developed in the first hours of EOC activation, may be verbal.

The EOC Director ensures that a coordinated OA-wide Action Plan is developed. At the County/OA level, the EOC Action Plan establishes overall priorities to guide resource allocation and response strategy development in support of field operations, and identifies coordination and communication links with involved external agencies.

### *9.2 PLAN REQUIREMENTS*

An EOC Action Plan shall be developed when the EOC is activated at Level I or Level II. As noted, the initial EOC Action Plan may be a verbal plan that is developed during the first hour or two following 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.

A written EOC Action Plan is required whenever:

- Two or more jurisdictions are involved in the response
- The incident overlaps more than one operational period, or
- The EOC is activated at Level I or Level II.

The EOC Action Plan addressed a specific operational period. The plan should be regularly reviewed and evaluated throughout the operational period and revised or updated as warranted following the Planning “P” Planning cycle. (See “Planning P” figure on page 16)

### *9.3 PLAN ELEMENTS*

The elements to be included in the EOC Action Plan include:

- Operational period covered by the plan
- Organization
- Response objectives (measurable) and priorities
- Response strategies
- Actions to be taken (tactics)
- Kind and number of resources assigned to each action
- Communications plan
- Safety messages, and
- Supporting documents (e.g., maps, weather forecasts, etc.).

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

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

### *9.4 PLANNING RESPONSIBILITIES*

Primary responsibility for developing the EOC Action Plan rests with the Planning Section. However, development of the plan requires the active participation of the Operations Section and the input of the Logistics and Finance Section Chiefs. The Operations Section, in particular, must work closely with the Planning Section during Action Plan development. When indicated, the Planning Section Chief will request specific technical experts to provide input to the plan. The EOC Director is responsible for approving the EOC Action Plan.

For incidents requiring close coordination with external agencies (e.g., cities, special districts, voluntary organizations), input from the involved agencies should also be included in the action planning process.

Specific responsibilities include the following:

- EOC Director/Management Section
    - Provide general incident goals and objectives
    - Provide direction and overall management
    - Ensure incident safety, and
    - Approve the completed EOC Action Plan.

- Operations Section Chief
    - Determine the tactics necessary to achieve objectives
    - Determine resource requirements
    - Communicate EOC Action Plan to operations personnel, and
    - Conduct Operations shift briefings as necessary.

- Planning Section Chief
    - Facilitate the action planning process;
    - Establish planning timelines
    - Coordinate preparation of the EOC Action Plan, and
    - Distribute the EOC Action Plan.

- Logistics Section Chief
    - Anticipate supply and equipment procurements and personnel acquisition needs
    - Establish/confirm procedure for off-incident resource ordering
    - Ensure that resource ordering procedures are communicated to EOC staff, and
    - Ensure that the Logistics Section can support the EOC Action Plan.

- Finance Section Chief
    - Provide cost assessment of incident objectives
    - Establish cost tracking and contracting methods, and
    - Ensure that adequate financial approvals are in place for implementation of the EOC Action Plan.

### *9.5 PLANNING PROCESS*

- The Planning Section staff will monitor the Major Incident Status Board and will develop short- and long-term planning objectives and incident priorities when necessary, based on the situation and its impacts on County/OA facilities and operations, as reported in Status Reports.
- Utilizing these planning objectives, the Plan/Intel Section Chief conducts an Action Planning meeting with the EOC Director, General Staff and appropriate technical experts to develop the EOC Action Plan.
- Once approved by the EOC Director, the Operations Section Chief communicates the response strategy and priorities to all other operations personnel, jurisdictions and agencies, as indicated.

### *9.6 PLANNING CONSIDERATIONS*

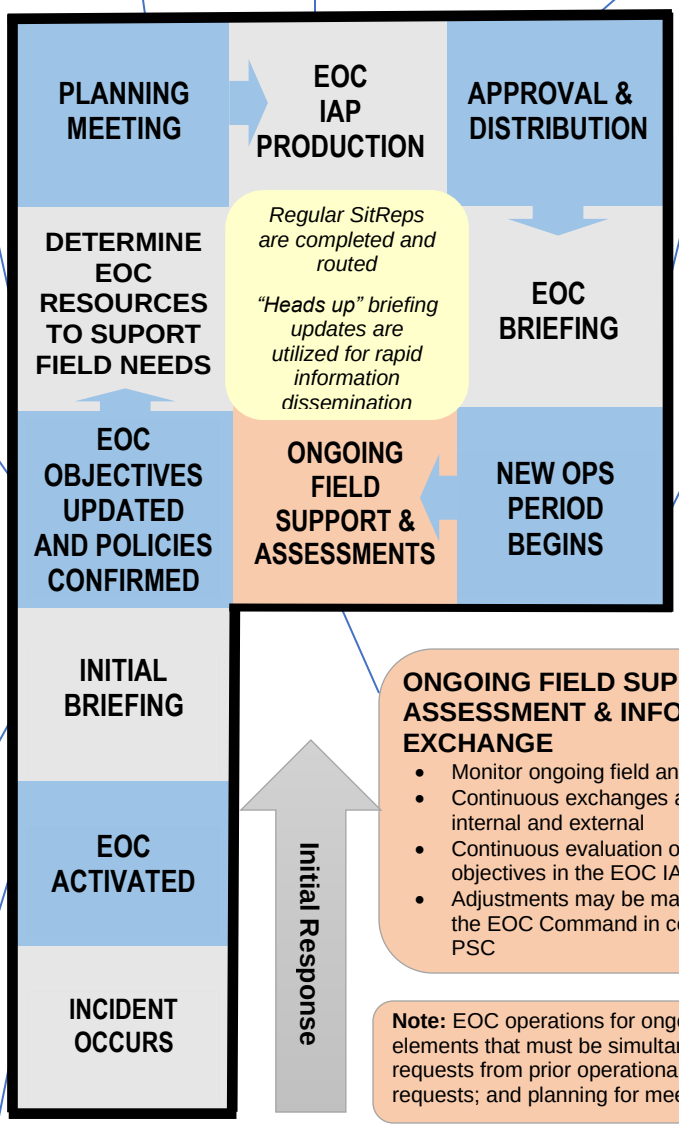
In developing the EOC Action Plan, a number of issues should be considered as outlined in the table below. Applicable issues should be addressed in each iteration of the EOC Action Plan.

| Issue | Considerations | Responsibility |
|---|---|---|
| Inter-Agency Coordination | ▪ Use of resources<br>▪ Incident priorities<br>▪ Contact information and frequency<br>▪ Communications methods | ▪ Liaison Officer(s) |
| Public Information | ▪ Constraints on information to be disseminated<br>▪ Special instructions<br>▪ Target areas/audiences | ▪ JIC Manager |
| Safety | ▪ Special precautions to be taken<br>▪ Personal protective gear required | ▪ Safety Officer |
| Technical Resources | ▪ Maps and schematics<br>▪ Technical expert input | ▪ Planning Section Chief |
| Operations | ▪ Special skills required<br>▪ Meeting access and functional needs<br>▪ Mutual aid needs<br>▪ Staging area need | ▪ Operations Section Chief |
| Policy | ▪ Legal/political issues<br>▪ Fiscal constraints | ▪ Management Section |
| Specific needs | ▪ Contingency Plans | ▪ Planning Section Chief |
| Special Resources | ▪ Availability of special supplies and equipment<br>▪ Transportation support | ▪ Logistics Section Chief |

### *9.7 PLANNING CYCLE*

The Planning Section Chief, with input from the EOC Director and the Operations Section Chief, establishes the schedule and cycle for action planning. The process is cyclical, and the planning steps are repeated every operational period. The **Planning "P"** graphic is commonly used to illustrate the planning process for one operational period: the leg of the "P" describes the initial response period; once the incident/event begins, the planning and briefing process continues and is repeated for each Operational Period during the emergency, following the various stages depicted in the "P" as seen on the next page.

# The "Planning P" Planning Process




**EOC PLANNING MEETING**
- Meeting of senior staff to validate objectives, policies, and EOC resource needs
- Review authorities, resource tasks and ordering processes
- Other Command and General Staff address key issues (Safety, PIO, Liaison, etc.)
- Lead by Planning Section Chief
- Approval required by EOC command

**EOC IAP PRODUCTION**
- Planning section compiles data on current situation, objectives, policies, tasks, and resources
- Collects from other sections remaining IAP elements
- Assembles the IAP

**APPROVAL & DISTRIBUTION**
- Completed EOC IAP is presented to the EOC Command for approval and signature
- Approved EOC IAP is

**EOC BRIEFING**
- EOC Command briefs EOC Team staff on approved EOC IAP
- EOC Command ensures resources are in place for implementation

**DETERMINE EOC RESOURCES TO SUPPORT FIELD NEEDS**
- Determine current and projected field needs
- Compiled by Operations Section
- Input also provided by PSC, SC, SO, and others in operations as needed.

**NEW OPERATIONAL PERIOD BEGINS**
- Incoming EOC Team staff are briefed
- Outgoing EOC Team staff are debriefed
- Senior staff normally arrives 60-120 minutes prior to promote effective transition

**EOC OBJECTIVES UPDATED AND POLICIES CONFIRMED**
- Review current and projected situation
- Set prioritized SMART objectives in support of Field incident Commander(s)
- Policies confirmed by EOC Command with input from Command and General Staff

**INITIAL BRIEFING**
EOC Command and General Staff provides situation update and establish the following:
- Event name
- Operational period duration
- Initial goals and objectives
- EOC staffing pattern
- Meeting schedule

**ONGOING FIELD SUPPORT & ASSESSMENT & INFORMATION EXCHANGE**
- Monitor ongoing field and EOC operations
- Continuous exchanges and analysis of information: internal and external
- Continuous evaluation of progress against stated objectives in the EOC IAP
- Adjustments may be made but must be approved by the EOC Command in coordination with the OSC and PSC

**EOC ACTIVATED**
- EOC Team staff are notified
- Emergency Manager ensures EOC readiness
- EOC Team staff check in
- EOC Team staff reviews position desk book

**Note:** EOC operations for ongoing field support involves three elements that must be simultaneously managed: unfulfilled requests from prior operational periods; current resource requests; and planning for meeting future needs.

**INCIDENT OCCURS**
- Emergency responders arrive on-scene(s)
- Response activities commence
- Based upon pre-determined benchmarks, the EM COM is made aware of situation and need for EOC activation is determined

**Key**
EM – Emergency Manager
IAP – Incident Action Plan
LSC – Logistics Section Chief
OSC – Operations Section Chief
PSC – Planning Section Chief
SO – Safety Officer

**Smart Objectives**
- Specific
- Measurable
- Achievable
- Realistic
- Timely

*Figure 5.3.1 Planning*

### *9.8 ACTION PLAN DOCUMENTATION AND DISTRIBUTION*

Written EOC Action Plans will be documented on the appropriate ICS form.

The Plans/Intel Section is responsible for:

- Posting a copy of the current EOC Action Plan in the EOC
- Maintaining a copy of each Action Plan as part of the permanent incident record, and
- Distributing copies of the current EOC Action Plan to appropriate staff as needed.

# 10.0 RESOURCE MANAGEMENT

## *10.1 PURPOSE*

This procedure is intended for use by the Logistics Section staff for processing and tracking resource orders for personnel, vehicles, equipment, supplies and services.

## *10.2 PROTOCOL*

Requests for resources follows the protocol established by SEMS:

1. The requesting jurisdiction (e.g., city, special district, etc.) must exceed or be likely to exceed its resources before requesting assistance from another jurisdiction or SEMS level. These jurisdictions may contact the County for assistance to identify resources available within the OA.
2. When the Kern OA has exceeded or is likely to exceed its resources, it requests assistance from the State Inland REOC by submitting a Mission Request Tasking Form through CalEOC.
3. Once CalOES REOC receives the Mission Request it disseminates the need throughout the region or to other OAs, updates the requesting jurisdiction with potential resource availability for review and approval, and mission tasks the selected resources to deploy for response.

## *10.3 ORDERING AUTHORITY AND REQUEST PROCESS*

### *10.3.1 Field Requests*

The Incident Commander (IC) retains control of resources at the scene of an incident. When additional discipline-specific personnel or equipment resources are needed, the field Operations Section Chief or Branch Coordinator will make a verbal request to the appropriate discipline DOC in accordance with established SOPs. The field Logistics Section will direct requests for more general resource to its counterpart Logistics Section in the appropriate DOC.

### *10.3.2 Department Operations Centers*

The DOC staff receiving requests will fill the requests from available department resources. If the request cannot be filled, the DOC Coordinator will push the request up to the EOC. The EOC Branch Coordinator will determine if the resource is available from another local jurisdiction within the OA and will advise the requesting DOC Branch Coordinator of the resource availability and the estimated time of on-scene arrival. The DOC will pass this information back to the Requesting Party in the field.

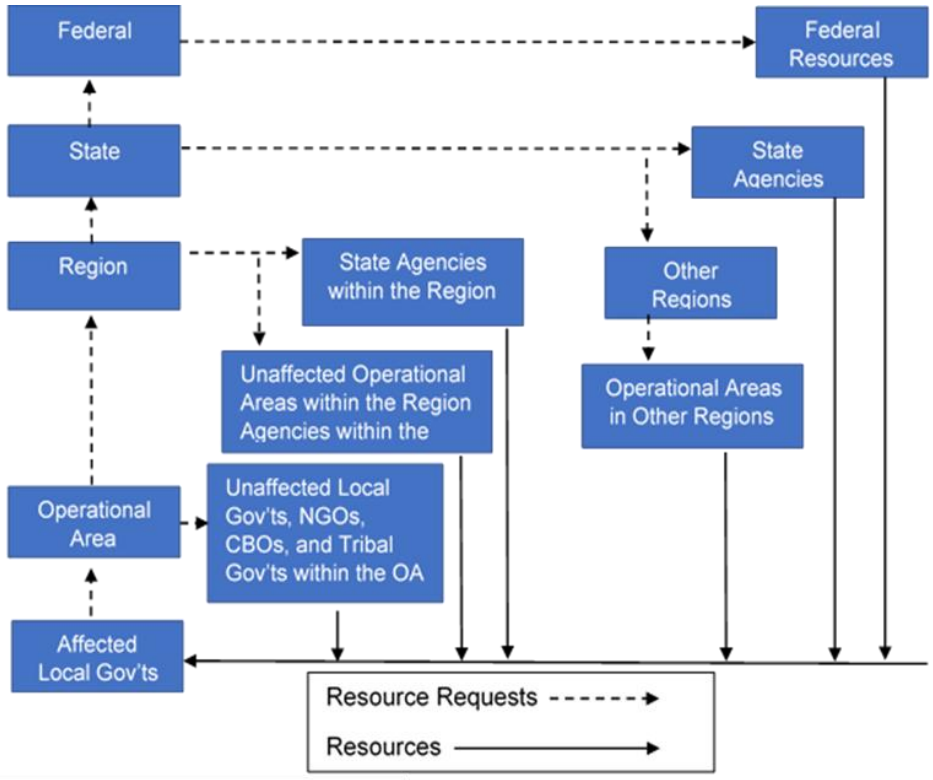
If the resource is not available within the OA, the EOC Operations Section Chief will be asked to authorize a request for mutual aid, which will require approval from the EOC Director. Such requests will be made by the EOC or DOC Branch Coordinator, consistent with that discipline's SOPs.

### *10.3.3 Other Local Jurisdictions*

Requests from cities for fire and rescue and/or law enforcement resources will typically be made to the appropriate OA Mutual Aid Coordinator, consistent with existing mutual aid systems. These requests will be managed similar to those from County Field Units.

General resource requests from cities, special districts and support agencies (e.g., Red Cross, Salvation Army, amateur radio operator group) will be made by that jurisdiction's EOC Logistics Section or appropriate County DOC and will be directed to the Kern OA Logistics Section. The staff receiving the request will complete a Mission Request and will fill the request if able to do so. If the resource is not available from a local source (the County or another city or district), the Kern OA EOC Logistics Section Chief will be asked to authorize forwarding the request to the Inland REOC, after consultation with the EOC Operations Section Chief and approval of the EOC Director.

*Figure 10.3.4 The Resource Request Flowchart as defined by SEMS and the State of California Emergency Plan*




### *10.3.5 Required Information*

All resource requests must include the following information and should be submitted using WebEOC when and if available:

- Name of the requesting agency and/or OA contact person
- Clear description of the current situation
- Description of the requested resources
- The type or nature of the service the resource will provide
- Delivery location with a common map reference
- Local contact at delivery location with primary and secondary means of contact
- Indicate the time frame needed and estimated of duration
- Indication if logistical support (food, shelter, fuel, and reasonable maintenance) is required, if the request involves personnel and/or equipment with operators.

### *10.3.6 Order Processing*

The Kern OA EOC Logistics Section will process resource requests as follows:

- Mission requests are received and consolidated when feasible.
- Local jurisdictions, support agencies and appropriate County departments are contacted to determine if resources are available prior to purchase.
- If resources are not available locally, approval to purchase the item(s) must be obtained from the Logistics Section Chief.
- Existing County vendors will be contacted first.
- When placing the order, obtain estimated time of delivery and advise the Requesting Party.
- Record the order and the estimated time of delivery.
- Advise Finance/Admin Section of the order and complete any required purchase order.

## *10.4 RESOURCE TRACKING*

The Branch Coordinators in the EOC Operations Section will track their respective discipline-specific resources. The Logistics Section will track general resources.

The Requesting Party will notify the EOC Logistics Section when the requested resource(s) arrives.

- When notified that a resource has checked-in at the designated location, the EOC Logistics Section will:
    - Record its arrival; and
    - Notify person responsible for maintaining resource-tracking displays.

Logistics will periodically check the resource order file for overdue resources or unacknowledged requests.

## 11.0 MUTUAL AID

### *11.1 STATEWIDE SYSTEM*

California's statewide mutual aid system, comprised of six Mutual Aid Regions, is designed to ensure that adequate resources, facilities, and other support are provided to jurisdictions whenever local resources prove to be inadequate to cope with a given situation. The system allows for the progressive mobilization of resources to/from emergency response agencies, cities, counties, special districts, operational areas, regions and the state.

Under the statewide system, each jurisdiction retains control of its own personnel and facilities but can also give and receive assistance whenever necessary. The Kern OA is in Mutual Aid Region V.

### *11.2 RESOURCES*

Mutual aid resources include but are not limited to personnel, vehicles and equipment from fire, law, medical, health, public works, emergency management, communications, transportation, and utilities.

### *11.3 DISCIPLINE-SPECIFIC SYSTEMS*

To facilitate the provision of mutual aid during day-to-day emergencies as well as in disasters, Law Enforcement, Fire & Rescue and Medical Mutual Aid Coordinators have been selected and function at the Operational Area (county), Mutual Aid Region (two or more counties) and CalOES levels of response. The OA serves as the focal point for processing mutual aid requests from cities and special districts within the Kern OA.

The Mutual Aid Coordinators at each level of response (OA, Region and State) receive requests for mutual aid, coordinate the provision of resources from within the geographic area of responsibility, and pass on unfilled requests to the next level of response.

### *11.4 RESPONSIBILITIES*

#### *11.4.1 Local Jurisdictions*

Local jurisdictions are responsible for:

- Developing and maintaining current Emergency Plans which are compatible with the California Emergency Plan and the California Master Mutual Aid Agreement and are designed to apply local resources in meeting the emergency requirements of the immediate community or its neighbors and coordinate such plans with those of neighboring jurisdictions to ensure mutual compatibility.
- Identifying Multipurpose Staging Areas (MSA) to provide rally points for incoming mutual aid and/or a Staging Area for support and recovery activities.
- Responding to requests for mutual aid.
- Dispatching Situation Reports to the appropriate Operational Area Coordinator and/or OES Mutual Aid Region as the emergency situation develops and as changes in the emergency situation dictate.

- Requesting assistance from neighboring jurisdictions and/or the OA as necessary and feasible.
- Receiving and employing resources as may be provided by neighboring jurisdictions and State, Federal and private agencies.
- Carrying out emergency regulations issued by the Governor.

### *11.4.2 Operational Area*

Coordinators at the Operational Area are responsible for:

- Coordinating intra-county (Operational Area) mutual aid.
- Maintaining liaison with the appropriate OES Mutual Aid Region Coordinator, and the local jurisdictions within the Operational Area.
- Identifying Multipurpose Staging Areas (MSA) to provide rally points for incoming mutual aid and/or Staging Areas for support and recovery activities.
- Channeling local mutual aid requests which cannot be satisfied from within the Operational Area to the appropriate OES Mutual Aid Region Coordinator.
- Provide Situation Status and Damage Assessment reports to the appropriate OES Mutual Aid Region Coordinator as the emergency situation develops and as changes in the emergency situation dictate.
- Receiving and employing resources provided by other counties and State, Federal and private agencies.
- Carrying out emergency regulations issued by the Governor.

### *11.4.3 OES Mutual Aid Region*

Coordinators at the OES Mutual Aid Region level are responsible for:

- Maintaining liaison with appropriate State, Federal and local emergency response agencies located within the Region.
- Providing planning guidance and assistance to local jurisdictions.
- Responding to mutual aid requests submitted by Operational Area Coordinators.
- Receiving, evaluating and disseminating information on emergency operations.
- Providing the State Director, CalOES, with Situation Reports and, as appropriate, recommending courses of action.

### *11.4.4 State*

CalOES is responsible for:

- Performing executive functions assigned by the Governor.
- Coordinating the extraordinary emergency activities of all State agencies.
- Receiving, evaluating and disseminating information on emergency operations.
- Preparing emergency proclamations and orders for the Governor and disseminating to all concerned.

- Receiving, processing, evaluating and acting on requests for mutual aid.
- Coordinating the application of State mutual aid resources and services.
- Receiving, processing and transmitting requests for Federal assistance.
- Directing the receipt, allocation and integration of resources supplied by Federal agencies and/or other States.
- Maintaining liaison with appropriate State, Federal and private agencies.
- Coordinating emergency operations with bordering States.

### *11.5 MUTUAL AID REQUEST PROCESS*

- Kern OA will exceed or is expected to exceed available OA resources before requesting regional mutual aid.

- During a proclaimed emergency, interjurisdictional mutual aid will be coordinated at the appropriate Operational Area or Mutual Aid Region level whenever the available resources are:
    - Subject to State or Federal control
    - Subject to military control
    - Located outside the requesting jurisdiction
    - Allocated on a priority basis

- Requests for mutual aid will include the following:
    - Number and type of personnel needed
    - Type and amount of equipment needed
    - Reporting time and location
    - Authority to whom forces should report
    - Access routes into the affected area(s)
    - Estimated duration of operations
    - Any risks or hazards

- Law Enforcement mutual aid is coordinated through the Kern County Sheriff's Office.

- Fire & Rescue mutual aid is coordinated through the Kern County Fire Department during wide-scale incidents. During day-to-day local emergencies, mutual aid may be requested by the Incident Commander (IC) or his Liaison.

- Medical/Health Mutual Aid is coordinated by the Kern County Emergency Medical Services (EMS) Administrator, who acts as the Medical/Health Operational Area Coordinator (MHOAC). The MHOAC submits situational reports and resource requests for support not available within the County to the Regional Disaster Medical/Health Coordinator.

### *11.6 RESPONSIBILITIES WHEN RECEIVING AID*

The recipient of mutual aid resources is responsible to:

- Designate a reporting location and an appropriate (e.g., discipline-specific) local point of contact for incoming personnel
- Provide incoming field crews with two-way radios if needed, and with local frequencies and call sign information
- Prepare a packet of information on local resources (e.g., County map, list of hotels, restaurants, etc.)
- Facilitate housing and meals for incoming mutual aid personnel
- Establish work schedules with shifts of no more than 12 hours
- Identify how and where mutual aid personnel can get fuel, supplies, and parts
- Determine if mutual aid crews will work independently or under appropriate County supervision. Assign supervisors as necessary.
- Hold daily briefings with mutual aid crews to review progress and work assignments
- Review documentation procedures with mutual aid supervisor
- Have financial staff review documentation material with mutual aid supervisor.
- Demobilize resources as soon as feasible.
- Before sending crews home, meet with each, obtain feedback, and thank them for work
- Send letter of thanks (and/or items of appreciation)
- Send copy of After-Action Report to mutual aid agencies.

# 12.0 SAFETY & DAMAGE ASSESSMENT

## *12.1 OVERVIEW*

Similar to Status Reports, Safety & Damage Assessments originate from multiple sources. In some cases, these reports are submitted to a DOC before being forwarded to the Kern OA EOC. In other cases, reports are submitted directly to the EOC Operations Section. This data must also be shared among multiple EOC functions before being submitted to the Inland REOC.

Safety & Damage Assessment data is used by multiple functions in the EOC:

| EOC function | Use of Safety/Damage Assessment data |
|---|---|
| EOC Director | Determine level of Emergency Proclamation or Declaration needed (e.g., Local, State, Presidential) |
| Operations Section | Determine response objectives, assignments, priorities |
| Plans/Intel Section | Prepare OA-wide Situation Reports; Identify recovery issues |
| Logistics Section | Identify potential supply, equipment and service needs |
| Finance/Admin Section | Prepare claims |

As the initial information flows into the County/OA EOC (whether entered on mobile devices in the field or relayed from windshield surveys), it is viewable on the County's GIS map in the EOC. This allows the EOC Operations Section to quickly identify incident location(s) and develop response strategies. As the incident progresses, the GIS maps provide a starting point for the Damage Assessment Teams who perform detailed assessments. These are needed for higher level declarations that can support potential direct assistance for affected constituents.

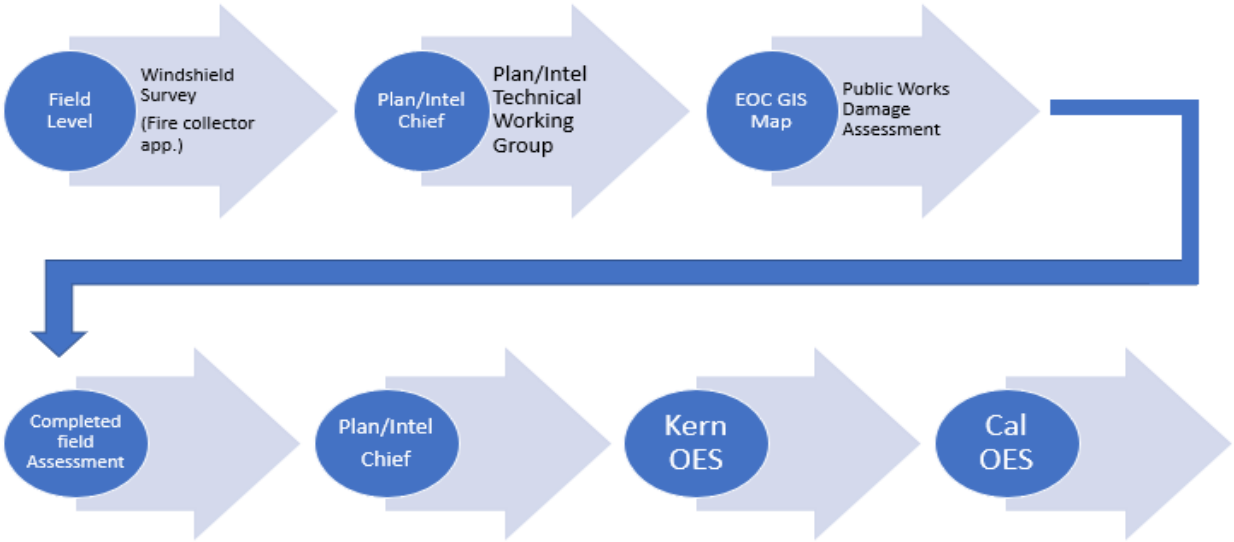



*Figure 12.1.1 Damage Assessment Data Flow*

### *12.2 RECOVERY DAMAGE ASSESSMENT*

An Initial Damage Assessment (IDE) will be developed during the emergency response phase to support a request for gubernatorial proclamation and is required for financial assistance under the California Disaster Assistance Act (CDAA) and for the State to request a Presidential Declaration.

This will be followed by a detailed assessment of damage during the recovery phase by agencies/jurisdictions as needed. The detailed assessment will provide the basis for determining the type and amount of State and/or Federal assistance available for recovery.

### *12.3 RECOVERY DOCUMENTATION*

Documentation is the key to recovering emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.

Various State and Federal assistance programs require different types of documentation for recovery of costs. Documentation processes should be implemented at the beginning of an event.

Under the CDAA, documentation is required for damage sustained to public buildings, flood control works, irrigation works, county roads, streets, bridges, and other public works.

Under Federal disaster assistance programs, documentation must substantiate damage to roads, water control facilities, public buildings and related equipment, public utilities, facilities under construction, recreational and park facilities, educational institutions, and certain private non-profit facilities.

### *12.4 RECOVERY DISASTER ASSISTANCE PROGRAMS*

Disaster assistance programs may be available for the following:

- Individuals
- Businesses (including agricultural interests)
- Governments
- Non-profit organizations

Kern County OES will coordinate with other agencies/jurisdictions as appropriate to establish Local Assistance Centers to address the needs of impacted communities.

The chart on the following page summarizes the disaster assistance programs.

### *12.4 RECOVERY DISASTER ASSISTANCE PROGRAMS (continued)*

| Levels of Disaster Assistance | Purpose | Notes |
|---|---|---|
| Director's Concurrence | Authorizes the OES Director, at his discretion, to provide financial assistance to repair and restore damaged public facilities and infrastructure. | CalOES must receive request from local government within 10 days of the start of the incident. |
| Governor's Proclamation | Financial relief for emergency actions and restoration of public facilities and infrastructure. | Prerequisite when requesting federal declaration of a major disaster or emergency.<br>Cal OES must receive request from local government within 10 days of the start of the incident. |
| Presidential Declaration of an Emergency | Authorizes federal agencies to provide "essential" assistance including debris removal temporary housing and distribution of medicine, food, and other consumable supplies. | Governor must request on behalf of local government within 5 days after the need for federal emergency assistance is apparent. |
| Presidential Declaration of a Major Disaster | Supports response and recovery activities of the federal, state, and local government and disaster relief organizations. Authorizes implementation of some or all federal recovery programs including public assistance, individual assistance and hazard mitigation. | Governor must request federal declaration of a major disaster within 30 days of an incident. |

*NOTE: A Local Emergency Proclamation and/or Governor's Proclamation is not a prerequisite for mutual aid assistance, Red Cross assistance, the federal Fire Management Assistance Grant Program, or disaster loan programs designated by the Small Business Administration, or the U.S. Department of Agriculture.*

***Federal/State Disaster Assistance that require a Local Emergency Proclamation:***

***Local Government:***

- Reimbursement of extraordinary emergency costs (e.g., law enforcement overtime, debris removal, sandbagging)
- Funds to repair damaged public facilities (e.g., buildings, roads, equipment, utilities)
- Hazards mitigation

***Individuals and Families:***

- Housing assistance such as home repairs and temporary lodging/rental assistance
- Personal property, medical/dental expenses
- Disaster unemployment benefits
- Crisis counseling

# 13.0 EXPENDITURE TRACKING

## *13.1 OVERVIEW*

The County may be reimbursed from insurance, state and/or federal sources for disaster-related expenses. Eligible costs are extraordinary costs incurred while providing emergency services required by the direct impact of a declared disaster and are generally considered to be over and above normal expenses.

The County Administrative Office (CAO) may establish expense tracking codes which are unique for the incident, which will be communicated to departments which have disaster response and/or recovery missions. Departments should record labor and other expenditures to the established expense tracking codes.

In the event that the CAO does not activate expense tracking codes for the incident, Kern OES will be required to contact each participating department to request their estimate of costs and back up documentation. Note: any costs compiled by Kern OES cannot be entered into the County's centralized database and therefore are not accessible through the standard network.

The ICs, EOC Director, and EOC staff are responsible for maintaining written records of all personnel overtime, requests for supplies, equipment utilized, and other disaster-related expenses. Documentation is the key to recovering cost incurred for emergency response and recovery operations. Departments are responsible for documenting all costs back to the original source records to enable completion of accurate and complete claims, and for supporting the costs in the event of an audit. *(See Attachment E - Documentation Required by FEMA to Support Reimbursement Requests.)*

# 14.0 EOC STAND DOWN AND DEACTIVATION

## *14.1 PURPOSE*

Once the critical aspects of an emergency or disaster have been secured, Emergency Operations Center (EOC) operations may begin to scale down, as conditions warrant. Staffing levels and/or hours of operation of the County/Operational Area (OA) EOC may be reduced prior to deactivation. The purpose of this procedure is to outline the process to be followed whenever it is determined that the EOC can stand down for a designated period of time, or resources can be partially or fully demobilized.

## *14.2 AUTHORITY*

During extended EOC operations, the EOC Director, with input from Incident Commander(s) in the field and Section Chiefs in the EOC, may determine that current circumstances are such that the EOC can stand down for a period of time or can be deactivated. The EOC Director, after advising the Director of Emergency Services of the situation, may stand down the EOC whenever deemed appropriate.

## *14.3 STAND DOWN CONCEPT*

When the EOC Director places the EOC in stand-down mode for a specified period of time, assigned EOC staff must remain available to respond immediately if requested to do so.

Triggers for implementing stand-down may include:

- The immediate emergency situation has been stabilized or contained
- The emergency response phase is anticipated to remain stabilized for a period of time
- Ongoing communications with OA cities, special districts, voluntary organizations, State Inland Region Office of Emergency Services (OES), and/or the media is no longer required
- Continuous coordination and communications with external support agencies is no longer required

## *14.4 DEACTIVATION TRIGGERS*

When indicated, the EOC Director may determine that the EOC can be deactivated, Triggers for determining deactivation may include:

- The emergency response phase has been terminated and the situation is stabilized
- No further City, Special District, State OES, media or public information dissemination is needed

## *14.5 IMPLEMENTATION*

The EOC Director will:

- Determine if stand down or deactivation is appropriate after consultation with the Incident Commander(s) in the field and Section Chiefs in the EOC
- Advise the Director of Emergency Services regarding deactivation

- Establish the time period for stand down and the day and time for deactivation, and identify a 24-hour contact number for reporting any additional problems, questions, or requests for assistance
- Advise EOC staff of the actions to be taken, including:
    - Date and time for stand down or deactivation
    - Sign out function log and submit to Documentation Unit of the Planning Section
    - Remain on-call and immediately available if reactivation is triggered
    - Participate in debriefing and critique and provide any necessary information for the After-Action Report
- Direct the Liaison or other EOC staff to make the necessary notifications
- Prepare a draft Board of Supervisors resolution terminating the Local Emergency proclamation

### *14.6 NOTIFICATIONS*

All internal and external individuals, groups and agencies that were notified of EOC activation will be notified of stand down and/or deactivation. At a minimum, all County Department Heads, elected officials, OA cities, special districts responding County Departments, and CalOES will be notified. The person making the notifications will document 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 and/or requests for assistance

# 15.0 AFTER ACTION REPORT & CORRECTIVE ACTION PLAN

## *15.1 REQUIREMENT*

Both SEMS and NIMS require any city, city and county, or county proclaiming a Local Emergency for which the Governor proclaims a State of Emergency, to complete and transmit an After-Action Report to the State Office of Emergency Services (OES) within 90 days of the close of the incident period.

## *15.2 PURPOSE & RESPONSIBILITY*

The After-Action Report serves as a source for documenting the OA's emergency response activities and identifying areas of success as well as opportunities for improvement. The report will also be utilized to develop a Corrective Action Plan for identifying any recommended improvements to policies, plans, Standard Operating Procedures (SOPs), training, exercises, supplies and equipment.

The EOC Plans/Intel Section Chief, with input from Kern OA EOC staff and external agency personnel involved in the response, is responsible for leading the development process and preparing the After-Action Report (AAR) and Corrective Action Plan (CAP).

## *15.3 CONTENT*

Both the AAR and CAP will be concise and well-structured, written in simple language, and geared to the primary audience. For Kern OA, the primary audience is the Emergency Management Organization (EMO), including cities, special districts, and representatives from external agencies (e.g., Red Cross, VOAD).

### *15.3.1 After Action Report*

At a minimum, the contents of the AAR will include:

- A review of the response actions taken
- Application of SEMS
- Suggested modifications to SEMS
- Necessary modifications to plans and procedures
- Identification of training and exercise needs
- Recovery activities to date

### *15.3.2 Corrective Action Plan*

The plan for improving or correcting issues identified in the AAR should address multiple areas. For each principal corrective action identified, the CAP will include:

- Identified issue or problem
- Description of corrective actions to be taken
- Identification of SEMS level and function connected with the corrected action

- Identification of assigned department(s), agency(s), jurisdiction(s) and position(s) involved with correcting the issue or problem
- Associated costs and budget for carrying out the corrective action(s), if known
- Timetable for completion of the corrective action, if known
- Agency, jurisdiction, position assigned to track progress and follow-up through completion
- Documentation to verify the corrective action(s) completed

### *15.3.3 Data Sources*

Data for the AAR and CAP will be collected from multiple sources, including but not limited to, the following:

- Status and Situation Reports
- Incident and EOC Action Plans
- Function logs and checklists
- Public and Employee information bulletins and media reports
- Evaluation forms
- Hotwash comments

### *15.3.4 Development Process*

As soon as practicable following completion of the emergency response phase, Hotwash sessions will be conducted for each County/OA SEMS/EMO level (Field, Department Operations Centers [DOCs], EOCs) to review response activities and to identify issues or problems that require corrective action. Depending on the number and complexity of the problems/issues to be addressed, one or more workshops may be needed to develop a comprehensive Corrective Action Plan.

The steps involved with developing the AAR and CAP include the following:

1. Compile and sort by SEMS function the available data.
2. Review and analyze data based on SEMS functional areas.
3. Evaluate lessons learned, areas needing improvement, and recommended corrective actions.
4. Prepare draft AAR and CAP and distribute to participating County/OA personnel, including County DOCs and EOC, other involved local jurisdictions, and private and volunteer organizations for review and comment.
5. Incorporate comments, as appropriate and prepare final draft AAR and CAP.
6. Redistribute the final draft documents for final review and comment.
7. Review and incorporate final comments.
8. Prepare final AAR, which incorporates the CAP, and obtain appropriate executive management approval.
9. Forward the final combined AAR/CAP to appropriate County staff, participating jurisdictions, private and volunteer organizations, State Inland Administrative Region, and CalOES.

# ALERT AND WARNING SYSTEMS

Depending on the urgency of the situation, one or more of the systems described below will be used within Kern County to receive and/or disseminate warnings.

## *NATIONAL WARNING SYSTEM (NAWAS)*

NAWAS is a dedicated system that provides two-way voice communications between Federal Warning Centers, States' Warning Points and local Warning Points. The system in California consists of three elements:

### *NAWAS, FEDERAL-CALIFORNIA LINK*

This system may be activated nationally from two protected Federal facilities:

- National Warning Center (North American Air Defense Command, Colorado Springs, Colorado)
- Alternate National Warning Center (Olney, Maryland)

### *CALWAS, STATE-COUNTY WARNING POINT CIRCUITS*

California ties into the national system with a primary State Warning Point at the State Office of Emergency Services (OES) Headquarters in Sacramento. Circuits then extend to County Warning Points. The California Highway Patrol (CHP) Headquarters in Sacramento serves as the alternate State Warning Point. Both Federal and State circuits are monitored 24 hours at the OES Warning Center, the Alternate State Warning Point, and each local Warning Point.

## *OTHER NATIONAL SYSTEMS*

### *EMERGENCY ALERT SYSTEM (EAS)*

The EAS is a national network of public broadcast stations and interconnecting facilities which have been authorized by the Federal Communications Commission (FCC) to operate in a controlled manner during disasters or other national emergencies. The system provides local, state and federal governments with a means of emergency communications with the public. It may be used on a voluntary basis during day-to-day situations posing a threat to safety of life and property. Priority for use is:

- Presidential messages
- Local area programming
- State programming
- National programming and news

### *NATIONAL WEATHER SERVICE (NWS)*

The NWS may issue a variety of alerts and warnings, depending on the situation, as noted below:

- **Watch**: A watch is used when the risk of hazardous weather or hydrologic event has increased significantly, but its occurrence, location, or timing is still uncertain. It does NOT mean it will happen, but that it is *possible. Note: All "events" will be described in the advisory or warning sections since the watch is more of a heads-up.*

- Flood Watch: Generally issued 12 to 24 hours before the "event."
- Winter Storm Watch: Can be issued for heavy snow, ice (including black ice), sleet, in combination with cold temperatures and strong winds. Generally issued 24 to 84 hours before the "event."
- High Wind Watch: Generally issued 12 to 48 hours before the "event."
- Excessive Heat Watch: Generally issued 24 to 84 hours before the "event."

- **Advisory**: (*The NWS plans to drop this "level" after 2024 in favor of more plain language statements.*) An advisory is issued when hazardous weather or hydrologic event is occurring, imminent or likely. Advisories are for less severe conditions than warnings that cause significant inconvenience and, if caution is not exercised, could lead to situations that may threaten life or property.
  - Dense Fog Advisory: fog causing reduced visibilities of 1/4 mile or less. {NOTE: this is the only fog product, but we also have our local Fog Severity Index}
  - Flood Advisory: nuisance flooding or other general non-life-threatening flood events.
  - Wind Advisory: Wind speed gusts of 35-57 mph for two or more hours in six hours, except in mountains and desert, where 45 mph is the lower limit. (A “windy” zone designation for eastern slopes of the Tehachapi Mountains is under development)
  - Winter Weather Advisory: Can be issued for heavy snow, ice (including black ice), sleet, in combination with cold temperatures and elevated winds.
  - Heat Advisory: Widespread Level 2 on the NWS experimental Heat Risk scale. (Not issued in the desert.) (moderate risk for sensitive population or those without cooling/hydration)
- **Warning**: A warning is issued when hazardous weather or hydrologic event is occurring, imminent or likely. A warning means weather conditions pose a threat to life or property.
  - High Wind Warning: Issued for winds 58 mph or greater.
  - Excessive Heat Warning: Widespread Level 3 or 4 on the NWS experimental Heat Risk scale. (high risk for much of population/very high risk for the entire population)
  - Winter Storm Warning: Life-threatening snow, ice, sleet, along with strong winds and cold temperatures.
  - Flood Warning: Flooding along main rivers and/or long-duration flooding. Generally, greater than six hours after rainfall.
  - Flash Flood Warning: Quick response flooding, generally less than six hours after rainfall.
  - Severe Thunderstorm Warning: Winds of 58 mph or higher and/or hail 1 inch in diameter or larger.

## *STATEWIDE SYSTEMS*

### *OPERATIONAL AREA SATELLITE INFORMATION SYSTEM (OASIS)*

OASIS is a satellite-based telephone and data communications alert network that links all 58 counties and operational areas throughout California, the State Operations Center (SOC), all Regional Operations Centers (REOCs), California Highway Patrol (CHP), California Department of Forestry and Fire Protection (CAL FIRE) and California Department of Transportation (CalTrans).

### *CALIFORNIA LAW ENFORCEMENT RADIO SYSTEM (CLERS)*

CLERS is a microwave interconnected radio repeater system with statewide coverage. It is managed CalOES and provides point-to-point (fixed and temporary mobile base) or dispatch-to-dispatch communications for interagency coordination among state and local law enforcement agencies. It may also serve as a delivery method of the Emergency Alert System (EAS) for the State and as the alternate alert system for Operational Areas.

### *CALIFORNIA EMERGENCY SERVICES RADIO SYSTEM (CESRS)*

CESRS is a local government system serving all OES facilities, a number of State agencies and county level civil defense agencies that participate in the system. It is microwave-interconnected for statewide coverage, and allows Kern County to directly contact the California Office of Emergency Services (OES) Region V (Fresno) and other counties within California.

### *CALIFORNIA LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEM (CLETS)*

CLETS is a law enforcement communications network available to all public agencies of law enforcement within the state. It provides all law enforcement and criminal justice use agencies with the capability of obtaining information directly from federal and state computerized information files.

## *LOCAL SYSTEMS*

Local government is responsible for warning the populace of the jurisdiction of any potential or imminent threat. The local component of the EAS consists of several sub-systems. The County of Kern and KUZZ radio serves as the EAS system “LP-1” for the County and Operational Area. National Weather Service/Hanford may issue warnings on behalf of Kern County at the County’s request.

### *READYKERN*

Kern County has developed and implemented ReadyKern, a state-of-the-art “opt-in” emergency notification system to quickly provide essential information and alerts to residents and businesses in a variety of situations, such as earthquakes, severe weather, fires, floods or evacuations. Information is provided via phone, text, or email.

### *NIXLE*

Nixle is an “opt-in” emergency notification system operated by the County Sheriff’s Office that can provide up-to-date alerts, advisories, community messages and traffic information from law enforcement and community agencies. The system provides the information via text message, phone call, email, internet and social media.

### *KERN GOVERNMENT TELEVISION (KGOV)*

The KGOV cable channel is available for use during major emergencies. Live broadcasts can be initiated from the Board of Supervisors chambers to support warning and other notification efforts, and the Public Health Department building can operate as an alternate location for such broadcasts if needed.

### *INTEGRATED PUBLIC ALERT AND WARNING SYSTEM (IPAWS)*

Kern County is moving forward to implement IPAWS, an internet-based capability which Federal, State, and local authorities can use to issue critical public alerts and notifications under a single platform. When implemented, the County can use IPAWS to simultaneously disseminate emergency warnings through the Emergency Alert System (EAS), Ready Kern, and the Wireless Emergency Alert system. At that time, personnel who are authorized to activate the system will be designated and trained.

### *SYSTEM TESTING*

The County Fire Emergency Communications Center (ECC) tests local EAS notification systems weekly. All participating local radio and television stations also test the EAS system weekly.

## *SUPPLEMENTAL SUPPORT SYSTEMS*

### *FIRE AND LAW ENFORCEMENT VEHICLE EQUIPMENT*

Sirens, horns and public address systems may be used to supplement local warning systems. If necessary, door-to-door notification may be implemented to effect notification and evacuation.

### *OUTDOOR SIREN WARNING SYSTEM - LAKE ISABELLA DAM*

This system, located in Lake Isabella, is remotely controlled by the County Fire ECC to warn of imminent failure of the dam.

### *WESTERN KERN COUNTY RADIO AMATEUR CIVIL EMERGENCY SERVICE (RACES)*

Consists of licensed amateur radio operators enrolled with the County to provide supplemental communications during emergencies where normal communications systems have sustained damage. Operators are registered with Cal EMA to provide emergency communications support. The Western Kern County RACES organization maintains a base station at County OES.

## *KERN COUNTY TACTICAL INTEROPERABLE COMMUNICATIONS (TIC) PLAN*

The County has adopted a Tactical Interoperable Communications (TIC) Plan for the Kern County, California area. The Plan documents what interoperable communications resources are available within the County, who controls each resource, and what rules of use or operational procedures exist for their activation and deactivation. The information contained in the Plan is confidential, For Official Use Only, and is only accessible to authorized agencies and personnel.

# EMERGENCY PROCLAMATIONS

## *PURPOSE*

The California Emergency Services Act provides for three types of emergency proclamations in California:

- Local Emergency Proclamation
- Governor's Proclamation of State of Emergency
- State of War Emergency.

California Health and Safety Codes provides for Local Health Emergencies.

Emergency proclamations expand the emergency powers and authorities of the state and its political subdivisions. They also provide a mechanism for unaffected jurisdictions to provide resources and assistance to the affected jurisdictions. Although emergency proclamations facilitate the flow of resources and support to the affected jurisdictions and local government, they are not a prerequisite for rendering mutual aid and assistance under existing agreements or requesting assistance from the American Red Cross (ARC), disaster loan programs designated by the U.S. Small Business Administration (SBA), or the U.S. Department of Agriculture (USDA). The California Health and Safety Code also provides for the declaration of a Local Health emergency by the Public Health Officer.

## *LOCAL EMERGENCY PROCLAMATION*

May be proclaimed by the Board of Supervisors (BOS) or by the County Administrative Officer (CAO) when the BOS is not in session, or by the Fire Chief/Director of Emergency Services when the BOS is not in session and the CAO is not available, as specified in Chapter 2.66 of the Kern County Code. Proclamations would be issued when there is an actual incident or threat of disaster or extreme peril to the safety of the persons and property within the County, caused by natural or human-caused incidents.

A Local Emergency proclaimed by the CAO or Fire Chief/Director of Emergency Services must be ratified by the BOS within seven calendar (7) days or the declaration automatically terminates. In either case (whether by the Board, the CAO, or the Fire Chief/Director of Emergency Services) the Proclamation must be made within ten days of the occurrence to quality the County for assistance under the California Disaster Assistance Act (CDAA).

The BOS must review the need to continue a Local Emergency proclamation at least every ninety (90) days until conditions warrant its termination. The Local Emergency proclamation must be terminated by resolution of the BOS as soon as conditions warrant.

Copies of all proclamation related resolutions must be forwarded to the California Office of Emergency Services Region V Emergency Services Coordinator and/or the State Warning Center.

In the event public and real property has been damaged or destroyed and assistance is needed in the repair and restoration, the County may request a director's concurrence proclamation through the California Office of Emergency Services (CalOES) Director to provide assistance under the California Natural Disaster Assistance Act (NDAA).

The Proclamation accomplishes the following:

- Provides public employees and the Board of Supervisors with legal immunities for emergency actions taken.
- Enables damaged property owners to receive property tax relief.

- Allows the Fire Chief/Director of Emergency Services (or his/her successors) to:
    - Establish curfews
    - Take any preventative measures necessary to protect and preserve the public health and safety
    - Exercise other authorities as established by Chapter 2.66 of the Kern County Ordinance Code (i.e., to issue new rules and regulations, expend funds, or to obtain vital supplies and equipment).

The Board shall review at its regular meetings the need to continue the local emergency proclamation at least every ninety (90) days. The Board should proclaim the termination of the local emergency at the earliest possible date.

## *GOVERNOR'S PROCLAMATION OF STATE OF EMERGENCY*

After or as part of the Proclamation of a Local Emergency, the Board may request (by resolution) that the Governor proclaim a State of Emergency. A copy of the request for Governor's Proclamation, with the following supporting data, must be forwarded to CalOES Emergency Services Coordinator through the OA:

- Copy of the Local Emergency Proclamation
- Initial Damage Estimate.

The Governor's State of Emergency allows for the following:

- Mutual aid may be exercised
- The Governor may commit State resources (i.e., National Guard, California Conservation Corps)
- The Governor may request the President of the United States to declare an Emergency or Major Disaster.

### *State of War Emergency*

Whenever the Governor proclaims a State of War Emergency, or if a State of War Emergency exists, all provisions associated with a State of Emergency apply, plus:

- All state agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor which are made or given within the limits of his authority as provided for in the California Emergency Services Act.

## *FEDERAL DECLARATION OF EMERGENCY/DISASTER*

After or as part of a Proclamation of a State of Emergency, the Governor may request that the President declare an Emergency or Major Disaster. The Presidential Declaration allows for Federal disaster assistance and resources, thereby supporting the response and recovery activities of federal, state, and local government disaster relief organizations.

- Requests for **Declaration of Emergency** or **Declaration of Major Disaster** is requested by the Governor's office within the 30-day period immediately following the incident. An extension may be granted if the request is submitted within the initial 30-day period.

# EMERGENCY PROCLAMATION CHECKLIST

**Notes on Emergency Proclamations**

- **Local Emergency Proclamations are necessary for requesting assistance from other jurisdictions (local, state, and federal), and applying for state and federal disaster assistance.**
- **Can by proclaimed by:**
  - **Governing body (GC § 8630).**
  - **Director of Emergency Services (GC § 8630 provides for local ordinance to designate other individuals).**
- **Can include:**
  - **Request for Gubernatorial Proclamation.**
  - **Request for Presidential Declaration.**
  - **Designation of Local Agent (for state and federal disaster reimbursements).**
- **Provides the jurisdiction:**
  - **Additional powers and authorities as detailed by local ordinance (GC § 8634).**
  - **The ability to render mutual aid to other political subdivisions (GC § 8631).**
  - **Extends liability coverage (GC § 8655, 8656, 8657, 8658, 8659, 8660).**
  - **Initiation to receive state (GC § 8685.4) and federal disaster assistance (PL 93-288, §§ 401 & 501).**
  - **The ability to receive mutual aid approved by the Governor from other jurisdictions at no cost (GC § 8633).**

1. ___ What was the initiating event or combination of events?
   - ___ What is the primary event (i.e., wildland fire, earthquake)?
   - ___ What are the secondary problems (hazmat, fire, collapsed buildings)?
   - ___ Report a summary of the extent of damage to CalOES.
2. ___ Determine the resources necessary to mitigate all problems:
   - ___ Are local resources capable of handling problem?
   - ___ What problems require state assistance?
   - ___ What problems require federal assistance?
3. ___ Proclaim existence of Local Emergency:
   - ___ Request Governor to Proclaim a State of Local Emergency if:
     - ___ Emergency response problems or repair of local government damage is beyond the capabilities of local government and/or specific state resources are needed (i.e., National Guard).
     - ___ State assistance under the Natural Disaster Assistance Act is required.
   - ___ Request Governor to request a Presidential Declaration of Emergency if:
     - ___ Emergency response problems require specific federal resources (i.e., FEMA Urban Search And Rescue Task Forces) or the repair of damage to public and private properties is beyond the capabilities of local government.
     - ___ Federal assistance under the Stafford Act is required.

4. ___ Attempt to quantify damages (required by state for Gubernatorial Proclamation and Governor's Request for Presidential Declaration):

    ___ Damage to private dwellings and businesses
    ___ Local government damage (estimated costs, if available):
    ___ Debris clearance issues
    ___ Emergency protective measures.
    ___ Road systems
    ___ Water control facilities
    ___ Buildings and equipment
    ___ Public utility systems
    ___ Other damage or costs not listed above

5. ___ Record damage assessment information on the appropriate WebEOC form.

**Notes on Local Emergency Proclamations in Incorporated Cities**

- **According to California Attorney General Opinion No. 79-710:**
    - **"Cities within a county are bound by county rules and regulations adopted by the county pursuant to section 8634 of the Government Code during a county proclaimed local emergency when the local emergency includes both incorporated and unincorporated territory of the county even if they do not independently declare the existence of a local emergency."**
    - **"When the county declares a local emergency based upon conditions which include both incorporated and unincorporated territory of the county, it is not necessary for the cities to declare the existence of a local emergency independently."**
- **It is recommended that all incorporated cities and special districts proclaim a local emergency:**
    - **It allows them to adopt rules and regulations as long as they do not conflict with county rules and regulations.**
    - **It is required for applying for state and federal disaster assistance.**
    - **Politically, it sends a strong signal to constituencies that everything is being done that can be done.**

6. ___ Prepare proper resolution for the Board of Supervisors to terminate local Emergency Proclamation as soon as possible.

**Local emergency proclamations should be terminated as soon as the emergency conditions prompting the proclamation have ceased, such as the immediate threats posed to public health and safety (GC § 8630).**

***When Issued by the CAO***:

# PROCLAMATION OF LOCAL EMERGENCY
## COUNTY OF KERN

Government Code section 8630 and Chapter 2.66 of the Kern County Ordinance Code empower **the County Administrative Officer to proclaim** the existence or threatened existence of a local emergency when the County of Kern is affected or likely to be affected by a public calamity and the Board of Supervisors is not in session.

The County Administrative Officer of the County of Kern does hereby find as follows:

That the Board of Supervisors is not in session and that conditions of extreme peril to the safety and persons and property have arisen within Kern County and local emergency response agencies are faced with being extended beyond their functional capabilities because of the following events:

**NATURE OF INCIDENT, CURRENT CONDITIONS AND FORECAST IMPACTS DESCRIBED HERE:**

**NOW, THEREFORE, IT IS HEREBY PROCLAIMED THAT A LOCAL EMERGENCY EXISTS THROUGHOUT KERN COUNTY.**

**IT IS FURTHER PROCLAIMED AND ORDERED THAT DURING THE EXISTENCE OF THE LOCAL EMERGENCY, THE POWERS, FUNCTIONS AND DUTIES OF THE EMERGENCY ORGANIZATION OF THIS COUNTY SHALL BE THOSE PRESCRIBED BY STATE LAW AND BY THE ORDINANCES OF THIS COUNTY AND BY THE COUNTY OF KERN EMERGENCY PLAN, APPROVED BY BOARD OF SUPERVISORS RESOLUTION 2008-338 ON AUGUST 26, 2008, AS FROM TIME TO TIME AMENDED THEREAFTER.**

Date:_____ Time_____ By:_____
XXXX, Administrative Officer
County of Kern

Upon issuance: Fax to OES Warning Center;
Copy to Intel, CAO, and EOC Director
Return Original to County Counsel

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**Pursuant to Kern County Ordinance Code Section 2.66.040.D.2, and in the absence of the Chairman of the Board of Supervisors, it is further requested that a Gubernatorial and Presidential Disaster Declaration each be made based on the foregoing facts and local emergency declaration.**

Date:_____ Time_____ By:_____
XXXX, Administrative Officer
County of Kern

Upon issuance: Fax to OES Director
Copy to Intel, CAO, and EOC Director
Return Original to County Counsel
BD/ #108737v3 (Rev.5/09)

***When Issued by the Fire Chief/Director of Emergency Services***:

# PROCLAMATION OF LOCAL EMERGENCY
## COUNTY OF KERN

Government Code section 8630 and Chapter 2.66 of the Kern County Ordinance Code empower **the Fire Chief/Director of Emergency Services to proclaim** the existence or threatened existence of a local emergency when the County of Kern is affected or likely to be affected by a public calamity and the Board of Supervisors is not in session and the CAO is not available.

The Fire Chief/Director of Emergency Services of the County of Kern does hereby find as follows:

That the Board of Supervisors is not in session and the CAO is not available, and that conditions of extreme peril to the safety and persons and property have arisen within Kern County and local emergency response agencies are faced with being extended beyond their functional capabilities because of the following events:

**NATURE OF INCIDENT, CURRENT CONDITIONS AND FORECAST IMPACTS DESCRIBED HERE:**

**NOW, THEREFORE, IT IS HEREBY PROCLAIMED THAT A LOCAL EMERGENCY EXISTS THROUGHOUT KERN COUNTY.**

**IT IS FURTHER PROCLAIMED AND ORDERED THAT DURING THE EXISTENCE OF THE LOCAL EMERGENCY, THE POWERS, FUNCTIONS AND DUTIES OF THE EMERGENCY ORGANIZATION OF THIS COUNTY SHALL BE THOSE PRESCRIBED BY STATE LAW AND BY THE ORDINANCES OF THIS COUNTY AND BY THE COUNTY OF KERN EMERGENCY PLAN, APPROVED BY BOARD OF SUPERVISORS RESOLUTION 2008-338 ON AUGUST 26, 2008, AS FROM TIME TO TIME AMENDED THEREAFTER.**

Date:_____ Time_____ By:_____
XXXX, Fire Chief/Director of Emergency Services
County of Kern

Upon issuance: Fax to OES Warning Center;
Copy to Intel, CAO, and EOC Director
Return Original to County Counsel

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**Pursuant to Kern County Ordinance Code Section 2.66.040.D.2, and in the absence of the Chairman of the Board of Supervisors, it is further requested that a Gubernatorial and Presidential Disaster Declaration each be made based on the foregoing facts and local emergency declaration.**

Date:_____ Time_____ By:_____
XXXX, Administrative Officer
County of Kern

Upon issuance: Fax to OES Director
Copy to Intel, CAO, and EOC Director
Return Original to County Counsel
BD/ #108737v3 (Rev.5/09)

## Documentation Required by FEMA to Support Reimbursement Requests

***Note: this list is not all-inclusive.***

**Applicant (Force Account) Labor and Prisoner Labor:**

*For each individual:*

- ☐ Name
- ☐ Job title and function
- ☐ Type of employee (i.e., full-time exempt, full-time non-exempt, part-time, temporary, prisoner, etc.)
- ☐ Days and hours worked
- ☐ Pay rate(s) and fringe benefit rate(s)
- ☐ Description of work performed with representative sample of daily logs/activity reports, if available
- ☐ Representative sample of timesheets
- ☐ Fringe benefit calculations
- ☐ Pay policy

**Applicant-Owned (Force Account) Equipment:**

*For each piece of equipment:*

- ☐ Type of equipment and attachments used, including year, make, and model
- ☐ Size/capacity (e.g., horsepower, wattage)
- ☐ Locations and days and hours used with usage logs
- ☐ Operator name
- ☐ Schedule of rates, including rate components

**Rented or Purchased Equipment:**

- ☐ Rental or lease agreements, invoices, receipts
- ☐ Days used

**Supplies from Stock:**

- ☐ Historical cost records
- ☐ Inventory records
- ☐ Type of supplies and quantities used, with support documentation such as daily logs

**Purchased Supplies:**

- ☐ Receipts or invoices

**Contracts:**

- ☐ Procurement policy
- ☐ Procurement and bid documents
- ☐ For procurements in excess of the simplified acquisition threshold, a cost/price analysis
- ☐ Contracts, change orders, and invoices
- ☐ Dates worked
- ☐ For time and materials (T&M) contracts, monitoring documentation

**Mutual Aid:**

- ☐ Written agreement
- ☐ Services requested and received
- ☐ Same information listed for labor, equipment, and supplies above (as applicable)
- ☐ Invoices

**Donated Resources:**

*For each individual:*

☐ Name
☐ Days and hours worked
☐ Location of work and work performed

*Equipment:*

☐ Same information listed under Applicant-Owned Equipment above
☐ Who donated each piece of equipment

*Supplies or Materials:*

☐ Quantity donated
☐ Who donated
☐ Location(s) used

**Cost Estimates:**

☐ Cost estimate for the agreed-upon Scope of Work, developed with unit costs
☐ Qualifications of the company or individual who prepared the cost estimate

**Cost reasonableness (if requested by FEMA):**

☐ Documentation showing current market price for similar goods or services, such as:
- Historical documentation;
- Average costs in the area; or
- Published unit costs from national cost estimating databases.

☐ Documentation supporting necessity of unique services or extraordinary level of effort
☐ Documentation supporting shortages, challenging procurement circumstances, and length of time shortages or procurement challenges existed, such as:
- News stories
- Supply chain vendor reports

**For Direct Administrative Costs (DAC):**

☐ Specific description of administrative task performed by individual
☐ Skill level and position description of individual performing task

**Other:**

☐ Documentation regarding cash donations or other funding received
☐ Cost comparisons and source documentation, if applicable
☐ Actual insurance proceeds, if available

***Note:*** <u>All source documentation to support the project costs must be maintained</u>. To facilitate closeout and audits, file all documentation pertaining to each project with the corresponding FEMA Project Worksheet as the permanent record of the project.